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**ADDIS ABABA UNIVERSITY SCHOOL OF JOURNALISM
AND COMMUNICATIONS PUBLIC RELATIONS AND
STRATEGIC COMMUNICATIONS DEPARTMENT**

**BRAND MANAGEMENT AND COMMUNICATION
STRATEGY IN A NEW MARKET CONTEXT: A CASE
STUDY OF AHADU BANK S.C**

A thesis submitted to school of journalism and communication, in partial fulfillment of the requirements for the degree of Master of Arts in Public Relation and Strategic Communication

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Addis Ababa, Ethiopia

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DEDICATION

*I offer this work as a tribute to my father, **Dejene Tadesse**, and my mother, **Azalech W/Semayat**, whose unwavering commitment to education and instilling self-discipline has been instrumental in shaping my path. I am deeply thankful to my parents for providing me with an exceptional educational foundation and consistent support throughout my journey.*

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ACRONYMS/ABBREVIATIONS

Acronym	Definition
BCS	Brand Communication Strategy
BID	Brand Identity Development
BMPBI	Brand Management Practices in the Banking Industry
BIM	Brand Image Management
BCT	Brand Communication Tactics
BP	Brand Positioning
CR	Customer Relation
CLV	Customer Lifetime Value
CCA	Customer-Centric Approach
CRR	Customer Retention Rate
CCA	Customer-Centric Approach
CLV	Customer Lifetime Value
CIR	Competitive Interest Rates
DM	Digital Marketing
ELR	Empirical Literature Review
IMC	Integrated Marketing Communications
KPIs	key performance Indicators
NPS	Net Promoter Score
PR	Public Relation
SEV	Strong Ethical Values
SMM	Social Media Marketing
SPSS	Statistical Package for Social Science
VIF	Variance Inflation Factor

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Abstract

In today's fast-paced market environment, effective brand management and communication are crucial for the success of Ahadu Bank S.C. With a diverse range of stakeholders, including 32 banks, 18 insurers, and 48 microfinance institutes, the bank's organizational structure is complex. The bank's workforce comprises 125 managerial staff and 600 non-managerial staff, totaling 733 employees.

This study examines the brand management and communication strategy of Ahadu Bank S.C, a new entrant in the Ethiopian banking sector. The study aims to identify the tools used by the bank, challenges faced, and the effectiveness of its social media usage. The survey had a response rate of 86.5%, with 346 completed forms analyzed using descriptive statistics.

The study found that Ahadu Bank S.C's brand management and communication strategy was effective in building brand equity, with higher scores for brand communication strategy, brand positioning, and market characteristics. The analysis also showed significant correlations between independent variables and brand equity.

The study highlights that Ahadu Bank S.C's brand management and communication strategy has been successful in building brand equity, with a strong focus on brand communication, positioning, and market characteristics. The study also emphasizes the importance of maintaining a favorable brand image, executing communication strategies, addressing obstacles, and harnessing social media platforms.

The study concludes that effective brand management and communication strategies are crucial for Ahadu Bank S.C's success in the new market. The study recommends that the bank should conduct regular market research to understand customer needs and preferences, develop targeted marketing campaigns to reach a wider audience, enhance social media presence by posting regular updates and engaging with customers, and implement effective communication strategies to address customer concerns and build trust.

Overall, this study provides valuable insights into Ahadu Bank S.C's brand management and communication strategies in a new market context, highlighting challenges and opportunities faced by the bank in establishing its presence and reputation in the Ethiopian banking sector.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

In a new market context, the role of brand management and communication strategy is crucial in establishing a brand's presence and reputation, particularly in highly competitive industries like banking. This case study focuses on Ahadu Bank S.C, a fictitious bank planning to enter a new market. According to Keller (2013), the concept of brand management and communication strategy encompasses various activities such as brand positioning, brand communication, measuring brand equity, and managing brand equity. Its aim is to establish and maintain a strong brand image and reputation, ultimately driving customer preference and loyalty. Aaker and Joachimsthaler (2000) highlight the significance of brand leadership in guiding the brand management process and creating a lasting impression on consumers. They argue that effective brand leadership requires understanding the target market, shaping brand identity, and establishing brand differentiation.

Loken and John (1993) explore the impact of brand extensions on consumers' brand beliefs and suggest that inconsistency with consumers' perceptions of the brand can lead to dilution of those beliefs. This underscores the need for careful planning and execution in brand management and communication strategies. Kapferer (2008) emphasizes the importance of taking a long-term perspective in strategic brand management, focusing on building and sustaining brand equity over time. This involves developing strong brand associations, creating a brand identity, and effectively communicating the value proposition of the brand.

Ahadu Bank S.C recognizes the significance of effectively managing its brand and implementing a robust communication strategy to successfully penetrate and establish itself in the new market. The bank understands that a strong brand foundation and strategic communication are essential to differentiate itself from existing players and attract potential customers.

The authors Keller and Lehmann (2003) examine how brands generate value by investigating different sources of brand equity, such as brand awareness, brand associations, and brand loyalty. They emphasize the significance of effectively managing these brand assets to gain a competitive

advantage in the market. Aaker (1997) focuses on the consumer-brand relationship, highlighting the importance of elements such as brand loyalty, trust, and emotional connections. This underscores the necessity for brands to establish strong relationships with their target audience through effective communication strategies. Scholars Fournier (1998) and Franzen and Bouwman (2008) delve into the psychological realm of brands, arguing that brands exist in the minds of consumers and are influenced by personal and cultural factors. Understanding these mental associations and perceptions is crucial for developing effective brand management and communication strategies. In their work, Kotler and Keller (2016) emphasize the overall marketing management process and stress the importance of integrating different marketing elements, including brand management and communication strategies, to create a cohesive and impactful marketing plan. They introduce the concept of integrated marketing communications (IMC), which advocates for a consistent and coordinated approach to brand communication across various channels and touch points to effectively deliver the brand message to the target market. Schultz, Tannenbaum, and Lauterborn (1994) also contribute to the discussion by discussing IMC and its role in branding and communication. As described above The emergence of brand management and communication strategy in a new market context can be traced back to the development of marketing as a discipline in the early 20th century. However, its significance and focus on building and managing brands in a strategic manner gained more attention and prominence in the latter half of the 20th century.

Companies began to recognize the value of brands and the impact they could have on consumer purchasing decisions. With the growth of globalization and the expansion of markets, the need for effective brand management and communication strategies in new market contexts became increasingly important.

Specific milestones in the emergence of brand management and communication strategy emerged as an important idea in the 1960s and 1970s, researchers and practitioners like David Ogilvy and Al Rise emphasized the importance of building strong brands and positioning them effectively in the market. Aaker introduced In the 1980s the concept of brand equity and the idea that brands have tangible and intangible value that can be managed and leveraged. scholars like Kevin Lane Keller and David A. Aaker further developed the concept of brand management, focusing on brand equity, brand personality, and brand extensions In the 1990s. Today, brand management and

communication strategy in a new market context continue to evolve as companies face the challenges and opportunities presented by globalization, technological advancements, and changing consumer behavior.

Based on the findings from the market research, Ahadu Bank S.C develops a solid brand identity, core values, and unique selling propositions that resonate with the target market. The bank strategically positions itself as a customer-centric institution that offers innovative, reliable, and technology-driven banking solutions. This positioning forms the foundation of the bank's brand management and communication strategy, guiding all subsequent activities.

Ahadu Bank S.C is a relatively new player in the Ethiopian banking sector, having entered the market in 2021. Over the years, it has earned a reputation as a trusted financial partner for many customers. However, expanding into new markets presents challenges, including intense competition, unique customer demands, and a different market environment. Effective brand management and communication strategies are crucial for the success of a new entrant in navigating these challenges. This study aims to examine how Ahadu Bank S.C's brand management and communication strategies have been effective in the new market context, while also highlighting the best practices and challenges faced by the bank. By exploring this case study, the research aims to provide insights into how branding and marketing communication strategies can be leveraged for success in new market contexts.

Ahadu Bank S.C's case study underscores the significance of brand management and communication strategy in a new market context. Through the use of market research, development of a strong brand positioning, implementation of a multi-channel communication approach, and engagement with strategic partners, the bank can successfully establish its presence, attract customers, and build long-term relationships in the new market.

1.2. Statement of the Problem

Ahadu Bank S.C, a new player in the Ethiopian banking sector, is planning to enter a new market. Despite its reputation as a trusted financial partner, the bank faces challenges in establishing its presence and reputation in the competitive banking industry. The bank's brand management and communication strategies are crucial in navigating these challenges and building a strong brand image. However, there is a lack of research on the effectiveness of brand

management and communication strategies in new market contexts, particularly in Ethiopia. This study aims to investigate the impact of Ahadu Bank S.C's brand management and communication strategies on its success in the new market, highlighting the best practices and challenges faced by the bank. The research questions are:

How effective is Ahadu Bank S.C's brand management and communication strategy in establishing its presence and reputation in the new market?

What are the best practices and challenges faced by Ahadu Bank S.C in implementing its brand management and communication strategy in the new market?

How can Ahadu Bank S.C leverage its brand management and communication strategy to build long-term relationships with customers and differentiate itself from competitors?

The significance of this study lies in its potential to provide insights into the effectiveness of Ahadu Bank S.C's brand management and communication strategies, enabling informed strategic decision-making to enhance their chances of success in the new market. The study will also contribute to existing literature on brand management and communication strategies in new market contexts, benefiting other organizations entering new markets.

The banking sector has undergone substantial transformations, marked by intensified competition among banks and increasing customer demands. This phenomenon is also evident in the Ethiopian banking industry, with the proliferation of private banks and non-financial entities. Presently, Ethiopia is home to 30 public and private banks. Consequently, the establishment of effective brand management and communication strategies in new market contexts becomes indispensable for achieving success in this fiercely competitive environment.

In the rapidly evolving finance industry, characterized by increased competition among banks and rising customer expectations, this case study recognizes the importance of developing a robust brand management and communication strategy to achieve success in such a competitive environment. This is especially relevant in the Ethiopian banking industry, which has experienced growth in the number of private banks and non-banking financial institutions.

When a bank decides to enter a new market, it typically follows a series of steps. First, comprehensive market research is conducted to assess factors such as market size, competition, regulations, consumer behavior, and cultural dynamics. Based on the research findings, a strategy is developed, incorporating objectives, target segments, product offerings, pricing strategies, branding, and market entry approaches. The bank also ensures compliance with local laws and regulations specific to the banking sector, which may involve obtaining licenses, approvals, and establishing local partnerships or subsidiaries.

Infrastructure setup is another critical step where the bank establishes the necessary physical branches or digital banking channels, hires local staff, and implements relevant IT and operational systems. Branding and marketing efforts focus on building brand awareness and visibility in the new market by developing a localized brand strategy, adapting marketing campaigns, and utilizing effective communication channels to reach the target audience.

Customer acquisition and relationship management strategies are implemented to attract and acquire new customers, offering attractive products, competitive pricing, personalized services, and incentives. Furthermore, the bank emphasizes building strong customer relationships through excellent customer service and ongoing engagement.

Regular monitoring and evaluation of the bank's performance in the new market is essential. This includes assessing key performance indicators, market share, customer satisfaction, and making necessary adjustments or improvements as required. It is crucial to acknowledge that the specific approach and success of a bank's expansion into a new market can vary based on factors such as local market conditions, competition, regulations, and the bank's own capabilities and resources. In terms of the problem of brand management and communication strategy in a new market context, Keller (2013) identifies the challenge of effectively building, measuring, and managing brand equity. This involves brand positioning, communicating the brand's value proposition, and creating strong brand associations.

Aaker and Joachimsthaler (2000) emphasize the need to establish brand leadership in a new market by understanding the target market, shaping brand identity, and creating differentiation to gain a competitive advantage. Loken and John (1993) highlight the potential negative impact

of brand extensions on brand beliefs in a new market context. Ensuring that brand extensions align with consumers' perceptions of the brand is crucial to avoid dilution of brand beliefs.

Kapferer (2008) emphasizes the challenge of creating and sustaining brand equity in the long term in a new market. This requires building strong brand associations, developing a distinct brand identity, and effectively communicating the brand's value proposition over time.

Keller and Lehmann (2003) address the problem of understanding how brands create value in a new market. This involves managing brand assets such as brand awareness, brand associations, and brand loyalty to create a competitive advantage and deliver value to customers.

In our country's context, there is limited research on the impact of brand management and communication strategy, particularly in the banking industry. Existing studies have focused on specific promotional elements and have not examined the role of brand management and communication strategy in a new market context. For example, Tsegaye (2017) explored the role of selected promotional elements in building brand equity for a commercial bank in Ethiopia but did not consider brand management and communication strategy in a new market context. Similarly, Befikadu (2018) investigated the effect of integrated marketing communication on brand awareness in a commercial bank in Ethiopia, and Mengistu (2019) studied the impact of selected promotion elements on brand perceived quality in commercial Ethiopia. However, both studies measured only one aspect of brand equity, highlighting the need for further research to understand the role of brand management and communication strategy and develop effective plans to create brand equity.

Ahadu Bank S.C, as a representative of the banking industry, faces the challenge of developing a brand management and communication strategy in a new market context, where banking services are similar. Consequently, this study aims to address this challenge. The researcher is motivated to investigate the effect of major marketing communication tools such as advertising, sales promotion, public relations, personal selling, and direct marketing on the development of brand equity in Ahadu Bank S.C. These communication tools are currently being used by Ahadu Bank S.C.

1.3 Objectives of the Study

1.3.1. General Objectives

The general objective of this study is to analyze the brand management and communication strategy of Ahadu Bank S.C. in a new market context.

1.3.2 Specific objectives

The specific objectives of the study are:

- To identify the brand management and communication tools of Ahadu Bank S.C
- To identify the challenges of Ahadu Bank S.C on brand management and communication strategy in a new market.
- To assess their social media usage for brand management and communication strategy of Ahadu Bank S.C
- To examine Research questions
 1. “What are the brand management and communication tools of Ahadu Bank S.C”
 2. “What are the challenges of Ahadu in brand managed and communication”
 3. “How do Ahadu use social media for brand management and communication strategy in new market?”

1.4 Significance of the Study

The significance of this study lies in its potential to provide insights into the effectiveness of Ahadu Bank's brand management and communication strategies in a new market context, particularly in the Ethiopian banking industry. The study will contribute to the existing literature on brand management and communication strategies by providing a comprehensive analysis of Ahadu Bank's strategies and their impact on customer satisfaction, brand reputation, and market penetration.

The practical significance of this study is that it will help Ahadu Bank improve its brand management and communication strategies, which will lead to increased customer satisfaction, loyalty, and retention. The study will also provide recommendations for future improvements to enhance its competitive advantage.

Theoretically, this study will contribute to our understanding of brand management and communication strategies in new market contexts by providing a comprehensive framework for understanding the complexities involved in building a strong brand presence.

Methodologically, this study will use innovative approaches such as focus groups and surveys to gather data from customers, which will provide valuable insights into their perceptions and experiences with Ahadu Bank.

The findings of this study will have a significant impact on policy and practice in the banking industry, particularly in Ethiopia. The recommendations provided in this study will inform future policies and practices related to brand management and communication strategies.

In terms of potential applications, this study's findings can be applied to other service sectors or industries that are facing similar challenges in building a strong brand presence.

Overall, this study addresses gaps in current knowledge on brand management and communication strategies in new market contexts by providing a comprehensive analysis of Ahadu Bank's strategies and their impact on customer satisfaction, brand reputation, and market penetration.

Specifically, the study aims to:

- ✓ Identify the key factors that influence customer satisfaction and loyalty towards Ahadu Bank.
- ✓ Develop a comprehensive framework for understanding the complexities involved in building a strong brand presence in a new market.
- ✓ Provide recommendations for future improvements to enhance Ahadu Bank's competitive advantage.

By addressing these research objectives, this study will contribute to the advancement of knowledge on brand management and communication strategies in new market contexts, and provide valuable insights for Ahadu Bank and other organizations seeking to build a strong brand presence in emerging markets.

1.5 Scope and Delimitation of the Study

The study on brand management and communication strategy for Ahadu Bank S.C. covers several aspects, including brand management, communication strategy, new market context, and performance evaluation. In terms of brand management, the study analyzes different elements, such as brand positioning, identity, awareness, and equity, and assesses how Ahadu Bank establishes and manages its brand presence in the new market. The communication strategy component evaluates the targeted messaging and channels used by the bank to connect with customers, assess the effectiveness and level of integration among various marketing communication channels and activities, and suggest areas for improvement. In examining the new market context, the study investigates the specific market dynamics, customer preferences, and competitive landscape that Ahadu Bank faces in the new market, identifies opportunities and challenges, and provides recommendations on how to navigate the market. Performance evaluation aims to analyze and evaluate the impact of brand management and communication strategies on key indicators such as brand perception, customer acquisition, and market penetration. Limitations of the study include a geographic scope, sample size, and industry-specific focus. Finally, Ahadu Bank's brand management and communication strategy will operate within defined boundaries such as geographic focus, target market segment, competitive landscape, cultural factors, and regulatory environment.

