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THE ROLE OF PUBLIC RELATIONS ON IMAGE MANAGEMENT: A CASE STUDY OF COCA COLA ETHIOPIA

BY

KEBER AYELLEGNE

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KEBER AYELLEGNE

Advisor

GASHAYE BELEW (Ph.D.)

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ETHIOPIA

DECLARATION

I, Keber Ayellegne, declare that this thesis study the role of public relations on Image Management; the case study of coca cola Ethiopia entitled my own original work. And it has not been presented in any other University, at least to my knowledge. All the sources of materials used for the thesis have been duly acknowledged. I have carried it out independently with the guidance and suggestions of the research advisor.

Keber Ayellegne ________________________________

(The Researcher) **Signature**

LETTER OF CERTIFICATION

Addis Ababa University

School of Graduate Studies

This is to certify that the thesis prepared by Keber Ayellegne, entitled: The role of Public Relations on Image Management a case Study of Coca Cola Ethiopia and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Public Relations and Strategic Communication complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Chair of the Graduate School

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ABSTRACT

The study focused on assessing the role of public relations in image management, with Coca Cola Ethiopia as the primary subject. Motivated by Western corporate focus in existing literature, the research aimed to provide insights into adapting public relations strategies for the local nuances of emerging markets like Ethiopia. Employing a descriptive research design and qualitative methods, the study utilized purposive sampling and snowball techniques with 52 Coca Cola public relations professionals. Data collection involved interviews and content analysis from websites and press releases. The findings highlighted challenges in adapting global strategies to local contexts, particularly concerning cultural differences, regulatory changes, and evolving consumer preferences. Coca Cola Ethiopia's image management efforts emphasized consistency, transparency, and adaptability. A key recommendation emerging from the study is to enhance cultural sensitivity in public relations strategies, tailoring them to align with local cultural nuances for more effective communication. This approach can contribute to strengthening Coca Cola Ethiopia's image management strategies, ensuring they resonate positively with diverse stakeholders in the Ethiopian market.

CHAPTER ONE

1. INTRODUCTION

This chapter serves as an introduction to the study, focusing on the foundational aspects and core concepts under investigation. Specifically, it delves into the utilization of public relations image management of Coca Cola Ethiopia. Subsequently, it outlines the problem statements, research questions, study objectives, limitations, significance, and the overall structure of the research.

1.1 Background of the study

The formal practice of public relations, now commonly known as PR, has its origins in the early 20th century. Over the years, the field of PR has been defined in various ways, often adapting to changing roles, technological advancements, and professional demands. Effective public relations necessitate strong communication skills, media expertise, and the art of persuasion. As PR practitioners, we must possess the abilities to analyze, exercise judgment, make decisions, offer counsel, and plan strategically (Seitel, 2001).

The modern concept of public relations emerged from the United States (Seitel, 2001), with the historical development primarily discussed in the context of the United States. Subsequently, an overview of international PR development is provided, including its adoption in numerous African countries. Ethiopia is one such African nation that employs PR strategies in both government and non-government organizations.

Furthermore, public relations revolve around the maintenance of relationships with the public. Corporate entities recognize the importance of nurturing positive relationships with their target audiences to achieve success. According to Herbig and Milewicz (1993), corporate reputation is a gradual accumulation of judgments formed over time by various groups that interact with a company. In the contemporary PR landscape, effective communication with influential individuals who impact business outcomes, such as media analysts, policymakers, customers, and shareholders, has become increasingly crucial. PR plays a pivotal role in upholding the authority and value of an organization's brands in the eyes of all stakeholders (Herbig & Milewicz, 1993).

Public relations, often described as an applied social and behavioral science, serves to gauge, assess, and interpret the sentiments of relevant publics (Kaul, 1988, p.14). Kaul emphasizes that cultivating strong relationships is paramount for establishing a positive connection with an organization's various publics.

Belch and Belch (2003, p.564) define public relations as a management function that assesses public attitudes, identifies public segments, and outlines actions to enhance public comprehension and acceptance. It is a concerted effort to align an organization's policies and programs with the goal of fostering mutual understanding and goodwill between the organization and its publics (Banik, 2002, p.39).

In an era marked by rapid global changes due to competition, customer pressures, and advancements in information technology, the scope of public relations activities may vary based on organizational size and nature (Black, 2004, p.3). Regardless of the approach, the underlying philosophy, strategy, and methods aim to enhance understanding and strengthen relationships within the organization and with its customers and agents.

Scholars emphasize the importance of utilizing public relations effectively to cultivate a sustainable organizational image, particularly in competitive environments like higher education. The concept of organizational image is multifaceted, with various scholars offering distinct definitions. Giangrande (1995) characterizes it as the resulting image of people's interactions with the organization. Guedez and Osta (2012) extend this definition to include the perceptions of external and internal stakeholders based on their experiences, interests, and ideas. Additionally, image is defined as the collective beliefs, ideas, and impressions individuals hold about an organization. It can manifest as an institutional or organizational image, shaped by the organization's objectives, methodologies, and interactions with employees.

The Coca-Cola Company, a global leader in the beverage industry, has established a significant presence in the dynamic and rapidly expanding market of Ethiopia (Borah, 2015). However, as with any multinational corporation, Coca-Cola has encountered its fair share of challenges and controversies in its operations (Awate, Larsen, & Mudambi, 2012). This research seeks to delve into how Coca-Cola has effectively managed its corporate image in the Ethiopian context through the strategic use of public relations (PR) strategies. This inquiry is significant due to the ever-evolving nature of the market in Ethiopia and the complexities of reputation management faced by multinational corporations. By employing the image management theory as a guiding framework, this study aims to uncover and analyze the specific PR tactics that Coca-Cola has employed to manage and enhance its reputation in Ethiopia.

1.2 Background of the Study Organization

The organization under examination is the East Africa Bottling Share Company (EABSC), a collaborative venture owned by multiple shareholders. It operates under the registered trademark of Coca-Cola Beverages Africa (CCBA), which encompasses the entire African continent. EABSC maintains various manufacturing facilities located across different regions in Ethiopia. This share company is primarily engaged in the rapid bottling and production of Coca-Cola branded soft drinks, offering a diverse range of sizes and packaging for various types of soft drinks.

EABSC's operational footprint spans multiple locations in Ethiopia, with manufacturing plants established in Addis Ababa, Bahirdar, Dire Dawa, and ongoing plans to erect new facilities in Hawassa and Sebeta. The company's rich history in Ethiopia dates back to 1959 when the first Coca-Cola bottler in Ethiopia was established by five local entrepreneurs. Over the years, the company underwent transformations, including nationalization, privatization, and joint ventures. In 1999, a joint venture agreement was signed between Ethiopian Bottling Share Company and Coca-Cola SABCO (CCS) to enhance the professionalism, knowledge, and operational expertise in the business. The company was subsequently renamed East Africa Bottling Share Company (EABSC), with 51% of the shareholding attributed to EABSC and 49% to CCS.

Coca-Cola SABCO (South Africa Bottling Share Company) is responsible for franchising Coca-Cola, Fanta, Sprite, and other Coca-Cola Company brands. They bottle and distribute these products on behalf of The Coca-Cola Company, headquartered in Atlanta, USA. This role involves selling soft drinks to dealers who, in turn, distribute them to customers. This collaborative process has contributed to business development and people's growth. To support these efforts, a fully equipped training center was established in line with the joint venture.

In September 2007, the Addis Plant saw the installation of a third production line, increasing capacity by 75%. Subsequently, a wastewater treatment plant was constructed, and a new PET line began production in late 2013. Presently, EABSC operates plants in Bahirdar, Addis Ababa, and Dire Dawa.

The role of East Africa Bottling Share Company (EABSC) is significant in understanding the dynamics of Coca-Cola's presence and operations in Ethiopia, aligning with the research title "The Role of Public Relations on Image Management: A Case Study of Coca-Cola Ethiopia." EABSC's activities, as a key player in bottling and distributing Coca-Cola products, are integral to the image management strategies and practices implemented by Coca-Cola in the Ethiopian market. These practices will be explored and analyzed within the context of this research to shed light on the broader role of public relations in managing Coca-Cola's corporate image in Ethiopia.

1.3 Statement of the Problem

The perception of an organization holds significant value in delivering services to the public and fostering its growth. Many organizations allocate substantial resources towards the enhancement and preservation of their image, aiming to establish and maintain public trust. It's important to recognize that shaping an organization's image goes beyond media exposure. It necessitates the effective application of public relations practices to shape the sentiments and perceptions of the public and stakeholders towards the organization. For instance, Black (2004, p.5) elucidates in his work on public relations that it involves a long-term commitment, aiming to influence and foster mutual understanding by gaining the voluntary acceptance of attitudes and ideas. In the contemporary landscape, no government, industry, company, or organization can thrive without the cooperation of their various publics, which may extend to both domestic and international spheres. However, it is this mutual understanding that emerges as a crucial catalyst for success in all scenarios (ibid).

Oghojafor and colleagues (2012) assert that the contemporary world is dominated by an unceasing demand for effectiveness, which places consistent pressure on workers, managers, departments, and organizations to perform efficiently. Numerous global studies have demonstrated that the proficient practice of public relations can significantly enhance an organization's overall effectiveness. Grunig, J. Grunig, and Dozier (2002) propose, in their excellence study, that public relations can add value to an organization by identifying strategic publics whose development is influenced by the reciprocal relationship between organizations and their publics. This is achieved through the implementation of symmetrical communication programs designed to cultivate and sustain high-quality relationships with these strategic publics. Nevertheless, public relations professionals have grappled with defining the role and significance of PR within organizations and its contribution to organizational performance, as highlighted by L. Grunig and colleagues (2002). The viewpoints of these authors emphasize the pivotal role of public relations in both assessing the effectiveness of PR departments and practitioners and in facilitating more efficient organizational performance.

Grill (1997) notes that numerous organizations have established public relations units with the aim of improving their communication with the public. This sentiment is echoed by Hirsch and Weber (1999), who emphasize that organization commonly rely on their public relations departments to handle crisis management, enhance their rankings, boost fundraising efforts, and oversee a range of other responsibilities. Nevertheless, Bruning and Ralston (2001) contend that, in many cases, the execution of public relations in organizations is predominantly confined to a solitary office primarily focused on the management of the institution's reputation.

The existing literatures primarily focuses on Western corporate settings and provides limited insights into how public relations strategies are adapted to address local nuances and complexities in emerging markets like Ethiopia. Therefore, there is a need to bridge this research gap by conducting an in-depth case study of Coca-Cola's public relations practices in Ethiopia.

1.4 Research Questions

This research seeks to answer the following questions:

1. How does Coca-Cola Ethiopia utilize public relations strategies to manage its corporate image in the Ethiopian market?

2. What are the key challenges and opportunities faced by Coca-Cola Ethiopia in its image management efforts?

1.5 Objectives of the study

This study is based on one general objective and three specific objectives

1.5.1. General Objective

The general objective of the study was to assess the role of public relations on image management a case study of Coca Cola Ethiopia.

1.5.2 Specific Objectives

1. To evaluate how Coca Cola Ethiopia's public relations strategies contribute to enhancing and maintaining organizational credibility.

2. To assess how the organization's communication and branding efforts align with its intended organizational identity.

3. To analyze the impact of these strategies on shaping and managing the image of Coca Cola Ethiopia in the Ethiopian market.

4. To investigate how the organization's efforts in managing credibility, identity, and image influence its overall reputation among key stakeholders and the public.

1.6. Significance of the Study

The study aims to contribute valuable insights into the role of public relations in image management within the Ethiopian context and provide practical recommendations for multinational corporations operating in similar environments. Additionally, it seeks to enhance the existing body of knowledge on the adaptation of global public relations strategies to diverse and rapidly evolving markets.

1.7 Scope of the Study

This research is bounded by the research focus titled "The Role of Public Relations in Image Management: A Case Study on Coca-Cola Ethiopia." In this study, the researcher examined the implementation of public relations strategies, the most effective methods for utilizing public relations to shape the image of Coca-Cola in Ethiopia, the alignment of these practices with the company's mission and vision, the specific public relations approaches employed in image management, and lastly, the identification of any shortcomings and challenges faced by Coca-Cola Ethiopia in their public relations efforts to build and maintain a positive corporate image.

1.8 Limitation of the Study

This research, while providing valuable insights into Coca-Cola Ethiopia's communication and image management practices, is not without its limitations. One notable constraint is the qualitative research design employed. The study's reliance on qualitative methods, such as in-depth interviews and content analysis, may limit the generalizability of findings to a broader context. The sample size, although purposefully selected for richness of information, is relatively small, potentially affecting the external validity of the results.

The study's focus on Coca-Cola Ethiopia's specific context may restrict the generalizability of findings to other industries or regions. The dynamic nature of corporate communication and image management suggests that findings are context-dependent and subject to change over time. Internal validity may be influenced by potential biases in participant responses, despite efforts to maintain objectivity. The study also assumes that the information gathered from public relations professionals accurately represents the organization's overall communication strategies. Moreover, the research timeframe is another limitation. The study provides a snapshot of Coca-Cola Ethiopia's practices, and changes or developments occurring after the study period are not considered.

