

**PUBLIC RELATION ACTIVITIES AND MARKETING PERFORMANCE:
THE CASE OF BGI, ETHIOPIA**

By: Fikirte Woji



**A Research Paper Submitted to
Post Graduate Program**

**Presented in Partial fulfilment of the requirements for Masters of Arts
Degree in Marketing Management**

Advisor:-Mesfin Workineh (PhD)

Addis Ababa University School of Commerce

Addis Ababa, Ethiopia

June, 2020

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Statement of Declaration

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Mesfin Workineh (Phd). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or full to any other higher learning institution for the purpose of earning any degree.

Declared by:

Name: Fikirte Woji

Signature: _____

Statement of Certification

This is to kindly certify that **Fikirte Woji** has carried out her research work on the topic entitled **Public relation activities and marketing performance: the case of BGI Ethiopia**. The research is her own original work and is suitable for submission for the award of Master's Degree in Marketing Management.

Advisor: Mesfin Workineh (PhD)

June 2020

Addis Ababa, Ethiopia

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Abstract

This study is designed to examine the relationship between marketing performances of BGI Ethiopia, attained by competitive advantage and selected dimensions of public relation. The public relation dimensions which were selected are image, initiation, customer commitment and trust. The study mainly employed quantitative approach with descriptive statistics analysis and regression. The target population of the study was customers of St. George beer who are found at St. George beer retailers located at Stadium, Addis Ababa. The study was conducted using convenience sampling with sample size of 195 customers. The survey had 27 questions covering demographic details, and questions related with selected public relation dimensions. Data were also tested using linearity, normality, Cronbach alpha and multi-collinearity in order to determine the appropriateness of the data and the tools used for analysis.

The findings show that out of the selected four public relation dimensions two of them which are commitment created by BGI's Public relation activities and trust built by BGI's public relation activities had a significant effect on the marketing performance of the company achieved by competitive advantage, while the impact of the other two PR dimensions (image and Initiation) is very less or insignificant. Hence, the study concluded that the company's Public Relation activities are assisting in gaining competitive advantage that can contribute for the company's marketing performance. Therefore BGI should improve its PR activities to maintain the commitment and trust that is already built in the society while employing other mechanisms or enhancing the existing PR activities to create initiation and positive image in the public.

Key words: *Public relation, public relation dimensions, image, initiation, commitment, trust, marketing performance, competitive advantage.*

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Acronym

BGI-The brewery and beverage production wing of Castle group

CAMP-Competitive Advantage as Marketing Performance

IABC: International Association of Business Communicators

MP-Marketing Performance

PR-Public Relations

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Chapter One: Introduction

1.1. Background of the study

Although advertising is closely related to public relations, as it is concerned with promoting and gaining public acceptance for the company's products, the goal of advertising is generating sales, while the goal of public relations is generating good will of public. As marketing and public relations expanded their spheres of activities and as they became more advancing in communicating with more and more and ever-larger public, they often ended up talking to the similar publics, and they sometimes used the same procedures to do it. But, even when their actions appeared to be similar to outsiders, the consuming public, the practitioners and experts themselves knew that their two disciplines were conceptually very separate. Many took pride in these distinctions and were quick to explain them to anyone who inquired. According to Ray Simon, Marketing and public relations are major external functions of the company and both share a common ground in regard to product publicity and consumer relationship. At the same time, however they operate on different levels forming different perspectives and perceptions

Due to public relation being compared with advertising, it is the least understood of all marketing tools. Most business sectors consider Public Relation as free advertising. However, it neither is advertising, nor is free. As a matter of fact it may be costly depending upon how it is used and implemented, because it is a time consuming and labour intensive process that can create an impact if applied well. Still while it almost is cliché: today, Public Relation may make the claim that it will give the company the best return for its marketing budget which will contribute for the success of the company's marketing performance.

Both marketing and public relations went through such dramatic growth and evolution during the first half of the twentieth century that at least one business expert has referred to this period as their "teen-age years." They both faced surprising growth spurts and, as they gained increasing influence in the business arena, they experimented with new strategies and frequently flexed their techniques as they adjusted to what they were becoming and tried to project a positive and confident self-image in the mind of the public. The outcome of good public relations is to reduce the gap between how an organization sees itself and how others outside the organization, public perceive it.

According to Belch and Belch (2004), the role of PR might best be viewed as a chain. On one end of the chain is the traditional form of PR that involves a non-marketing function whose primary function is to maintain mutually beneficial relationships between the organization and the public while the other end of this chain PR is considered primarily a marketing communications function of an organization. This thesis will focus on the marketing communications function (Belch and Belch, 2004).

The Organization in question St. George Brewery Factory (owned by BGI Ethiopia since 1998) was established in 1922 by a Belgium Nationalist Mussie Dawit Hale. The Brewery was set up with modest premises to produce the country's first bottled Beer. The St. George Brewery Factory is located near the Mexico square, Addis Ababa and occupies an area of 20,000 square meters of land. The brewery is located on the same site where it was 80 years ago. Slowly, but steadily, St. George Brewery continued to grow and was nationalized. (<http://www.addismap.com/bgi-ethiopia>).

BGI is a large-scale brewery and beverage production wing of Group Castel, operating internationally in more than 53 countries. BGI Ethiopia purchased the historic St. George Brewery and the iconic St. George Beer brand in December of 98'. After privatizing the St. George Brewery, BGI (the brewery and beverage production wing of Castel Group) was established as BGI Ethiopia P.L.C. to facilitate private investments in the brewery sector; to facilitate private investment in the brewery sector; which was Ethiopia's first of its kind. Since 1998, BGI Ethiopia PLC operates in Ethiopia and engages in the production and distribution of beer, wine and beverages. BGI owns five breweries including the iconic St. George Brewery in Addis Ababa, the Kombolcha Brewery, the Hawassa Brewery, Zebidar Brewery and Machew Northern Brewery with a combined production capacity of 3.6 million Hectoliters of beer (bottle and Draft) annually.

Thus, the purpose of the study is to assess the public relation activities and marketing performance of BGI Ethiopia.

1.2. Statement of the problem

Public relations are a powerful management tool if approached with strategic integrity, alignment and focus. An organizational performing with coherence and its energy focus on a specific goal is far more effective on its marketing performance than one that allows confused and inconsistency messages to disseminate from management. A well-implemented,

sustainable and consistence public relations agenda or initiative can acquire long term benefits for the organization (Jounghwa Choia and Yoonhyeung Choi, 2009)

PR is more than just publicity or free coverage and in fact includes a number of activities which are sometimes combined together and called ‘communications’. These include media relations, fund raising, membership drives and special event management.

No matter how good an enterprise may be, if it does not communicate with its public; it will lose out to its competitors who are using public relation more aggressively to ensure effective communication. Companies which do use public relation in an organized and modern way can see the benefits in terms of increased awareness of themselves and their products or services, better staff morale, customer loyalty and shareholders satisfaction among other things (Kotler, 2002).

The problem prompting this study to be carried out is that at the time of this research proposal, BGI is participating in different public relation activities in Ethiopia by constantly investing heavily in sponsoring and funding diverse activities, organizations, projects, associations and individuals that are contributing towards the development of communities and building a better tomorrow for the new generation of the public. Some of the company’s public activities are its participation on sponsoring sports (eg. St. George football club), different Educational Supports, health and health care services, humanitarian assistances, funding and other mega events in different locations of the country.

This study attempts to provide clear understanding of the relationship between public relation activities and marketing performance of BGI, by maintaining that public relations are the function responsible for the achievement of the marketing performance. It is upon this that the research strives to find out the effectiveness of public relations on organization marketing performance of BGI to enhance sustainability since there is no prove of any written research that has been done on the same. Hence this study aims to find out the association between public relation activities and marketing performance of the company.

Though little research has explored what might be termed as the fundamental “dimensions” of public relations, after a close assessment of various related documents this research is conducted by using a slightly modified public relation dimensions by Gruing and Hunt’s measurement scale (which consists the four PR dimensions i.e, image, initiation, commitment and trust). The study tried to relate those PR dimensions with the company’s marketing

performance by considering the selected marketing performance measurement i.e. competitive advantage.

1.3. Research Questions

1.3.1. Main question

How do public relation activities influence competitive advantage as marketing performance?

1.3.2. Sub questions

1. Do the company's Public Relation activities build the image of customers in a way that can result competitive advantage?
2. Do those Public Relation efforts initiate consumption of the products in a way that give the company a competitive advantage?
3. Do the various Public Relation activities by the company influence building consumer's commitment towards its product compared to its competitors?
4. Do Public Relation activities support building of trustworthiness towards the company's product compared to its competitors?

1.4. Objectives of the study

1.4.1. General Objectives

The general objective of this research is to study BGI's public relation activities in terms of the different PR dimensions (i.e image, initiation, commitment and trust) with respect to the company's marketing performance resulted by competitive advantage and come up with possible recommendations.