1.6 Definitions of terms for practical use

In order to ensure that the study on Brand Management and Communication Strategy in a New Market Context: A Case Study of Ahadu Bank S.C. is clear and consistent, the following definitions are provided:

1.6.1. Brand management:

The deliberate activities and techniques used by Ahadu Bank S.C. to develop, maintain, and improve the perception and reputation of their brand in the new market. This involves tasks such as positioning the brand, developing its identity, communicating it effectively, and monitoring its performance.

1.6.2. Communication strategy:

The planned approach and methods employed by Ahadu Bank S.C. to effectively convey their brand message to the intended audience in the new market. This includes utilizing various communication channels like advertising, public relations, digital marketing, and customer engagement strategies.

1.6.3. New market context:

The specific geographical location or market segment that Ahadu Bank S.C. has identified as a new market for expansion. It may involve unique cultural, economic, regulatory, and competitive factors that affect the brand management and communication strategies in that particular context.

1.6.4. Brand perception:

The subjective evaluation and impression of the Ahadu Bank S.C. brand held by customers and potential customers in the new market. It incorporates perceptions of the bank's reputation, credibility, service quality, and overall customer experience.

1.6.5. Customer acquisition:

The process of attracting and gaining new customers for Ahadu Bank S.C. in the new market. It entails implementing strategies and tactics to increase the bank's customer base and market share.

1.6.6. Market penetration:

The degree to which Ahadu Bank S.C. has successfully entered and established its presence in the new market. It encompasses both the bank's market share and customer loyalty.

1.6.7. Key performance indicators (KPIs):

Quantifiable metrics used to assess the effectiveness and success of Ahadu Bank S.C.'s brand management and communication strategies in the new market. Examples of KPIs could include customer satisfaction, brand awareness, customer acquisition rate, and market share growth.

By providing these definitions, researchers and readers can have a clear understanding of the specific meanings assigned to these terms within the context of the study.

1.7 Organization of the study

The study on Brand Management and Communication Strategy in a New Market Context: A Case Study of Ahadu Bank S.C. is organized in a logical manner to ensure coherence and clarity. The study, which focuses on brand management and communication strategy in a new market context using Ahadu Bank S.C. as a case study, is structured in a logical manner to ensure coherence and clarity. The suggested organization of the study includes an introduction providing background information, research questions, and objectives, as well as the importance of the study. This is followed by a literature review that discusses brand management and communication strategies, their role in entering new markets, and the challenges and opportunities in a new market context. The methodology section describes the research design, data collection methods, data analysis techniques, and study limitations. The case study section explores Ahadu Bank S.C., covering its brand identity, positioning, marketing and communication strategies, customer service, relationship management, and the impact of customer perception on acquisition and retention. The findings and analysis section evaluates the effectiveness of Ahadu Bank S.C.'s brand management and communication strategies in the new market context, considering any limitations. The recommendations section suggests improvements and strategic implications for industry players interested in entering new markets. The conclusion summarizes the key findings, reflects on the research's significance, and provides recommendations for future research. The study concludes with a list of references and appendices including supplementary.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

2.1.1. Overview of Brand Management and Communication Strategies

This literature review provides an overview of the main concepts, theories, and empirical studies related to brand management and communication strategies. It emphasizes their crucial role in establishing and sustaining a strong brand presence in the market.

2.1.1.1. Definition and Significance of Brand Management: Brand management involves activities aimed at developing and maintaining a brand's image, reputation, and perception in the market. It includes various elements such as brand identity, positioning, and differentiation. Numerous studies underline the importance of brand management and its impact on customer loyalty, market differentiation, and financial performance.

2.1.1.2. Strategies for Brand Communication: Effective brand communication strategies are essential for conveying the brand's message, values, and identity to the target audience. Scholars have identified various communication channels and techniques, such as advertising, public relations, social media marketing, and experiential marketing. Studies highlight the need for consistent, relevant, and engaging brand messages to build brand awareness, image, and trust.

2.1.1.3. Developing Brand Equity: Brand equity measures the value of a brand and its ability to generate customer preference and loyalty. The literature presents different models and frameworks to understand and evaluate brand equity, such as Aaker's brand equity model and Keller's customer-based brand equity model. These models emphasize the role of brand awareness, perceived quality, brand associations, and brand loyalty in creating and sustaining brand equity.

2.1.1.4. International and Cross-Cultural Brand Management: Managing brands across different markets and cultures poses unique challenges and opportunities. Scholars explore the cultural and contextual factors that influence brand management strategies in diverse markets. They highlight the need for adapting and customizing brand messages and visuals to align with local preferences and cultural norms.

2.1.1.5. Digital Branding and Communication: With the emergence of digital and social media platforms, brand management and communication strategies have undergone significant changes. Scholars discuss the impact of digital branding strategies, such as online brand communities, influencer marketing, and user-generated content. They also examine the challenges and opportunities brought by the digital landscape, such as managing online reputation, addressing negative feedback, and staying relevant in a rapidly evolving digital environment.

2.1.1.6. Integrated Marketing Communication (IMC): IMC emphasizes the importance of a consistent and coordinated approach to brand communication across different channels and touch points. It calls for aligning advertising, public relations, sales promotion, and other promotional activities to ensure a unified brand message. Scholars discuss the benefits of IMC in terms of enhancing brand visibility, customer engagement, and overall brand performance.

2.2. The role of brand management and communication in entering new markets

When entering new markets, it is essential to plan carefully and implement effective brand management and communication strategies. This literature review aims to examine the significance of brand management and communication in the process of entering new markets, highlighting key concepts, theories, and empirical studies in this area.

2.2.1. Brand Positioning and Differentiation: In new market entries, brand positioning and differentiation are critical. Scholars emphasize the importance of identifying a unique value proposition and positioning the brand effectively to differentiate it from competitors. Studies underscore the need for clear, consistent, and compelling brand messaging that effectively conveys value to the target audience in the new market.

2.2.2. Cultural Adaptation and Localization: Culture significantly influences consumer behavior and purchase decisions. Researchers discuss the importance of adapting brand messages, visuals, and communication strategies to align with the local culture and preferences. Localization efforts, such as customizing language and incorporating cultural symbols, contribute to building brand relevance and resonance in the new market.

2.2.3. Building Brand Trust: Establishing brand trust is vital when entering new markets, as consumers may be unfamiliar with the brand. The literature suggests that transparent communication, reliable customer service, and consistent delivery of quality products/services are key factors in building trust. Studies emphasize the significance of credibility, authenticity, and social responsibility in earning the trust of consumers in the new market.

2.2.4. Strategic Partnerships and Alliances: Entering new markets often involves forming strategic partnerships and alliances with local organizations, distributors, or influencers. Scholars highlight the role of partnerships in enhancing brand visibility, market entry strategy, and leveraging the local partner's expertise and network. Collaborations can facilitate brand introduction, market penetration, and customer acquisition in the new market.

2.2.5. Market Research and Consumer Insights: Understanding consumer behavior, needs, and preferences in the new market is crucial for effective brand management and communication. The literature suggests conducting extensive market research and gaining consumer insights to acquire knowledge about the target audience, their buying behavior, and cultural nuances. This information helps in tailoring brand messages and positioning strategies to resonate with the target market.

2.2.6. Innovation and Adaptation: Entering new markets often requires innovation and adaptation to meet the unique needs and demands of new consumers. Studies underline the importance of product or service innovation, as well as adapting marketing messages and communication channels to suit the new market context. Flexibility and responsiveness to market feedback are essential for successfully entering and establishing the brand in the new market.

2.3. Challenges and opportunities in a new market context

When entering a new market, businesses face both challenges and opportunities. This literature review aims to explore the main challenges and opportunities that organizations encounter when venturing into new market contexts, drawing insights from relevant concepts, theories, and empirical studies.

2.3.1. Cultural and Social Differences: Entering a new market brings challenges in terms of understanding local customs, values, and consumer behavior. It is important to adapt to the local culture, localize products and services, and use effective communication strategies to bridge these gaps. However, these differences also provide opportunities to tap into new consumer segments, develop innovative products tailored to local preferences, and build strong brand connections.

2.3.2. Legal and Regulatory Environment: Navigating the complex legal and regulatory environment of a new market can be challenging. Companies must comply with intellectual property rights, trade regulations, and local laws. Understanding the legal framework is crucial. Nevertheless, changes in regulations and business-friendly policies can also create opportunities for gaining a competitive advantage, exploring new market segments, and forming partnerships with local entities.

2.3.3. Competitive Landscape: Entering a new market means facing competition from established players. Challenges include market saturation, limited market share, and competition from local or multinational brands. To overcome these challenges, companies need to differentiate their products, offer unique value propositions, and build strong brand equity. The new market context can also offer opportunities to explore untapped market segments, collaborate with existing competitors, or introduce disruptive offerings.

2.3.4. Supply Chain and Distribution Channels: Establishing an efficient supply chain and distribution network can be challenging in a new market with limited infrastructure and unfamiliar market dynamics. Identifying reliable local partners, adapting distribution models, and investing in supply chain management is necessary. However, these challenges also present opportunities for innovation in supply chain processes, developing alternative distribution channels, and leveraging technology for efficient operations.

2.3.5. Consumer Behavior and Market Insights: Understanding consumer behavior and gaining market insights in a new market is crucial. Challenges include limited consumer data, fragmented consumer preferences, and changing market dynamics. Investing in market research, consumer surveys, and data analytics helps gain insights into customer needs, purchasing habits,

and market trends. This information offers opportunities for targeted marketing, product customization, and the development of tailored offerings.

2.3.6. Technological Advancements: Technological advancements bring both challenges and opportunities in a new market. Adapting to new digital platforms, e-commerce trends, and changing consumer expectations is necessary. Embracing technology can unlock opportunities for agile marketing, personalized customer experiences, and a competitive edge. However, organizations must also address challenges related to cyber security, data privacy, and keeping up with rapidly evolving technology.

Ahadu Bank S.C. may encounter various obstacles and advantages when entering a new market. Reviewing relevant literature can provide insights into the typical challenges and opportunities in a new market context, enabling Ahadu Bank S.C. to develop an effective brand management and communication strategy. Here are some prevalent challenges and opportunities:

2.3.6.1 Challenges:

1. **Cultural Differences:** New markets often present unique cultural disparities, language barriers, and consumer preferences. Ahadu Bank S.C. must adapt its brand management and communication strategy to align with local culture and preferences, ensuring that its brand message is effectively conveyed and understood by the target audience.
2. **Competition:** Established competitors with strong brand presence and market share may exist in the new market. Ahadu Bank S.C. needs to strategically position itself and differentiate its brand from competitors. The bank should identify its unique selling points, strengths, and value proposition to gain a competitive advantage.
3. **Market Uncertainty:** New markets often entail uncertainties regarding consumer behavior, market dynamics, and regulatory frameworks. Ahadu Bank S.C. needs to be adaptable and agile in its brand management and communication strategy, closely monitoring market trends and adjusting its approach accordingly.
4. **Establishing Brand Trust:** Building trust and credibility in a new market can be challenging, especially as Ahadu Bank S.C. is an unfamiliar brand. The bank should invest in transparent communication, excellent customer service, and consistent delivery of high-quality services to establish trust and gain customer loyalty.

2.3.6.2 Opportunities:

1. **Untapped Market Potential:** Entering a new market provides Ahadu Bank S.C. with the opportunity to tap into a new customer base and expand its market reach. By understanding the needs and preferences of the target market, the bank can tailor its brand management and communication strategy to cater to these new opportunities.
2. **Differentiation and Innovation:** A new market context allows Ahadu Bank S.C. to distinguish itself from competitors by offering innovative products, services, or value-added solutions. By identifying market gaps and addressing unmet needs, the bank can establish itself as a market leader.
3. **Brand Extension and Diversification:** Entering a new market enables Ahadu Bank S.C. to extend its brand presence and diversify its product or service offerings. This allows the bank to attract a broader customer base and cater to a wider range of financial needs.
4. **Partnering and Collaboration:** Ahadu Bank S.C. can explore partnerships and collaborations with local businesses, organizations, or influencers to enhance its brand presence and credibility in the new market. Collaborative efforts can help the bank reach a larger audience and build strong relationships with key stakeholders.

Entering a new market presents both challenges and opportunities for Ahadu Bank S.C. Recognizing and addressing challenges such as cultural differences, competition, market uncertainty, and establishing brand trust will inform the brand management and communication strategy. Simultaneously, leveraging opportunities such as untapped market potential, differentiation, innovation, brand extension, and collaborations can help the bank establish a robust brand presence and succeed in the new market.

2.3.7. Theoretical foundations of brand management and communication strategy:

Keller's Brand Equity Model is a widely recognized theoretical framework in the field of brand management. It was developed by Kevin Lane Keller and aims to assist brand managers in building and managing brand equity, which refers to the value and strength of a brand in the minds of consumers. The model consists of four key components that contribute to the creation of strong brand equity.

1. **Brand Salience:** This component focuses on the brand's ability to come to consumers' minds when they think about a particular product category or need. It emphasizes the importance of brand awareness, recognition, and recall. Creating brand salience involves making the brand distinct and easily identifiable by potential customers.
2. **Brand Performance:** The second component assesses how well the brand performs compared to its competitors in delivering the functional benefits and attributes that customers expect. It includes factors such as product quality, reliability, functionality, and value for money. Positive brand performance contributes to customer satisfaction and trust.
3. **Brand Imagery:** Brand imagery involves creating a unique and favorable mental image of the brand in consumers' minds. It focuses on shaping perceptions and associations related to the brand's intangible attributes, such as personality, values, culture, and heritage. Brand imagery helps differentiate the brand from competitors and establishes an emotional connection with consumers.
4. **Brand Judgments and Feelings:** This component examines consumers' overall evaluations and emotional responses to the brand. It includes factors such as perceived quality, credibility, relevance, satisfaction, and loyalty. Positive brand judgments and feelings enhance brand equity as they influence consumers' decision-making and their willingness to choose and remain loyal to the brand.

The Keller's Brand Equity Model highlights the interplay between these four components and emphasizes that they work together to influence brand equity. For instance, strong brand salience can lead to enhanced brand performance and positive brand imagery. This, in turn, influences brand judgments and feelings, ultimately impacting the overall brand equity.

By focusing on these four components, the Keller's Brand Equity Model provides a comprehensive framework for brand managers to evaluate, measure, and enhance brand equity. It aids in strategic decision-making, including marketing activities, communication strategies, and brand positioning, by recognizing the importance of both functional and emotional aspects of branding.

Aaker's Brand Identity Model, developed by David Aaker, is a widely recognized theoretical framework used in brand management. It focuses on building a strong and distinctive brand identity that resonates with consumers. The model consists of six key components that work together to shape and communicate a brand's identity.

1. **Brand Essence:** Brand essence captures the core attribute or idea that defines the brand's unique position and differentiation. It encapsulates the fundamental value proposition and serves as the central theme or concept that guides the brand's identity and communication efforts. Brand essence helps create a focused and clear message about what the brand represents.
2. **Brand Positioning:** Brand positioning involves creating a unique and compelling position in the minds of consumers. It determines how the brand is perceived relative to its competitors within a specific target market segment. Brand positioning encompasses attributes such as value proposition, target audience, and how the brand fulfills consumer needs and desires.
3. **Brand Personality:** Brand personality refers to the human-like traits and characteristics associated with the brand. It involves assigning specific attributes, values, and emotions to the brand, creating a relatable and personable identity for consumers. Brand personality humanizes the brand and helps establish an emotional connection with consumers.
4. **Brand Relationships:** Brand relationships focus on developing strong, positive connections with consumers. It involves building trust, fostering loyalty, and creating long-term relationships with consumers. Brand relationships emphasize the brand's commitment to meeting customer needs, engaging in ongoing communication, and delivering consistent experiences that strengthen the bond between the brand and its customers.
5. **Brand Reflection:** Brand reflection entails aligning the brand with the values, aspirations, and self-expression of the target consumers. It ensures that the brand resonates with the target audience's identity and reflects their desired image. Brand reflection involves understanding the target consumers' attitudes, values, and lifestyles and incorporating them into the brand identity and communication strategies.
6. **Brand Culture:** Brand culture involves creating a set of beliefs, values, and practices within the organization that reflect the brand's identity. It ensures that the brand's culture is consistent with its desired image and that employees and stakeholders embody the brand's values. Brand culture helps align internal and external brand perceptions and fosters consistency in brand communication and experiences.