In acknowledging these limitations, it is important to recognize them as opportunities for future research. Suggestions for further investigation could include replicating the study with a larger and more diverse sample, incorporating quantitative methods for a more comprehensive analysis, and exploring how external factors influence communication strategies over time. Addressing these limitations would contribute to a more robust understanding of the role of public relations in image management, not only for Coca-Cola Ethiopia but also for organizations in similar contexts

1.9 Organization of the Study

This research is structured into five chapters. The initial chapter encompasses the study's context, problem statements, study objectives, scope, limitations, and the study's significance. The second chapter delves into the review of relevant literature, which serves as the framework for the study. The third chapter outlines the key research methodologies to be applied in the study. The fourth chapter will exclusively present and analyze the research findings. Lastly, the concluding fifth chapter encapsulates the study's conclusions and offers recommendations based on the research outcomes.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

This chapter delves into the literature concerning the utilization of public relations in the context of image management for corporate organizations. It investigates the global landscape of public relations activities, specifically focusing on image management. Additionally, this chapter comprehensively explores various topics, providing in-depth insights from relevant literature. It encompasses discussions on the meaning and definitions of public relations, the historical backdrop of public relations, the definition of organizational image, organizational image in the context of corporate organization , constituents of image management within a corporate setting, the significance of organizational image management, image management through public relations, the relationship between communication and organizational image, the role of public relations, tools employed in public relations, challenges faced by public relations, and the application of communication in enhancing the image management in corporate organizations. Furthermore, this chapter interprets the theoretical framework of this thesis.

2.1 Meaning of Public Relations

Public relations, as defined by various scholars, is a multifaceted discipline that encompasses essential functions within organizations. Belch and Belch (2004) describe it as a management function that evaluates public attitudes, aligns policies with public interests, and executes programs to gain public understanding and acceptance. Banik (2004) characterizes public relations as a strategic tool for fostering a sense of belonging, securing employee cooperation, building goodwill, advancing mutual interests, and dispelling public misconceptions. In a broader sense, Cutlip et al. (2006) emphasize public relations as a management function critical for establishing and maintaining mutually beneficial relationships between organizations and the various publics on which their success depends, highlighting the need for PR involvement at the management level and the essential nature of fostering mutual lines of communication, understanding, acceptance, and cooperation between organizations and stakeholders. These definitions collectively underscore the multifaceted role of public relations in managing communication, relationships, and organizational image.

2.2 Background of Public Relations

In the context of corporate organizations, Public Relations plays a significant role in managing image and reputation. Scholars and historians have debated the origins of Public Relations, with differing opinions on when and where it was first practiced. Traditionally, it was believed to have been invented by Americans, but Chinese scholars argue that a form of Public Relations similar to contemporary practices existed in China over 5,000 years ago. While rudimentary forms of Public Relations may have been present throughout history, it evolved into a recognized profession relatively recently. The field transitioned from a job focused on earning a salary to a formal profession in various countries, with limited formal education in Public Relations (The International Public Relations Association, 2003).

Research on Public Relations in the African continent often consists of fragmented studies, primarily exploring specific aspects within individual nations. According to Solomon (2000), a practice resembling modern Public Relations emerged in Ethiopia during the 1960s. This development coincided with the establishment of the Ministry of Pen in the 1940s, overseeing media organizations, including radio, news agencies, and television services. Subsequently, in the 1950s, the Ministry of Information and Tourism took over these responsibilities, including media administration, culture, and tourism. In the 1960s, when the Ministry of Information assumed control, it also inherited the role of leading media organizations. During the final years of Emperor Haile Selassie's rule, government Public Relations primarily involved routine activities, such as information gathering and conventions. However, its primary focus was to serve the interests of the ruling class, and it lacked the capacity to effectively respond to emerging challenges, such as the devastating famine of 1974 (Solomon, 1998).

Although the exact commencement of modern Public Relations in Ethiopia remains uncertain, it is believed to have taken shape in the 1960s (Solomon, 1998). Before this period, the introduction of newspapers in the 1900s, along with the rise of printing presses, telecommunications, and railways under Emperor Menelik II, laid the groundwork for developments in advertising and communication. In contemporary times, Public Relations has been recognized as a crucial function in promoting development, and government offices, Organizations, have established PR offices to report on community services, and technology transfer to internal and external stakeholders. This study explores the role of Public Relations in managing the image of company, focusing on Coca cola Ethiopia, within the broader context of corporate organizations.

2.3 Definition of organizational image

The perception and definition of image, whether it pertains to government or private organizations, are fundamental to their success, as they strive to offer products and services to their stakeholders and customers. Scholars have provided various interpretations of this concept over time. According to Arpan et al. (2003), organizational image encompasses the cumulative quality of products and services, the organization's activities, and its achievements from its inception to the present day. This perspective suggests that an organization's image is essentially a reflection of the quality of its products and services, which have contributed to its success since its establishment. Organizational image, however, is not solely shaped by tangible and physical aspects related to its appearance; it is also influenced by visual, auditory, and behavioral elements. Moreover, it is a complex construct, founded on the perceptions of the public and personnel associated with the organization, who make distinct and comparative evaluations of its attributes (Gunalan & Ceylan, 2014).

Building an organizational image is a challenging task because the perceptions of an organization's stakeholders can vary significantly and are subject to comparison. The image is formed by individuals' interpretation of the information, whether accurate or not, that they receive from the organization (Toto & Garcia, 2012). In other words, the image is developed based on the information available to the organization's stakeholders. Polat (2011) defines organizational image as the mental vision, representation, or impression that individuals create through their interactions with the organization's elements and components. In essence, the image takes shape in people's minds as a result of their experiences, interactions, and efforts to maintain a positive image. Alternatively, Helgesen and Nesset (2007) present organizational image as a combination of corporate image, perceived external prestige, corporate reputation, corporate identity, and other factors. In general, organizational image represents the beliefs, ideas, and impressions that individuals hold about an organization.

2.3.1 Organizational image of corporate organization

Organizational image, often referred to as corporate image, can be defined as the overall impression or perception that individuals, including stakeholders, customers, employees, and the public, hold about a corporate organization. It encapsulates the collective beliefs, ideas, and impressions that people have regarding the organization. As defined by Balmer and Greyser (2006), organizational image is "a mental schema held in the public's mind about an organization and its practices, products, and performance." Organizational image is influenced by various factors, including an organization's actions, communication, reputation, and identity.

2.3.2 Components of organizational image of corporate organization

The components of organizational image in the context of corporate organizations are multifaceted and encompass various dimensions that collectively contribute to the overall perception and reputation of the organization. These components are pivotal in shaping how stakeholders, including customers, investors, employees, and the public, perceive the organization. Let's delve into the key components of organizational image:

1. Corporate Identity: Corporate identity comprises the visual and symbolic elements that represent the organization, including logos, branding, and design. These visual cues play a significant role in shaping the initial impression of the organization (Balmer & Greyser, 2006).

2. Corporate Reputation: Corporate reputation is the organization's standing in the eyes of its stakeholders and is often built over time through consistent actions, ethical behavior, and responsible practices (Fombrun & Van Riel, 2004). A strong reputation is essential for trust and credibility.

3. Perceived Quality: The quality of a company's products or services is a fundamental component of organizational image. The perception of quality influences consumer choices and loyalty (Zeithaml, 1988).

4. Communication and Branding: Effective communication strategies and branding efforts significantly impact how an organization is perceived. Clear, authentic, and transparent communication can enhance an organization's image (Kim & Ferguson, 2014).

5. Leadership and Management: The competence and integrity of an organization's leadership and management teams are critical. Stakeholders often assess the capabilities of the leadership in terms of decision-making, vision, and ethical conduct (Walumbwa et al., 2008).

6. Corporate Social Responsibility (CSR): An organization's commitment to CSR activities, such as sustainability, philanthropy, and ethical practices, contributes to its image. Ethical behavior and contributions to social and environmental causes are viewed positively by stakeholders (Brammer & Pavelin, 2006).

7. Customer Service: The quality of customer service and the organization's responsiveness to customer needs directly influence its image. Positive interactions with customers can foster loyalty and enhance the overall perception of the organization (Parasuraman et al., 1988).

8. Employee Relations: How an organization treats its employees reflects its values and culture. Employee satisfaction, fair labor practices, and a positive work environment contribute to a positive image (Eisenbeiss et al., 2014).

9. Innovation and Adaptability: An organization's ability to innovate and adapt to changing market conditions is seen as a positive trait. Innovation can improve the image of the organization as forward-thinking and competitive (Damanpour, 1991).

10. Productivity and Performance: Stakeholders often evaluate an organization based on its performance, financial stability, and growth. Consistent success and profitability enhance the overall image (Pfeffer & Salancik, 1978).

11. Ethical Behavior: Ethical behavior, including honesty, transparency, and adherence to ethical standards, is a crucial component of organizational image. Ethical lapses can severely damage the image of an organization (Weber et al., 2003).

12. Crisis Management: How an organization handles crises and challenges is vital. Effective crisis management can protect the organization's image, while mishandling crises can lead to reputation damage (Coombs, 2007).

The components of organizational image are interrelated and collectively contribute to the overall perception and reputation of corporate organizations. These components encompass various aspects, including corporate identity, reputation, quality, communication, leadership, CSR, customer service, and more. Managing these components strategically is essential for shaping a positive and resilient organizational image in the eyes of stakeholders and the public.

2.3.3 Importance of Organizational Image

The importance of organizational image cannot be overstated, as it plays a pivotal role in influencing the success, sustainability, and competitiveness of corporate organizations. A positive organizational image is an invaluable asset that can have far-reaching impacts, and its significance can be viewed from several angles.

First and foremost, organizational image is closely tied to a company's reputation (Fombrun & Van Riel, 2004). A strong and positive reputation enhances trust and credibility, both of which are vital for building and maintaining relationships with stakeholders. A positive image helps to foster goodwill, attract investors, and win the trust of customers. In essence, a favorable image can lead to improved customer loyalty, increased sales, and a competitive edge in the market. In contrast, a tarnished image can result in reputational damage, financial losses, and decreased customer trust.

Furthermore, organizational image plays a crucial role in talent acquisition and employee retention (Turban & Cable, 2003). Prospective employees often research an organization's image before deciding to work there. A positive image not only attracts top talent but also contributes to higher employee satisfaction and retention rates. Employees take pride in working for organizations with strong reputations, leading to increased motivation and productivity.

In the modern era of social media and instant information sharing, maintaining a positive image is essential for crisis management (Coombs, 2007). An organization with a well-established positive image is better equipped to weather crises, as stakeholders are more likely to give the benefit of the doubt and trust in the organization's ability to address challenges effectively. Therefore, the importance of proactively building and safeguarding organizational image cannot be overstated, as it directly impacts various aspects of organizational success, from brand value to employee morale, and long-term viability.

2.4 Using Public Relations on Image Management

The utilization of public relations (PR) as a strategic tool for image management is a well-established practice in the corporate world. PR involves managing the communication between an organization and its various stakeholders, with the goal of shaping a positive and favorable image. This process is integral to a company's overall reputation and success. Effective PR efforts can enhance brand perception, build trust, and help an organization achieve its strategic objectives.

PR contributes to image management by crafting and disseminating messages that align with an organization's values, mission, and goals (Wilcox et al., 2013). These messages are strategically designed to influence the perceptions of stakeholders, including customers, employees, investors, and the general public. When PR professionals effectively communicate the organization's commitment to ethical practices, corporate social responsibility, and customer satisfaction, they contribute to building a positive and trustworthy image.

Another crucial aspect of using PR for image management is crisis communication and reputation repair (Coombs, 2007). In today's fast-paced and interconnected world, organizations often face challenges or crises that can damage their image. Skilled PR practitioners play a pivotal role in responding to such situations promptly and transparently. They help mitigate reputational harm by addressing issues head-on and communicating corrective actions. Successfully managing crises can not only prevent long-term damage but also enhance the organization's image by demonstrating responsibility and accountability.

Moreover, PR contributes to image management by proactively engaging with stakeholders and maintaining open lines of communication. Building and sustaining relationships with stakeholders is key to a positive image (Grunig et al., 2002). PR professionals work to ensure that an organization's messages are consistent, transparent, and responsive to stakeholder concerns. By fostering positive relationships, organizations can cultivate goodwill, trust, and a strong and resilient image, ultimately contributing to their long-term success and sustainability.