1.4.2. Specific Objectives of the study

The study specifically seeks to:

- i. To assess if the company's public relation activities build image of customer's towards the company's product in a way that can result competitive advantage.
- ii. To examine if public relation efforts initiate consumption of the products in a way that give the company a competitive advantage.
- iii. To analyse if the public relations activities have impact in building consumer's commitment towards its product compared to its competitors.
- iv. To review the importance of public relation activities in building trustworthiness towards the company's product compared to its competitors.

1.5. Significance of the study

The ultimate goal of any business establishment is to stand in business profitably through production and sale of products or services. And building a good public relation in the society is one of the instruments to achieve this objective.

Knowing the current status and the recommendations given eventually about public relation activities and marketing performance will assist BGI to decide on how to proceed for the future; weather to uphold or change its schemes and overall public relation practice pattern. In addition, it helps future activities and follow-up schemes to be toned towards a calculated targets and objectives.

This study is important to the government in that it will shed light on areas to be improved in an effort to provide opportunities to the active participation of different companies and organizations to participate in different public relation activities in order to enhance their marketing performance by benefiting the society as well.

It will also benefit other breweries by bringing factors that they deem to be critical to the acquisition of effective marketing performance that would be gained by involving in diverse public relation practices than their competitors.

As the public relation activities have been confused with advertising, most of the companies are not sharing the prospects from the role of public relation activities in order to build profitable marketing performance. This paper will tried to fill the gap of this problem and also recommends for the reduction of the challenges which are encountered by the current users of this strategic communication process.

The study also contribute towards the advancement of theoretical knowledge and it serves as a useful document and secondary data for further reference for marketing researchers, consultants and business students at different level.

1.6. Scope of the study

The study was encircled to the assessment of public relation practice and marketing performance in the case of BGI. This paper tried to contact St. George beer customers directly for survey data collection with related issue.

One of the major problems in reconciling the long list of public relations definitions is that little research has explored what might be termed the fundamental “dimensions” of public relations.

Based largely on a reading of public relations theories in use but also on existing academic theory, Grunig and Huang's "three models" typology is the basis for numerous articles it is that three dimensions are the candidates most likely to explain the substantive differences among the various orientations or definitions of public relations. The dimensions can be called "the 3I's" for simplicity and memorability: value, initiative, and image.

Ferguson (1984) also suggested that public relations practitioners use the following tools to assess the quality of an organization's relationship with the public: closed vs. dynamic, mutual satisfaction, distribution of power and mutual understanding, agreement and consensus.

As J. Grunig and Ehling (1992) suggested reciprocity, trust, openness, mutual satisfaction, credibility, mutual legitimacy, and mutual understanding as the key elements of the organization-public relationship.

Further, Ledingham, Bruning, Thomlison, and Lesko (1997) suggested seventeen dimensions from an extensive literature review starting from the interpersonal, to marketing with qualitative research.

However, Huang (1997) has focused on measuring perceptions as a first step in proposing a theoretical model of relationship formation, maintenance, and outcomes. She isolated four key relational features: trust, commitment, control mutuality, and satisfaction.

This research examined combined and a slightly modified public relation dimensions by Gruing and Huang's measurement scale (which consists the four PR dimension i.e image, initiation, commitment and trust) instead of building from scratch based on a broader scope of scholarly literature about relationships. The study tried to relate those PR dimensions with the company's marketing performance gained by competitive advantage.

The geographical scope of the study was encircled around stadium Addis Ababa, as the study aimed to study the PR and marketing performance of BGI by contacting the St. George beer customers who are located at stadium Addis Ababa.

Methodologically, the study used descriptive research design along with convenience sampling method by using St. George beer customers that are located at stadium as its study target population.

1.7. Limitations of the study

Several limitations of this study should be noted. First, the public relation activities of BGI Ethiopia and its relationship with the company's competitive advantage as marketing performance may not necessarily be generalizable to other public and types of companies and organizations. In line with this reasoning, further study of different organization public relationships is warranted to the refined development of PR measures and its effect on company's marketing performance.

Second, the methods to elicit responses from customers may affect the accuracy of responses. The St. George beer customers were asked to respond with a self-administered method (using survey questionnaires with Likert scale). Personal contacts by interviewers may have elicited different responses since anonymity is not guaranteed. The researcher tried to consider anonymity as a solution for this problem.

This research selected individuals (St George beer customers at Stadium, Addis Ababa) into the sample based on their availability to the investigator using convenience sampling rather than selecting subjects at random from the entire population. As a result, the extent to which the sample is representative of the target population cannot be proved since they may not be representative of the target population. In convenience sampling, individuals are selected into sample based on their availability to the investigators rather than selecting subjects at random from the entire population. As a result, the extent to which the sample is representative of the target population is not known. Convenience samples are useful for collecting preliminary or pilot data, but they should be used with caution for statistical inference, since they may not be representative of the target population and also might have a higher risk of sampling bias.

Because of the impact of COVID-19 pandemic the researcher couldn't contact as many respondents as expected. This made the field work limited which might affect the generalizability of the research's finding.

In addition to the challenge that might be faced in gathering primary data, there was also a challenge in conducting secondary data due to the lack of enough related literatures and documents about the subject study. And also as the diverse public relation activities of the company haven't been recorded well, finding the appropriate and credible documented data will also limit the successfulness of this study.

Lastly, because of time limitation respondents that were selected are only from Stadium, Addis Ababa, where the head office is located. This might limit the final output the research consists.

1.8. Organization of the paper

The study is organized into five chapters. Chapter one introduces the study by giving the background information on the research problem, objectives, significance, the scope and limitations of the study. Chapter two contains the review of relevant literature. Chapter three focuses on research methodology and relevant justifications. Chapter four contains data analysis and presentation of the results. Finally, chapter five is concerned with the summery of the major findings, conclusion and forwarded recommendations.

1.9. Definition of terms

Public Relation: describes the various methods a company uses to disseminate messages about its products, services, or overall image to its customers, employees, stockholders, suppliers, or other interested members of the community. The point of public relations is to make the public think favourably about the company and its offerings. Commonly used tools of public relations include news releases, sponsoring and funding, press conferences, speaking engagements, community involvement and community service programs. (J. Grunig& L. Grunig, 2000).

Initiation: is the form or ceremony by which a person is introduced into any society; mode of entrance into an organized body, it tackles the question, "What is the role of reactive versus pro-active public relations?"

Image: The perception people have of a brand, a company, a business, a product or other when they hear its name. It answers the question, How far is the organisation's focus on perception versus reality (or image versus substance)?

Commitment: a promise to give yourself, your money, your time, etc to support, or buy something or to involve in something. It is he extent to which each party believes and feels that the relationship is worth spending energy to maintain and promote.

Trust: One party's level of confidence in and willingness to open oneself to the other party. Trust has three dimensions: integrity: the belief that an organization is fair and just dependability: the belief that an organization is doing what it says it is going to do and competence: the belief that an organization has the capacity to do what it says it will do.

Marketing Performance: It is the performance of a firm which can be measured through sales revenue, market share, profitability, competitive advantage, customer satisfaction and loyalty.

Competitive advantage: is the factor what makes an entity's goods or services superior to all of a customer's other choices.

Integrated Marketing Communication (IMC): is defined as the strategic business process used to plan, develop, execute and evaluate coordinated, measurable, and persuasive brand communication over time with consumers, customers, prospects, and other targeted relevant external and internal audiences (Kitchen, Schultz, Kim, Han and Li , 2004).

Chapter Two: Review of Related Literature

This part of the paper consists two main sections that deal with public relation and marketing performance. Theoretical framework: for assessing theories related with public relation and marketing performance, the concept of public relation and its dimensions, role of public relations for the overall effective marketing performance of company, measurements of marketing performance of a company and other related concepts. Empirical analysis: discussion on observed theoretical gaps, hypothesizing the independent variable, public relation's impact on the dependent variable, company's marketing performance, finally concluding with conceptual framework of the study.

2.1. Theoretical Review

The study of public relations and communication management has changed dramatically in the last few years, from a slight focus on techniques and programs to a broad focus on relationships. The emergence of relationship management as a new pattern for public relations scholarship and practice redefines the core concept of public relations in terms of what it is, what it does or should do, its purpose and value within the organizational structure and the society.

The trend of public relations may appear to underline the function of intermediated communication. A major emphasis of public relations scholarship has been centred on communication management and communication effects (Ferguson, 1984).

Primarily the practice of public relations has been perceived as product publicity, media relations, and employee communications. Many organizations still consider public relations primarily as a way of creating positive publicity (Burnett & Moriarty, 1998). Public relations are the use and communication of information through a variety of media to influence public opinion (Burnett and Moriarty,1998). The central idea of public relations is that it tells an organization's story to public to foster goodwill and understanding. For many years people in the field, for instance researchers, public relation professionals, academics and counsellors defined public relations as simply "the management of communications" (J. Grunig& Hunt, 1984). Recently, however, more and more intellectuals and experts began to recognize that mediated communication is not an end. In other words, mediated communication may or may not contribute to the organization effectiveness.