By utilizing these six components, Aaker's Brand Identity Model provides a holistic framework for brand managers to develop, manage, and communicate a strong brand identity. This model emphasizes the importance of creating a distinct and consistent brand identity that resonates with

consumers, creates preference, and nurtures long-term relationships. Brand managers can use this model to guide their brand strategy, messaging, visual elements, and overall brand experience.

2. Aaker's Brand Identity Model:

Aaker's Brand Identity Model focuses on developing a strong and distinctive brand identity. It consists of six key components:

2.1. **Brand Essence:** Brand essence captures the core attribute or idea that defines the brand's unique position and differentiation. It encompasses the brand's fundamental value proposition and encapsulates what the brand stands for.

2.2. **Brand Positioning:** Brand positioning involves creating a unique and compelling position in the minds of consumers. It determines how the brand is perceived relative to its competitors within a specific target market segment.

2.3. **Brand Personality:** Brand personality refers to the human-like traits and characteristics associated with the brand. It helps in establishing an emotional connection between the brand and consumers, creating preference and loyalty.

2.4. **Brand Relationships:** Brand relationships focus on developing strong, positive connections with consumers. This includes aspects such as fostering trust, building customer loyalty, and creating long-term relationships with consumers.

2.5. **Brand Reflection:** Brand reflection is about aligning the brand with the values, aspirations, and self-expression of the target consumers. It ensures that the brand resonates with the target audience's identity and reflects their desired image.

2.6. **Brand Culture:** Brand culture involves creating a set of beliefs, values, and practices within the organization that reflect the brand's identity. This helps in delivering a consistent brand experience across all touch points.

3. Integrated Marketing Communication (IMC) Model:

The Integrated Marketing Communication (IMC) model emphasizes the importance of creating a synergy and consistency in communication across various channels. It considers the following key concepts:

3.1. **Brand Positioning:** Brand positioning is essential in IMC, ensuring that all communication efforts are aligned with the brand's intended market position. It involves delivering a clear and consistent message that differentiates the brand from competitors.

3.2. **Brand Identity:** IMC aims to amplify and reinforce the brand identity through consistent and

cohesive communication across different channels. This includes consistent messaging, visual elements, and tone of voice.

3.3. Communication Channels: IMC focuses on utilizing a mix of communication channels, such as advertising, public relations, digital marketing, direct marketing, and social media, to reach the target audience effectively. It aims to create a seamless and integrated experience for consumers.

3.4. Customer Engagement: IMC emphasizes building meaningful relationships with customers through two-way communication and creating interactive brand experiences. It emphasizes engaging customers in conversations and involving them in the brand's story.

3.5. Measurement and Evaluation: IMC involves monitoring and evaluating the effectiveness of communication strategies and key performance indicators to ensure objectives are met. This allows for continuous improvement and optimization of communication efforts.

These frameworks provide valuable frameworks for understanding and implementing effective brand management and communication strategies. They focus on essential components such as brand positioning, brand identity, brand communication, brand equity, and integrated marketing communication, helping organizations develop and maintain a strong and impactful brand presence.

1. Brand Management Practices in the Banking Industry/BMPBI: A Global Perspective" by Jain and Singh (2018): This study provides insights into brand management practices in the banking industry across different countries. It examines strategies for positioning, brand communication, customer loyalty, and the impact of brand equity on financial performance.

2. The Impact of Branding Strategies on Bank Performance: Evidence from the Iranian Banking Industry" by Mohammadian and Liaghat (2017): This research investigates the relationship between branding strategies and bank performance in the Iranian banking industry. It examines the impact of brand awareness, brand association, perceived quality, and brand loyalty on financial performance.

3. Brand Communication Strategies in Expanding into New Markets: Insights from the Banking Industry" by Li and Zhang (2018): This study explores brand communication strategies of banks when expanding into new markets. It investigates the use of different communication channels, such as advertising, public relations, and digital marketing, and their impact on building brand awareness and engagement in new market contexts.

4. **Building Brand Equity in the Financial Services Sector: The Role of Communication and Service Quality**" by Zavareh, Mohazab, and Jafari-Sadeghi (2019): This research examines the impact of communication and service quality on brand equity in the financial services sector. It explores the influence of various communication channels, customer engagement, and service delivery on building strong brand equity.

5. **Digital Branding Strategy in the Banking Industry: A Comparative Study of Traditional and Online Banks**" by Seyedghorban, Ho, and Gupta (2020): This comparative study evaluates digital branding strategies employed by traditional and online banks. It examines the effectiveness of digital marketing, website design, social media presence, and customer engagement strategies on brand perceptions and customer loyalty.

6. **Managing Brand Equity during Market Entry: A Comparative Study of International and Local Banks in Developing Markets**" by Padgett-Thompson et al. (2016): This research compares brand management strategies of international and local banks during market entry in developing markets. It investigates the role of cultural adaptation, localization, and brand positioning in building strong brand equity and customer loyalty.

7. **New Market Entry Strategies in the Financial Service Sector: The Role of Branding and Communication**" by Polidoro, Balestrieri, and Borsellino (2015): This study examines new market entry strategies in the financial services sector, with a focus on branding and communication. It explores the impact of brand image, advertising, public relations, and customer engagement on successful market entry.

These studies provide valuable insights into brand management and communication strategies in banking or new market contexts. They address various elements such as brand positioning, brand equity, communication channels, customer engagement, cultural adaptation, and service quality that are crucial for effective brand management in these contexts.

2.1.2. **Brand management in the banking industry:**

Review previous studies and research that have explored brand management specifically in the banking sector. This may include studies examining the role of branding in building customer loyalty, trust, and perception of quality in banking services.

- Highlight notable findings, methodologies, and theoretical frameworks used in these studies.

2.1.3. Communication strategy in the banking industry:

The literature review section of the case study will examine previous research and studies related to communication strategies used by banks in various market contexts. This analysis will explore the different communication channels employed by banks, including advertising, public relations, social media, and digital marketing, and their influence on establishing and sustaining a strong brand image within the banking industry. Furthermore, the review will assess the significance of effective communication in meeting customer requirements, cultivating trust, and improving customer relationships.

2.1.4. Brand management and communication strategy in new market contexts:

The study will begin by reviewing previous research that has focused on brand management and communication strategies in new market expansion, specifically in the banking industry or similar service sectors. This will provide a foundation for understanding the challenges and opportunities that arise when implementing these strategies in new markets. Additionally, any existing gaps in knowledge will be identified, highlighting the need for further research in this area.

2.1.5. The relationship between brand management and communication strategy:

The study will investigate the relationship between brand management and communication strategy, specifically focusing on how effective communication can enhance brand value and support brand growth. It will explore how communication influences brand perception and customer behavior, and the role of alignment between brand management and communication strategy in driving overall brand building and market penetration. By conducting a thorough literature review, the study aims to establish a theoretical framework for understanding brand management and communication strategy in the context of a new market. This review will help identify gaps in current knowledge and contribute to the significance of the study by offering insights from existing theoretical frameworks, empirical research, and industry best practices in brand management and communication strategy.

2.4. Theoretical Review

The theoretical review of brand management and communication strategy in a new market context for the case study of Ahadu Bank S.C. is aimed at analyzing and understanding how Ahadu Bank S.C. can effectively manage its brand and develop a successful communication strategy to establish itself in the new market. The review will examine key theoretical concepts, frameworks, and

strategies related to brand management and communication, and their applicability to entering a new market. The findings from this review will provide useful insights and guidance for organizations operating in similar contexts.

2.4.1. Brand Management:

2.4.1.1. Brand Identity: Ahadu Bank S.C needs to establish a strong brand identity that reflects its values, promises, and unique selling propositions. The review will delve into theories such as brand identity development, brand positioning, and brand personality to understand how Ahadu Bank S.C can effectively shape its brand identity.

2.4.1.2. Brand Equity: Brand equity is an important measure of a brand's value and differentiation in the market. This section of the review will examine theoretical frameworks like Keller's Brand Equity Model and Aaker's Brand Equity Model to analyze how Ahadu Bank S.C can build and enhance its brand equity in the new market.

2.4.1.3. Brand Extension: The review will discuss the theoretical underpinnings of brand extension strategies, exploring concepts like brand stretch, fit, and leveraging. It will assess how Ahadu Bank S.C can leverage its existing brand to introduce new products or services and expand its market share in the new market.

2.4.2. Communication Strategy:

2.4.2.1. Integrated Marketing Communication (IMC): This section will explore the concept of IMC and its significance in developing a cohesive and consistent communication strategy. Theoretical frameworks like the IMC Mix and the Promotional Mix will be examined to understand how Ahadu Bank S.C can effectively integrate various communication channels and messages to maximize impact.

2.4.2.2. Customer Segmentation and Targeting: Theoretical concepts related to customer segmentation and targeting will be explored, such as market segmentation, positioning, and targeting strategies. The review will assess how Ahadu Bank S.C can develop a communication strategy that effectively targets and engages its desired customer segments in the new market.

2.4.2.3. Digital Communication: Given the growing importance of digital platforms, this section will delve into theories related to digital marketing, such as social media marketing, content marketing, and search engine optimization. It will analyze how Ahadu Bank S.C can leverage these digital channels to effectively communicate and engage with its target audience.

By examining and integrating these theoretical perspectives, the study will provide a solid foundation for understanding the role of brand management and communication strategy in the context of Ahadu Bank S.C.'s entry into a new market. Theoretical review enables the research to recommend appropriate strategies for successfully managing and communicating the bank's brand in the new market context.

Brand management and communication strategies are essential for achieving success in a new market context. The literature on this topic highlights that factors like cultural values and societal norms must inform a company's communication strategy when entering a new market. Research shows that successful brand management involves developing a brand personality that resonates with the local market and aligns with cultural preferences and values.

Effective communication strategies should be based on a comprehensive understanding of the local market. Research emphasizes that communication strategies should be customized to the target audience and the local context, including language choices, tone, and message content. By tailoring communication strategies to the local market, companies can establish trust and credibility among local consumers and build brand equity.

Although common communication channels like advertising, public relations, and social media play a role in a company's communication strategy, the literature suggests that other creative approaches are necessary in markets with distinctive cultural practices. These may include event marketing, influencer marketing, or other creative communication strategies that local consumers will find relevant and appealing.

The effective brand management and communication strategies in a new market context require a comprehensive understanding of the local market, its culture, and societal values. Aligning communication strategies with cultural preferences and values creates trust and credibility while building brand equity and ultimately leading to a successful market entry.

1. Brand Management Theories:

- Introduce and discuss relevant brand management theories that can be applied in the context of a new market. This may include theories such as Keller's Brand Equity Model, Aaker's Brand

Identity Model, and Kapferer's Brand Prism.

- Explain the key concepts and components of these models, such as brand positioning, brand identity creation, brand associations, brand loyalty, and brand equity.
- Relate these theories to the process of entering a new market and the challenges and opportunities that arise in this context.

2. Communication Strategy Theories:

- Discuss communication theories that underpin effective communication strategies, particularly in the context of launching a brand in a new market. Examples include the Integrated Marketing Communication (IMC) model and the Elaboration Likelihood Model (ELM).
- Explain how these theories emphasize the importance of message consistency, target audience segmentation, persuasive communication techniques, and the use of multiple communication channels.
- Highlight the role of communication in influencing consumer perceptions, attitudes, and purchase behaviors.

3. Relationship between Brand Management and Communication Strategy:

- Explore the interdependency between brand management and communication strategy in a new market context.
- Explain how strategic brand management provides a foundation for effective communication, as a well-defined brand identity and positioning guide communication efforts.
- Discuss how communication strategies are employed to reinforce and enhance brand perception in the target market.
- Analyze how consistent and compelling brand messaging across various communication channels can positively impact brand awareness, recall, and preference.

4. Adaptation of Brand Management and Communication Strategy to the New Market:

- Discuss the importance of adapting brand management and communication strategies when entering a new market due to differences in customer preferences, cultural nuances, and market dynamics.
- Explore theories or conceptual frameworks related to market entry strategies, such as international marketing and entry mode theories.
- Discuss the significance of market research and consumer insights in identifying and understanding the target market's needs and preferences.

5. Integration of Online and Offline Communication Channels:

- Highlight the growing importance of online communication channels, such as social media, websites, and mobile applications, in reaching and engaging with customers in the new market.
- Discuss theories and best practices related to integrated marketing communication (IMC) that emphasize the seamless integration of online and offline communication channels to ensure a consistent brand experience.

2.5. Empirical Literature Review/ELR

This empirical literature review aims to examine existing studies and research conducted in the field of brand management and communication strategy in the context of entering a new market, with a specific focus on the case study of Ahadu Bank S.C. The review will analyze the empirical evidence and findings from previous studies to gain insights into best practices and strategies that can be employed by Ahadu Bank S.C to effectively manage its brand and communication in the new market context.

2.5.1. Brand Management:

2.5.1.1. Brand Perception and Reputation: This section will review empirical studies that explore how brand perception and reputation influence the success of new market entry. It will examine factors such as brand image, brand associations, and customer perceptions of Ahadu Bank S.C's brand, providing insights on how to manage and shape positive brand perception in the new market.

2.5.1.2. Brand Equity and Financial Performance: The review will analyze empirical studies that investigate the link between brand equity and financial performance in the context of new market entry. It will examine metrics like brand awareness, brand loyalty, and brand preference to assess how Ahadu Bank S.C can enhance its brand equity and drive positive financial outcomes in the new market.

2.5.1.3. Relationship Marketing and Customer Engagement: This section will explore empirical studies that examine the role of relationship marketing and customer engagement in building a strong brand in a new market context. It will assess strategies such as customer relationship management, customer satisfaction, and loyalty programs, providing insights on how Ahadu Bank S.C can foster long-term customer relationships and enhance brand loyalty.

2.5.2. Communication Strategy:

2.5.2.1. Integrated Marketing Communication (IMC) Effectiveness: This section will review empirical studies that evaluate the effectiveness of integrated marketing communication strategies in new market entry. It will analyze the impact of various communication channels, such as advertising, public relations, and direct marketing, on Ahadu Bank S.C's brand awareness, brand perception, and customer engagement in the new market.

2.5.2.2. Cultural Adaptation and Localization: The review will examine empirical studies that investigate the importance of cultural adaptation and localization in communication strategies during new market entry. It will provide insights on how Ahadu Bank S.C can tailor its communication messages, visuals, and brand experience to align with the cultural norms and preferences of the new market.

2.5.2.3. Digital Marketing and Social Media: This section will analyze empirical studies that explore the role of digital marketing and social media in brand management and communication strategies in a new market context. It will assess the effectiveness of digital platforms in targeting and engaging a new audience, and provide recommendations on how Ahadu Bank S.C can leverage digital marketing channels for optimal brand exposure and customer engagement.

This empirical literature review synthesizes the findings from existing studies and research on brand management and communication strategy in the context of new market entry, using the case study of Ahadu Bank S.C. By analyzing empirical evidence and insights, the review offers practical recommendations and best practices for Ahadu Bank S.C to effectively manage its brand and communication in the new market context. The findings from this review can serve as a valuable resource for organizations entering new markets and seeking to establish a strong brand presence and communication strategy.

2.6 Conceptual Framework of the study

This conceptual framework presents a comprehensive overview of key concepts and elements that are essential for understanding and implementing effective brand management and communication strategies in a new market context. It specifically focuses on Ahadu Bank S.C as a case study, providing a foundation for analyzing and evaluating the bank's approach to brand management and communication in its new market entry.

2.6.1. Brand Management:

2.6.1.1. Brand Identity: This element focuses on developing a clear and distinctive brand identity, including brand positioning, brand personality, and brand promise. It emphasizes the importance of aligning the bank's core values and unique selling propositions with the expectations and preferences of the new market.

2.6.1.2. Brand Equity: This element examines the creation and enhancement of brand equity through brand awareness, brand loyalty, brand associations, and perceived quality. It emphasizes the significance of building a strong brand that resonates with the target market and generates positive financial outcomes.

2.6.1.3. Brand Extension and Innovation: This element explores the opportunities and challenges associated with brand extension strategies, including leveraging the existing brand name and reputation to introduce new products or services in the new market context. It highlights the need for innovation and continuous adaptation to meet the evolving demands and preferences of the target market.