2.5 Communication and Organizational Image

Effective communication is a cornerstone in the realm of image management for corporate organizations. Communication plays an irreplaceable role in the construction and upkeep of an organization's image, making it an integral component of the image management process. Public relations professionals understand the paramount importance of communication within their responsibilities, utilizing it as a potent tool to craft and perpetuate a positive corporate image. To establish and maintain a favorable image within an organization, communication emerges as an indispensable tool that cannot be overlooked. As articulated by Rajshekhar et al. (1994), communication stands out as the most potent means through which companies can shape, cultivate, and sustain their corporate image. Consumers draw insights from diverse information sources to formulate their perceptions about a company, underscoring the need for organizations to constantly assess the most suitable channels and methods to convey their message effectively. Choosing the right communication channels is crucial for alerting the public and stakeholders, playing a pivotal role in the image management process.

The importance of a company's name is equally significant in image management, as it functions as a powerful form of communication, conveying essential messages. Grey and Balmer (1998) underscore how even the name of a company can effectively communicate its goals and potentially influence sales and competitiveness. This highlights the notion that a company's name can significantly influence the public's perception, actively contributing to the formation of the corporate image. Reddi (2000) defines public understanding as the practice of establishing and nurturing goodwill and mutual understanding between an organization and its publics. In the contemporary business landscape, public opinion and understanding are pivotal to an organization's triumph. This reinforces the idea that communication is fundamental in nurturing relationships between corporate organizations and their publics. Through the facilitation of effective communication, an organization can adeptly manage its image and achieve its objectives while remaining attuned to public sentiments and attitudes, a cornerstone of image management.

2.6 Theoretical Framework

The theoretical framework for the research titled "The Role of Public Relations on Image Management: A Case Study of Coca Cola Ethiopia" provides a structured foundation for understanding how effective public relations practices contribute to the image management of Coca Cola in the Ethiopian market. In this context, the image management theory, in conjunction with established public relations theories, serves as a guiding framework to explore how Coca Cola strategically utilizes public relations strategies to maintain and enhance its corporate image in Ethiopia. This research aims to unveil the specific PR tactics used by Coca Cola to navigate the complexities of the Ethiopian market, ultimately offering valuable insights into corporate image management, particularly within dynamic and diverse market environments.

2.6.1 Excellence Theory

The Excellence Theory of public relations, developed by James E. Grunig and Larissa A. Grunig, is a comprehensive framework that underscores the strategic role of public relations in organizations. This theory is closely aligned with image management for corporate organizations and offers valuable insights into how public relations can shape, maintain, and enhance an organization's image.

One of the central tenets of the Excellence Theory is the idea that public relations should be deeply integrated into the organization's decision-making processes. Grunig and Grunig (1992) assert that for public relations to be excellent, it must operate as a management function. In the context of image management, this means that public relations professionals play a pivotal role in shaping the organization's image and reputation by ensuring that communication efforts are aligned with the organization's strategic goals and values.

The Excellence Theory promotes the concept of "two-way symmetrical communication" in public relations. This model emphasizes open and honest dialogue with stakeholders, aiming to achieve mutual understanding and building mutually beneficial relationships (Grunig & Grunig, 1992). This approach aligns with image management by highlighting the importance of authenticity and transparency in communication. Public relations practitioners work to ensure that the organization's image accurately reflects its actions and values, fostering trust and credibility.

Furthermore, the Excellence Theory recognizes the significance of reputation management, a fundamental aspect of image management. Organizational reputation is shaped by the perceptions, attitudes, and beliefs of stakeholders. Public relations professionals are instrumental in managing an organization's reputation by fostering positive relationships with various stakeholder groups, addressing issues effectively, and ensuring consistent, ethical communication (Grunig & Grunig, 1992). A positive reputation contributes to a favorable image, reinforcing the importance of a strong reputation in image management.

The Excellence Theory of public relations provides a strategic framework that is highly relevant to image management for corporate organizations. By implementing the principles of this theory, organizations can ensure that their public relations efforts contribute to building and maintaining a positive image, fostering strong relationships with stakeholders, and protecting and enhancing their reputation. Public relations, when practiced in accordance with the Excellence Theory, becomes an essential tool for managing and promoting a positive corporate image.

2.6.2 Legitimacy Theory

In the context of the role of Public Relations in image management, it is imperative for PR practitioners to recognize and address various environmental influences that affect an organization's survival. The theory of legitimacy plays a vital role in this regard. According to this theory, an organization's survival not only relies on its material resources and technical capabilities but also on its perceived legitimacy within the societal and environmental context.

Legitimacy theory, as explained by various scholars, emphasizes the significance of an organization's perceived legitimacy. Weber (1988) highlights how legitimate order guides social actions and is crucial for organizations. It is about the legitimate order that shapes and guides social actions within organizations.

Schuman (1995) defines organizational legitimacy as the collective perception and assumption that an entity's actions are desirable and appropriate within a social system. In essence, organizational legitimacy is all about how an entity's actions are viewed and assumed to be fitting within the social framework.

Maurer (1971) discusses the process of legitimation, wherein an organization justifies its right to exist and operate within a broader system. Legitimacy, in this context, is the process through which organizations prove their place and role in continuing their operations, importing, transforming, and exporting energy, materials, or information.

Hoogiemstra (2000) emphasizes the relationship between the legitimacy theory and a company's image. According to this theory, a company's survival is closely tied to how well it aligns with societal norms and values. In a changing environment, companies must adapt and communicate their efforts to meet evolving social expectations. Corporate reporting plays a critical role in demonstrating a company's commitment to positive social impact, which includes reducing pollution, maintaining quality, and supporting events aligned with the community's interests.

In summary, the legitimacy theory is highly relevant in the context of Public Relations and image management. It underscores the importance of an organization's perceived legitimacy and how it must align with societal norms to build and maintain a positive image. Public Relations professionals play a key role in communicating these efforts to stakeholders, thus contributing to effective image management.

2.6.3 Public Relation Transfer Model

The Public Relations Transfer Model, introduced by Frank Jefkins in 1988, plays a pivotal role in the context of corporate image management through the practice of public relations. It offers a structured framework that holds significant relevance for organizations aiming to enhance and safeguard their reputation, aligning perfectly with the objectives of public relations in image management (Nweke, 2001).

In the sphere of corporate image management, Jefkins' Public Relations Transfer Model offers a strategic approach for addressing and rectifying negative developments, such as rumors and complaints, which can challenge an organization's image. It is a tool designed to transform these negative situations into positive achievements through knowledge and understanding. At its core, the practice of public relations revolves around fostering understanding, which is of paramount importance in managing an organization's image (Nweke, 2001).

Within the realm of corporate image management, the Public Relations Transfer Model equips public relations practitioners with a structured framework to tackle the challenges related to negative perceptions. This model provides a systematic approach for practitioners to use a range of public relations tools and strategies to transition from negative sentiments to positive perceptions among the organization's target audiences. For instance, it aids in converting hostility into sympathy, prejudice into acceptance, apathy into interest, and ignorance into knowledge. This transformation is central to image management, as it significantly influences how the public perceives and engages with the organization (Nweke, 2001).

The Public Relations Transfer Model, as introduced by Frank Jefkins, serves as a valuable resource for organizations looking to enhance their image. By applying this model, public relations professionals can effectively address crises, dispel negative perceptions, and boost the overall reputation of the corporate organization. It provides a structured approach for managing public perceptions and fostering positive understanding, aligning seamlessly with the objectives of image management in the corporate context (Nweke, 2001).

2.6.4 Organizational Image Management Theory

The theory of organizational image management asserts that one of the primary objectives of Integrated Marketing Communication (IMC) is to establish and sustain an organization's image (Massey, 2011, 2010). Organizations strategically communicate with stakeholders to foster favorable images and discourage unfavorable ones. This theory is rooted in the principles of image management and self-presentation at the individual level, drawing inspiration from scholars such as Goffman (1959) and Tedeschi & Riordan (2013). While organizations differ from individuals in significant ways, many theorists and practitioners treat organizations in a manner similar to individuals. The perspective taken here defines an organization's image as the perception held by stakeholders about the organization (van der Merwe & Puth, 2014), aligning most closely with the "communicated image" as proposed by Gioia and Thomas (1996). This distinction underscores the necessity of a dialogue for creating an organizational image. In essence, an organizational image is forged through ongoing interactions between the organization and its stakeholders. Organizations must maintain a positive image with their stakeholders to enhance their prospects of success (Garbett, 1988; Mason, 2014). While a tarnished image doesn't guarantee failure, numerous studies have demonstrated an increased likelihood of it (Englehardt, Sallot, & Springston, 2001; Massey, 2001). The effectiveness of image management, however, is continuously in flux. Changes in the organization's environment and internal dynamics make image management a challenging task. Both organizations and stakeholders are influenced by various variables, including market dynamics, technological advancements, and contemporary social and political issues, among others. The challenge for organizations lies in comprehending these changes and continually adjusting the organization's image in anticipation of, or in response to, environmental shifts (Fariaa & Mendes, 2013). Furthermore, the diversity of organizational stakeholders necessitates a strategic approach to image management, wherein the organization seeks to present itself in terms relevant to all stakeholders, both internal and external (Garbett, 1988). Despite the challenges, organizations must engage in image management to achieve success. Organizational image management holds significance for at least two reasons. First, images shape cognitive, emotional, and behavioral responses from stakeholders toward the organization. Second, shared images facilitate the interdependent relationships between organizations and stakeholders (Treadwell & Harrison, 1994). While each person's perception of an organization may have unique characteristics, a collectively shared image of an organization, when managed effectively, allows for the coordination of organizational activities that align with stakeholder expectations. Organizational image management is a dialogic process in which organizations and stakeholders engage in communication to collaboratively shape the organization's image. Moffit's work (1994) supports the argument that image management is a dialogic process, sometimes with organizations having limited influence over the images held by their stakeholders. Additionally, Ginzel, Kramer, and Sutton (1993, p. 248) further clarify the dialogic nature of organizational image management, stating that an organization's image represents a collaborative social construction involving the organization's top management and the various actors that constitute the organizational audience. A particular interpretation of an organization's image may be proposed by top management, but that interpretation must, in turn, receive endorsement, or at the very least, not be rejected by the diverse audiences to persist.

2.6.4.1 Organizational Identity

The essence of an organization's identity is closely connected to its fundamental principles (Pérez & del Bosque, 2014). Dutton and Dukerich (1991) define organizational identity as what members of an organization believe to be its fundamental, enduring, and distinctive character (p. 520; cf. Albert & Whetten, 1985). An organization's identity represents its unique personality, the characteristics that set it apart. According to van Riel and Balmer (1997), identity refers to the distinct attributes of an organization that are rooted in the behaviors of its members (p. 340). Identity is not solely about how members perceive their organization (Gioia & Thomas, 1996, p. 371); it is a subjective, socially constructed phenomenon (Gioia, Schultz & Corley, 2000, p. 64). Organizational identity encapsulates what the organization represents, what it engages in, and how it operates, closely tied to its business approach and strategies (Markwich & Fill, 1997, p.

397). These identities are shaped by the organization's members and rooted in its core values. While identities are generally considered relatively stable (e.g., Albert & Whetten, 1985) due to their close connection to an organization's core values, they are not entirely unchanging. Instead, they possess a dynamic nature and can undergo alterations, although they are not as flexible as reputations or images. Gioia, Schultz, and Corley (2000) argue that organizational identity, in contrast to common portrayals in the literature, is somewhat dynamic, and the apparent endurance of identity is somewhat illusory (p. 64). This illusion arises from the intricate interplay between organizational identities, reputations, and images.

2.6.4.2 Organizational Reputation

Organizational reputations are fundamentally shaped by the actions of the organization, actions that, in turn, stem from the collective creation of the organization by its members, guided by their perceptions of its core values (van der Merwe & Puth, 2014). Unlike organizational identity, which is influenced by internal stakeholders' actions and perceptions, organizational reputation is grounded in the perceptions of external stakeholders. An organizational reputation can be defined as "a stakeholder's overall assessment of a company over time, formed through their direct interactions with the company and any other forms of communication and symbolism conveying information about the company's actions" (Gotski & Wilson, 2001, p. 29). It's important to note that the element of time plays a pivotal role in the concept of organizational reputation, a point that will be crucial when discussing organizational image.

Organizational reputations embody the cumulative judgments made by the public about firms over time (Fombrun & Shanley, 1990, p. 235). These reputations can serve as assets or liabilities (van der Merwe & Puth, 2014). Organizations with positive reputations enjoy benefits such as attracting high-quality job applicants, expanding market share, setting higher prices for their products or services, and appearing more appealing to potential investors (Fombrun & Shanley, 1990). In summary, a favorable corporate reputation furnishes an organization with a competitive edge (van Ries & Balmer, 1997, p. 341). Additionally, a positive reputation enhances the quality of an organization's performance (Fombrun & Shanley, 1990).

Within the research literature, there exist three schools of thought regarding organizational reputation, namely the analogous, differentiated, and interrelated schools of thought (Gotsi &

Wilson, 2001). The analogous approach treats organizational reputation and organizational image as identical, the differentiated school of thought treats them as entirely separate entities, and the interrelated school of thought posits that there is a dynamic relationship between corporate reputation and corporate image. In this context, we adopt the third approach, where reputations and images are not identical, yet they are not entirely distinct from one another. Organizational reputations are dynamic constructs that share interdependent relationships with organizational images.