As Lindenmann (1999) stated, More importantly, public relations practitioners have begun to recognize that messages are not just distributed through press releases to the media or through company magazines and newsletters mailed to employees and customers, but ultimately are transmitted to various public by behaviour of the organization, by the quality of the products and services they deliver, and the gap between promises and action” (p. 19).

Lindenmann’s argument resembles to J. Grunig’s claim in a way that behavioural characteristics are more significant than symbolic communication, which emphasises on mediated communication practices.

The problem of focusing on communication activity is related to the evaluation of public relations on a continuing basis. Public are all the stakeholders who affect and also who can be affected by the organizational bottom line. In contrast, the term relation indicates that these public are involved in a relationship with an organization or a company. That relationship should be positive to make sure effectiveness in relation to the organizational end result. In line with this reasoning, (Ferguson, 1984) stated that: It is difficult to think of any other field where the primary focus is on the relationships between organizations, between organizations and one or more groups in society, or more generally with society itself.

The relationship and corresponding role of communications or PR and marketing has always been to some extent ambiguous one (Moss, Warnaby and Thame 1996). It has been recommended that for excellence in communications/ PR activity to be accomplished, it should be a separate task from marketing Grunig (1992), and Kitchen (1996) believes that there is an academic divide between marketing and PR with some emphasizing that they have little connection.

2.1.1. Public relation

Public relation is the management function that establishes and maintains mutually beneficial relationships between an organization or a company and the public on whom its success or failure depends on (Cutlip et al., 2006). Public relation is the deliberate, planned, strategic and sustained effort to establish and maintain mutual understanding between an organization or company and its public. It’s the key to effective communication in all sectors of business, government, academic and not-for-profit sectors. It is a management function which measures public attitudes, identifies the policies and procedures of an organization with the public interest, and plans and implements a program of action to earn public understanding and acceptance. Public relations is another major mass-promotion tool for building relations

with the company's various respective public by obtaining favourable publicity, building up a good corporate image, and handling or heading off unfavourable rumours and word of mouth, stories, and events. Public relations is a collection of techniques performing via press relations or press agency, product publicity, public affairs, lobbying, investor relations, social responsibility, development for gaining financial or volunteer support, used to optimize the relation between a company and the public.

2.1.1.1. Goals of Public Relations

Some of the main goals of public relations are to create, maintain, and protect the organization's reputation, enhance its prestige, and present a favourable image. Various researches have shown that consumers often make their purchase decisions depending on a company's reputation, so public relations can have a certain impact on sales and revenue of a company. Public relations can be an impactful part of a company's marketing strategy. In the case of profit oriented company, public relations and marketing should be harmonized to make sure they are working to achieve the same objectives.

The other major public relations goal is to create good will for the organization. This involves such functions as staff member's relations, stockholder and investor relations, media relations, and community relations and other concerned bodies relations. Public relations may function to teach certain audiences about many things relevant to the organization, including the business in general, new legislation, and how to use a particular product of a company, as well as to overcome misunderstandings and prejudices. For example, a non-profit organization may try to educate the public regarding a certain point of view towards the company, while trade associations may attempt educational programs regarding particular industries and their products and practices.

2.1.1.2. Areas of Public Relations

Public relation is a multidimensional activity involving different audiences as well as various types of organizations, all with different objectives and goals. As a result, there are several specific areas of public relations.

i. Product Public Relations

Public relations and marketing can work together closely when it comes to promoting a new or existing product or service. Public relation plays an important role in new product introductions by creating awareness, differentiating the product from other similar products,

and even changing consumer behaviour. Public relations can help introduce new products of a company through creating a variety of special events and handling sensitive situations.

Public relation is often called on to give existing products and services a boost by creating or renewing visibility. An effective public relations campaign can help to properly position a product and overcome negative perceptions, if there is any, on the part of the general public.

ii. Employee Relations

Employees are one of the more important audiences a company has, and an on-going public relations program is necessary to maintain employee good will as well as to uphold the company's image and reputation among its employees. The main concept of a good employee relations program is informing employees and providing them with channels of communication to top levels of management.

Other public relations programs focusing on employees include training staff members as company public relations representatives; explaining benefits programs to the employees; offering educational, volunteer, and citizenship opportunities for them; and staging special events such as picnics or open houses for them. Other programs can improve performance and boost employee pride and motivation. Public relations can also play a role in engaging new employees; relocations, handling reorganizations, and mergers; and resolving labour disputes.

iii. Financial Relations

Financial relations involve communicating with a company's stockholders, with the wider community of financial analysts and potential investors. An effective public relations plan can increase the value of a company's stock and make it easier to increase capital. In some cases special meetings with financial analysts are necessary to overcome adverse publicity, negative perceptions about a company, or investor indifference. Such meetings may take the form of full-day briefings, formal presentations, or luncheon meetings. A journey of a company's facilities may help build interest among the financial community. Mailings and on-going communications can help a company achieve visibility among potential investors and financial analysts. Under the financial relation organization's annual reports and stockholder meetings are the two most important public relations tools for sustaining good investor relations.

iv. Community Relations

A comprehensive, on-going community relations program can help virtually any organization achieve visibility as a good community citizen and gain the good will of the community in which it operates. Banks, utilities, radio and television stations, and major retailers are some of the types of organizations most likely to have on-going programs that might include supporting urban renewal, performing arts programs, social and educational programs, children's programs, community organizations, and construction projects. On a limited scale, small businesses may attain the respective community visibility by sponsoring and funding local sports teams or other events around their area. Support may be financial funding or in the form of employee participation.

v. Crisis Communications

Public relations participants become actively involved in crisis communications whenever there is a major natural disaster or accident affecting an organization and its community. Other types of crises involve product failures, bankruptcy, and management misconduct. In some cases, crises call for an organization to become involved in helping potential victims in the community; in other cases, the crisis may require rebuilding an organization's image. In any case, professionals recommend that business owners formulate a plan in advance to deal with potential crises in candid and forthright manner. The key objective of such kind of plan is to provide accurate information quickly in order to minimize uncertainty.

vi. Government and Political Relations

Public relations in the political aspect covers a broad range of activities, including holding seminars for government bodies, staging debates for government related issues, testifying before a congressional committee and influencing proposed legislation. Political candidates involve in public relations, as do government agencies at the federal, state, and local levels.

vii. Public Relations in the Public Interest

Organizations attempt to build good will and position themselves as responsible citizens by responding to a variety of programs conducted in the public interest. Some examples are environmental programs including water conservation, energy conservation, antipollution programs and climate resilient solutions etc. Health and medical programs are funded by a wide range of non-profit organizations, healthcare providers, and other businesses and industries.

viii. Consumer Education

Organizations have undertaken a variety of programs to create awareness in their consumers, building good will and helping avoid misunderstandings in the process. Opportunities for educating consumers might include sponsoring radio and television programs, preparing printed materials and manuals, producing materials for classroom use, preparing trainings on related issues and releasing the results of surveys. In addition to emphasising on specific issues or particular industries, educational programs which are given for the community may seek to enlighten consumers about overall economic matters and business.

ix. Other Public Relations Programs

Other types of programs that can be included under public relations embrace company identity programs, ranging from company name changes, generating new trademarks to changing a company's overall image. Special events may be prepared to attract attention to an organization and focus the public's good will. These include company anniversary celebrations, organizing events related to trade shows, special exhibits, or fairs and festivals. Celebrity spokespersons and speaker's bureaus are effective public relations tools for communicating an organization's point of view to the public. Speaker's bureaus may be organized by a trade association or an individual company. The face-to-face communication that those speakers can deliver is often more effective than messages carried by documents and printed materials, especially when the target audience to attend is small and clearly defined.

2.1.1.3. The value of public relations

Professionals, researchers and scholars have long been searching for main concepts to assess the value of public relations. According to J. Grunig and Hung (2002), throughout the historical trend of public relations, practitioners, experts and scholars have attempted to find and name a single concept that explains the value of public relations. Likewise L. Grunig J. Grunig and Dozier (2002) also said: For at least quarter of a century, public relations experts and researchers have struggled to develop measures that would show whether that public relations is effective or adds value to the organization or not.

The different related literature on organizational effectiveness shows, first, that organizations are effective when they attain their goals and objectives (Grunig, L. et al., 1992). However, it also suggests that these organizational goals must be suitable for the organization's internal and external environment, which consists of strategic constituencies i.e. stakeholders or

publics. If an organization chooses appropriate goals and objective, strategic actors will support the organization and, in doing so, provide it with a competitive advantage (Vercic and Grunig, 1995). If it chooses inappropriate organizational goals that don't fit with the public interest, the constituencies will organize and constrain the ability of the organization to achieve its mission. To be effective, therefore, organizations must build long-term relationships with their respective public in their environment that have effect on organizational decisions or up on whom those decisions have consequences.