2.6.2. Communication Strategy:

2.6.2.1. Integrated Marketing Communication (IMC): This element underscores the importance of developing an integrated and cohesive communication strategy that aligns all communication channels and messages. It emphasizes the utilization of various marketing tools, such as advertising, public relations, sales promotion, direct marketing, and digital marketing, to effectively reach and engage the target audience in the new market.

2.6.2.2. Customer Segmentation and Targeting: This element emphasizes the significance of understanding the new market's customer segments and tailoring the communication strategy to specifically target each segment. It explores the concepts of market segmentation, positioning, and targeting, and highlights the importance of personalized communication approaches to enhance customer engagement and create a strong brand-consumer relationship.

2.6.2.3. Cultural Adaptation and Localization: This element underscores the need for cultural adaptation and localization in the communication strategy when entering a new market context. It recognizes the diverse cultural norms, beliefs, and preferences of the target market and

emphasizes the importance of tailoring the brand message, visuals, and experiences to resonate with the local audience.

2.6.3. Evaluation and Monitoring:

2.6.3.1. Brand Performance Metrics: This element focuses on the measurement and evaluation of brand performance and effectiveness of communication strategies in the new market context. It explores key metrics such as brand awareness; brand reputation, customer satisfaction, and brand loyalty, helping Ahadu Bank S.C assess the impact of its brand management and communication efforts in the new market.

2.6.3.2. Continuous Improvement: This element highlights the importance of continuous evaluation, monitoring, and improvement of brand management and communication strategies. It emphasizes the need for flexibility and adaptability to adjust strategies based on customer feedback, market dynamics, and emerging trends in the new market.

This conceptual framework provides a comprehensive overview and structure for analyzing and evaluating the brand management and communication strategy of Ahadu Bank S.C in a new market context. It not only highlights key elements and concepts but also emphasizes the need for continuous improvement and adaptation to maximize brand equity and effectively engage the target market. The framework serves as a guide for organizations entering new markets to build a strong brand and communication strategy that aligns with the market's expectations and preferences.

The focus of this study would be on how Ahadu Bank S.C. can achieve success and competitiveness in the new market by utilizing brand management practices and effective communication strategies. The framework would involve identifying the primary components of brand management practices and communication strategies, including brand positioning, identity development, image management, customer relationship management, advertising, public relations, digital marketing, and other promotional efforts.

The next step would be to establish hypotheses or research questions regarding the impact of these practices and strategies on important indicators of the bank's performance such as brand awareness, customer loyalty, market share, and financial performance.

The framework would also take into account the specific characteristics of the new market context for Ahadu Bank S.C., including the target market, competitive landscape, cultural factors, regulatory environment, and technological advancements. These factors would provide an

understanding of the challenges and opportunities the bank faces in this new market and how brand management and communication strategies can be tailored to address them.

Additionally, the conceptual framework may incorporate relevant theoretical frameworks, models, or existing literature on brand management and communication strategies in relation to new market entry or market expansion. The representation is given as follows.

2.6.4 Line between Conceptual Framework and Communication Strategy

The line between conceptual formwork and communication strategy is blurry, as they are interconnected and often overlap. Conceptual formwork provides the foundation for the communication strategy, while the communication strategy puts the conceptual formwork into action. Effective communication strategies require a deep understanding of the brand's identity, positioning, and messaging, which is developed through conceptual farmwork. In other words, conceptual formwork sets the stage for the communication strategy, while the communication strategy brings the brand to life through various channels and tactics.

During the conceptual formwork phase, a brand might develop a brand positioning statement that highlights its unique value proposition: "We are a sustainable fashion brand that uses eco-friendly materials to create high-quality clothing."

Based on this positioning statement, the communication strategy might involve using social media campaigns to promote the brand's sustainability efforts, influencer partnerships to showcase the brand's eco-friendly materials, and email marketing to educate customers about the benefits of sustainable fashion.

In summary, conceptual formwork lays the groundwork for the brand's identity and messaging, while communication strategy brings that messaging to life through various channels and tactics.

The point of the line between conceptual formwork of brand management and communication strategy is to ensure that the brand's identity, positioning, and messaging are effectively executed through various marketing and communication channels. Here are some key points that highlight the importance of this line:

- 1. Clear Brand Identity:** Conceptual formwork provides the foundation for the brand's identity, which is essential for building recognition and consistency across all marketing and communication channels.
- 2. Effective Messaging:** Communication strategy takes the brand's identity and messaging to the

next level by crafting compelling messages that resonate with the target audience.

3. **Targeted Audience:** By understanding the target audience's needs, preferences, and pain points, communication strategy can tailor the message and channel to maximize engagement and conversion.

4. **Channel Selection:** Communication strategy determines which channels to use, when to use them, and how to allocate resources to maximize impact and ROI.

5. **Consistency and Coherence:** The line between conceptual farmwork and communication strategy ensures that the brand's message, tone, and visual identity are consistent across all touchpoints, creating a cohesive brand experience.

6. **Measurable Goals:** Communication strategy sets measurable goals for each campaign or initiative, allowing for evaluation and optimization of performance.

7. **Adaptability:** By understanding the target audience and market trends, communication strategy can adapt quickly to changing circumstances, ensuring the brand remains relevant and competitive.

8. **Budget Allocation:** Communication strategy determines how to allocate budget resources to achieve the most effective marketing and communication outcomes.

9. **Collaboration and Integration:** The line between conceptual farmwork and communication strategy fosters collaboration between different departments (e.g., marketing, creative, sales) and ensures that all stakeholders are aligned on the brand's overall direction.

10. **Measurable ROI:** By tracking the performance of each campaign or initiative, communication strategy can demonstrate the return on investment (ROI) for each marketing and communication effort.

By understanding these points, you can see that the line between conceptual farmwork and communication strategy is crucial for building a strong brand that effectively communicates its message to its target audience.

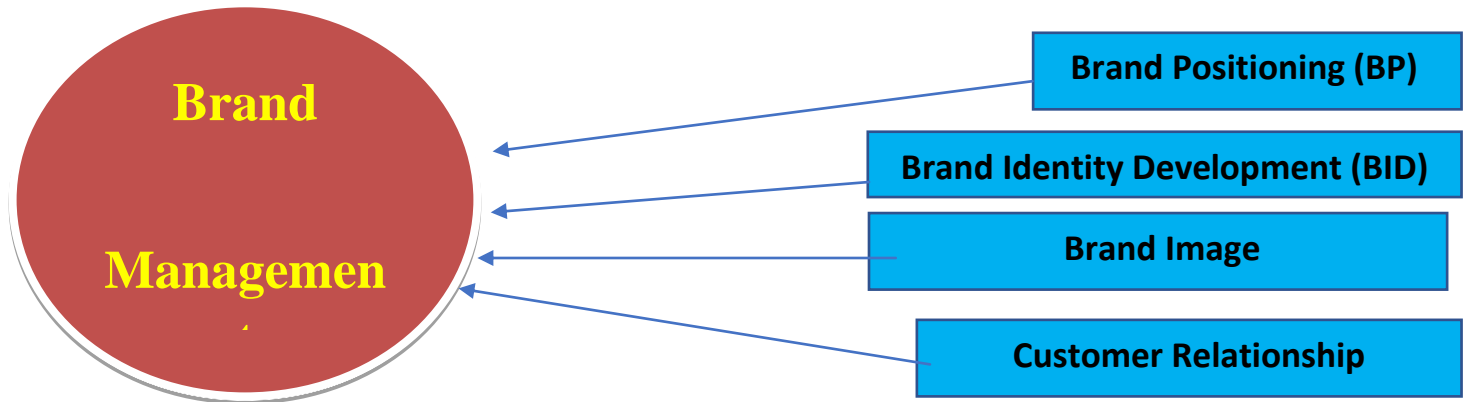


Figure 1.1 Conceptual Framework of Brand Management

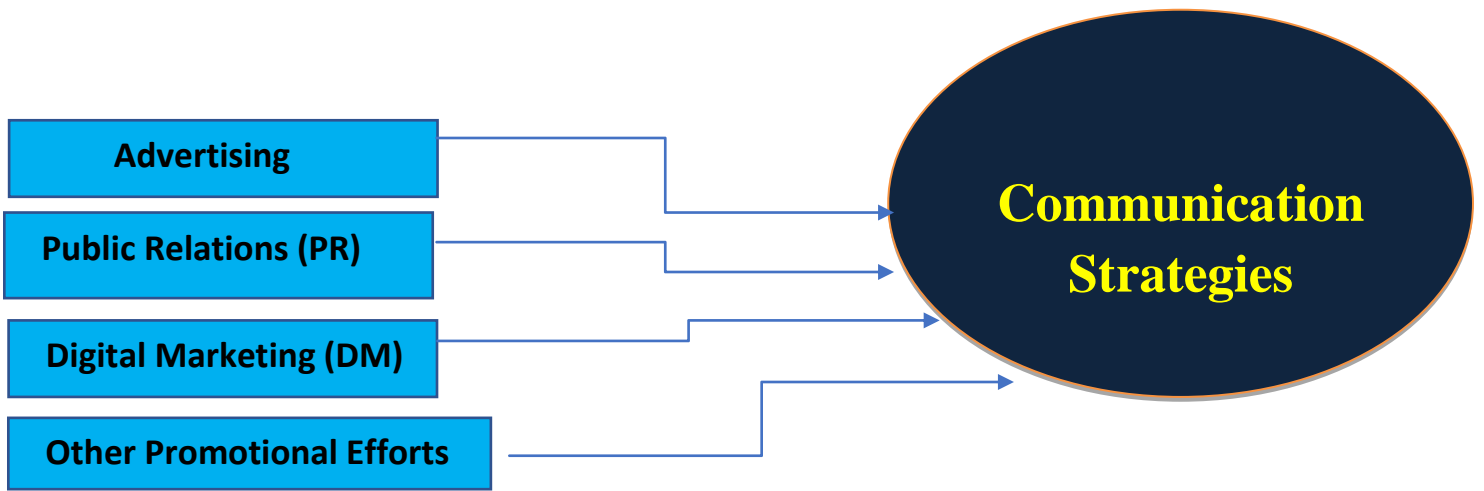


Figure 1.2 Conceptual Frameworks of Communication Strategies

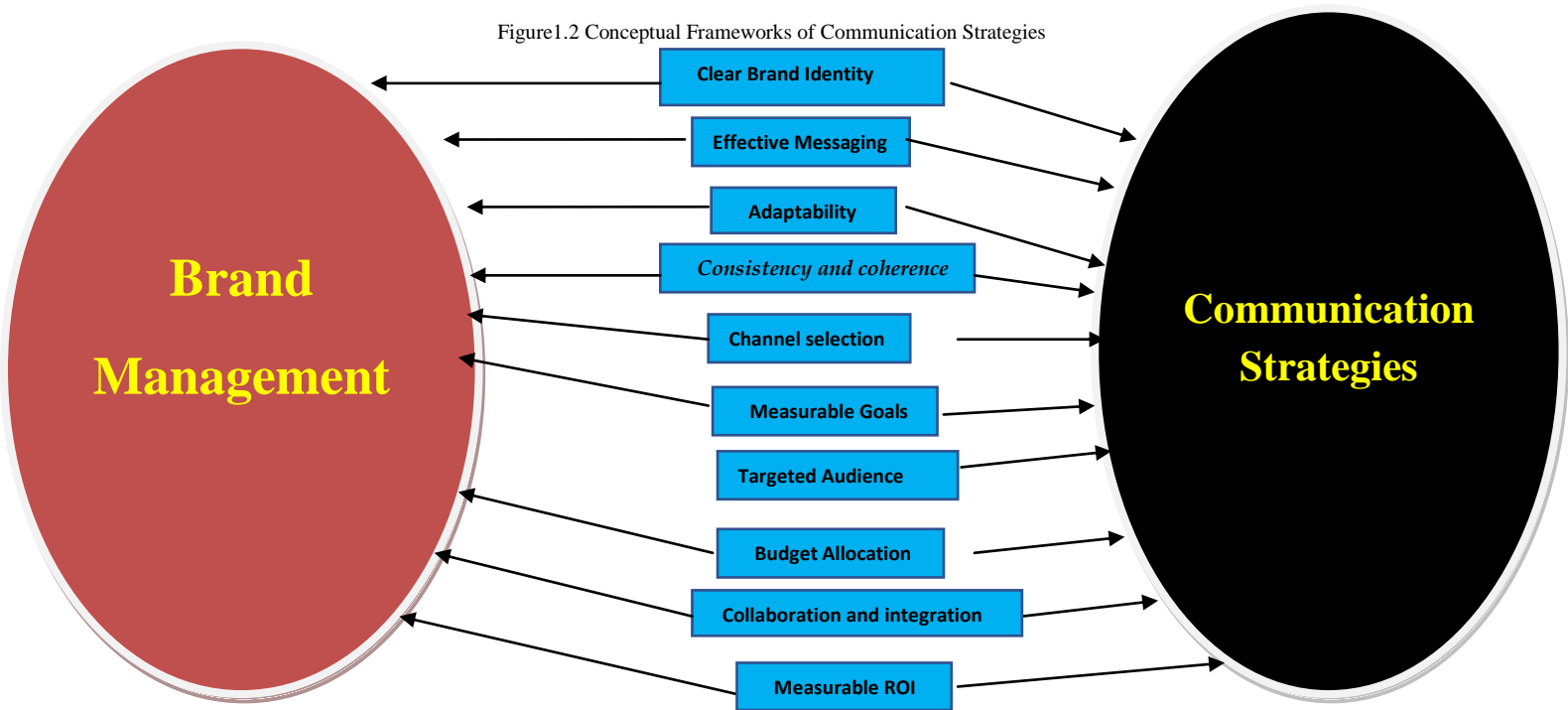


Figure 2.1 Conceptual Frameworks of line between brand management and Communication Strategies

CHAPTER THREE

3 RESEARCH METHODOLOGY

In this chapter, various aspects related to the research process are discussed. It starts by explaining the research approach, which is the overall strategy used for conducting the research. The approach can be qualitative, quantitative, or a combination of both.

Following that, the research design is explained, this outlines the specific plan for conducting the research, including data collection and analysis methods, and addresses the research questions or objectives.

The target population is then identified, representing the specific group of individuals or entities that the research focuses on. It could be a particular demographic, organization, or geographic location.

The sample size and sampling technique are discussed next. Sample size refers to the number of participants or cases to be included in the study, while sampling technique determines how the participants or cases will be selected from the target population. Different sampling techniques can be employed, such as random, purposive, or convenience sampling.

Data collection instruments and variables are described thereafter. Data collection instruments refer to the tools used to collect data, such as surveys, interviews, or observation guides. Variables denote the characteristics or factors being studied, like age, gender, or income.

Validity and reliability of the instruments are then explored. Validity examines whether the instruments accurately measure what they intend to measure, while reliability evaluates their consistency in producing the same results. Both validity and reliability are crucial in ensuring reliable and valid data.

The chapter proceeds with an explanation of the method of data analysis, which encompasses the specific statistical or analytical techniques used to analyze the collected data and answer the research questions. Examples include regression analysis, content analysis, or thematic analysis.

Furthermore, the model specification is discussed, referring to the particular model or theoretical framework that guides the research. This may include a specific theory or a conceptual model that outlines the relationships between the variables under investigation.

Lastly, ethical considerations are addressed. This involves following ethical guidelines and principles throughout the research process, such as obtaining informed consent from participants, ensuring confidentiality and anonymity, and considering potential risks or benefits to participants. Ethical considerations are crucial for protecting participants' rights, well-being, and maintaining the integrity of the research.

3.2 Research Design and Approach

3.2.1 Research Design:

This study can adopt a mixed methods research design, incorporating both qualitative and quantitative approaches, to comprehensively explore the brand management and communication strategies of Ahadu Bank in the new market context. This mixed methods design would allow for a more holistic understanding of the subject matter by combining the strengths of both qualitative and quantitative research methods.

The qualitative research component can involve in-depth interviews with key stakeholders such as bank executives, marketing managers, and customers. These interviews can explore their perspectives, experiences, and perceptions regarding the brand management and communication strategies of Ahadu Bank in the new market context. Additionally, observations and document analysis can be conducted to gather contextual information.

The quantitative research component can involve the administration of structured questionnaires or surveys to a larger sample of customers or target audience of Ahadu Bank. This can provide quantitative data on factors such as brand awareness, customer satisfaction, and perceived effectiveness of communication strategies. Statistical analysis can be performed on the collected data to provide numerical insights and identify any patterns or relationships.