It is important to recall that organizational identity is founded on the core values of the organization, representing a collectively constructed notion expressed through internal stakeholders' perceptions of "who we are." Once articulated, this organizational identity paves the way for the formation of an organizational reputation, which, unlike organizational identity, is the perception of the organization as seen by external stakeholders (Pérez & del Bosque, 2014). Furthermore, organizational reputation, while relatively stable, is a construct that evolves over time.

2.6.4.3 Organizational Image

In contrast to organizational reputation, the concept of organizational image is considerably more fluid and, as a result, more prone to change (Langer, Anderson, Furman & Blue, 2006). Some argue that organizational image is so transient that even considering it is a futile endeavor, and managing it is, at best, unwise. Scott Cutlip, a professor and author in the field of Integrated Marketing Communication (IMC), has been quoted as saying, "I dislike the term image" (Gotsi & Wilson, 2001, p. 27). Nonetheless, it is contended here that the concept of organizational image holds great importance for IMC researchers and practitioners. The dynamic nature of organizational image management makes it more manageable compared to organizational identity and reputation management. Before delving into the process of managing organizational image, it is crucial to establish a clear definition of the concept of organizational image.

Two prevailing definitions of organizational image exist in the research, one focusing on the perceptions of internal members and the other on the perceptions of external members (Dutton, Dukerich, & Harquail, 1994; Dutton & Dukerich, 1991). The first, sometimes referred to as "the construed external image," provides a descriptive perspective and pertains to how insiders believe external audiences perceive their organization (Gioia & Thomas, 1991; 1996). The second is a projective view and is defined as "outsiders' beliefs about what distinguishes an organization" (Dutton, Dukerich, & Harquail, 1994, p. 243). Gioia and Thomas (1996) argue that this "projective view" encompasses the "characteristics organizational elites want stakeholders to ascribe to the firm" and refer to this definition of organizational image as the "communicated image" (p. 371).

An organizational image encompasses the "shared meanings, attitudes, knowledge, and opinions" held by organizational stakeholders, influenced, at least in part, by strategic communications originating from the organization (Moffitt, 1994, p. 166). An image is something projected by the organization and something perceived or interpreted by others (Cheney & Vibbert, 1987, p. 176). Organizational images are thus formed and upheld through the mutual interactions of both organizations and stakeholders. While the organization actively endeavors to project a specific image of itself, stakeholders are concurrently forming perceptions of the organization (Willi, Nguyen, Melewar & Dennis, 2014). This dual process is instrumental in shaping the definition of organizational image presented here. An organizational image is the result of dialogue between organizations and stakeholders, rather than merely the outcome of one-way communication that automatically establishes a desired image in the minds of the target audience (Erdem, 2013).

Due to the dialogic nature of organizational images, organizations must strategically engage with stakeholders to foster certain images and discourage others. As Garbett (1988) asserts, "although the company image portrayed must reflect reality, it is entirely possible, as well as desirable, to select and promote those characteristics that align with the strategic plans of the company. These characteristics should also be those deemed desirable by the publics important to the company" (p. 7). The development of the firm's image, therefore, necessitates that the organization looks to its mission statement and overarching purpose, and promotes favorable attributes of itself to its stakeholders—favorability defined by both the organization and its stakeholders. This process is indispensable for an organization's success and is what is referred to here as organizational image management.

2.6.5 Corporate Social Responsibility Theory (CSR)

Corporate Social Responsibility (CSR) is a multifaceted concept encompassing the ethical framework and voluntary initiatives adopted by businesses to address their impact on society (Carroll, 1991). Beyond mere legal compliance, CSR involves actions that benefit communities, the environment, and stakeholders. Carroll's CSR model outlines economic, legal, ethical, and philanthropic responsibilities as key components (Carroll, 1991).

CSR entails a holistic approach, including elements such as philanthropy, ethical business practices, environmental sustainability, and social engagement. Organizations practicing CSR acknowledge their responsibilities beyond profit and legal compliance, aiming to make positive societal contributions. This aligns with the idea of creating shared value, where business objectives are aligned with societal needs and expectations (Porter & Kramer, 2011).

Engaging in CSR not only fulfills moral obligations but also contributes to building trust, credibility, and a positive organizational image among stakeholders (Carroll, 1991). Businesses recognize the interconnectedness of their operations with society, emphasizing the importance of responsible practices for long-term success and positive societal impact. CSR represents an evolving concept that underscores the significance of sustainable and responsible business practices in fostering both corporate success and societal well-being.

2.7 The role of public relations on image management

The role of public relations in image management is a critical aspect of corporate communication and reputation-building within organizations. Public relations plays a central role in shaping, enhancing, and maintaining the image of a corporate organization, which is vital for its long-term success and relationships with stakeholders. The concept revolves around the strategic use of communication, image-building techniques, and proactive engagement with both internal and external audiences to create a positive perception of the organization.

Public relations professionals use various tools and strategies to influence how an organization is perceived by its stakeholders, including customers, employees, investors, media, and the public at large. These strategies encompass activities such as crafting compelling narratives, managing media relations, handling crises effectively, and fostering goodwill through community engagement (Grunig et al., 2006). By carefully managing the flow of information, public relations practitioners can shape the way the organization is viewed, emphasizing its strengths and mitigating negative aspects.

Furthermore, the role of public relations in image management extends to aligning organizational objectives with communication efforts. This includes ensuring that the messaging, whether through press releases, social media, or other channels, is consistent with the organization's values and mission (Ledingham & Bruning, 1998). The ultimate aim is to build a positive corporate image that resonates with the target audience and strengthens the organization's reputation.

Public relations also play a crucial role in handling crises and managing public perception during challenging times. This involves proactive crisis communication and reputation repair strategies (Coombs, 2007). When an issue or crisis arises, public relations practitioners work to protect and rebuild the organization's image, preserving the trust and confidence of stakeholders.

The role of public relations in image management is a multifaceted concept that encompasses strategic communication, reputation enhancement, alignment of organizational goals with communication efforts, and crisis management. Effective image management is essential for corporate organizations to build and maintain a favorable image, strengthen stakeholder relationships, and ultimately achieve long-term success (Grunig et al., 2006; Ledingham & Bruning, 1998; Coombs, 2007). Public relations practitioners are at the forefront of shaping these efforts, working diligently to ensure the organization's image is positive, authentic, and aligned with its values and goals.

2.8 Tools of Public relations

Palmer (2005) underscored that a plethora of public relations strategies exist, each of which is chosen based on the specific promotional goals at hand. Belch and Belch (2001) concurred that public relations leverages a wide array of tools, including special publications, participation in community initiatives, fundraising efforts, sponsorship of special events, advertising, and public affairs activities, all aimed at enhancing an organization's image. Wells et al. (2005) categorized these public relations tools and emphasized their suitability for creating awareness of an organization and its services, depending on the extent of control the organization can exert in its communication. These tools can be classified into controlled (e.g., house ads, public service ads, publications, photographs, displays, exhibits), uncontrolled (e.g., news releases, press conferences, talk and interview shows, public service announcements), and semi-controlled (e.g., electronic communication, special events, word of mouth). Lancaster (2005) pointed out that television, due to its visual nature, allows companies to achieve a significant impact on their audience. By presenting their messages during television programs, they can dispel any misconceptions with supporting visuals, enhancing their public image. Clow and Baack (2007) argued that the internet can be a vital tool for managing public relations and mitigating negative word of mouth, emphasizing its value in disseminating information and promoting organizations effectively. Khalil (2004) highlighted the role of mobile computing and wireless networks in supporting educational institutions and expanding the reach of public relations through the internet. Finally, Wright and Hinson (2010) found that Facebook and websites were the most commonly used media for public relations messages, reinforcing the significance of online presence for organizations in maintaining their reputation and image.

2.9 Challenges of Public Relations

The practice of public relations within the context of image management in corporate organizations comes with several noteworthy challenges. One of the primary challenges is the scarcity of qualified personnel who possess the necessary expertise to effectively manage public relations activities (Bruning and Ralston, 2001). Competent professionals who can navigate the complexities of image management are vital for maintaining a positive organizational image.

Another significant challenge is the allocation of operational space and resources dedicated to public relations functions. Corporate organizations often grapple with limited physical space and budget constraints, hindering their ability to carry out comprehensive public relations strategies (Bruning and Ralston, 2001). Adequate resources are essential to support various activities aimed at enhancing and maintaining the organization's image.

Recognition of the importance of public relations within the corporate hierarchy is a persistent challenge. Often, public relations departments are not given the recognition they deserve, leading to a lack of influence and input in strategic decision-making (Nakra, 2000). Effective image management requires that public relations officers be granted a seat at the corporate boardroom table to ensure their involvement in strategic planning and reputation-building efforts.

Furthermore, the integration of public relations functions into other organizational areas can be problematic (Grunig et al., 2006). This can limit the ability of public relations practitioners to manage their functions strategically and comprehensively. To achieve an organization's image management objectives effectively, it is crucial to recognize the importance of dedicated and autonomous public relations departments.

In summary, the challenges faced by corporate organizations in the realm of public relations, especially in the context of image management, include the need for qualified personnel, allocation of operational resources, recognition of the department's role, and the strategic positioning of public relations within the organization (Bruning and Ralston, 2001; Nakra, 2000; Grunig et al., 2006). Addressing these challenges is essential for successful image management and the promotion of a positive corporate image.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

In this chapter, I explore the research methodology and design chosen for this study. I also provide an overview of the sample size, sampling procedures, data collection tools, methods for analyzing and presenting the data, and ethical considerations.

3.1 Research Design

The research design aids the researcher in effectively addressing the research questions and serves as a roadmap for selecting the necessary data for the study. This study employed a qualitative research approach and a descriptive research design to investigate perceptions regarding the role of public relations in managing organizational image. According to Mugenda and Mugenda (1999), a descriptive research design involves gathering data to examine and respond to questions related to the present state of the subjects in the study. The researcher deliberately aimed to provide profiles of individuals, events, situations, or incidents.

3.2. Research Method

Before delving into the specific tools and techniques employed in this study, it's essential to consider the perspectives of scholars on research methodology. Tull and Hawkins (1984) posit that research methodology serves as a guiding framework used to outline procedures for collecting and analyzing the requisite data, ultimately aimed at identifying and addressing a given problem.

Public relations research methodology can be broadly categorized into two types: qualitative research and quantitative research. Qualitative research, as elucidated by Wimmer et al. (2011), is designed to provide a profound and comprehensive comprehension of how individuals perceive or feel about a particular subject. Qualitative techniques allow researchers to gain deeper insights into the phenomenon under investigation, offering a more naturalistic view of behavior without the artificiality often associated with experimental or survey research. Qualitative research methods encompass various techniques, including observation, interviews, diary keeping, analysis of existing documents, photography, videotaping, and more. In qualitative research, the researcher immerses themselves in the subject, collecting firsthand information through personal observation. While qualitative research typically involves a smaller number of cases, these cases are examined in great detail. Key qualitative research methods include interviews and content analysis.

Opoku-Amankwa (2009) defines research investigations primarily seeking non-numerical data as the qualitative method of research. Researchers employing a naturalistic approach aim to explore people's emotions, beliefs, opinions, and ways of life, seeking to understand the meanings attributed to these phenomena. In this context, the researcher favors the use of qualitative research methods, such as in-depth interviews, focus group discussions, and content analysis, as these approaches align with the study's title and its fundamental objective of describing and elucidating the roles of public relations in the management of corporate organizational image from the perspective of the study's participants.

Consequently, for this study, the researcher has chosen to employ qualitative research methods, specifically through in-depth interviews and content analysis, as they are considered most suitable for the research's goals and objectives.

3.3. Sampling Technique

For the interviews and content analysis, a purposive sampling approach was employed. To shed light on the rationale behind the use of purposive sampling, the researcher explored various perspectives offered by scholars. According to Yin (2011, p.11), purposive sampling involves the selection of participants or data sources for a study based on the anticipation of the richness and relevance of the information they can provide in addressing the research questions. In line with Yin's perspective, the researcher chose respondents based on their in-depth knowledge of the study's subject matter. Furthermore, Patton (2015) offers a description of purposive sampling that emphasizes its logic and effectiveness in selecting information-rich cases for comprehensive examination. These information-rich cases are those from which one can glean extensive insights into the central issues relevant to the study's objectives. Such richness of information can lead to a profound understanding of the study's focus.

3.3.1. Sampling Size

In this section, the sampling size for the study is discussed. The total population of Public Relations professionals within Coca Cola Ethiopia was 52 individuals. This included various roles, such as Public Relations Officers, Marketing Officers, Communication Officers, and Social Media Managers. To obtain a comprehensive perspective, the researcher purposefully selected one interviewee from each of these departments, ensuring representation from diverse functions within the organization.

Additionally, the researcher recognized the importance of understanding the viewpoints of administrative staff members who played a crucial supporting role in the organization's operations. Therefore, one interviewee from the administrative staff were also chosen to provide a well-rounded outlook on the subject.