Organizations strategically plan public relations programmes when they identify specific strategic public and use communication programmes to build stable, open and trusting relationships with them. Thus, the quality of these relationships is an important indicator of the long-term contribution that the implemented public relations make to organizational effectiveness.

2.1.1.4. Effectiveness of Public Relations

Public relations professionals have tried to measure public relations effectiveness as they increasingly have faced the problem of proving the value of public relations to their organizations (Hon, 1997). Kim (2001), For example, stated experts' challenge from their organizations as follows: CEOs' needs for accountability of public relations have become more tenacious nowadays because of recent budget cuts in the public relations industry. Scholars have luxury to deliberate the nature of public relations but practitioners deal on a daily basis with the immediate problem of justifying the value of their programs (Ledingham and Bruning ,1998).

However, beside the critical nature of demonstrating public relation's value at the organizational level, the other issue is that the value of public relations is difficult to measure since most of its elements are intangible. Moreover, the function of public relations usually has been considered to be a means of minimizing costs rather than as a means of increasing organizational revenues.

The dilemma of measuring public relations value in detail: the question of the value of public relations has been of great concern to professional communicators for many years because of the perception of both communicators and other managers of the organization that public relations is an intangible marketing function in comparison with other functions at management whose value can be described, measured and evaluated through systematic approach (L.Grunig, J. Grunig and Dozier, 2002). Because of this intangibility characteristic

of Public relations, it often has been believed to suffer at budget time and particularly during financial crises, because there is no way to demonstrate its worth for an organization.

As Griffin (2002) and Hutton (2001) have described that public relation professional have broadly embraced reputation management to demonstrate the economic viability of the public relations function. Kim (2001) specifically maintained that the accountability of public relations at the organizational level could be demonstrated well by showing the impact of reputation on financial performance of the organization.

Public relations practitioners usually advocate reputation management more than professionals in any other sector. According to Hutton (2001), major international public relations agencies have incorporated the concept of reputation management in varying degrees.

According Rahu and Ravt (2003) for a public relation program to be effective it should define and determine the progress success and it should be easy to be reviewed. To implement effective public relations practice the following three basic factors should be done properly

- Setting specific objective and goals that are capable of evaluation
- Fully integrating the public relation function in to the organization , and
- Selecting the right and responsible person to allocate for the public relation role

The selected personnel should have skills and qualities necessary to be successful including:- personnel integrity, sound judgment, and communication skills, organizational effective ability, strong personality, and team player. To implement effective public relation practice the above three basic factors, objective setting, integration and selection should be done correctly by the organization as much as possible.

2.1.1.5. Public Relation Activities and Tools

Once the target audiences are identified the public relations program must be developed and delivered to receivers. Well organized public relations efforts can help a firm create rapport with its customers, promote what it has to offer, and enhance its sales efforts. Pubic Relation puts a positive spin on news stories on the media and is often perceived as more neutral and objective than other forms of communication because much of the information is customized to sound as if it has been created by an organization independent of the seller. A number of public relations tools are available for this purpose, including:

- **Press release:** is a news story written by an organization or a company to promote a product, organization, or person. Public relations personnel frequently prepare press releases in hopes that the news media will pick them up and disseminate the information to the public audience. To be used by the press, the information must be factual.
- **Sponsorships and Funding:** involves paying a fee to have a company's or individual's name associated with different news worthy things, such as a particular venue, a superstar's apparel, for sports, for entertainment events, an educational workshop or information session etc. Even though sponsorships are expensive, they are growing in popularity as corporations seek ways to strengthen their corporate image, to increase their brand awareness, differentiate their products, and reach their target markets
- **Cause-related marketing:** is one of the fastest-growing types of funding. It occurs when a company supports a non-profit organization in some way. For example, donating money for breast cancer research. Cause-related marketing can have a positive PR impact by strengthening the affinity people have for a company or an organization that does it.
- **Lobbying:** is one of public relation activity in which an organization involves in attempts to influence legislative and regulatory decisions in government. The main objective of the activity is to inform and influence public policy and law. It means a group putting its points of view forward in an attempt to win the other groups support on public related issues.
- **Community involvement:** many companies enhance their public image in local community they are working in. this involvement may include participating in community events or engaging the community in the different activities that are implemented by the organization in order to create sense of belongingness in the community.

2.1.1.6. Advantage of Public Relation

As stated by Blech (2006) the following to be advantage of public relations.

- **Credibility:** because public relations activities as a communication are not providing in the same level as advertising, the public does not realize the organizations either directly or indirectly paid for them they tend to have more credibility.

- **Cost:** in both absolute and relative terms, the cost of public relations very low, especially when the possible outcomes are considered
- **Avoidance of clutter:** when they are typically perceived as new item public relations messages are not subject to clutter of advertisement.
- **Lead generation:** information about technological innovation of the company and the likes may lead to prospecting customers to loyalty.
- **Image building:** effective public relations help to create a positive image for the organization. For the internal and external publics of management.

2.1.1.7. Public relation dimensions

One of the major challenges in reconciling the long list of public relations definitions is that very little research has explored what might be termed as the fundamental “dimensions” of public relation. Regarding this issue Grunig and Hunt’s “four models” typology is the basis for various articles and the largest funded research project in the field’s trend, yet there is little evidence that the underlying dimensions, direction of one-way or two-way communication and balance of intended asymmetrical or symmetrical effects discriminate among the many public relations philosophies or theories, or are causally related to any substantive measure of organizational success.

For the sake of simplicity and memorability, as it is stated by Grunig and Hunt, the dimensions may be referred to as the “3 I’s”: interest, initiative, and image.

- **Interest** as a dimension of public relation: is analogous to the balance of intended effects. Suggested by Grunig and Hunt and refined by Cancel et al, it will help to identify the degree of the public relations function focused on building client interests and the public interest.
- **Initiative** as a dimension of public relation: describes the extent to what the public is reactive versus pro-active for the organization’s public relation activities. Almost every practitioner can relate to this issue, which can be measured largely by public relations activities of an organization designed to anticipate and initiate public’s reaction towards organization’s public relation practices.
- **Image** as a dimension of public relation: explains to what extent the organization is focused on evaluating perception vs. reality or image vs. substance. As a practical matter, it is generally not challenging to define the relative focus of a given public relations function on a perception or reality or image substance continuum.

It is important to note that a given public relations function can cover a range of territory on each dimension, given the contingency nature of public relations practice.

Based on extensive theoretical review, Hon and J. Grunig (1999) provided a measure of organization public relationships. Illustrating from all relational research, they suggested six relational dimensions to measure the relationship perceptions between an organization and its public: trust, commitment, satisfaction, control mutuality, communal relationship, and exchange relationship.

- **Trust:** is one party's level of confidence and willingness to open oneself to the other party. Trust generally is an essential component for beneficial relationships between two parties. A trustworthy reputation is important in that it influences public around the products, services or issues originated by an organization. In public relations Studies, trust and credibility have been regarded as critical components for an organization to exist (Vercic & J. Grunig, 1995).
- **Commitment:** refers to the extent to which each party believes and feels that the relationship is worth spending energy to maintain and support. Similar to trust, commitment has been perceived as an essential component for favourable relationships (Morgan & Hunt, 1994).
- **Satisfaction:** refers the extent to which each party feels favourably toward the other one because positive expectations about the relationship are reinforced. Ferguson (1984) suggested that diverse expectations of organization and public towards each other may bring different levels of satisfaction.
- **Control Mutuality:** is the degree to which parties agree on who has the rightful power to influence one another. Ferguson (1984) stated that other variables related to the relationship might be how much control both parties to the relationship believe they have, how power is distributed in the relationship of the parties, whether the parties to the relationship believe they share common goals, and whether there is mutuality of agreement, understanding, and consensus between them.
- **Communal relationship:** in a communal relationship, both parties offer benefits to the other because they are concerned for the welfare of the other party even when they get nothing in return. For most public relations activities, developing communal relationships with key constituencies is much more essential to achieve than would be developing exchange relationships.

- **Exchange relationship:** In an exchange relationship, one party provides benefits to the other only because the other has provided benefits in the past or is expected to do so in the future.

2.1.2. Marketing Performance

A review of the literature has shown the interchangeable, sometimes even conflicting use of key concepts such as marketing efficiency, marketing effectiveness, marketing productivity, marketing performance and marketing metrics. Such ambiguous use of these key terms has led to significant confusion in the basic concepts.

In order to bring clarity and precision of usage and to explain how the term 'marketing performance' is used throughout this paper, the use of the concepts mentioned above is reviewed and analysed.