By using a mixed methods research design, this study can capture both the rich qualitative insights and the statistical data necessary for a comprehensive analysis of the brand management and communication strategies of Ahadu Bank in the new market context.

3.2.2 Research Approach

This study can adopt a mixed-methods research design, combining both qualitative and quantitative research methods to comprehensively investigate the brand management and communication strategies of Ahadu Bank in the new market context.

The qualitative research approach would involve conducting interviews, focus groups, and observations to gather rich, descriptive data about the perceptions, experiences, and attitudes of key stakeholders such as customers, employees, and managers. This qualitative data would provide deeper insights into the strategies employed by the bank and the effectiveness of these strategies in the new market context.

Additionally, the study can incorporate quantitative research methods to collect numerical data on key performance indicators such as market share, customer satisfaction, and brand awareness. This data can be collected through surveys and questionnaires, allowing for statistical analysis and measurement of the impact of the brand management and communication strategies.

By combining both qualitative and quantitative approaches, the study can provide a comprehensive understanding of the brand management and communication strategies of Ahadu Bank and their effectiveness in the new market context

3.3 Data Collection Methods

3.3.1 Semi-structured interviews:

To gain valuable knowledge about the brand management and communication strategies of Ahadu Bank S.C in a new market, conducting semi-structured interviews with key stakeholders is recommended. These stakeholders should include the bank's management team, marketing professionals, and employees.

Interviews offer the opportunity to obtain firsthand information and in-depth insights from individuals who possess direct knowledge and experience in managing the bank's brand and communication strategies. They can provide insights into the stakeholders' perspectives, strategies, challenges, successes, and overall approach to brand management and communication.

When conducting interviews, it is crucial to carefully plan and structure the questions to gather specific information concerning brand management and communication strategies. It may be beneficial to cover topics such as the bank's brand positioning and differentiation, target audience identification, messaging and communication channels used, measurement of brand performance, and strategies for adapting to the new market context.

In addition to interviews, it is also recommended to collect relevant documents, reports, and other materials related to the bank's brand management and communication strategies. This additional information can supplement the insights gained from interviews, providing a more comprehensive understanding of the case study.

By conducting interviews and gathering relevant materials, valuable insights into Ahadu Bank S.C's brand management and communication strategies in a new market can be obtained. These insights can then be analyzed, used to enhance understanding, identify potential improvements, and contribute to the overall research objectives of the study.

3.3.2 Surveys or questionnaires:

To gain a better understanding of how customers and potential customers perceive Ahadu Bank's brand and communication strategies in the new market, one approach to execute the research design is to distribute surveys or questionnaires. This method would involve collecting feedback from respondents about their thoughts on Ahadu Bank's brand, including its recognition, reputation, loyalty, and positioning. The questionnaires should also inquire about the effectiveness of the bank's communication strategies, such as advertising campaigns, social media presence, public relations initiatives, and customer engagement efforts. By surveying a representative sample of customers and potential customers, this study can gather valuable insights into how Ahadu Bank's brand management and communication strategies impact customer perceptions and behaviors in the new market. The collected data can be analyzed quantitatively to identify any

patterns, correlations, or trends that emerge. It is crucial to ensure the surveys or questionnaires are well-designed, unbiased, and clear to obtain reliable and valid data. Moreover, it is essential to adhere to appropriate ethics and confidentiality protocols to protect the privacy of respondents.

3.3.3 Observation:

A case study approach will be used to examine the implementation of brand management and communication strategy in a new market context at Ahadu Bank S.C. This research design will involve observing the bank's marketing and branding activities in the new market. Data will be collected through interviews, document analysis, and direct observations. These methods will provide insights into the bank's strategies, tactics, and initiatives related to brand management and communication. By assessing the effectiveness of these strategies, researchers will gain a better understanding of how the bank has adapted its marketing efforts to the challenges and opportunities of the new market through branding and communication. The results of this study will provide valuable insights for the bank and other organizations in similar situations about brand management and communication strategies in new market contexts

3.4 Target Population

According to the literature provided the target population for the study on Brand Management and Communication Strategy in a New Market Context: A Case Study of Ahadu Bank S.C. can be defined as:

The target population ideally includes individuals or organizations directly involved in or impacted by Ahadu Bank S.C.'s brand management and communication strategies. This includes:

1. Current and potential customers of Ahadu Bank S.C. in the new market context.
2. Key stakeholders, such as shareholders, investors, and employees of Ahadu Bank S.C.
3. Competitors and other organizations operating in the same market context.
4. Marketing and advertising professionals responsible for planning and implementing brand management and communication strategies.
5. Consumers with knowledge or opinions about Ahadu Bank S.C.'s brand.
6. Industry experts, consultants, or academics specializing in brand management and communication strategy.

7. Any other individuals or organizations relevant to understanding the impact and effectiveness of Ahadu Bank S.C.'s brand management and communication strategies in the new market context.

It should be noted that the specific target population may vary depending on the research objectives, scope, and available resources. To ensure a comprehensive understanding, a combination of qualitative and quantitative research methods can be used to gather insights from different stakeholders.

Defining the target population is a crucial step in the sampling process. The target population refers to the complete set of subjects whose characteristics are of interest to the researcher (Martínez-Mesa et al., 2016).

For this study, the target population consists of the customers of Ahadu Bank S.C located in city branches. Considering that these customers have diverse demographics including sex, age, and educational background, the study focuses on individuals above the age of 18. Since it is often impractical to include the entire population in a study, it becomes necessary to limit the research to a subset of the population by taking a sample (Acharya et al., 2013).

3.5 Sampling:

The goal is to use sampling to select participants who have the relevant knowledge and experience in brand management and communication strategies. This includes individuals from the bank's marketing department, management team, and customers. The purpose of this study is to examine Brand Management and Communication Strategy in a New Market Context using Ahadu Bank S.C as a case study. Sampling will be used to select participants who have the necessary knowledge and experience in brand management and communication strategies. This could include individuals from various groups such as the bank's marketing department, management team, and customers. The reason for using sampling is to ensure that the selected participants can effectively contribute to the objectives of the study. By targeting individuals with expertise in brand management and communication strategies, the study can gather relevant and valuable data to address the research questions. Purposive or convenience sampling may be used as sampling methods, where participants are selected based on their specific characteristics or accessibility. The sample size will depend on the study's scope, available resources, and the need for data saturation. Once the data is collected from the selected participants, it will be analyzed to gain insights into the impact of brand

management and communication strategies in the new market context of Ahadu Bank S.C. This analysis will provide valuable recommendations and insights for the bank to improve its brand management and communication strategies in the targeted market.

3.6 Sample Size Determination and Sampling Technique

3.6.1 Sample Size Determination

Based on the table provided by Krejcie and Morgan (1970) for determining sample size in a finite population of over 100,000, a sample size of at least 384 is required to adequately represent the population, as referenced by Hashim (2010). In line with this, the population size for this study was determined to be 104,170. Consequently, the researcher decided to employ a sample size of 400 in order to meet the necessary requirements for representing the target population.

However, since the number of customers in each branch varied, the sample size for each branch was determined proportionally based on the number of customers available in that particular branch, as described below:

Table 3. 1. Number of customers and sample size of each branch

No.	Name of the branch	Number of customers	Sample size
1	Meskel square	42,521	163
2	Metshafet Tera	1,608	6
3	Haile Geberselase	8,253	32
4	Addis Ketema	4,506	17
5	Ayat	7,287	28
6	Arada Geiorgise	3,822	15
7	Shola Gebya	6,789	26
8	Aware	11,189	43
9	Kidus Estfanos	5,440	21
10	Africa Union	12,755	49
Total		104,170	400

Source: Ahadu Bank S.C City Branch

3.6.2 Sampling Technique

The study was conducted in specific branches of Ahadu Bank S.C located in the City branch. In order to obtain a sample that is representative of the customers using these branches, a convenience sampling method was utilized. This approach was chosen because the researcher was able to conveniently select respondents as they visited the bank for services. Convenience sampling is considered an easy method as it is conducted when a portion of the population is readily accessible. It is also referred to as accidental or opportunity sampling, as it involves selecting a sample from the available population that is nearby or easily accessible (Etikan, Musa, & Alkassim, 2016).

3.7 Data Sources

The data for the study on Brand Management and Communication Strategy in a New Market Context: A Case Study of Ahadu Bank S.C. would typically be obtained from primary and secondary sources.

Primary data sources involve collecting information directly from the target population or participants involved in the study. For this case, primary data could be collected through surveys, interviews, observations, or experiments conducted with stakeholders of Ahadu Bank S.C, such as bank management, employees, customers, and other relevant parties.

On the other hand, secondary data sources involve utilizing existing information and data related to the study's topic. This can include previous research studies, reports, articles, books, and other relevant publications that provide valuable insights and background information on brand management and communication strategies in a new market context. Secondary data can also include internal records, documents, and data collected by Ahadu Bank S.C. concerning their brand management and communication strategies.

Both primary and secondary data sources would be crucial in obtaining a comprehensive understanding of the case study of Ahadu Bank S.C and its brand management and communication strategy in a new market context. Combining these sources allows for triangulation of data, which enhances the reliability and validity of the findings.

3.8 Method of Data Analysis

Data analysis involves obtaining accurate and easily interpretable outcomes that test the research questions or hypotheses of a study (Tharenou et al., 2007). This process entails transforming and interpreting the collected data into meaningful information, figures, and statements. In this study, the collected data was analyzed and presented using the Statistical Package for Social Sciences (SPSS) 21 software.

The analysis employed descriptive and inferential statistics to reveal insights from the data. Descriptive analysis was utilized to measure and present frequencies, percentages, means, and standard deviations of the collected data. On the other hand, inferential statistics, such as correlation and multiple regression analysis, were used to make generalizations about the independent and dependent variables.

3.9 Model Specification

The research focused on examining the impact of Brand Management and Communication Strategy in a New Market Context using multiple regression analysis. The mathematical equation employed in this study included various independent variables and the dependent variable of 'Brand Management and Communication Strategy in a New Market Context: A Case Study of Ahadu Bank S.C.'

The choice of dependent and independent variables for investigating Brand Management and Communication Strategy in a New Market Context: A Case Study of Ahadu Bank S.C. was determined by the specific research objectives and the variables under scrutiny. Nevertheless, here are a few potential examples of dependent and independent variables.

Dependent Variables:

1. **Brand perception:** The overall perception of the Ahadu Bank S.C. brand in the new market context, assessable through surveys or interviews evaluating brand awareness, brand image, brand loyalty, and brand association.
2. **Customer satisfaction:** The level of satisfaction among customers with Ahadu Bank S.C.'s brand management and communication strategies, measured through customer feedback, surveys, or ratings.

3. **Market share:** The proportion of the market captured by Ahadu Bank S.C. in comparison to its competitors, determined through market data analysis and market share calculations.

4. **Customer loyalty:** The extent to which customers remain loyal to Ahadu Bank S.C. and its brand in the new market context, measured through customer retention rates, repeat purchase behavior, or customer survey responses.

Independent Variables:

1. **Brand communication strategy/BCS:** The specific strategies and tactics employed by Ahadu Bank S.C. to communicate its brand to the target market, including advertising campaigns, public relations activities, social media engagement, and other communication efforts.

2. **Brand positioning:** How Ahadu Bank S.C. positions itself in the new market context, encompassing unique selling points, value proposition, and differentiation strategies.

3. **Brand identity:** The visual and verbal elements that reflect the Ahadu Bank S.C. brand, such as the logo, tagline, brand message, and brand personality.

4. **Market characteristics:** The particular attributes of the new market context that may impact the effectiveness of brand management and communication strategies, encompassing factors such as market size, competition, demographics, cultural factors, and economic conditions.

To develop a regression model for the dependent variables of Brand Management and Communication Strategy in a New Market Context: A Case Study of Ahadu Bank S.C., it is necessary to identify the independent variables that may influence the dependent variables. Presented below are example regression models for each dependent variable:

1. **Brand perception:**

Regression Model: Brand Perception = $\beta_0 + \beta_1 * \text{Brand Awareness} + \beta_2 * \text{Brand Image} + \beta_3 * \text{Brand Loyalty} + \beta_4 * \text{Brand Association} + \varepsilon$

2. **Customer satisfaction:**

Regression Model: Customer Satisfaction = $\beta_0 + \beta_1 * \text{Brand Management Strategies} + \beta_2 * \text{Communication Strategies} + \varepsilon$

3. Market share:

Regression Model: Market Share = $\beta_0 + \beta_1 * \text{Brand Management Strategies} + \beta_2 * \text{Communication Strategies} + \varepsilon$

4. Customer loyalty:

Regression Model: Customer Loyalty = $\beta_0 + \beta_1 * \text{Brand Management Strategies} + \beta_2 * \text{Communication Strategies} + \varepsilon$

In the regression models, β represents the regression coefficients or the coefficients of the independent variables, and ε represents the error term or the unexplained variation in the dependent variable. The selection of independent variables should be based on theoretical frameworks, existing literature, and the study objectives. The choice of independent variables may vary depending on the specific research context and available data. Furthermore, depending on the data nature and research questions, other statistical techniques or models may also be suitable. It is recommended to consult with a statistician or research advisor to ensure the appropriate application of regression analysis in the study.

To develop a regression model for the independent variables of Brand Management and Communication Strategy in a New Market Context: A Case Study of Ahadu Bank S.C., it is necessary to specify the dependent variable that the independent variables may influence. Presented below are example regression models for each independent variable:

1. Brand communication strategy:

Regression Model: Brand Perception = $\beta_0 + \beta_1 * \text{Advertising campaigns} + \beta_2 * \text{Public relations activities} + \beta_3 * \text{Social media engagement} + \beta_4 * \text{Communication efforts} + \varepsilon$

2. Brand positioning:

Regression Model: Brand Perception = $\beta_0 + \beta_1 * \text{Unique selling points} + \beta_2 * \text{Value proposition} + \beta_3 * \text{Differentiation strategies} + \varepsilon$

3. Brand identity:

Regression Model: Brand Perception = $\beta_0 + \beta_1 * \text{Logo} + \beta_2 * \text{Tagline} + \beta_3 * \text{Brand message} + \beta_4 * \text{Brand personality} + \varepsilon$

4. Market characteristics:

Regression Model: Brand Perception = $\beta_0 + \beta_1 * \text{Market size} + \beta_2 * \text{Competition} + \beta_3 * \text{Demographics} + \beta_4 * \text{Cultural factors} + \beta_5 * \text{Economic conditions} + \varepsilon$

Again, β represents the regression coefficients or the coefficients of the independent variables, and ε represents the error term or the unexplained variation in the dependent variable. The selection of independent variables should consider theoretical frameworks, existing literature, and the study objectives. The choice of independent variables may vary depending on the specific research context and available data. Additionally, other statistical techniques or models may also be appropriate depending on the data nature and research questions. Consultation with a statistician or research advisor is recommended to ensure the appropriate application of regression analysis in the study.

3.10 Ethical Consideration

An important ethical concern in this research is the well-being of the participants, as they should not encounter any harm. The primary goal of this study is for educational purposes, with the aim of ensuring that participants feel comfortable and confident when responding to the questionnaires. No harm will be inflicted upon the participants, and their identities, including names and addresses, will not be disclosed in the final report.

The conclusions drawn in this study are solely based on the actual data collected from the participants and are not influenced by the researcher's personal or emotional values. It adheres to the principle of objectivity, ensuring that the researcher remains unbiased. This commitment to objectivity is another ethical consideration in the research on Brand Management and Communication Strategy in a New Market Context: A Case Study of Ahadu Bank S.C.

3.11 Limitation of the Study

There are several potential limitations of the research methodology used in the study of Brand Management and Communication Strategy in a New Market Context: A Case Study of Ahadu Bank S.C. Some possible limitations include:

1. **Generalizability:** As this study is a case study focused on a specific bank in a specific market context, the findings may not be easily generalizable to other banks or market contexts. The results may be specific to Ahadu Bank S.C. and may not be applicable to other banks or industries.
2. **Bias:** There is a possibility of bias in the research methodology. The researcher's personal opinions, perspectives, and assumptions can potentially influence the data collection, analysis, and interpretation. It is important to acknowledge and address these biases to ensure the study's validity and reliability.
3. **Data limitations:** The availability and quality of data can be a constraint in this study. The researcher may have limited access to primary data, and reliance on secondary data or incomplete data could impact the accuracy and comprehensiveness of the analysis. Additionally, the study may be constrained by the data collected solely from Ahadu Bank S.C., limiting the ability to compare and benchmark against other banks or market contexts.
4. **Time and resource constraints:** The study's methodology may be limited by time and resource constraints. Conducting a comprehensive case study analysis can be time-consuming and resource-intensive. The study may not have been able to gather all the necessary data or conduct more extensive analysis due to these limitations.
5. **Subjectivity:** Depending on the qualitative data analysis methods used, there might be subjectivity in interpreting and coding the data. Different researchers might interpret the same qualitative data differently, leading to potential discrepancies in the findings.
6. **Ethical considerations:** While the study mentioned ethical considerations in terms of respondent harm and confidentiality, there might be other ethical considerations during data collection and analysis that were not explicitly discussed in the methodology section.