It is essential to highlight that the selection of interviewees was not arbitrary but purposeful. This approach was adopted to ensure that the chosen individuals had a deep understanding of the subject matter, allowing the researcher to gather meaningful insights into the research questions. This sampling strategy aimed to capture a holistic view of the organization's image management from various perspectives within Coca Cola Ethiopia.

3.3.2. Sampling Process

In this study, a non-probability sampling approach was employed. The choice of non-probability sampling was deliberate because the study aimed to delve into specific and accessible artifacts for a more comprehensive analysis of a particular group, namely the corporate organization Coca cola Ethiopia.

Sampling, in essence, is the method by which a set of individuals is selected for a study in a manner that these selected individuals are representative of the larger group from which they were drawn. The primary objective of this sampling process is to secure a group of participants that accurately represents the population, allowing the researcher to gather pertinent information.

Rubin and Piele (2005) clarify that non-probability sampling is particularly useful when exploring specific and accessible artifacts for in-depth analysis. It's worth noting that non-probability sampling does not lend itself to generalizing findings to other groups or situations. However, it proves highly valuable when studying distinct groups of individuals.

As noted by Opoku-Amankwa (2009), purposive sampling involves the deliberate selection of respondents or elements for a study based on specific characteristics or qualities that align with the study's objectives and requirements.

3.3.3 Snow ball and purposive sampling

In the context of the study titled "The role of public relations in image management: A case study of Coca Cola Ethiopia," the researcher adeptly utilized a combination of snowball and purposive

sampling techniques.
Snowball sampling served as an effective starting point for the data collection process. This method, known for its non-probability nature, was aptly employed to initiate the study. The researcher initiated the process by identifying an initial participant well-versed in the subject matter. This initial participant, with valuable insights into the realm of public relations and image management at Coca Cola Ethiopia, played a pivotal role in expanding the network of participants. They were asked to refer other individuals who could provide valuable contributions to the research. This chain referral process continued until a sufficient number of participants were included in the study, ensuring a diverse range of perspectives.
Complementing this approach, purposive sampling was employed to ensure that the selected participants possessed the specific characteristics and qualities essential to address the research objectives effectively. This strategic selection process was vital in ensuring that the chosen participants were well-equipped to offer in-depth and meaningful insights into the role of public relations in image management at Coca Cola Ethiopia.

3.4. Tools of Data Collection

For this research, data gathering was carried out utilizing content analysis and interviews. These methods were instrumental in facilitating the achievement of the study's objectives. The data collection process involved the utilization of both Amharic and English languages. Additionally, an English translation of the Amharic version was prepared as part of the data collection process.

3.4.2. In-depth Interviews

As per the insights of Wimmer and Dominic (2011), conducting in-depth interviews is a valuable approach for acquiring detailed and precise information, particularly regarding sensitive subjects. This method provides the researcher with the opportunity to delve deeper into the topic and gather accurate data based on the respondents' candid responses. In line with Opoku-Amankwa's (2009) perspective, interviews serve as a valuable tool for uncovering individual opinions, ideas, values, and beliefs. In this context, the in-depth interview method proves to be well-suited for comprehending individuals' thoughts and emotions about the subject matter in a straightforward manner.

Boyce and Neale (2006) further elaborate that in-depth interviewing is a qualitative research technique involving intensive individual interviews with a select number of respondents to explore their viewpoints on a specific idea, program, or situation. For instance, chosen participants may be queried about their perceptions, opinions, experiences, and expectations related to a research-relevant issue or event. Additionally, this approach allows the researcher to make insightful observations during the interview process.

In this study, the researcher opted for semi-structured interviews to ensure flexibility in posing follow-up and probing questions. Open-ended questions were employed during these in-depth interviews to gain a comprehensive understanding of the interviewees' subjective perspectives on the topics under investigation. The research involved conducting interviews with five participants selected from the designated departments.

3.4.3. Content Analysis

Content analysis involves the examination of the information contained within a message. In essence, it serves as a method where the content of a message becomes the foundation for drawing inferences and conclusions about its substance, as described by Nachmias and Nachmias (1976). Content analysis operates at the intersection of observation and document analysis. It is essentially a method of observation that, instead of posing questions to individuals, scrutinizes the communications created by people and seeks to extract meaningful insights from these communications.

Numerous definitions of content analysis are available, shedding light on its purpose and approach. According to Berelson (1952), content analysis is a research technique designed for the objective, systematic, and quantitative examination of the explicit content within communication. Krippendorff (1980) defines content analysis as a research method that facilitates the production of reliable and valid interpretations derived from data within their context. In Weber's (1985) view, it is a research methodology employing a set of procedures to establish valid inferences from textual materials.

In summary, content analysis revolves around the creation of reliable, replicable, and objective interpretations of a message, all guided by clear rules. The materials suitable for content analysis can encompass a wide array, including letters, diaries, newspaper content, folk songs, short stories, and communications from radio, television, documents, texts, or any symbolic forms. In this research, the researcher undertook content analysis by scrutinizing the messages conveyed through the organization's websites, press releases, and brochures.

3.5. Data Analysis Method

For this research, qualitative data was gathered through in-depth interviews and content analysis. The analysis process was carried out manually. The in-depth interviews were documented through note-taking and subsequently transcribed. The collected data was organized based on the questions posed during the interviews. A thorough examination was conducted to identify commonalities and disparities in the questions and responses, allowing for the identification of emerging themes. These emerging themes were then discussed in connection with the research objectives of this study.

3.6. Participants

This study involved individuals with various roles, including public relations officers, marketing officers, communication officers.

3.7. Socio-demographic Characteristics of the Study Participants

Name of interviewees	Number of participants	Position status	sex	place	code
Interviewee 1	1	Public relations officer	M	EABSC	Interviewee 1
Interviewee 2	1	Marketing manager	M	EABSC	Interviewee 2
Interviewee 3	1	Communication officer	M	EABSC	Interviewee 3

3.8 Ethical Consideration

a) Confidentiality: All data collected from participants were used exclusively for research purposes. Personal information and details of respondents were kept confidential, ensuring the anonymity of participants.
b) Informed Consent: Prior to the commencement of data collection, informed consent was obtained from all individuals who participated in the research. Participants were provided

with comprehensive information about the study's objectives, procedures, and potential outcomes, allowing them to make an informed decision to take part voluntarily.

c) Beneficence: The research was designed to generate insights that can potentially benefit the field of public relations and, indirectly, the participants' organizations. It aimed to contribute positively to their image management efforts.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

In this section, the researcher closely examines the gathered information through interviews and content analysis, aiming to understand how Coca-Cola Ethiopia conducts its communication and manages its image. The focus is on unraveling the effective strategies employed by Coca-Cola Ethiopia in its communication efforts to establish and uphold a positive image.

Through interviews with key individuals responsible for public relations and by analyzing the content Coca-Cola Ethiopia shares, the researcher seeks to identify the intricate interplay between public relations, image management, and social responsibility within the company. The objective is to discern the deliberate communication strategies that contribute to Coca-Cola Ethiopia's favorable image among the people in Ethiopia. Additionally, the researcher evaluates whether these strategies align with established theories and expert opinions on image management, public relations, and social responsibility. The overarching goal is not only to present an analysis of Coca-Cola Ethiopia's communication practices but also to provide insights that contribute to a broader understanding of how organizations effectively communicate and cultivate a positive image.

4.2 Data Analysis from Press Releases and websites

The press releases from Coca-Cola Beverages Africa (CCBA) reflect a robust application of social responsibility and image management theories, showcasing the company's commitment to positive societal impact and the strategic shaping of its corporate image.

People affected by the war in Northern Ethiopia have been provided with relief worth 6 million birr by Coca-Cola Beverages Africa (CCBA), including school materials and Minute Maid juice.

The materials were handed over to Atse Yohannes School, Mekele Hospital, and two IDP centres in Tigray Region when CCBA in Ethiopia MD, Daryl Wilson visited the war-affected area.

He pledged to work with outlets and small businesses as they strive to build the economy in difficult circumstances.

CCBA in Ethiopia also donated to the drought-affected areas of Oromia and the Ethiopia-Somali region earlier this year.

Wilson said the company used its industry leadership to be part of the solution to achieve positive change in the world and to build a more sustainable future.

"Our aim is to create greater shared opportunity for the business and the communities we serve across the value-chain. Opportunity is more than just money, it's about a better future for people and their communities everywhere on the African continent.

"People matter. Our planet matters. We believe in doing business the right way by following our values and working toward solutions that benefit us all. Profitability is important, but not at any cost," said Wilson.

"When we grow our business the right way, not just the easy way, we help create inclusive growth opportunities for our communities, women and youth, our customers, our employees and our shareholders, for a better shared future."

"We will continue using our focus on creating a better shared future to grow and sustain small businesses and enhance livelihoods, resulting in increased economic value and business capability for communities and our business system," Wilson said. (Coca Cola, 2023)

The provided press release from Coca-Cola Beverages Africa (CCBA) in Ethiopia can be analyzed through the lens of image management theory, social responsibility theory, and the specified research objectives

Image Management Theory:

Vision and Mission Alignment: The press release emphasizes CCBA's vision to create a sustainable future and its mission to contribute positively to communities. This aligns with image management theory by projecting the company as socially responsible and forward-thinking, enhancing its corporate image.

Strategic Communication: The mention of supporting war and drought-affected areas portrays CCBA as an organization actively engaged in positive social impact. By focusing on inclusive growth and economic opportunities, CCBA strategically communicates its values and commitment to creating a better shared future.

Leadership Engagement: Involving the Managing Director, Daryl Wilson, in the relief efforts adds a personal touch to the communication. This engagement fosters a positive perception and aligns with image management strategies that emphasize leadership commitment to social responsibility.

Social Responsibility Theory

Community Support: CCBA's relief efforts, including the donation of school materials and Minute Maid juice, demonstrate a commitment to supporting communities affected by war and drought. This aligns with the social responsibility theory, emphasizing the company's obligation to contribute positively beyond profit-making.

Research Objectives:

1. Enhancing Organizational Credibility: The press release contributes to organizational credibility by showcasing tangible actions that go beyond words. The demonstrated commitment to supporting communities affected by war and drought enhances the credibility of CCBA's social responsibility claims.

2. Alignment with Organizational Identity: CCBA's communication aligns with its intended organizational identity of being a socially responsible and community-oriented company. The emphasis on values, inclusive growth, and sustainability resonates with the intended identity.

3. Impact on Image in the Ethiopian Market: The press release positively contributes to CCBA's image in the Ethiopian market by highlighting the company's active role in addressing societal challenges. This is likely to enhance the public perception of CCBA as a socially responsible and caring organization.

4. Influence on Overall Reputation: The mentioned efforts in managing credibility, identity, and image contribute positively to CCBA's overall reputation. The focus on inclusive growth, economic opportunities, and sustainability enhances the company's reputation among key stakeholders and the public.

'Addis Ababa – A group of 50 unemployed women are ready for a fresh start after completing a three-month intensive training programme in child care, nannying, first aid and financial management with the support of Coca-Cola Beverages Africa in Ethiopia.

This was the third batch of trainees to complete the programme, marking yet another milestone for Coca-Cola Beverages Africa in Ethiopia in its economic inclusion initiatives to promote women's empowerment and employability.

The majority of the 125 graduates from the programme have already secured employment at government and non-governmental day-care centres.

Last year, the company empowered more than 1,500 women and youth, including 50 women who received nannying and housekeeping training.

Beyond these initiatives, Coca-Cola Beverages Africa has constructed a school at a total cost of $236,000 in Sebeta, following consultations with the community to understand their needs.

This follows the building of two state-of-the-art school blocks at Shimbit Elementary School near Coca-Cola Beverages Africa's plant in Bahir Dar, benefitting 1,600 students at a total cost of $220,000, and another school block at Senkelle, Ambo, at a cost of $200,000.

"At Coca-Cola Beverages Africa in Ethiopia, we use our industry leadership to be part of the solution to achieve positive change in the world and to build a more sustainable future for our planet," said Managing Director Daryl Wilson.

"Our aim is to create greater shared opportunity for the business and the communities we serve across the value-chain. This is about more than the bottom line, because opportunity is not measured by money alone. Opportunity means a better future for people across the African continent," Wilson said.

"We understand that our business can only thrive when the communities we serve thrive too. Investing in communities ensures our business sustainability. Most of all, we are all Africans and are part of our communities.

"This is why we have made economic inclusion one of the pillars of our sustainability strategy.

"We define economic inclusion as creating gainful economic opportunities to under-served communities – women, youth and people with disabilities – by providing them with access to markets that boost income and yield sustainable earnings, in our own business and the industry," said Wilson.