- **Marketing effectiveness:** As stated by Drucker (1974) effectiveness to be doing the right thing. In the organizational context, effectiveness is considered as the degree to which a certain performance achieves the objectives and goals of the organisation (Clark, 2000).
- **Marketing efficiency:** In order to clarify the distinction between efficiency and effectiveness, according to Drucker (1974) states that Efficiency is concerned with doing things right. Thus, in organizational context efficiency is concerned with the outcomes of organizational business programmes in relation to the resources employed in implementing them (Walker & Ruekert 1987).
- **Marketing productivity:** As Sevin (1965) explains marketing productivity as the ratio of sales or net profits or effect produced to marketing costs or energy expended for a specific segment of the businesses programme.
- **Marketing metrics:** The Marketing Science Institute (2004) describes marketing metrics as the performance indicators top management use or should use to track and evaluate the progress specifically the marketing performance of a firm or business company.
- **Marketing performance:** a clear and explicit definition of 'marketing performance' has not been uncovered by the literature review, even though diverse marketing performance research has been well established (AMA 1959; Feder 1965). The only consensus that has been reached in both marketing and strategic literature is the multidimensional nature of marketing performance.

Though it has been difficult to come up with a specific definition of marketing performance as the term was being used with other related terms interchangeably and ambiguously, as stated above, in order to bring clarity and consistency this study used the Marketing performance definition which seemed appropriate for the research objective which is:

- **Marketing Performance:** is the performance of a firm which can be measured through sales revenue, market share, profitability, competitive advantage, customer satisfaction and loyalty. (According to IGI Globe)

2.1.2.1. Marketing Performance Measurements

The intangible benefits of marketing includes enlightening and enhancing brand awareness; teaching customers and prospects about product benefits; and firming up stakeholder relationships which makes measuring its financial impact a perplexing and challenging process. Theoretically, marketing performance measurement should be a logical extension of the budgeting and planning exercise of the company that happens before a company's fiscal year. The goals and objectives that are set should be both measurable and applicable to every marketing role within an organization. Companies or organizations employ various methodologies to measure marketing performance and ensure they meet those performance goals. A better understanding of the assessment of marketing performance could help marketing practitioners and experts to quantify their contribution to the financial performance of firms.

Marketing Performance can be measured through sales revenue, market share, profitability, competitive advantage, customer satisfaction and loyalty.

- **Sales revenue:** is the income received by a company from its sales of goods or the provision of services for its customers. In accounting, the terms "sales" and "revenue" can be, and often are, used interchangeably to mean similar thing. Revenue is also referred to as turnover or sales.
- **Market share:** Market share is the percentage of total sales in an industry or sector generated by a particular company. It is calculated by taking the company's sales over the specific period and dividing it by the total sales of the industry over the same period. This metric is used to provide a general idea of the size of a company in relation to its market and its competitors.

- **Profitability:** refers to the ability of a company to use its resources to generate revenues in excess of its total expenses. In other words, this is a company's capability of generating and making profits from its operations.
- **Competitive advantage:** is defined as the attribute that allows an organization to outperform its competitors. It is the factors what makes an entity's goods or services superior to all of a customer's other choices. These factors allow the productive entity to generate more sales or superior margins compared to its market rivals in the industry.
- **Customer satisfaction:** refers the degree to which products provided or services offered by a company surpass a customer's expectations. In other words, it is how satisfied a customer is after doing business with a company. Customer satisfaction does not only measure how happy a customer is with their transactions with the business, but also their overall experience with the specific company.
- **Customer Loyalty:** means an on-going positive relationship between a customer and a business company. It's what initiates repeat purchases and prompts existing customers to choose a particular company over a competitor offering similar benefits. It is the result of positive customer experiences, customer satisfaction, and the overall value of the goods or services a customer receives from a business company.

2.1.2.1.1. Competitive advantage as marketing performance measurement

Competitive advantage is seen as part of the foundation for performance at a high level. Competitive advantage is known as the ability of a firm to improve the quality of its products, reduce the costs of its products, or enlarge market share or profit. Porter defines competitive advantage at firm level as productivity growth reflected in either lower costs or differentiated products which charged premium prices. Smith points out that the competitive advantage is to what extent firms in a particular region can compete with firms elsewhere. Newbert defines competitive advantage as the degree to which a firm explores its opportunities, threats are neutralized and costs are reduced. However, argue that exploring opportunities, neutralizing treatments and cutting costs represent the degree of competitiveness of a firm.

From the definitions given it appears that competitive advantage is a relative term. As Esen concluded, competitive advantage is a situation established against a competitor and calculated against that. There is therefore no common definition of the term competitive advantage, either in theory or in practice, emphasizing that the term competitive advantage

does not have a uniform definition in literature at national and international level. The theory of competitiveness is constantly evolving. The operational concept of competitive advantage can be described as a particular way of using the available resources and other detailed practices to keep the companies apart from their rivals and to keep them active and growing.

2.1.2.1.2. Measurements of Competitive Advantage

There is a rich literature basis for calculating competitive advantage in relation to different sectors or industries, in accordance with the principle of competitive advantage. Competitiveness could be analyzed using the indicators of past performance or potential competitiveness.

Competitive advantage Measurements:

- **Price:** A firm's ability to compete against major low cost / price rivals offers competitive price as low as or lower than our rivals.
- **Quality :** The ability of a firm to offer product quality and performance that creates higher value for customers, full quality based product that are highly reliable and very durable.
- **Delivery dependability:** A firm's ability to provide the type and volume of product required by the customer / s on time.
- **Product innovation:** A company's ability to introduce new products and features in the marketplace, deliver customized products, change product offering to meet customer needs, and cater for new features to customer needs.
- **Time to market:** The ability of a firm to introduce new products faster than major competitors, first in introduction of new products on the market.

2.1.3. The relationship between public relations and marketing performance

The role of public relations in the management of a company and its value to an organization marketing performance has been debated for at least a century. The core issue of the debate has centred on the question of whether the role of public relations is to improve marketing performance of a company or whether it serves a broader social and political function. According to Tedlow (1979) the historical trend of corporate public relations from 1900 to 1950 and concluded that the public relations function lasted during that half century because it fulfilled the broader social and political function: Public relations have promised two major benefits to business: increased sales of a company and protection from unpopularity in the public which could lead to detrimental governmental or regulatory agency activity. Public

relation is not as a sales device, however, but as a way for protection against the political consequences of a hostile public opinion that corporate public relations has been most influential. If the benefit it had been restricted to sales promotion, public relations might have been achieved by advertising departments and could have been dismissed as a footnote to business history. Instead, it grew into a tool for dealing with many public, including residents of plant communities, suppliers and dealers, employees, and politicians as well as customers.

The debate has continued, however, and has become deep in recent years as both intellectuals and experts have debated the relationship of public relations to the concepts of integrated communication (IC) and integrated marketing communication (IMC).

As White and Mazur (1995) captured this debate when they described three possible ‘futures’ for public relations: There are a number of possible futures for public relations: In the first scenario, it focuses largely on a technical practice, using communication methods to improve marketing activities and is engaged in working on product and company branding, corporate reputation, market development and penetration. In the second possibility, public relations will highly become a social practice, helping organizations fit into their respective social environments, and working on relationships between social groups to help bring about social and economic development, and to help in completing social tasks in the community.

These futures are not mutually exclusive to one another. Public relations are a strategic and empowering practice. To progress, it will need to state its agenda, and to invest in a programme of study, research and development to do this (White and Mazur, 1995, p. 266). Both two historical paths of Tedlow (1979) for public relations and White and Mazur’s (1995) three future scenarios focus on the relationship between public relations and marketing: is one a subset of the other, does one serve the other or do the two provide separate but equally important benefits to an effective organization?

2.1.3.1. Excellence Theory in Public Relations

The excellence theory is an overall theory of public relations that emerged from a study which took more than fifteen years of best practices in communication management financed by the International Association of Business Communicators (IABC) Research Foundation.

The excellence theory first clarified the value of public relations to organizations and society based on the social responsibility of administrative and managerial decisions and the feature of relationships with stakeholder public. According to the theory, for an organization to be effective, it must work towards the ways that resolve the problems and satisfy the goals of

stakeholders as well as of management (Stakeholder Theory). If not, stakeholders will either force the organization to change or oppose it in ways that increase cost and add risk to organizational policies and decisions. To act in socially acceptable conducts, organizations must scan their environment to classify public who are affected by possible organizational decisions or who want organizations to make decisions to solve problems that are significant to them. Then, organizations must communicate strategically with publics by taking the interests of both the organization and public into consideration to foster high-quality, long-term relationships with them. Different organization's CEOs and senior public relations officers reveal that good relationships were of value to organizations because they reduced the costs of litigation, regulation, legislation, and negative publicity which are resulted because of weak relationship between the organization and the public; decreased the risk of making decisions that have an impact different stakeholders; or increased revenue by providing goods and services needed by stakeholders.

The excellence theory stated principles of how the function should be organized to improve the significance of Public relations based on this theoretical foundation about its value.