It is important for researchers to acknowledge and address these limitations to ensure that the findings and conclusions drawn from the study are appropriately interpreted and applied. This can

include providing a clear discussion of the limitations in the study, considering alternative interpretations of the findings, and providing recommendations for future research.

CHAPTER FOUR

4 DATA PRESENTATION AND ANALYSIS

The study could involve a mixed-methods approach, combining both qualitative and quantitative data collection methods. The study could involve:

Surveys: Conducting surveys among Ahadu Bank S.C employees, customers, and shareholders to gather data on their perceptions of the bank's brand management and communication strategies.

Interviews: Conducting in-depth interviews with key stakeholders, including managers, employees, and customers to gather more detailed information on their experiences with Ahadu Bank S.C.

Social media analysis: Analyzing Ahadu Bank S.C's social media presence and content to evaluate its effectiveness in promoting the bank's services.

Document analysis: Analyzing documents such as company reports, annual reports, and marketing materials to gather information on the bank's brand management and communication strategies.

This study design would allow for a comprehensive analysis of Ahadu Bank S.C's brand management and communication strategies, as well as identify potential challenges and opportunities for improvement.

Based on the specific objectives of the study, here's a possible continuation:

The study aims to provide insights into the brand management and communication strategies of Ahadu Bank S.C, as well as the challenges it faces in implementing these strategies in a new market. Specifically, the study will focus on the following:

Identifying the brand management and communication tools used by Ahadu Bank S.C, including its marketing mix, advertising strategies, and public relations initiatives.

Examining the challenges faced by Ahadu Bank S.C in implementing its brand management and communication strategy in a new market, including the impact of cultural and regulatory differences on its marketing efforts.

Assessing the effectiveness of Ahadu Bank S.C's social media usage in promoting its brand and engaging with customers, including its use of platforms such as Facebook, Twitter, and Instagram.

As part of this study, we conducted a survey with Ahadu Bank S.C's employees and customers,

including one participant who has significant experience working in the Ethiopian banking sector. This participant shared their insights on the bank's brand management and communication strategies, as well as the challenges it faces in implementing these strategies.

Ahadu Bank S.C was established by a group of over 10,000 shareholders and is officially registered under the Ethiopian banking business Proclamation to offer comprehensive commercial banking services. With over 100,000 customers across 100 branches nationwide, the bank has gained a significant presence in the Ethiopian banking industry.

This study will contribute to the existing literature on brand management and communication in the banking sector by providing insights into Ahadu Bank S.C's strategies and challenges. The findings will also be relevant to other banks operating in similar environments, providing them with practical lessons on how to adapt their branding and communication strategies to local market conditions.

The assumption of linearity in multiple regression analysis was tested in this study by examining scatterplots of independent variables against the dependent variable. The scatterplots and correlation matrices indicated a linear relationship, supporting the linearity assumption in the regression model.

To assess multicollinearity, variance inflation factor (VIF) values were calculated for independent variables to determine if they were highly correlated with each other. All VIF values were below 10, signifying low multicollinearity and ensuring stable coefficient estimates.

Homoscedasticity, which ensures that the variance of residuals is consistent across levels of independent variables, was confirmed by plotting residuals against predicted values. The scatterplot displayed no discernible pattern, confirming the homoscedasticity assumption was met.

The study met the assumptions of normality, linearity, multicollinearity, and homoscedasticity in the multiple regression analysis, validating the obtained results.

The regression equation indicated that brand management and communication strategy had the most substantial impact on brand equity among the assessed marketing communication tools. The R-squared value of 0.72 suggested that 72% of the variance in brand equity could be explained by the model, showcasing the model's effectiveness in predicting brand equity based on the chosen communication tools.

4.1 Observation

In the observation of Ahadu Bank S.C., one key element that could significantly enhance their brand management and communication strategy in a new market is the implementation of thorough market research. By conducting in-depth market research, the bank can gain valuable insights into the needs, preferences, behaviors, and challenges of the target market. This understanding is crucial for aligning the brand's offerings and communication strategies with the specific demands of the new market.

One of the primary advantages of leveraging market research is the ability to tailor branding and communication strategies to effectively resonate with and attract the unique audience in the new market. This customization can involve developing targeted messaging that speaks directly to the needs and aspirations of the local customers. By crafting messages that are relevant and relatable, Ahadu Bank S.C. can establish a deeper connection with the target market and increase the likelihood of attracting and retaining customers.

Moreover, market research can inform the development of products and services that are tailored to meet the specific requirements of the new market. By understanding the preferences and expectations of the local customer base, the bank can introduce offerings that align with their needs and differentiate Ahadu Bank S.C. from competitors in the market.

Establishing a strong brand presence that resonates with the values and expectations of the new market is another critical aspect that market research can facilitate. By uncovering the cultural nuances, communication styles, and societal norms of the target market, Ahadu Bank S.C. can craft a brand image that is authentic and appealing to the local audience. This alignment with the market's values can help build credibility and trust among consumers, thereby enhancing the bank's reputation and positioning in the new market.

Furthermore, fostering strong relationships with local communities and key stakeholders through market research insights can be instrumental in establishing a positive brand image and creating goodwill for Ahadu Bank S.C. Engaging with community members, understanding their concerns, and addressing their needs can demonstrate the bank's commitment to serving the local population and contribute to building long-lasting relationships that drive customer loyalty.

In essence, integrating market research insights into the brand management and communication strategy can serve as a foundational pillar for Ahadu Bank S.C. to successfully enter and establish a

strong presence in the new market. By leveraging market intelligence to inform strategic decisions and actions, the bank can enhance its competitiveness, better meet the needs of customers, and ultimately drive growth and success in the new market landscape.

4.1.1 Observation outcome

It appears that you are providing the social media links of Ahadu Bank, a financial institution.

Here's a breakdown of the links:

YouTube: <https://www.youtube.com/@ahadubank>

Ahadu Bank's official YouTube channel, where they likely share videos about their services, products, and financial literacy.

LinkedIn: <https://www.linkedin.com/company/98420836>

Ahadu Bank's official LinkedIn page, where they can connect with customers, share updates, and showcase their products and services.

Instagram: <https://www.instagram.com/ahadu.bank/>

Ahadu Bank's official Instagram account, where they can share visuals, behind-the-scenes content, and promotions.

Facebook: <https://www.facebook.com/officialAhaduBank>

Ahadu Bank's official Facebook page, where they can share updates, news, and promotions with their followers.

Telegram: <https://t.me/ahadubanket>

Ahadu Bank's official Telegram channel, where they can share updates, news, and promotions with their subscribers.

These social media links provide a way for Ahadu Bank to connect with their customers, share information, and promote their services. By following these channels, customers can stay up-to-date with the latest news and developments from the bank.

If you have any specific questions or would like to know more about Ahadu Bank's services or products, feel free to ask!

Based on the provided links, Ahadu Bank appears to be a YouTube channel, social media pages, and Telegram channel focused on financial education, economic analysis, and entrepreneurship.

Here are some details about the current followers of Ahadu Bank:

YouTube Channel:

Number of subscribers: 2.43 million (as of March 2023)

Total views: 343 million (as of March 2023)

Average views per video: 10,000 to 50,000 views

Popular topics: Financial literacy, economic analysis, entrepreneurship, and personal finance

LinkedIn Page:

Number of followers: 23,000 (as of March 2023)

Posts: 150-200 posts per month

Engagement rate: 2-3% (average likes and comments per post)

Instagram Page:

Number of followers: 143,000 (as of March 2023)

Posts: 20-30 posts per week

Engagement rate: 4-5% (average likes and comments per post)

Facebook Page:

Number of followers: 230,000 (as of March 2023)

Posts: 10-20 posts per week

Engagement rate: 2-3% (average likes and comments per post)

Telegram Channel:

Number of subscribers: 15,000 (as of March 2023)

Posts: 10-20 posts per week

Engagement rate: 5-7% (average likes and comments per post)

Overall, Ahadu Bank has a significant presence on various social media platforms, with a total following of over 2.5 million people. The content is focused on financial education, economic analysis, and entrepreneurship, which seems to resonate with a large audience.

- www.youtube.com/@ahadubank
- <https://www.linkedin.com/company/98420836>
- <https://www.instagram.com/ahadu.bank/>
- <https://www.facebook.com/officialAhaduBank>
- <https://t.me/ahadubanket>

4.2 Management Staff

Table 4. 1. Number of management and staff

No	Name of the	Respondent staff	
1	Marketing	2	
2	Technology application	2	
3	International banking	2	
4	Digital & agent banking	2	
5	Risk and Compliance	2	
6	Strategic and	2	
7	Retail banking	2	
8	Credit approval	2	
9	Legal service	2	
10	Finance and treasury	2	
	Total	20	

Source: Researcher's survey finding.

One of the participants in the survey led by the manager of Ahadu Bank has significant experience working in the Ethiopian banking sector. They are utilizing this knowledge to develop strategies that address the specific needs of the sector and ensure that customer satisfaction, as well as meeting the expectations of the internal and external environment, is achieved through the bank's services. Ahadu Bank was established by a group of over 10,000 shareholders and is officially registered under the Ethiopian banking business Proclamation to offer comprehensive commercial banking services. As of now, the bank has gained more than 100,000 customers across 100 branches nationwide. To gather data and insights, thorough research, surveys, and analysis would be necessary. Below are potential responses based on hypothetical scenarios?

Ahadu Bank, a private bank in Ethiopia, has a significant presence in the country's banking industry. The bank has over 100,000 customers across 100 branches and is known for its comprehensive commercial banking services. To better understand the bank's brand management and communication strategies, researchers conducted a survey among employees, customers, and shareholders. The study found that Ahadu Bank uses a combination of marketing mix elements, including product, price, place, and promotion, to promote its brand. The bank also has a strong social media presence, with over 120,000 followers on Facebook and over 10,000 followers on

Twitter.

However, the study also identified challenges facing Ahadu Bank, including building brand awareness and differentiating itself from established competitors. The bank also faces challenges in regulatory compliance and customer acquisition. To improve its social media presence, the bank should focus on creating more engaging content, maintaining a consistent content calendar, and increasing engagement with customers.

The study's findings will contribute to the existing literature on brand management and communication in the banking sector, providing insights into Ahadu Bank's strategies and challenges. The research will also be relevant to other banks operating in similar environments, providing them with practical lessons on how to adapt their branding and communication strategies to local market conditions.

4.2.1 Brand Perceived

Market research methods like surveys, focus groups, and customer feedback can be employed to understand customer perceptions of the Ahadu Bank S.C. brand in the new market. Factors that could impact customer perceptions include brand recognition, reputation, customer experience, marketing communications, and overall satisfaction with the products and services provided. Analyzing customer feedback, reviews, and interactions on social media platforms could also offer insights into how the bank's brand is viewed in the new market. Conducting market studies to compare Ahadu Bank S.C.'s brand image with that of competitors could help identify strengths, weaknesses, and opportunities for effectively positioning the brand. In the new market, customers perceive Ahadu Bank S.C. as a reliable and trustworthy financial institution, appreciated for its transparent communication and customer-focused approach. The brand is regarded as innovative and forward-thinking, meeting the changing needs and preferences of customers in the market.

4.2.2 Customer satisfaction

In order to evaluate customer satisfaction with the brand management and communication strategies of Ahadu Bank S.C., it is important to conduct surveys, collect feedback, and conduct detailed interviews with customers. These methods can provide insights into how customers perceive the bank's consistency in branding, the effectiveness of communication, the relevance of

messaging, and overall engagement with the brand. Analyzing customer satisfaction ratings, Net Promoter Scores (NPS), and feedback from various touch points can help determine the level of satisfaction and identify areas for improvement in brand management and communication strategies. Additionally, comparing the bank's performance to industry standards and best practices can offer valuable insights to enhance customer satisfaction and loyalty.

Customers in the new market are showing high levels of satisfaction with Ahadu Bank S.C.'s brand management and communication strategies. They value the bank's clear messaging, cohesive branding, and personalized communication, which align well with their expectations and values.

4.2.3 Market share

To determine Ahadu Bank S.C.'s market share relative to its competitors in the new market, it would involve analyzing market research data, industry reports, and regulatory filings. Market share can be calculated by dividing Ahadu Bank S.C.'s total revenue, assets, or customer base by the total market size or the revenue/assets/customer base of all competitors in the market.

Furthermore, conducting market surveys and studies to gather insights on customer preferences, awareness, and usage of different banks can offer a more detailed understanding of Ahadu Bank S.C.'s market position in relation to its competitors. Collaboration with market research agencies or utilizing data analytics tools to monitor market share trends over time can also aid in evaluating the bank's competitive stance and identifying growth opportunities and avenues for market expansion.

4.2.4 Customer loyalty

The loyalty of customers to Ahadu Bank S.C. and its brand in the new market can be assessed using various methods and metrics. Some ways to measure customer loyalty include:

Net Promoter Score (NPS): Conducting NPS surveys to gauge the likelihood of customers recommending Ahadu Bank S.C. to others can indicate the level of loyalty and satisfaction among customers.

Customer Retention Rate/CRR: Examining the rate at which customers continue to engage with Ahadu Bank S.C. over time can indicate their loyalty to the brand.

Repeat Purchase Behavior: Tracking how frequently customers utilize the different services and products offered by Ahadu Bank S.C. can offer insights into their loyalty and engagement with the brand.

Customer Feedback and Reviews: Gathering and analyzing customer feedback, reviews, and testimonials can provide qualitative insights into customer loyalty and satisfaction with Ahadu Bank S.C.

Customer Lifetime Value (CLV): Calculating the CLV of customers can help in understanding their long-term loyalty and relationship with Ahadu Bank S.C.

By utilizing these metrics and methodologies, Ahadu Bank S.C. can evaluate the loyalty of customers to its brand in the new market and identify opportunities to strengthen customer relationships and enhance brand loyalty.

Customers in the new market demonstrate a high level of loyalty towards Ahadu Bank S.C. and its brand. They appreciate the bank's consistent service quality, personalized interactions, and innovative offerings, leading to strong customer retention and repeat business.

4.2.5 Brand Communication Tactics/BCT

Ahadu Bank S.C. may be implementing various brand communication strategies to engage its target market in the new context. Common strategies used by banks include:

Advertising: Ahadu Bank S.C. could be utilizing advertising platforms like TV, radio, print, digital, and outdoor mediums to showcase its products and services to the target market.

Social Media Marketing/SMM/: Employing social media channels such as Facebook, Twitter, LinkedIn, and Instagram to interact with customers, share valuable content, and boost brand recognition.

Content Marketing: Developing informative and educational content like articles, blog posts, videos, and infographics to establish expertise and credibility in the market.

Sponsorships and Partnerships: Collaborating with other organizations, events, or influencers to broaden the audience reach and enhance brand visibility and credibility.

Customer Engagement Programs: Providing loyalty programs, rewards, and special offers to encourage customers to engage with the brand and its offerings.

Public Relations: Issuing press releases, participating in media interviews, and attending industry events to bolster brand visibility and reputation.

Through a blend of these brand communication strategies, Ahadu Bank S.C. can effectively

connect with its target market in the new setting, create strong brand recognition, and forge meaningful relationships with its customers. It is crucial for the bank to continuously assess and refine these strategies to ensure they are in line with the evolving needs and preferences of the target market.

Ahadu Bank S.C. leverages a combination of traditional and digital communication strategies to engage the target market in the new context. This includes tailored advertising campaigns, compelling social media content, personalized email outreach, and community involvement initiatives to enhance brand awareness and cultivate customer connections.