"We will continue using our focus on creating a better shared future to grow and sustain small businesses and enhance livelihoods, resulting in increased economic value and business capability for women, communities and our business system. Our efforts will remain focused on ensuring that women run successful enterprises and increasing their participation in the formal economy through programmes to prepare them for the world of work – all in partnership with like-minded stakeholders.' (Coca Cola, 2023)

The press release by Coca-Cola Beverages Africa (CCBA) exemplifies the application of the social responsibility theory in its actions and statements. The social responsibility theory suggests that organizations have an obligation to act in ways that benefit society at large, beyond their primary goal of generating profits. Let's analyze the vision, mission, and management of corporate image in relation to the social responsibility theory.:

The press release implies that CCBA's vision is to create a more sustainable future and achieve positive change in the world. By providing support to people affected by war and drought, CCBA aims to contribute to the well-being of the communities it serves, particularly in Northern Ethiopia. The vision emphasizes the importance of shared opportunity, inclusivity, and responsible business practices.

CCBA's mission, as stated in the press release, is to work with outlets and small businesses to build the economy in challenging circumstances. The company recognizes the role it can play in creating inclusive growth opportunities for communities, women, youth, customers, employees, and shareholders. Its mission aligns with the social responsibility theory by emphasizing the pursuit of a better shared future and the belief that profitability should not come at any cost.

Management of Corporate Image:

CCBA manages its corporate image by actively engaging in social responsibility initiatives that address pressing societal issues. By donating relief materials, including school materials and Minute Maid juice, CCBA demonstrates its commitment to supporting war-affected areas and drought-affected regions. The company's involvement in these initiatives helps create a positive perception of its brand and demonstrates its dedication to making a difference.

CCBA's managing director, Daryl Wilson, highlights the importance of doing business the right way, following values, and working towards solutions that benefit everyone. This statement reflects CCBA's intention to integrate ethical considerations into its operations and decision-making processes. By emphasizing the value of people and the planet, CCBA reinforces its commitment to sustainable practices and responsible business conduct.

CCBA effectively manages its corporate image by engaging in initiatives that align with its vision and mission. The press release highlights the company's support for unemployed women through a comprehensive training program in child care, nannying, first aid, and financial management. By empowering women with valuable skills and helping them secure employment, CCBA projects an image of a socially conscious organization that actively contributes to women's empowerment and employability.

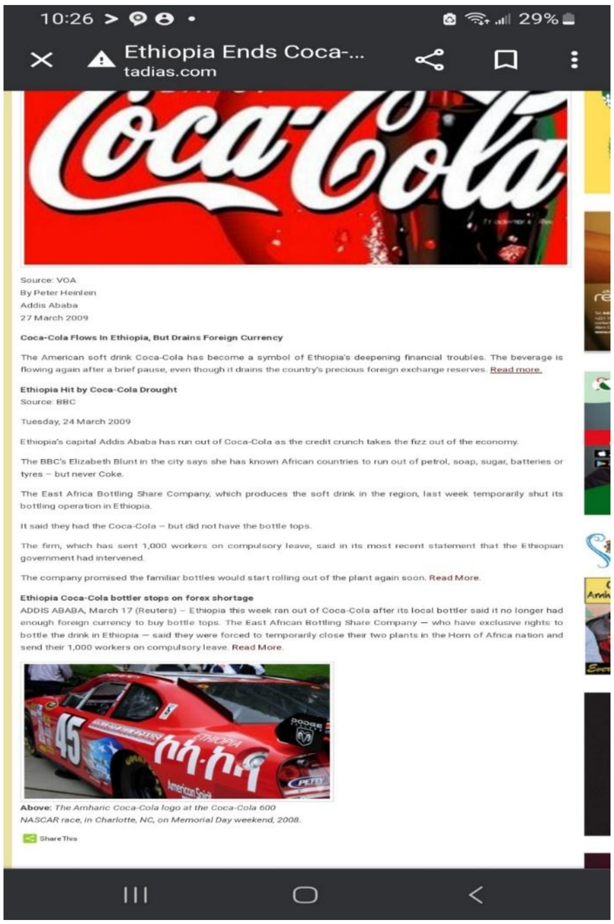
CCBA's vision, as depicted in the press release, is to build a more sustainable future for the planet and create greater shared opportunities for the business and the communities it serves. By focusing on economic inclusion, women's empowerment, and community development, CCBA aims to project an image of a socially responsible and forward-thinking organization.

CCBA's mission, as articulated in the press release, is to achieve positive change in the world through its industry leadership. The company recognizes the importance of investing in communities and creating gainful economic opportunities for under-served groups, such as women, youth, and people with disabilities. CCBA's mission aligns with image management theory by emphasizing its commitment to social responsibility, sustainability, and community engagement.

Furthermore, CCBA's investment in constructing schools and school blocks demonstrates its commitment to educational development and community engagement. By consulting with the local communities to understand their needs, CCBA ensures that its initiatives are aligned with the interests of the people it serves. These efforts contribute to a positive corporate image as a responsible corporate citizen that invests in community development and education.

CCBA's managing director, Daryl Wilson, emphasizes the importance of economic inclusion, sustainability, and partnerships with like-minded stakeholders. By communicating these values and actions, CCBA effectively manages its corporate image as an organization that not only seeks financial success but is also committed to making a positive impact on society.

Overall, CCBA's vision, mission, and management of its corporate image align with the principles of image management theory. The company strategically engages in initiatives that promote social responsibility, economic inclusion, and community development. By focusing on these areas, CCBA enhances its reputation as a socially conscious and responsible organization, projecting a positive corporate image that resonates with stakeholders and the wider public.



10:26

Ethiopia Ends Coca-...
tadias.com

Source: VOA
By Peter Heinlein
Addis Ababa
27 March 2009

Coca-Cola Flows In Ethiopia, But Drains Foreign Currency

The American soft drink Coca-Cola has become a symbol of Ethiopia's deepening financial troubles. The beverage is flowing again after a brief pause, even though it drains the country's precious foreign exchange reserves. Read more.

Ethiopia Hit by Coca-Cola Drought
Source: BBC

Tuesday, 24 March 2009

Ethiopia's capital Addis Ababa has run out of Coca-Cola as the credit crunch takes the fizz out of the economy.

The BBC's Elizabeth Blunt in the city says she has known African countries to run out of petrol, soap, sugar, batteries or tyres – but never Coke.

The East Africa Bottling Share Company, which produces the soft drink in the region, last week temporarily shut its bottling operation in Ethiopia.

It said they had the Coca-Cola – but did not have the bottle tops.

The firm, which has sent 1,000 workers on compulsory leave, said in its most recent statement that the Ethiopian government had intervened.

The company promised the familiar bottles would start rolling out of the plant again soon. Read More.

Ethiopia Coca-Cola bottler stops on forex shortage
ADDIS ABABA, March 17 (Reuters) – Ethiopia this week ran out of Coca-Cola after its local bottler said it no longer had enough foreign currency to buy bottle tops. The East African Bottling Share Company — who have exclusive rights to bottle the drink in Ethiopia — said they were forced to temporarily close their two plants in the Horn of Africa nation and send their 1,000 workers on compulsory leave. Read More.

Above: *The Amharic Coca-Cola logo at the Coca-Cola 600 NASCAR race, in Charlotte, NC, on Memorial Day weekend, 2008.*

Share This

Picture.1 Tadias Addis (2009)

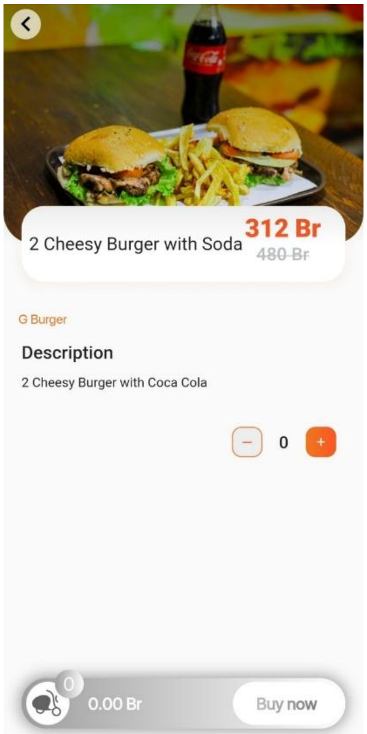
Based on the information provided, it is clear that Coca-Cola Ethiopia is facing challenges related to foreign exchange reserves and government bureaucracy. The shortage of Coke in shops across Ethiopia due to difficulties in obtaining hard currency for imports reflects the impact of the country's economic troubles on multinational companies operating within its borders.

The fact that Coca-Cola is seen as a political statement due to the ownership of rival Pepsi bottler being closely tied to the government highlights the complex and intertwined nature of business and politics in Ethiopia. This situation underscores the importance of understanding and navigating local customs, preferences, and values as mentioned in Coca Cola Ethiopia's approach to image management.

Additionally, the economic challenges faced by Ethiopia, such as the suspension of coffee exporters' licenses and declining coffee exports, point to broader issues that could potentially impact Coca-Cola Ethiopia's operations and image. As a Marketing Manager, it is crucial to monitor and adapt communication strategies to address public perception and reputation issues in response to these external factors.

Furthermore, the analysis of Ethiopia's economic growth and the potential for reforms in sectors such as banking and telecommunications provides insights into the broader business environment in which Coca-Cola Ethiopia operates. Understanding these macroeconomic trends and policy shifts is essential for shaping the organization's communication and engagement initiatives to maintain a positive brand identity amidst economic challenges and changes in government policies.

Overall, the news article underscores the importance of agility, transparency, and stakeholder engagement in managing the public image of Coca-Cola Ethiopia amidst external economic and political dynamics. It also highlights the need for proactive efforts to shape public perceptions and address reputation issues through strategic communication and engagement initiatives, as outlined in Coca Cola Ethiopia's approach to image management.



The provided information highlights additional advertising and promotional methods used by Coca-Cola to reach its consumers. These methods include billboard advertisements, point-of-sale advertisements, and promotions in partnership with other food products.

Billboard advertisements are utilized by Coca-Cola to ensure that their message reaches a large number of people, taking advantage of the strategic positioning of billboards in towns and cities. This aligns with the company's public relations policy of reaching out to as many consumers as possible using effective means (Kotler, 2006).

Point-of-sale advertisements, in the form of stickers and stamps, are employed within stores, supermarkets, and shops to make Coca-Cola products highly visible. The distinct red color associated with Coca-Cola and other product-specific colors, such as green for Sprite and orange for Fanta, help create brand recognition and reinforce the company's image.

Promotions are another significant advertising method employed by Coca-Cola. For instance, the company often collaborates with restaurants to offer free Coca-Cola drinks along with other food products. An example mentioned is G-Burger offering a free Coke with every burger. These promotions aim to generate consumer interest, increase product consumption, and enhance brand loyalty.

Furthermore, the choice of product partnerships for promotions is crucial, as compatibility between the involved products is considered. This ensures that the promotions are carried out with products of a similar nature, aligning with the overall marketing strategy and creating a cohesive brand experience.

Overall, these advertising and promotional strategies demonstrate Coca-Cola's efforts to engage with consumers, enhance brand visibility, and influence consumer behavior. By leveraging various methods and partnerships, the company aims to reinforce its image, increase product consumption, and maintain a competitive edge in the market.

The provided information outlines Coca-Cola's comprehensive advertising and promotional strategies, showcasing a strategic approach to engage consumers, enhance brand visibility, and influence consumer behavior.

4.3 Data Analysis from Interview

"A positive image is crucial for attracting and retaining customers, fostering strong relationships with stakeholders, and maintaining a competitive edge in the market." (Interviewee 1, 2023)

The acknowledgment of challenges and opportunities, as stated,

"*Challenges include managing evolving public expectations and addressing environmental concerns. Opportunities arise from innovation and community engagement*," (Interviewee 1, 2023)

Showcases a proactive stance. This aligns with the research objectives, analyzing the impact of strategies on shaping and managing Coca-Cola Ethiopia's image in the Ethiopian market, as well as investigating how these efforts influence overall reputation among key stakeholders and the public. Overall, the communication officer's responses exemplify a strategic and holistic approach that aligns with both Social Responsibility and Image Management Theories, reflecting a commitment to ethical, transparent, and stakeholder-centric communication practices (Interviewee 2, 2023).

They highlight the importance of aligning communication efforts with the organization's mission and values to maintain consistency and authenticity in messaging (Interviewee 1, 2023). This demonstrates a strategic approach to shaping the organizational identity and managing the company's image.

Stakeholder perception is deemed vital, and the professionals emphasize the company's efforts to foster positive perceptions through open and transparent communication, addressing concerns, and actively listening to feedback (Interviewee 2, 2023). This aligns with the research objective of evaluating how Coca-Cola Ethiopia's public relations strategies contribute to enhancing and maintaining organizational credibility.

Initiatives such as community engagement programs, sustainable sourcing practices, and marketing campaigns that celebrate Ethiopian culture are mentioned as ways to reinforce the company's values and identity (Interviewee 2, 2023).

These initiatives align with the Social Responsibility Theory, showcasing the company's commitment to making a positive difference in the communities it serves.