First, the study showed that participation in strategic management was the major characteristic of excellent public relations. Public relations administrators played a strategic managerial role as well as administrative manager role. Public relations also were encouraged by having access to crucial organizational decision-makers.

Secondly, the research showed that public relations lose its unique role in strategic management if it is channelled to marketing or other management functions. Sublimation to another function caused in attention only to the stakeholder group of interest to that function, such as marketing consumers. Sublimation to marketing also usually resulted in non-symmetrical communication. An excellent public relations function was combined, however. Programs for different stakeholders were collected into a single department or coordinated through a senior vice president of corporate communication. An excellent public relations function did work with other management functions to help them build relationships with respective and concerned stakeholders.

Thirdly, the excellence study showed that a symmetrical system of internal communication improved the satisfaction of employees' with their jobs and with the organization. However, practicing internal communication was not common unless organizations had a participative

rather than authoritarian culture and a decentralized system, less stratified (organic) structure rather than a centralized, stratified (mechanical) organization structure.

Fourthly, the excellence study examined the influence of the increasing number of women in public relations and evidence that women had difficulty entering administrative roles. The study showed that organizations with excellent public relations treasured women as much as men for the strategic role and established programs to empower women throughout the organization's structure.

The emphasis on gender inclusiveness also led to inclusion of diversity of race and ethnicity as a fifth part of the excellence theory. The focus of this concept was, along with the international nature of the project, extended the theory to make it appropriate for use in diverse cultural, social, political, and economic contexts. Duplication of the study in Slovenia exhibited that the excellence theory is basic to many contexts, as far as the theory is applied contextually when variables are different (L. A. Grunig et al. 1998). Replication of the study in Slovenia also resulted in the addition of ethics to the excellence theory as sixth part (Public Relations Ethics).

Since the completion of the excellence study, researchers and scholars in this research have continued to improve and elaborate the theory by conducting other additional supportive researches to help public relations professionals participate in strategic decision processes. (J.E.Grunig 2006; Toth 2007).

2.1.3.2. Relationship Management as a Public Relations Theory

As Ledingham (2003) attributed the occurrence of the relational perspective to the new perspective that reconceptualises public relations as one of a management function. He found that various scholars and researchers had begun to discover the composition of organization-public relationships and the linkage of those relationships to public attitudes, public perceptions, and behaviour. He suggested that the relationship perspective can be used as a framing mechanism for theory building, practice and teaching. Ledingham argued the importance of communication functions as a strategic tool in the constructing and maintaining of organization-public relationships. Therefore, management of relationships with concerned public should be an appropriate structure for both the practice of public relations and scholarship.

As it has been stated Broom and Dozier (1990) argued that the relational perspective reformed the value of public relations from communication output e.g., counting the number of media clippings to that of behavioural outcomes e.g., behavioural or attitude change.

As J. Grunig (1993) distinguished two different types of organization-public relationships “symbolic” and “behavioural.” Symbolic (communication-based) relations are separated from behavioural relations (actions), public relations practitioners ease public relations with the simple concept of image building, which offers a slight reduction in image building, which offers slight of value to the organizations they suggest that because problems in relationships with public can be solved by using the appropriate message, circulated through publicity, or media relations to change the image of an organization. According to J. Grunig and Huang (2000) one of the major problems with public relations investigation is that public relations research has been restricted within a narrowly defined framework. The process indicators like counting news clips, the number of participants at a special event etc. do not measure the ultimate in public relations programs, which are questioned to contribute to the bottom line of organizational goals or objectives. They argued public relations studies should centre on examining final outcome indicators such as behavioural results and relationship attitudes rather than investigating the process.

As Ward (1998) stated successful public relationships expand economic opportunities, save an organization’s inestimable dollars by preventing, minimizing and resolving conflicts and disaster. Corresponding to this, Lindenmann (1999) reasoned that, the value of public relations to an organization is broader than the evaluation of public relations programs. Therefore, he claimed that “How do you evaluate the overall relationship?” has to be a focus in public relations scholarship.

An organization’s public relationship can be understood as the humanistic and economic exchange between an organization and public to obtain quality relational outcomes through maximum initiation and maintenance strategies (Ledingham & Bruning, 1998; Ledingham, Bruning, & Wilson, 1999). Relationship management can be also defined as the growth, development, maintenance, and nurturing of mutually favourable relationships between organization and its respective public (Thomlison, 2000).

2.1.3.3. Models of Public Relations

As J. Grunig and Hunt (1984) posited four models based on two variables, direction and purpose, which reflected how and why public relations were practiced. Direction referred to

the degree to which the model of public relations was based on one-way or two-way communication. A simple dissemination process was described in one-way communication, and an exchange process was recognized in two-way communication. According to Huang, purpose, on the other hand characterizes whether the model is asymmetrical or symmetrical.

Asymmetrical communication is unbalanced; it leaves the organization as it is, and is only trying to change the public. Symmetrical communication however is balanced; it changes the organisation's relationship with the public.

- i. **Publicity model:** was based on the basic notion that any publicity was successful publicity. No publics have been identified, no goals have been set, and no assessment has taken place. The organization sought to control its environment in this approach.
- ii. **Public information model:** It represented those organizational activities that merely disseminate information to practitioners. Little research has been involved in the process yet again. Noted however that this model's organizational goal was to adapt or cooperate with its environment.
- iii. **Two-way asymmetrical model:** Research involved; however, the research was carried out primarily for the good of the organization's persuasion goals. Organizations have used knowledge to plan and guide efforts to convince publics to think or act in other ways.
- iv. **Two-way symmetrical model:** in this model the understanding that knowledge would and should flow to its context, both to and from the organization. This model suggested organizations should be as changeable as stakeholders. To help them monitor the environment for potential problems that could lead to activism, professionals use a technique known as environmental scanning before a particular model of public relations is employed.

Functions of Public Relations need to adopt the appropriate strategy by selecting the appropriate message, appropriate media for information in the most effective way so that the desired result can be creative and contribute to the success and growth of the organization. The success of the PR activity can be assessed using efficacy surveys also called effectiveness survey. Effectiveness Surveys helps measure the public opinion impact of the Public Relations activities. Before initiating PR activities, the survey should be conducted to determine the attitude of the people and another survey should be conducted after the campaign is over and to see if there is any change and whether the public opinion is tilted in favour of the objectives of Public Relations and thus the outcome. Public relations may not

perceive the negative as positive. Public relations are the interaction mechanism with the party with which the firm resides and with which it works.

2.1.3.4. Theoretical gaps and conclusions

The theoretical part of this research has shown that the public relation concept is under researched, despite its growing popularity. The literature reviewed revealed only few papers written purely on the actual PR concept, leaving a number of matters regarding the concept that demand further research. Firstly, it is important to identify the key ideas underpinning the concept, as perceived by practitioners. The literature revealed that there is a lack of consistency in the way PR is viewed and defined between practitioners and academics. Secondly, there is a need to enhance understanding in relation to the factors that contribute to the growth of PR with respect to its different dimensions. Thirdly, there is limited evidence regarding the way in which PR is practised, the tools used and how these are implemented. Finally, there is inadequate knowledge in relation to how PR dimensions interrelate and integrate with marketing performance and other marketing achievements within an integrated marketing department success.

A review of the literature has shown the interchangeable, sometimes even conflicting use of key concepts such as public relation with advertising, marketing effectiveness, marketing efficiency, marketing productivity, marketing performance, and marketing metrics. Such interchangeable use of these key terms has led to significant confusion in the basic concepts elaborated. For example, Weber (2002) stated the concept 'marketing productivity' to be concerned with effectiveness, while Clark (2000) and Morgan (2002) argue the concept to be concerned with efficiency. Other scholars have described that the terms 'marketing efficiency' and 'marketing effectiveness' are used interchangeably (Connor & Tynan, 1999). In order to improve clarity and precision of usage and to explain how the term marketing performance is used throughout this paper, the use of the concepts mentioned above is reviewed and analysed.

The above discussed concepts must not be seen as being isolated from one other, rather they are highly inter-related. Using the review of the literature mentioned above, some inter-relationships between those interchangeably used terms may be seen. But when we take one of those concepts which are directly related with study which is marketing performance, there is general agreement regarding the multidimensionality of its concept, with marketing

effectiveness and marketing efficiency being two subcategories of the broader notion of marketing performance.

2.2. Empirical Review

In contrast to the various discussions in the theoretical literature about subservient relationships between public relations and marketing, in a representative sample of 75 of the 300 largest US corporations found that public relations and marketing mostly are separate but equal management partners. Of these sample corporations, 81% had separate public relations and marketing departments in their organization. In the rest of the cases the two departments were on the same level in which one was above the other, public relations was as likely to be above marketing as below (Hunter, 1997).