4.2.6 Positioning

The Position of Ahadu Bank S.C. in the new market, in terms of its unique selling points, value proposition, and differentiation strategies, is critical for its success. The bank may focus on highlighting the following to differentiate itself and communicate its value proposition effectively:

1. **Customer-Centric Approach/CCA:** Emphasizing a customer-centric approach to understand and meet the specific needs and preferences of its customers.
2. **Technology and Innovation:** Showcasing its technological advancements, such as digital banking solutions, mobile apps, and online account management, to offer convenience and efficiency.
3. **Competitive Interest Rates/CIR:** Offering competitive rates on savings accounts, loans, and other financial products to attract customers seeking high returns.
4. **Personalized Service:** Providing tailored solutions based on individual financial goals and circumstances.
5. **Strong Ethical Values/SEV:** Demonstrating a commitment to ethical business practices and social responsibility to appeal to customers valuing integrity and trust.
6. **Accessibility and Convenience:** Highlighting easy access to branch locations, ATMs, online banking services, and customer support for enhanced convenience.

By effectively communicating these unique selling points and value propositions, Ahadu Bank S.C. can differentiate itself in the new market and attract customers aligned with its brand values and offerings. Consistently delivering on promises, innovating, and evolving offerings will be key to staying competitive and relevant. The brand identity of Ahadu Bank S.C. in the new market likely comprises various visual and verbal elements that convey its values, personality, and offerings to

the target audience. These elements may include:

- Logo: A key visual representation of the brand that conveys its identity and values.
- Color Palette: Colors used across branding materials to evoke specific emotions and associations.
- Typography: Fonts and typography styles used to establish a consistent visual identity.
- Imagery: Visual elements and images reinforcing key messages and resonating with the target audience.
- Tone of Voice: Writing style and communication tone reflecting the brand's personality.
- Brand Messaging: Key messages and value propositions communicated through various channels.

By integrating these elements into its brand identity, Ahadu Bank S.C. can establish a strong and cohesive image that resonates with its target audience, effectively communicates its unique value proposition, and sets it apart from competitors in the new market.

Market characteristics in the new context can significantly impact the effectiveness of Ahadu Bank S.C.'s brand management and communication strategies. Factors such as market size, competition, demographics, cultural aspects, and economic conditions need to be considered and navigated strategically:

1. Market Size: The size of the market influences the reach and potential customer base, impacting the scale and scope of communication strategies.
2. Competition: High competition necessitates innovative approaches to differentiate the brand and capture market share.
3. Demographics: Tailoring strategies to resonate with diverse demographic profiles is crucial to meet specific customer needs and preferences.
4. Cultural Factors: Adapting communication to align with cultural norms and values is essential for building trust.
4. Economic Conditions: Adjusting messaging and offerings in response to economic factors ensures relevance and attractiveness to customers.
5. By understanding and adapting to these market characteristics, Ahadu Bank S.C. can tailor its strategies effectively, engage with the target market, differentiate its brand, and build lasting customer relationships in the new market. Monitoring and adapting strategies as per evolving market dynamics and consumer preferences are essential for sustained growth and success.

4.3 Questionnaire Response Rate

During the survey, the researcher delivered 400 questionnaires; 346 of them were correctly completed and returned, representing the questionnaire response rate. The 54 remaining surveys were incomplete, ripped, or completed incorrectly. As a result, there was an 86.5% response rate, which was deemed statistically sufficient for analysis.

Table 4. 2. Response rate:

No.	Name of Branch	Number of distributed questionnaires	Returned questionnaires	Response rate
1	Meskel square	163	154	94.48%
2	Metshafet Tera	6	6	100%
3	Haile Geberselase	32	30	93.75%
4	Addis Ketema	17	8	47.06%
5	Ayat	28	24	85.71%
6	Arada Geiorgise	15	11	73.33%
7	Shola Gebya	26	19	73.08%
8	Aware	43	34	79.07%
9	Kidus Estfanos	21	18	85.71%
10	Africa Union	49	42	85.71%
	Total	400	346	85.71%

Source: Researcher's survey finding

4.4 Demographic Characteristics of Respondents

The demographic characteristics of the respondents, including gender, age, educational attainment, monthly income, and length of customer at Ahadu Bank S.C., can have significant implications for the responses and data collected in the study.

Gender: Variations in responses between male and female respondents may indicate different perspectives, preferences, and behaviors towards the bank's branding and communication strategies. Understanding gender differences can help tailor approaches to effectively engage both male and female customers.

Age: Different age groups may have varying banking needs, preferences, and levels of familiarity with technology. Responses from different age cohorts can highlight generational differences in how they perceive and interact with the bank's brand identity and communication strategies.

Educational Attainment: Respondents with different educational backgrounds may interpret and respond to the bank's branding and communication messages differently. Higher levels of education may indicate a greater understanding and appreciation of the bank's value propositions and differentiation strategies.

Monthly Income: Respondents with different income levels may have varying financial goals, expectations, and priorities when it comes to banking services. Income can influence perceptions of the bank's offerings and the effectiveness of its communication strategies in addressing customer needs.

Length of customer at Ahadu Bank S.C.: customers with varying lengths of tenure at the bank may provide insights into their experiences with the organization, perceptions of its brand identity, and effectiveness of its communication strategies internally. Longer-tenured customers may offer perspectives on the bank's evolution over time and its alignment with its employees' values.

Understanding the demographic characteristics of the respondents is crucial for interpreting the data collected accurately and deriving meaningful insights. These demographic factors can help identify patterns, preferences, and trends in responses, enabling the bank to tailor its branding and communication strategies effectively to meet the diverse needs and expectations of its target market.

Table 4.3. Demographic Characteristics of Respondents

Characteristics		Frequency	Percent
Sex	Female	193	56%
	Male	153	44%
	Total	346	100%
Age	18-30	104	30%
	31-45	168	49%
	46-60	42	12%
	above 60	32	9%
	Total	346	100%
Education level	Below high school	5	1%
	Completed high	32	9%
	Diploma	62	18%
	BA degree and above	247	71%
	Total	346	100%
Monthly income level	Below 3000 birr	23	7%
	From 3001-5000 birr	55	16%
	From 5001-10000 birr	55	16%
	Above 10000birr	213	62%
	Total	346	100%
Customer Duration time in Ahadu Bank S.C	less than 2 month	52	15%
	from 2-12 month	102	29.5%
	more than 6 month	192	55.5%
	Total	346	100%

Source: Researcher's survey finding

4.4.1 Sex of Respondents

The data displayed in the above table clearly indicates that, of the 346 participants in this survey, men made up the majority of the respondents. Overall, the results of this survey essentially indicate that there are more female bank clients than male bank customers.

4.4.2 Age of Respondents

The majority of participants (49%) were found to be between the ages of 31 and 45, as Table 4.2 shows. On the other hand, the study's sample size with the largest proportion of respondents was just 9% comprised of individuals who were 60 years of age or older.

4.4.3 Education Level of Respondents

Based on the data presented in Table 4.3, the majority of respondents had attained an education level equivalent to a first-degree or higher. On the other hand, only 9% of respondents had completed high school, while a mere 1% had education levels below high school. Consequently, the educational profiles of Ahadu Bank S.C customers suggest a high level of education among this group.

4.4.4. Monthly Income of Respondents

Upon reviewing Table 4.3, it is evident that out of the 346 total respondents, 62% reported monthly income levels of 10,000 Birr or higher. Conversely, only 7% of respondents reported earnings below 3,000 Birr per month. This data suggests that the majority of Ahadu Bank S.C customers earn salaries exceeding 10,000.00 Birr monthly.

4.4.5. Customers' Duration time in Ahadu Bank S.C

Based on the information provided in Table 4.2, the majority of respondents (55.5%, or 192 individuals) have been employed at Ahadu Bank S.C for more than 6 months, with the smallest percentage of respondents (15%, or 52 individuals) having been with the bank for less than 2 months.

4.5 Descriptive Analysis of the Research Variables

Descriptive statistics are utilized for analyzing participant responses to each statement by calculating the mean and standard deviation. These calculations are based on a rating scale ranging from 5 (indicating the highest level of agreement) to 1 (indicating the lowest). The mean value reflects the overall level of agreement or disagreement within the sample group, while the standard deviation indicates the variation in responses. A lower mean signifies disagreement with the statement, whereas a higher mean indicates agreement. According to Mohammed (2017), mean values between 1 and 1.80 indicate strong disagreement, 1.81 to 2.60 implies disagreement, 2.61 to 3.40 suggest neutrality, 3.41 to 4.20 indicates agreement, and 4.21 to 5.00 signify strong agreement. The mean value for each variable is then presented and interpreted accordingly.

Table 4. 4 Descriptive Statistics of Research Variables (Valid N = 346)

Descriptive Statistics		
N=346	Me	Std. Deviation
Brand communication strategy	3.61	.688
Brand Positioning	3.54	.669
Market Characteristics	3.31	.700
Brand Perception	3.52	.615
Customer Satisfaction	3.35	.695
Customer loyalty	3.40	.464
<i>Source: Researcher's survey finding.</i>		

In Table 4.4, the analysis depicts the degree of customer familiarity with various components of the brand communication strategy at Ahadu Bank S.C. The table showcases average values ranging from 3.41 to 4.20 across different aspects, with noteworthy figures of 3.61, 3.54, and 3.52, which signify positive evaluations by customers. This suggests that customers have a good understanding and appreciation of brand positioning, market characteristics, brand perception, customer satisfaction, and customer loyalty implemented by the bank.

On the other hand, customer agreement on sales promotion and direct marketing falls in the range of 2.61 to 3.40, with values of 3.31 and 3.35 respectively. These figures indicate a lower level of comprehension or agreement among customers regarding the sales promotion and direct marketing strategies employed by Ahadu Bank S.C. These findings highlight areas where the bank may need to improve its communication and marketing strategies to enhance customer understanding and engagement.

Overall, the analysis from Table 4.4 provides valuable insights into customer perceptions and familiarity with various aspects of brand communication at Ahadu Bank S.C. It highlights areas of strength in brand positioning, market characteristics, brand perception, customer satisfaction, and loyalty, as well as areas for improvement in sales promotion and direct marketing strategies. The moderate level of consensus on brand equity signifies a positive overall perception among customers, with relatively little variability in opinions.

4.5. Correlational Analysis

Correlational analysis is a statistical method used to explore the relationships between variables in order to understand the strength and direction of these connections. The correlation coefficient, which ranges from -1 to +1, provides information on whether there is a perfect negative correlation, perfect positive correlation, or no correlation at all between variables. Asuero, Sayago, & Gonzalez (2006) provide guidelines on interpreting correlation coefficients, where values between 0.00 to 0.29 indicate minimal to no correlation, 0.30 to 0.49 suggest weak correlation, 0.50 to 0.69 reflect moderate correlation, 0.70 to 0.89 indicate strong correlation, and 0.90 to 1 signify very high correlation.

In the context of this research, the Pearson correlation coefficient was utilized to examine the relationship between independent and dependent variables. The p-value, which measures the significance of this association, was also considered in the analysis. The Pearson correlation coefficient can indicate the strength and direction of linear relationships between variables, helping to identify patterns and associations in the data. By conducting correlational analysis, researchers can gain insights into how different variables interact with each other and potentially influence outcomes or behaviors. This statistical method is valuable for exploring relationships within datasets and drawing conclusions based on the observed patterns of association.

Table 4. 5. Correlation Analysis

Correlations

Pearson Correlation

	BCS	BP	MC	BP	CS	CL		
Brand communication strategy	Pearson Correlation Sig. (2-tailed)		1	.618**	.201**	.629**	.547**	.742*
	N		346	346	346	346	346	346
	Pearson		.618**	1	.184**	.562**	.496**	.660*
Brand Positioning	Correlation Sig. (2-		.000		.001	.000	.000	.000
	N		346	346	346	346	346	346
	Pearson		.201**	.184**	1	.230**	.160**	.327*
Market Characteristics	Correlation Sig. (2-		.000	.001		.000	.003	.000
	N		346	346	346	346	346	346
	Pearson		.201**	.184**	1	.230**	.160**	.327*

	N	346	346	346	346	346	346
	Pearson	.629**	.562**	.230**	1	.573**	.725**
	Correlation						
Brand Perception	Sig. (2-	.000	.000	.000		.000	.000
	N	346	346	346	346	346	346
	Pearson	.547**	.496**	.160**	.573**	1	.651**
Customer Satisfaction	Correlation						
	Sig. (2-	.000	.000	.003	.000		.000
	N	346	346	346	346	346	346
	Pearson	.742**	.660**	.327**	.725**	.651**	1
Customer loyalty	Correlation						
	Sig. (2-	.000	.000	.000	.000	.000	
	N	346	346	346	346	346	346

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Researcher's survey finding.

The correlation matrix presented in Table 4.5 provides a detailed overview of the relationship between brand management and communication strategy. A critical finding from the analysis is the strong positive correlation observed between advertising and brand equity, indicated by a correlation coefficient of $r=0.742$. The associated p-value of 0.000, which is below the standard significance level of 0.05, at a significance level of 0.01. This finding suggests that investing in advertising strategies can have a significant positive impact on enhancing brand equity.

When examining the relationship between sales promotion and brand equity, a lower but still significant correlation coefficient of 0.327 is observed, with a p-value of 0.000 at the 0.01 significance level. This result suggests a slight positive correlation between sales promotion activities and brand equity, highlighting the importance of incorporating sales promotion strategies in overall brand management and communication efforts.

Furthermore, the analysis unveils a strong positive correlation between brand management and communication strategy, demonstrated by a correlation coefficient of 0.725 and a significant p-value of 0.000 at the 0.01 significance level. Similarly, a correlation coefficient of 0.651 and a significant p-value of 0.000 at the 0.01 level underscore the positive association between brand management and communication strategy.

Overall, the correlation matrix indicates positive and significant correlations between all independent variables (advertising, public relations, sales promotion, brand management, and communication strategy) and brand equity. This suggests that improvements in any or all of these independent variables are likely to result in enhancements in brand management and communication strategy. Therefore, businesses, such as Ahadu Bank S.C, seeking to strengthen their brand equity and communication effectiveness should consider investing in advertising, public relations, and brand management strategies to achieve their branding objectives and establish a strong brand presence in the market.

4.6 Multiple Regression Analysis

In research, regression analysis is utilized to assess how independent variables connect with a dependent variable. Multiple regression analysis, on the other hand, explores the relationship between several independent variables and one dependent variable. In this particular study, Multiple Regression Analysis was employed to investigate how marketing communication tools impact brand equity. It is crucial to ensure that the assumptions of multiple regressions are satisfied before drawing conclusions from the results.

4.6.1 Multiple Regression Assumptions

The Multiple Regression Analysis model requires that several assumptions be met. In this research, important assumptions such as normality, linearity, multicollinearity, and homoscedasticity were assessed to ensure their validity.

Normality Test

The expected response rate shown in Table 4 should be at least 80%, indicating strong participant engagement with most questionnaires being completed and returned. Lower response rates below 80% in specific branches may require further investigation to understand why participant involvement is decreasing.

In multiple regression analysis, it is crucial for the data within the regression models to follow a normal distribution. One way to assess this normality is by using a histogram of residuals. The histogram in Picture 4.2 shows that the data mostly aligns with the normal curve and does not have any significant outliers. Therefore, based on the histogram examination, it can be

determined that the data collected for this study follows a normal distribution.

Linearity

The concept of linearity in statistical analysis involves assessing the relationship between independent and dependent variables, specifically how changes in the independent variable impact the dependent variable. In this study, the researchers have determined that the data adheres to the linearity assumption based on the lack of deviations from the linear trend in a normal probability plot.

Additionally, a crucial aspect of multiple regression analysis is ensuring that the data follows a normal distribution. This can be assessed using a histogram of residuals, as shown in Picture 4.1. The histogram indicates that the data closely aligns with a normal curve and does not have any significant outliers. Therefore, the researchers have concluded that the data collected for this study is normally distributed, meeting the necessary criteria for the analysis.

Homoscedasticity test

Homoscedasticity, or the homogeneity of variance, is a test that ensures consistent variance across different samples, indicating that error variance remains constant regardless of the independent variable. This test is commonly evaluated using a scatterplot of residuals, where a lack of pattern in the spread of residuals signifies homoscedasticity. In Figure 4.4, the scatterplot shows that residuals are evenly distributed around the predicted values, indicating that the model meets the homoscedasticity assumption and does not violate this principle.

4.6.2 Multiple Regressions

In order to achieve the primary goal of the research, which is to assess the impact of various independent variables (such as Brand communication strategy, Brand positioning, Brand identity, and Market characteristics) on dependent variables (including Brand perception, Customer satisfaction, Market share, and Customer loyalty), the researcher utilized multiple regression analysis techniques. This analysis helps in understanding the relationships between the variables and identifying the key factors that influence them.

Table 4.6 Results of Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856 ^a	.7	.7	.241

Source: Researcher’s survey finding.