Adapting communication strategies to address public perception and reputation issues is highlighted as an ongoing process, reflecting an understanding of the dynamics of image management (Interviewee 2, 2023). The professionals mention the integration of feedback from customers and stakeholders into decision-making processes, indicating a responsive approach to stakeholder input.

The professionals acknowledge challenges such as competition, evolving consumer preferences, and regulatory changes, while also identifying opportunities in innovation, sustainability initiatives, and strategic partnerships (Interviewee 3, 2023). This demonstrates an awareness of the dynamic nature of image management and a proactive stance in leveraging opportunities.

4.4. Discussion

4.3.1 Utilization of PR Strategies

The examination of Coca-Cola Ethiopia's communication practices reveals a strategic and holistic approach deeply rooted in Image Management and Social Responsibility Theories. Aligning communication with organizational mission and values, as highlighted by the communication officer, resonates with Griffin and Moorhead's (2014) emphasis on consistency with core principles for effective image management. The commitment to transparency and ethical conduct mirrors Kim and Reber's (2008) findings, which stress the pivotal role of ethical communication in shaping a positive organizational image. Moreover, stakeholder perception takes center stage in Coca-Cola Ethiopia's communication strategy. The emphasis on public trust and transparency aligns with Hon and Grunig's (1999) assertion that trust is fundamental to organizational credibility. The iterative feedback process, incorporating stakeholder input into decision-making, further enhances organizational credibility, in line with Botan and Hazleton's (2006) research highlighting the importance of responsiveness in shaping organizational credibility.

The examination of Coca-Cola Ethiopia's communication practices, drawn from interviews, content analysis of websites and press releases, and insights from relevant literature, illuminates the intricate web of public relations (PR) strategies employed by the company. The findings underscore the strategic alignment of communication efforts with organizational values, emphasizing consistency with core principles for effective image management (Griffin & Moorhead, 2014). Through interviews with key communication officers, it becomes evident that Coca-Cola Ethiopia places a premium on transparency and ethical conduct, echoing established research stressing the pivotal role of ethical communication in shaping a positive organizational image (Kim & Reber, 2008). This commitment is further substantiated by the content analysis of press releases, where a recurrent theme revolves around ethical business practices and community engagement.

The literature review also contributes valuable insights to the discussion on PR strategies. The emphasis on stakeholder perception in Coca-Cola Ethiopia's communication strategy aligns with established theories that posit trust as fundamental to organizational credibility (Hon & Grunig, 1999). This is reflected not only in the interviews but also in the content analysis of the company's websites, where there is a consistent effort to build public trust through transparent communication. Moreover, the iterative feedback process, as gleaned from interviews, enhances organizational credibility by incorporating stakeholder input into decision-making, in line with research emphasizing the importance of responsiveness in shaping organizational credibility (Botan & Hazleton, 2006).

The proactive stance of Coca-Cola Ethiopia, evident in its strategic use of technology and community engagement, aligns with the literature on strategic management and organizational image. This approach is well-supported by findings from the content analysis of press releases, revealing a continuous effort to address challenges and leverage opportunities. Such dynamic responsiveness resonates with Fombrun and Shanley's (1990) research on the dynamic nature of corporate reputation and Van Riel and Fombrun's (2007) perspective on the proactive management of opportunities to enhance organizational image and reputation. The analysis of Coca-Cola Ethiopia's PR strategies, integrating insights from interviews, content analysis of websites and press releases, and relevant literature, paints a rich picture of the company's deliberate and strategic communication approach. The findings not only affirm the effectiveness of Coca-Cola Ethiopia's current PR strategies but also contribute to the broader discourse on organizational communication, image management, and the application of PR theories in real-world corporate practices.

4.3.2 Key challenges and opportunities faced by Coca Cola Ethiopia

Addressing challenges and opportunities is a recurrent theme, aligning with Fombrun and Shanley's (1990) research on the dynamic nature of corporate reputation. The acknowledgment of challenges, such as evolving consumer preferences and regulatory changes, resonates with Van Riel and Fombrun's (2007) perspective on the proactive management of opportunities to enhance organizational image and reputation. Coca-Cola Ethiopia's proactive stance, leveraging technology and community engagement, exemplifies a forward-thinking approach in line with research on strategic management and organizational image.

The philanthropic initiatives of Coca-Cola Beverages Africa (CCBA) underscore the application of the Social Responsibility Theory. Aligning with Carroll's (1991) CSR model, CCBA's commitment to societal well-being extends beyond economic and legal obligations, contributing to communities affected by war and drought. This not only aligns with established CSR principles but also contributes to organizational credibility and image. The alignment of CCBA's vision and mission with positive societal impact resonates with contemporary CSR research emphasizing the role of businesses in creating shared value (Porter & Kramer, 2011).

In navigating Ethiopia's economic challenges and political intricacies, Coca-Cola Ethiopia's approach aligns with research on the impact of political ties and economic challenges on multinational corporations (Hillman & Wan, 2005). The recognition of the intertwined nature of business and politics reinforces the importance of political astuteness in global business, as highlighted by Makino et al. (2004). Additionally, the adaptation to local customs and values corresponds with established research emphasizing the significance of cultural intelligence and local adaptation in international business (Thomas & Inkson, 2004).

The exploration of Coca-Cola's advertising and promotional strategies reveals a nuanced understanding of integrated marketing communication (Kotler, 2006). By strategically utilizing billboards, point-of-sale materials, and collaborative promotions, Coca-Cola aims to engage consumers holistically. This aligns with Belch and Belch's (2018) research, emphasizing the effectiveness of partnerships in promotional strategies to create a cohesive brand experience. The distinct colors associated with Coca-Cola's products contributing to strong brand recognition aligns with research on the psychology of color in branding (Labrecque et al., 2013).

4.3.3 Alignment of PR Practices with Global Strategies

The investigation into Coca-Cola Ethiopia's PR practices in comparison to global strategies reveals a noteworthy alignment, reflecting a concerted effort to adhere to international standards while tailoring communication to the local context. Through interviews with communication officers, the emphasis on aligning communication with organizational values echoes the global trend of emphasizing consistency with core principles for effective image management (Griffin & Moorhead, 2014). This consistency is further substantiated by the content analysis of press releases, where Coca-Cola Ethiopia consistently projects a global image of ethical conduct and community engagement, mirroring established global PR practices.

The literature review contributes valuable insights to the discussion on the alignment of PR practices. The proactive stance of Coca-Cola Ethiopia, as evidenced by its strategic use of technology and community engagement, aligns with the global trend in strategic management and organizational image. This is complemented by findings from the content analysis of press releases, illustrating the company's commitment to addressing challenges and leveraging opportunities, in line with global research on the dynamic nature of corporate reputation (Fombrun & Shanley, 1990) and the proactive management of opportunities to enhance organizational image and reputation (Van Riel & Fombrun, 2007).

Furthermore, the exploration of Coca-Cola Ethiopia's communication strategies reflects a nuanced understanding of integrated marketing communication (Kotler, 2006), aligning with global practices in promotional strategies. The strategic use of billboards, point-of-sale materials, and collaborative promotions, as evidenced by the content analysis of press releases, underscores a holistic approach to engaging consumers. This aligns with global research emphasizing the effectiveness of partnerships in promotional strategies to create a cohesive brand experience (Belch & Belch, 2018).

The analysis of Coca-Cola Ethiopia's PR practices, drawing insights from interviews, content analysis of websites and press releases, and relevant literature, reveals a conscious effort to align with global PR strategies. While adapting to the local context, the company demonstrates a commitment to international standards in ethics, community engagement, and integrated marketing communication. This alignment not only positions Coca-Cola Ethiopia within the global discourse on PR practices but also showcases its ability to navigate the delicate balance between global consistency and local relevance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The research explores the role of public relations (PR) in image management at Coca-Cola Ethiopia, employing a qualitative, descriptive research design. The study includes a detailed research methodology involving purposive sampling, in-depth interviews, content analysis, and a comprehensive sampling strategy. The data collection process engages both Amharic and English languages, with a focus on PR professionals within Coca-Cola Ethiopia.

Analyzing Coca-Cola Ethiopia's communication practices through the lens of Image Management and Social Responsibility Theories, the study highlights strategic alignment with organizational mission and values. Ethical communication, stakeholder perception, and a feedback-driven approach enhance organizational credibility. The study also delves into challenges and opportunities, demonstrating a proactive stance aligned with global insights on corporate reputation dynamics.

The investigation extends to Coca-Cola Beverages Africa's (CCBA) philanthropic initiatives, showcasing the application of the Social Responsibility Theory beyond legal obligations. The study recognizes alignment with contemporary Corporate Social Responsibility (CSR) principles and emphasizes CCBA's positive societal impact. Navigating economic and political intricacies in Ethiopia, Coca-Cola Ethiopia aligns with research on the impact of political ties and economic challenges on multinational corporations, emphasizing cultural intelligence and local adaptation.

An exploration of Coca-Cola's advertising and promotional strategies reveals a nuanced understanding of integrated marketing communication, with a focus on engaging consumers holistically. The study aligns these findings with established research on the psychology of color in branding, emphasizing strong brand recognition associated with distinct colors.

The comprehensive analysis concludes by highlighting the depth and sophistication of Coca-Cola Ethiopia's communication and business strategies. Grounding findings in established theories and empirical research, the study contributes to broader discussions on organizational communication, image management, and corporate social responsibility. The limitations of the study are acknowledged, presenting opportunities for future research.

5.2 Conclusion

The extensive analysis of Coca-Cola Ethiopia's communication practices and business strategies reveals a sophisticated and strategic approach deeply rooted in Image Management and Social Responsibility Theories. The company's commitment to aligning communication with organizational values, fostering transparency, and prioritizing stakeholder perception showcases a concerted effort to build and maintain a positive corporate image. The exploration of Coca-Cola Beverages Africa's philanthropic initiatives further underscores the application of the Social Responsibility Theory, emphasizing the company's dedication to societal well-being beyond mere economic obligations.

In analyzing Coca-Cola Ethiopia's communication practices, a strategic and holistic approach deeply rooted in Image Management and Social Responsibility Theories becomes evident. The alignment of communication with organizational values emphasizes consistency, transparency, and ethical conduct. Notably, stakeholder perception is a focal point, enhancing organizational credibility through an iterative feedback process that incorporates stakeholder input into decision-making. These findings underscore a conscious effort by Coca-Cola Ethiopia to utilize PR strategies that prioritize ethical communication and build trust among stakeholders.

Addressing challenges and opportunities emerges as a recurrent theme in Coca-Cola Ethiopia's approach. The company demonstrates a proactive stance in managing challenges such as evolving consumer preferences and regulatory changes. The philanthropic initiatives of Coca-Cola Beverages Africa (CCBA) align with the Social Responsibility Theory, extending beyond economic and legal obligations to contribute to communities affected by war and drought. This not only adheres to established CSR principles but also contributes to organizational credibility and image.

The investigation into Coca-Cola Ethiopia's PR practices in comparison to global strategies reveals a notable alignment. The emphasis on aligning communication with organizational values echoes the global trend of consistency with core principles for effective image management. This consistency is substantiated by the content analysis of press releases, illustrating Coca-Cola Ethiopia's commitment to projecting a global image of ethical conduct and community engagement. The proactive stance, strategic use of technology, and community engagement align with global trends in strategic management and organizational image, emphasizing the proactive management of opportunities to enhance organizational image and reputation.

The findings collectively underscore Coca-Cola Ethiopia's intentional efforts in utilizing PR strategies, addressing challenges, and aligning practices with both local and global standards. The emphasis on consistency, transparency, and adaptability emerges as key factors contributing to the company's effective communication and image management..

5.3 Recommendations

1. Enhanced Cultural Intelligence Training: Given the significance of local customs and values, it is recommended that Coca-Cola Ethiopia invest in comprehensive cultural intelligence training for its communication and management teams. This will ensure a more nuanced understanding of the Ethiopian market, facilitating better adaptation and resonance with the local audience.

2. Continuous Monitoring and Adaptation: Considering the dynamic nature of the Ethiopian market, Coca-Cola Ethiopia should establish continuous monitoring mechanisms for public perception. This involves actively listening to consumer feedback, tracking emerging trends, and promptly adapting communication strategies to address evolving preferences and concerns.

3. Strategic Stakeholder Engagement: To further strengthen stakeholder relations, Coca-Cola Ethiopia should develop and implement strategic engagement initiatives. This could involve targeted communication campaigns, collaborative projects with local communities, and transparent reporting on sustainability and social impact efforts.

4. Proactive Crisis Communication Planning: Acknowledging the potential challenges in a dynamic market, Coca-Cola Ethiopia should develop a robust crisis communication plan. This involves anticipating possible scenarios, outlining response strategies, and ensuring swift and transparent communication during crises to safeguard the company's image.

5. Innovative Sustainability Initiatives: Building on the success of philanthropic endeavors, Coca-Cola Ethiopia could explore innovative sustainability initiatives that align with local needs. This could include projects focused on environmental conservation, community development, or partnerships that contribute to Ethiopia's long-term well-being.