Of these sample corporations it is observed that approximately one-third of the public relations departments reported directly to the chief executive officer (CEO) and one-third to a vice-president of corporate communication. The other third sample corporations responded that they reported to other vice-presidents or lower managers. Few public relations departments reported to or were integrated into a marketing department in these organizations where the research is taken.

As might be expected, Hunter (1997) also stated that marketing is more likely to be critical in consumer product companies, for whom the consumer stakeholder is most important part. Public relations, however, dominated in utilities, which are regulated and for which government and other stakeholders are essential.

As Hunter (1997) followed up his study with qualitative interviews with public relations executives in six different companies. In contrast to debates in the literature of conflict between public relations and marketing, he found that these executives identified their relationships with marketing as positive. Marketing and public relations departments cooperated as equal partners who respected the contributions of each other.

The situation that Hunter (1997) found in his study suggests that we should study not whether public relations and marketing should be combined or merged but how they work together most truthfully in effective, successful, well-managed organizations. That question was a key one that addressed in a decade year study of excellence in public relations and communication management.

This above discussion addressed both the theoretical and empirical literature about the public relation activities and marketing performance relationship. In doing so, it concludes with the overarching premise that organization is best served by the inherent diversity of perspectives provided by marketing and public relations when those functions remain distinct and coordinated yet not integrated or merged.

Even though finding different related published materials with respect to the issue of public relation activities and marketing performance have been very challenging, the researcher tried to refer articles which are relatively a bit close with the issue. After reviewing and scrutinizing those articles its observed that the concept by itself was not well understood but better than the other this paper hypothesizes that unlike most of the concepts which were trying to use the concept of public relation and its contribution for the marketing performance of the company interchangeably and confusingly, the most convincing one for this specific research is found to be Kotler and Mindak (1978) way of addressing the relationship between those two variables which states Marketing as the dominant function and Public relation activities being the subset of marketing.

Because its alignment with the statement of the problem of this research and as a supportive theory for the study the researcher believes in the idea of the excellence theory which states the value of public relations to organizations and society based on the social responsibility of managerial decisions and the quality of relationships with stakeholder publics. This is considered to be a theory which can help the investigation of the St. George Brewery marketing performance which is gained by the public relation activities of the company in the community at various sectors.

In general the main concern of this paper was to find out the contribution of the public relation activities for the marketing performance of BGI Ethiopia, and to clearly state to what extent those two variables are related, as it was stated by Hunter (1997), to achieve the goal of the company.

2.2.1. `Research Hypothesis

As discussed above, this study will expect Public relation to have an impact on improving marketing performance of companies gained by competitive advantage. Because public relation activities are one way to reach company's customer and to create positive relationship with the public, that will result the exposure of the company's product which will contribute for its high consumption in the area that its competitors.

The paper states these predictions formally as Hypotheses 1–4.

H-1: Image building has a positive impact on marketing performance

H-2: Initiating customers has a positive impact on marketing performance

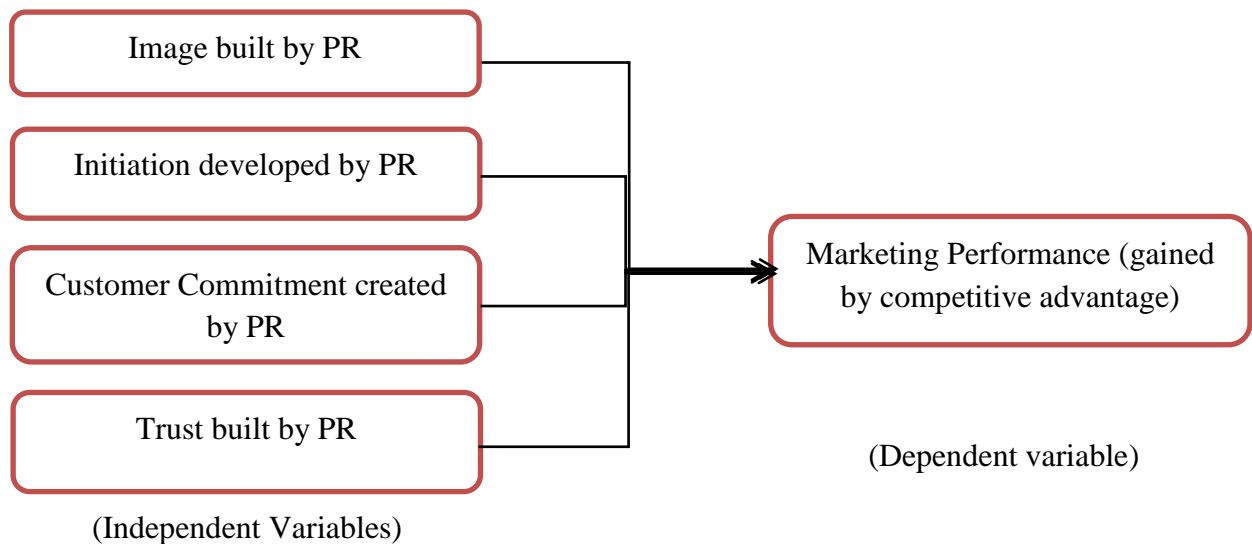
H-3: Customer commitment has a positive impact on marketing performance

H-4: Trust has a positive impact on marketing performance

2.3. Conceptual Framework

As the aim of this research was to study the public relation activities and marketing performance in BGI Ethiopia, hypothesizing that if public relations activities are implemented successfully, they can result to enhanced marketing performance of the company that is gained by its competitive advantage, the model of the study which is determined in figure 2.1 below shows the two basic variables (Independent and dependent) of the research, For the Independent variable which is public relation along with its dimensions which are constructed by combining Grunig and Hunt (1998) public relation dimension which are Image and Initiation with Hon and J. Gruing (1999) public relation dimension or measurement scale that are Commitment and Trust and their impact on the dependent variable, marketing performance taking one of its measurements which is competitive advantage as stated by IGI. Globe.

Figure 2 1: Conceptual diagram



Source: Grunig and Hunt (1998), PR dimensions along with Hon and J. Gruing (1999) PR dimensions

Chapter Three: Research Methodology

This chapter of the paper discusses about the research methodology that the researcher believed is most appropriate and applied when doing this particular study. It encompasses research approach, research method, research and sampling design, sources of data, data collection and its instruments along with the procedure, data analysis and validation.

3.1. Research approach

Research approach can either be inductive approach or deductive approach. Inductive reasoning moves from narrow observations to wide generalizations, and deductive reasoning aims at testing an existing theory or hypothesis by starting from the generalized concept to specific one. This study applied deductive research approach since the researcher began with development of hypotheses from an already established theory and tests that hypothesis with in different circumstances. So it went from general to specific one. It used already established hypothesis with regard to Public relation activities and marketing performance, to do the research.

3.2. Research method

Research methods are classified as qualitative, quantitative and mixed. In qualitative research method, an explanation of different behavioural aspects of a study community is seen. Data are collected through in-depth interviews, observations and focus group discussions etc. and are put in the form of descriptions not numbers. Quantitative research is expressed in numbers and graphs rather than descriptions. Focuses on testing theories, hypotheses and assumptions. This can be used to establish generalizable facts about a topic. It usually uses of surveys and experiments to gather data. In mixed research method involves both the qualitative and quantitative research method. For the purpose of obtaining the research objective in analysing the relationship between PR activities and marketing performance, the student researcher used quantitative research method as an already established theory was used to generate hypotheses and tested those hypotheses in the target groups who are St. George beer customers, which then was analysed to generate quantitative data.

3.3. Research Design

Research design can be descriptive, causal, explanatory or exploratory. In order to achieve the objectives of the study, descriptive research design is implemented and quantitative approach via close ended questionnaire was used to address the relationship between public

relation activities and marketing performance in BGI Ethiopia. Descriptive research design was appropriate because it involves collecting data about your study subject without intervening in order to test hypothesis or questions concerning attitudes and opinions about events, individual or procedure (Gay, 1992). Gay further elaborated that, the descriptive survey method is useful for studying a variety of social problems including assessment of opinions, demographic information, conditions and procedures; and that descriptive data are usually collected through questionnaire, interview or observation.

3.4. Sampling design

3.4.1. Target Population

Target population is the specific group of people that the researcher wants to find out about. It is not feasible to collect data for the entire statistical population. Therefore, a sample, which is representative of the population, was drawn from the target populations of the study. As a result this research used customers of St. George beer as population of the study. The researcher contacted the sales department of BGI and found out that the consumption rate of St. George beer is concentrated on three major areas of Addis Ababa, which are CMC, Hayahulet (22) and Stadium. After being informed St. George beer customers of Stadium was selected as the target population of this study from which the sample size was selected out. The area was chosen because it was convenient to the researcher in terms of transport, time and other related costs.