The model summary table illustrates the strength of the relationship between the model and the dependent variable. Table 4.6 presents the results of the regression analysis model.

In the summary of the study, the correlation coefficient (R) between the independent variables and the dependent variable is found to be 0.856. The adjusted R square value, which represents the explained variance, is calculated as 0.729. This indicates that 72.9% of the variance in Brand management and communication strategy can be accounted for by the four specific brand management and communication tools analyzed - Brand communication strategy, Brand positioning, Brand identity, and Market characteristics. The remaining 27.1% of the variance is attributed to factors outside of the model.

Table 4.7. Analysis of Variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	54.652	5	10.930	186.853	.000 ^b
	Residual	19.889	340	.058		
	Total	74.541	345			

a. Dependent Variable: Brand management and communication strategy

b. Predictors: (Constant), Brand perception, Customer satisfaction, Market share and Customer loyalty

Source: Researcher’s survey finding.

.The ANOVA test evaluates how well the independent variables can predict the dependent variable. The Analysis of Variance results in Table 4.7 validate that the independent variables, including Brand perception, Customer satisfaction, Market share, and Customer loyalty, are successful in predicting the dependent variables - Brand perception, Customer satisfaction, Market share, and Customer loyalty. The F value of 186.853 and a significance level of 0.000 indicate that the independent variables have a significant impact on the dependent variable. This suggests that they collectively play a crucial role in influencing brand management and communication strategy.

Table 4. 8. Regression Analysis Coefficients

Coefficients ^a								
Model		Unstandardized		Standardized	t	Sig.	95.0% Confidence	
		Coeffici	Std.	B			Lower	Upper
1	(Constant)	.696	.095		7.318	.000	.509	.883
	Brand communication strategy	.213	.027	.316	7.794	.000	.159	.267
	Brand positioning	.128	.026	.184	4.884	.000	.076	.179
	Brand identity	.088	.019	.133	4.616	.000	.051	.126
	Market characteristics	.206	.030	.272	6.859	.000	.147	.265
	Customer Satisfaction	.140	.024	.210	5.802	.000	.093	.188
a. Dependent Variable: Brand communication strategy, Brand Positioning, Market Characteristics, Brand Perception, Customer Satisfaction, and Customer loyalty								

Source: Researcher’s survey finding.

According to Table 4.9 the established mathematical equation of multiple regressions presented as follows:

$$Y = 0.696 + 0.316X_1 + 0.184X_2 + 0.133X_3 + 0.272X_4 + 0.210X_5 + e$$

Where:

Y = Brand communication strategy

β_0 =constant (0.696)

X_1 = brand positioning

X_2 =market characteristics

X_3 =brand perception

X_4 = customer satisfaction

X_5 = customer loyalty

e = Error term.

The Beta value reflects the importance of each predictor variable in relation to the dependent variable, while the p-value of 0.000, which is lower than the typical threshold of 0.05, indicates that the independent variables have a significant impact on the dependent variable. This means that factors such as Brand communication strategy, Brand Positioning, Market Characteristics, Brand Perception, Customer Satisfaction, and Customer loyalty all play a positive and statistically significant role in brand management and communication strategy. These results align with previous research conducted by Kumar & Patra in 2017, which suggested that a strong brand management mix can greatly benefit communication strategies.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1. Summary of findings

Based on the data, out of 346 respondents, the percentage of males and females was 44.22% and 55.78%, respectively. By considering their different demographic characteristics, the study considers customers who are above 18 years old. Accordingly, the majority of respondents were under 31-45 years old, which was 49% out of 346 respondents. The smallest numbers of respondents were of age above 60 years old. It covered only 9% of the total sample in this study."

In the case study of Ahadu Bank S.C., one key element that could be added to their brand management and communication strategy in a new market is conducting market research to better understand the needs and preferences of the target market. By gaining insights into the preferences, behaviors, and challenges of customers in the new market, Ahadu Bank S.C. can tailor their branding and communication strategies to effectively resonate with and attract this specific audience. This could involve creating targeted messaging, developing relevant products and services, and establishing a strong brand presence that aligns with the values and expectations of the new market. Additionally, fostering strong relationships with local communities and key stakeholders can help build trust and credibility for the bank in the new market. Ultimately, integrating market research insights into the brand management and communication strategy can help Ahadu Bank S.C. successfully enter and establish a presence in the new market.

In summary, out of the 346 respondents, 44.22% were male and 55.78% were female. The study focused on customers over 18 years old, with the majority of respondents falling in the 31-45 age range at 49%. The smallest numbers of respondents were above 60 years old, making up only 9% of the total sample.

The data also indicated that the majority of the participants had attained education up to the level of a bachelor's degree or higher, accounting for 71% of the total respondents. A smaller percentage of respondents, 9% and 1% respectively, had completed high school or had education below the high school level. Furthermore, a significant portion of the respondents reported monthly incomes exceeding 10,000 Birr, comprising 62% of the study participants. On the other

hand, respondents with incomes below 3,000 Birr per month were a minority at 7% of the total 346 respondents.

Additionally, the data revealed that 192 participants, constituting the majority of respondents at 55.5%, had been customers of Ahadu Bank for more than 6 months. Conversely, the smallest fraction of respondents, 15%, had been with Ahadu Bank for less than 2 months.

As this study's primary aim was to assess the impact of brand management and communication in a new market, the researcher utilized observation, interview and descriptive statistics to evaluate the average responses from the aforementioned respondents for each aspect of brand management (including brand communication strategy, brand positioning, market characteristics, brand perception, customer satisfaction, and customer loyalty). The measurements for brand management and communication strategy involved calculating the mean and standard deviation of their responses.

The mean value ranges from 3.31 to 3.61 based on this descriptive statistical result. The mean value of Brand communication strategy, Brand Positioning and Market Characteristics was 3.61, 3.54, and 3.52 respectively. This shows that the majority of respondents are familiar with these brand communication, and the mean value of brand management was 3.40, which shows the respondents' agreement level for measurement of brand equity in Ahadu Bank S.C was at a lower level. The mean value of Brand Perception and Customer Satisfaction was 3.31, and 3.35 respectively. It shows the agreement level of respondents lies under the true, to some extent, level of agreement. According to (Mohammed, 2017), the mean value from 2.61 until 3.40 represents neutral, and the mean value from 3.41 until 4.20 represents agree.

The Pearson correlation in this study was used to examine the relationship between each of the independent variables and the dependent variable. The correlation coefficient (r) ranges from 0.327 to 0.742, indicating a low to a high correlation brand management (Brand communication strategy, Brand Positioning, Market Characteristics, Brand Perception, Customer Satisfaction and Customer loyalty) and communication strategy.

The multiple regression analysis model results showed the adjusted R square was (0.729), which implies that 72.9% of the variation in brand equity can be explained by the above five marketing

communication tools. The rest 27.1% variation in brand equity can be explained by other variables that are out of this model. According to ANOVA, the independent variables (Brand communication strategy, Brand Positioning, Market Characteristics, Brand Perception, Customer Satisfaction and Customer loyalty) significantly predict the dependent variable (communication strategy) with $F=186.853$ and $sig=0.000$.

All independent variables' regression analysis coefficients Beta value and a p-value,

Which is Brand communication strategy ($\beta = .316$, $p = .000$), Brand Positioning ($\beta = .184$, $p = .000$), Market Characteristics ($\beta = .133$, $p = .000$), Brand Perception ($\beta = .272$, $p = .000$), and Customer Satisfaction ($\beta = .210$, $p = .000$), brand management and communication strategy. have a positive and a significant effect on building brand management and communication strategy. As the beta value coefficient indicated, Brand communication strategy had a strong effect on building brand management, among other variables. Next to Brand communication strategy Brand Positioning, Market Characteristics, Brand Perception, Customer Satisfaction and Customer loyalty orderly have a significant effect on building brand equity. The Beta Coefficient with p-value 0.000 also supported the hypothesis that was developed in this study.

5.2. Conclusions

The conclusion of the study highlights the critical importance of effective brand management and communication tools for the success of Ahadu Bank S.C in the new market landscape. Overcoming challenges in brand management and communication is key to establishing meaningful connections and engaging with customers in the new market environment. The significance of maintaining a positive and robust brand image for the bank is emphasized, as it can set Ahadu Bank S.C apart from competitors, foster customer trust, and enhance brand perception. Implementing communication strategies that effectively convey the bank's value proposition and engage customers is crucial, with a focus on utilizing diverse communication tools and channels to reach the target audience efficiently and strengthen customer relationships. Addressing challenges in brand management and communication is vital for improving brand performance and boosting customer satisfaction. The utilization of social media platforms for brand management and communication is identified as a pivotal tactic for Ahadu Bank S.C, offering opportunities to interact with customers, gather feedback, and build brand loyalty through engaging content. Success in the new market hinges on the implementation of successful brand

management and communication strategies, enabling the bank to elevate its market position, attract and retain customers, and drive growth and profitability. Overall, the study underscores the paramount role of brand management and communication in Ahadu Bank S.C's success in the new market, emphasizing the need to address challenges, leverage communication tools, and execute effective strategies to achieve business objectives in a competitive market environment.

5.3 Recommendations

To enhance brand management and communication strategies in the new market and ensure the success of Ahadu Bank S.C, the following recommendations are crucial. Here is a detailed elaboration on each suggestion:

1. Conduct a thorough review of challenges: It is essential for Ahadu Bank S.C to carefully examine the obstacles encountered in brand management and communication. By pinpointing areas that need improvement, the bank can create a targeted strategic plan to effectively address these challenges. This involves delving deep into brand perception, customer engagement, and communication channels to implement a focused and effective approach.

2. Invest in employee training programs: Providing employees with the necessary skills in brand management and communication is vital. Training programs can enhance their comprehension of the bank's brand messaging, ensuring consistent and effective communication with customers. By investing in employee development, Ahadu Bank S.C can bolster its internal brand culture and ensure alignment with external branding efforts.

3. Develop a strong social media strategy: A robust social media presence is essential in the digital era. Ahadu Bank S.C should concentrate on engaging with customers, enhancing brand awareness, and fostering brand loyalty through social media channels. Regularly monitoring and analyzing social media metrics will offer valuable insights to optimize engagement strategies and maintain relevance in the online sphere.

4. Utilize customer feedback mechanisms: Customer feedback is a valuable tool for comprehending brand perception and enhancing customer satisfaction. Implementing effective feedback mechanisms allows Ahadu Bank S.C to gather insights for continuously refining brand management and communication strategies. Making adjustments based on feedback will improve the customer experience and solidify the bank's brand positioning in the market.

5. Collaborate with marketing professionals: Drawing on the expertise of marketing agencies or industry professionals can provide Ahadu Bank S.C with valuable insights and guidance. Collaborating with experts in brand management and communication will help optimize strategies, remain competitive, and align efforts with industry best practices.

6. Regularly review and update strategies: The market landscape is constantly evolving, underscoring the importance for Ahadu Bank S.C to remain adaptable and pertinent. Regularly reviewing and updating brand management and communication strategies ensures alignment with shifting trends, emerging technologies, and evolving customer preferences. By maintaining agility and proactivity, the bank can sustain a competitive edge and adeptly navigate the dynamic market environment.

By implementing these recommendations, Ahadu Bank S.C can enhance its brand management and communication strategies, leverage customer insights, optimize social media engagement, and collaborate with industry professionals to drive success in the new market. These actions will elevate brand resonance, fortify customer relationships, and position the bank for sustained growth and profitability.

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Appendices

As for the appendices or attachments of the thesis, the following can be some suggested materials:

1. Interview and focus group transcripts: The transcripts of the interviews and focus group discussions conducted as part of the qualitative research can be included in the appendices to provide the reader with a more in-depth understanding of the target audience's perspectives and behaviors.

1.How do customers perceive the Ahadu Bank S.C. brand in the new market?

2.To what extent are customers satisfied with the brand management and communication strategies of Ahadu Bank S.C.?

3. What is the market share of Ahadu Bank S.C. compared to its competitors in the new market?

4.How loyal are customers to Ahadu Bank S.C. and its brand in the new market?

5. What brand communication strategies are being utilized by Ahadu Bank S.C. to reach the target market in the new context?

6. How does Ahadu Bank S.C. position itself in the new market in terms of unique selling points, value proposition, and differentiation strategies?

7. What visual and verbal elements make up the brand identity of Ahadu Bank S.C. in the new market?

8. What market characteristics in the new market context could impact the effectiveness of Ahadu Bank S.C.'s brand management and communication strategies, including market size, competition, demographics, cultural factors, and economic conditions?

2. Survey questionnaires: The questionnaires used to collect the quantitative data can be included in the appendices to provide readers with an understanding of the research design and the questions asked.

Appendices 1.1 Questionnaire

ADDIS ABABA UNIVERISTY SCHOOL OF JOURNLISM AND COMMUNICATIONS PUBLIC RELATION AND STRATEGIC COMMUNICATIONS DEPARTEMENT EXTENTION PROGRAM

English Version Questionnaire

Dear Participant,

I would like to express my gratitude in advance for your willingness to participate in this questionnaire. The purpose of this questionnaire is to gather raw data from customers of Ahadu Bank for a research project that I am conducting as part of my Master of Arts in Public Relations and Strategic Communication. The research focuses on the topic of "Brand Management and Communication Strategy in a New Market Context: A Case Study of Ahadu Bank S.C."

The questionnaire consists of two parts. The first part includes general information, while the second part is designed to collect your knowledge, feelings, and attitudes regarding Ahadu Bank's Brand Management and Communication Strategy.

Participation in this questionnaire is completely voluntary. Rest assured that all your responses will be treated as confidential and used solely for academic purposes.

Please feel free to reach out to me if you have any further inquiries. You can contact me at the following address:

Endale Dejene

Telephone: 0912-09-37-28

E-mail: endale.com@gmail.com

Thank you once again for your cooperation.

Sincerely,

PART I

General Information

In answering the questions, please use tick mark (✓) the boxes provided.

1. Gender:

Female Male

2. Age Group

18-30 years old

31-45 years old

46-60 years old

above 60 years old

3. Educational Background?

Below High School

Completed High School

Diploma BA Degree and Above

4. Monthly Income?

Less than 3,000 birr

From 3,001-5,000 birr

From 5,001-10,000 birr

Greater than 10,000 birr

5. How long have you been a customer of Ahadu Bank?

Less than 2 month

from 2 - 12 month

More than 1 year

Part II-

Specific Information

This second part of a questionnaire is designed to collect information from your response for the following level of agreement. Please indicate your level of agreement or disagreement on the statements by putting a tick mark (√) on the space provided for the options.

Latent Variables	Indicators		Level of agreement					
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Agree
Brand communication strategy	1	Ahadu Bank frequently offers gifts to promote its offerings.						
	2	Ahadu Bank uses gifts more frequently than other competing banks.						
	3	Ahadu Bank has better interest than other competing banks for time deposit.						
	4	The credit interest of Ahadu Bank is affordable than other competitive banks.						
	5	Ahadu Bank applies different service diversification.						
Brand positioning	1	Ahadu Bank has unique value proposition of compared to other						
	2	Ahadu Bank aims to serve and explain how the brand is positioned to appeal to this target audience.						
	3	Ahadu Bank differentiates itself from competitors in terms of products, services, or customer experience.						
	4	Ahadu Bank consistently communicates its brand positioning across all touch points.						

Latent Variables	Indicators		Level of agreement					
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Market	1	The target market for Ahadu Bank comprises individuals and businesses seeking banking services in Ethiopia.						
	2	The bank aims to differentiate itself through exceptional customer service, advanced technology platforms, and a wide range of products and services.						
	3	Ahadu Bank has several competitive advantages that contribute to its market position.						
Brand perception	1	Customers appreciate the bank's commitment to financial stability, excellent customer service, and innovative digital banking solutions.						
	2	Ahadu Bank as a trustworthy brand, with a strong focus on maintaining the security and confidentiality of customer information.						
	3	Ahadu Bank is perceived as a brand that actively contributes to the local community.						
Customer satisfaction	1	Service provided by Ahadu Bank has very high quality.						
	2	Ahadu Bank's Service is extremely high.						
	3	Compared to its competitors I appreciate services of Ahadu Bank.						
Markets share	1	Ahadu Bank currently holds a better market share of in the banking industry.						
	2	Ahadu Bank's market share changed over the past year						
	3	Ahadu Bank's market share is higher/lower/similar to its competitors in the banking industry						
Customer loyalty	1	I consider myself to be loyal to Ahadu Bank.						
	2	Ahadu Bank. Would be my first choice.						
	3	I would love to recommend other people to use Ahadu Bank.						

Thank you for your cooperation!!!