By implementing these recommendations, Coca-Cola Ethiopia can fortify its image management strategies, strengthen stakeholder relations, and position itself as a socially responsible and culturally attuned organization in the Ethiopian market.

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Appendix 1

Interview Questions

1. Can you describe the core values and principles that guide Coca Cola Ethiopia's operations and communications?

2. What steps does Coca Cola Ethiopia take to ensure that its actions and communications align with the organization's mission and values?

3. In your experience, how do stakeholders perceive Coca Cola Ethiopia, and how important is this perception for the company's success?

4. Could you share examples of initiatives or strategies that have been implemented to reinforce the identity and values of Coca Cola Ethiopia in the eyes of the public?

5. Can you discuss instances where the organization has had to adapt its communication strategies to address public perception and reputation issues?

6. How does Coca Cola Ethiopia handle feedback from customers and stakeholders, and how is this feedback integrated into organizational decision-making?

7. Can you provide insights into how the organization ensures consistency in its messaging and branding across different channels and interactions?

8. What role does transparency and openness play in enhancing the public's understanding and perception of Coca Cola Ethiopia?

9. How does Coca Cola Ethiopia adapt to changing cultural and societal norms in Ethiopia to maintain a favorable image?

10. In your opinion, what are the key challenges and opportunities in managing the public image of Coca Cola Ethiopia, and how does the organization address them?

Appendix 2

Answer of Interviewees

Interviewee 3 (communication officer)

1. Core Values and Principles: Coca-Cola Ethiopia emphasizes core values like integrity, quality, diversity, respect, and social responsibility. These values guide our operations and communication, reflecting our commitment to ethical practices.

2. Alignment with Mission and Values: To ensure alignment, Coca-Cola Ethiopia establishes internal guidelines and policies. This fosters consistency in our communication efforts, demonstrating a commitment to transparency and ethical conduct.

3. Stakeholder Perception: Stakeholders perceive Coca-Cola Ethiopia as a company dedicated to delivering products while considering community impact. Public trust is vital, and we acknowledge the importance of maintaining transparency to build and sustain this trust.

4. Initiatives and Strategies: Coca-Cola Ethiopia implements strategies, including community engagement and sustainability campaigns, aiming to reinforce positive values. Our goal is to be a responsible corporate citizen, and initiatives reflect our dedication to social and environmental concerns.

5. Adapting Communication Strategies: We adapt communication strategies based on public perception changes. If concerns or misunderstandings arise, we analyze feedback and adjust our messaging to address issues transparently and responsibly.

6. Handling Feedback: Feedback from customers and stakeholders is crucial. Coca-Cola Ethiopia actively collects and integrates this feedback into decision-making processes, promoting a responsive approach that considers public input.

7. Consistency in Branding: Consistency is maintained through strict adherence to brand guidelines, ensuring that our messaging resonates consistently across various channels, fostering trust and recognition among the public.

8. Transparency and Openness: Transparency is fundamental. Coca-Cola Ethiopia values open communication, providing accurate information, engaging in honest dialogue, and openly addressing concerns to maintain public confidence.

9. Adapting to Cultural and Societal Norms: In adapting to cultural and societal norms, Coca-Cola Ethiopia carefully tailors messaging and campaigns. This approach acknowledges the importance of respecting and aligning with the diverse values of Ethiopian society.

10. Challenges and Opportunities: Challenges include managing evolving public expectations and addressing environmental concerns. Opportunities arise from innovation and community engagement. Coca-Cola Ethiopia remains committed to navigating challenges transparently and leveraging opportunities responsibly.

11. What does "Image" mean for Coca-Cola Ethiopia?

For Coca-Cola Ethiopia, "Image" encapsulates how the brand is perceived by the public, stakeholders, and communities. It goes beyond visual aspects to encompass reputation, trust, and the overall impression people have of the company's values, products, and contributions.

12. How does Coca-Cola Ethiopia Define "Managing Image"?

"Managing Image" at Coca-Cola Ethiopia involves strategic efforts to shape, protect, and enhance the brand's perception. This includes transparent communication, community engagement, ethical practices, and adapting strategies to align with societal expectations. It's a continuous process aimed at fostering a positive and accurate representation of the company.

By addressing these questions, Coca-Cola Ethiopia emphasizes the significance of image in shaping public perceptions and underscores the strategic approach taken to manage and enhance this image.

(Interviewee 2) Marketing Manager

1. Coca Cola Ethiopia is guided by core values such as integrity, quality, diversity, and sustainability. These principles shape our operations and communications, ensuring that we uphold ethical standards and meet the needs of our diverse stakeholders.

2. To ensure alignment with our mission and values, Coca Cola Ethiopia takes steps such as regular internal training, stakeholder engagement, and monitoring of communication channels. This helps us to stay true to our organizational ethos and maintain consistency in our messaging.

3. Stakeholders perceive Coca Cola Ethiopia as a reputable and influential brand in the beverage industry. This perception is crucial for our success as it influences consumer trust, investor confidence, and public support for our initiatives.

4. Initiatives such as community engagement programs, sustainable sourcing practices, and marketing campaigns that celebrate Ethiopian culture have been implemented to reinforce the identity and values of Coca Cola Ethiopia in the eyes of the public.

5. Adapting communication strategies to address public perception and reputation issues is an ongoing process. We analyze feedback, conduct market research, and collaborate with PR professionals to respond effectively to changing public sentiments.

6. Feedback from customers and stakeholders is valued by Coca Cola Ethiopia, and it is integrated into decision-making processes through regular surveys, focus groups, and social media monitoring.

7. Consistency in messaging and branding across different channels and interactions is ensured through brand guidelines, centralized communication strategies, and regular audits of our marketing materials.

8. Transparency and openness play a vital role in enhancing the public's understanding and perception of Coca Cola Ethiopia. We strive to be transparent about our business practices, product ingredients, and community engagements.

9. Coca Cola Ethiopia adapts to changing cultural and societal norms by staying attuned to local customs, preferences, and values. This helps us to maintain a favorable image in the eyes of Ethiopian consumers.

10. Key challenges in managing the public image of Coca Cola Ethiopia include competition, evolving consumer preferences, and regulatory changes. Opportunities lie in innovation, sustainability initiatives, and strategic partnerships that enhance our brand reputation.
11. "Image" for Coca-Cola Ethiopia encompasses how the brand is perceived by consumers, stakeholders, and the public at large. It reflects our reputation, values, and impact on society.
12. "Managing Image" for Coca-Cola Ethiopia involves proactive efforts to shape public perceptions, address reputation issues, and maintain a positive brand identity through strategic communication and engagement initiatives.

Interviewee 1 (Public Relations Professional)

1. The core values and principles that guide Coca-Cola Ethiopia's operations and communications revolve around integrity, quality, diversity, and sustainability. We strive to maintain the highest ethical standards in all our activities. Our commitment to providing high-quality beverages is complemented by our dedication to embracing diversity and promoting inclusivity. Sustainability is also a key focus area for us, as we work towards minimizing our environmental impact and making a positive difference in the communities we serve.

2. Coca-Cola Ethiopia takes several steps to ensure that its actions and communications align with the organization's mission and values. We have a robust internal framework in place that involves regular review and evaluation of our initiatives against our mission and values. This process helps us maintain consistency and authenticity in our messaging and ensures that our actions are in line with our stated principles.

3. Stakeholder perception is crucial for the success of Coca-Cola Ethiopia. We recognize the significance of building and maintaining strong relationships with our stakeholders, including consumers, employees, local communities, government bodies, and non-governmental organizations. By engaging in open and transparent communication, addressing concerns, and actively listening to feedback, we aim to foster positive perceptions of our company.

4. To reinforce the identity and values of Coca-Cola Ethiopia in the eyes of the public, we have implemented various initiatives and strategies. These include community engagement programs, environmental sustainability initiatives, partnerships with local organizations, and supporting

social causes that align with our values. By actively participating in events and initiatives that resonate with our stakeholders, we aim to demonstrate our commitment to being a responsible corporate citizen.

5. Communication strategies sometimes need to be adapted to address public perception and reputation issues. When faced with such situations, Coca-Cola Ethiopia takes a proactive approach by promptly addressing concerns, providing accurate information, and engaging in open dialogue with stakeholders. By acknowledging feedback and taking appropriate action, we strive to rebuild trust and maintain a positive image.

6. Feedback from customers and stakeholders is highly valued at Coca-Cola Ethiopia. We have established channels and platforms that enable individuals to share their feedback, whether positive or negative. This feedback is carefully considered and integrated into our decision-making processes. By actively listening to our stakeholders, we can better understand their needs and expectations, which helps us make informed decisions that align with their interests.

7. Ensuring consistency in messaging and branding across different channels and interactions is a priority for Coca-Cola Ethiopia. We have comprehensive brand guidelines and communication protocols in place to maintain a unified voice and visual identity. Regular training and internal communication efforts help ensure that all employees understand and adhere to these guidelines, promoting consistency in our messaging and branding efforts.

8. Transparency and openness play a crucial role in enhancing the public's understanding and perception of Coca-Cola Ethiopia. We believe in being transparent about our operations, sustainability efforts, and community initiatives. By sharing information about our practices, engaging in two-way communication, and actively addressing concerns, we aim to establish trust and foster positive perceptions among our stakeholders.

9. Coca-Cola Ethiopia recognizes the importance of adapting to changing cultural and societal norms. We strive to be culturally sensitive and responsive to the needs and expectations of the Ethiopian society. By actively engaging with local communities, collaborating with cultural influencers, and conducting research, we ensure that our products, messaging, and initiatives align with the evolving cultural and societal landscape.

10. Managing the public image of Coca-Cola Ethiopia comes with both challenges and opportunities. One key challenge is the rapid pace of information dissemination through social media and digital platforms, which requires us to be vigilant and respond quickly to any negative narratives. Additionally, as consumer preferences and expectations evolve, we must continuously innovate and adapt to meet their needs. However, these challenges also present opportunities for us to leverage technology, engage with consumers directly, and create meaningful connections that strengthen our brand image.

11. For Coca-Cola Ethiopia, "image" refers to the overall perception and reputation of our company among various stakeholders. It encompasses how our brand is perceived, the trust and credibility we have built, and the emotional connection consumers have with our products. A positive image is crucial for attracting and retaining customers, fostering strong relationships with stakeholders, and maintaining a competitive edge in the market.

12. "Managing image" for Coca-Cola Ethiopia involves proactively shaping and influencing the perceptions and reputation of our company. It includes strategic communication efforts, brand positioning, stakeholder engagement, and addressing any issues or concerns that may arise. By consistently aligning our actions and communications with our core values and principles, we aim to build and maintain a favorable image that reflects our commitment to excellence, sustainability, and community engagement.

Coca Cola Ethiopia Organizational Structure

Figure 1. General organizational Structure

Figure 2. Marketing Structure

ቃለ መ ጠይቅ

1. የድርጅትዎን አሠራር እና ግንኙነት የሚመሩ ዋና ዋና እሴቶችን እና መርሆዎችን ይግለፁ?
2. ኮካ ኮላ የሚያደርጋቸው ተግባራት እና ግንኙነቶች ከድርጅቱ አላማ እና እሴት ጋር እንዲጣጣሙ ምን እርምጃዎችን ይወስዳል?
3. በተሞክሮዎ፣ ባለድርሻ አካላት ኮካ ኮላ ኢትዮጵያን እንዴት ያዩታል እና ይህ ግንዛቤ ለኩባንያው ስኬት ምን ያህል አስፈላጊ ነው?
4. የኮካ ኮላ ኢትዮጵያን ማንነትና እሴት በሕዝብ ዘንድ ለማጠናከር የተተገበሩ ውጥኖችን ወይም ስልቶችን ምሳሌዎችን ማጋራት ይችላሉ?
5. ኮካ ኮላ ኢትዮጵያ የደንበኞችን እና የባለድርሻ አካላትን አስተያየት እንዴት ያስተናግዳል?
6. ድርጅቱ በተለያዩ ቻናሎች እና መስተጋብሮች ውስጥ በመልዕክት እና በብራንዲንግ ውስጥ ወጥነት ያለው መሆኑን እንዴት እንደሚያረጋግጥ ግንዛቤዎችን መስጠት ይችላሉ?
7. ግልጽነት በህብረተሰቡ ስለ ኮካ ኮላ ኢትዮጵያ ያለውን ግንዛቤ ለማሳደግ ምን ሚና አለው?
8. ኮካ ኮላ ኢትዮጵያ በኢትዮጲያ ውስጥ ካለው የባህላዊ እና የህብረተሰብ ደንቦች ጋር በመላመድ መልካም ገጽታን ለማስጠበቅ ምን ያደርጋል?
9. በእርስዎ አስተያየት የኮካ ኮላ ኢትዮጵያ ህዝባዊ ገጽታን ለመቆጣጠር ዋና ዋና ተግዳሮቶች እና እድሎች ምንድን ናቸው እና ድርጅቱ እንዴት ነው የሚመለከተው?