3.4.2. Sample technique

In order to obtain consistent and reliable information, the sample was taken as per standard. In selecting the research subject, Convenience sampling (also known as availability sampling), specific type of non-probability sampling method was used rather than other sampling techniques because convenience sampling relies on data collection from population members who are conveniently available to participate in the study. The units in the sample are selected by the basis that the respondent happens to be in the right place at the right time.

A convenience sample simply includes the individuals who happen to be most accessible to the researcher and there was no inclusion criteria identified prior to the selection of subjects. As mentioned above high concentration of customers of St. George beer is located in CMC, Hayahulet (22) and Stadium. However, the total customer in the purposely selected area, which is Stadium, from where the sample size is determined, is 1500 (daily customer of St. George beer).

The sample size of the population for this study was determined using Yamane's (1967) formula which can be used for calculating sample size when population size is finite. According to him for a 95% confidence level and $P=0.5$, size of the household sample will be calculated by using:

$$n = N / (1 + N (e^2))$$

$$n = 1500 / (1 + 1500 (.05)^2)$$

$$n = 315$$

As indicated on the calculation of the sample size referred to above, the study was to be carried out by asking 315 St. George beer customers who were found at Stadium at the time of the survey using convenience sampling, which gives all St. George beer customers at Stadium a chance. However, because of the Corona Pandemic, the maximum number of respondents that the research could contact ended up being only 215 respondents.

3.5. Sources of Data

As the source of data ultimately determines the validity of the research, to study the public relation activities and marketing performance of BGI Ethiopia both primary and secondary data sources were employed.

Primary data was collected through survey using close ended questionnaires. By using convenient sampling the questionnaires were distributed for St. George beer customers who are located at the study area which is Stadium. The survey had questions related to demographic details and questions that will help to study the public relations activities and marketing performance of BGI Ethiopia. After collecting the data through survey, the collected data carefully recorded and analysed using Statistical Package for the Social Sciences (SPSS) tool.

Secondary data was obtained from BGI Ethiopia's data base, related books, research papers, articles, journals and websites. Those sources were used to support the data which was collected from the primary sources.

3.6. Data Collection instrument

This research's primary data were collected through survey using a structured questionnaire administered to the study community. This data collection instrument was considered suitable for this study because according to Kothari (2003) survey is concerned with describing,

recording, analysing, and reporting conditions that exist or existed. The main advantage of survey is its ability to accommodate large sample size at relatively low cost, ease of administration and ability to tap into factors that are not directly observable (Hair et al., 2006).

The survey questionnaire was constructed using close ended questions, which used Likert rating scale of 1 to 5 where; strongly Agree (SA) = 5, Agree (A) = 4, Neutral (N) = 3, Disagree (D) = 2 and Strongly Disagree (SD) = 1. The use of Likert scale was to make easier for respondents to answer question in a simple way. The questionnaire was prepared in English and translated in to Amharic and distributed to the selected sample respondents of St. George beer customers. (The researcher conducted a pilot test of research instrument by distributing 3-5 questionnaires to the target population to conform the clearness of the questions).

In order to supplement the data generated by the primary techniques and to explore more about the study, secondary data was collected from various sources of document, published and unpublished materials, company document, annual reports, books, research papers, articles, journals, websites and other.

3.7. Reliability and validity of the instrument

Reliability and validity jointly called the “psychometric properties” of measurement scale are the yardsticks against which the adequacy and accuracy of our measurement procedures are evaluated in scientific research (Bhattacharjee, 2012).

3.7.1. Reliability

Reliability of the instrument deals about how consistent the collected data is. According to Umar (2005) reliability is an index number that shows of instrument consistent in measuring the case. The smaller failure in measurement makes more reliable result and the vice versa is true. By considering this, Cronbach's alpha was used by the researcher to check the internal consistency of the instrument. As can be seen in table 3.1 below all scales had values of 0.70 and above, as the standard set by George and Mallery (2003) states the acceptable range for Cronbach alpha to be 0.7 and above, the reliability of the instrument was confirmed. Furthermore, questionnaire with Likert scale was used for collection of data from respondents. These scales ranged from the strongly agreed interval, and proceeded to a strong disagreement. Digit 5 was strongly in, 4 indicated agreement, 3 indicated neutral, 2 indicated disagreement, while 1 indicated strong disagreement among respondents. As public relation

dimensions image, initiation, commitment and trust were checked for reliability and all were accepted.

Table 3.1. Reliability test for each variable

Reliability Statistics	
Variables	Cronbach's Alpha
PR as image building	0.726
PR for creating initiation	0.825
PR for building commitment	0.715
PR for building trust	0.751
Competitive advantage as MP	0.769

Source: SPSS Survey Output (May, 2020)

3.7.2. Validity

Validity is about the strength of the conclusion derived from the collected data. It is a measure that shows the levels of validity of instrument. Validity makes sure to a scale tools capability to measure the theory. Validity of this research was assessed by the correlation between the variables. In which this correlation indicated how well the measures were correlated with one another. In addition to this the questionnaire of the research was constructed by modifying survey questionnaires of related previous researches and carefully assessed for any possible measure errors and setback that could have affected the correct data generated for the analysis. Those validity tests indicated how valid the research was.

3.8. Data collection procedure

Convenience sampling method can be implemented in its simple form by stopping random people on the street, from where the data is being collected, and asking survey questions. When we see this study's data collection procedure the only condition for the incorporation of respondents was that they must have showed up to be at St. George beer retailers which are located at Stadium, Addis Ababa by the time of the data collection. The survey was applied in the light of this. The survey questionnaire consisted of 5 multiple-choice questions and 22 questions that the respondents had to answer with a Likert scale of 5 points. The goal was to conduct the survey in Stadium, Addis Ababa with 315 BGI Ethiopia St. George beer customers. But the on-going COVID-19 pandemic has made the whole study cycle troublesome. As a result the maximum data collected by the researcher was 195. Because of

the Stay Home Order it was hard to find those customer's at St. George beer retailers so the researcher was forced to go and ask any customer who was available there from 4:00 pm to 6:00 pm. The time was selected as convenient because it was suggested by the St. George beer retailer managers considering the lately trend of customers. A customer was described as a person who, at the time of inquiry, was drinking St. George beer. Participants were given 10 minutes to anonymously complete the survey, and 215 customers responded. Since not all surveys were conducted in full, the study included 195 Survey results as a finding.

3.9. Data Analysis Method

As data analysis method, data generated through questionnaires which was constructed in Amharic was first summarized and transcribed into English. To analyse the data, multiple regression analysis was run on IBM SPSS version 25. The correlation was also run to see the relationship intensity between variables. Regression analysis is a quantitative method used to test the nature of relationships between dependent variable and independent variables. As stated by Malhotra (2006), multiple regressions involve a dependent variable and two or more independent variables. If the dependent variable depends on those independent variables, then the relationship between them is called multiple regressions. Regression model, basically, specifies the relation of dependent variable (Y) to a function combination of independent variables (X) and unknown parameters (β)

$$Y \approx f(X, \beta)$$

Regression analysis used to calculate the magnitude of the effect between the independent variables, Public relation with its dimensions namely image (X1), initiation (X2), commitment (X3) and trust (X4) and the dependent variable marketing performance gained by competitive advantage (Y).

3.10. Ethical Consideration

Many of the ethical norms help to make sure that researchers can be held responsible to the public (Resnik, 2015). By keeping this in mind the researcher fully understands the concern and to do so the study used anonymity while collecting data from the respondents in addition to these respondents, only who were willing and volunteer to participate involved in the process. The research was approved by the School of Commerce, department of marketing management. BGI Ethiopia marketing department and St. George beer customers included in the study were informed about the research objective.

Chapter Four: Data Presentation, Analysis and Interpretation

This chapter deals with the presentation, analysis and interpretation of the data which was gathered from the sample respondents as primary sources. An entire of 215 questionnaires were distributed to St. George beer customers who were found at stadium, Addis Ababa, to gather data about public relation and marketing performance in BGI Ethiopia. Out of these 215 questionnaires, 195 usable responses were obtained with a response rate of 90.70%.

The data extracted from those completed questionnaires were coded and entered to Statistical Package for Social Sciences (SPSS) IBM version 25 and analysed using descriptive and inferential statistics as discussed below.

4.1. Demographic characteristics of respondents

Table 4.1. Demographic characteristics of respondents

Gender of Respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	23	11.8	11.8%	11.8
	Male	172	88.2	88.2%	100.0
	Total	195	100.0	100.0%	
Age of Respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-21	-	-	-	-
	22-28	65	33.3	33.3%	33.3
	29-35	42	21.5	21.5%	54.9
	36-42	30	15.4	15.4%	70.3
	43-50	32	16.4	16.4%	86.7
	Above 50	26	13.3	13.3%	100.0
	Total	195	100.0	100.0%	
Education level of Respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary School	14	7.2	7.2%	7.2
	Secondary School	39	20.0	20.0%	27.2
	Certificate	23	11.8	11.8%	39.0
	Diploma	34	17.4	17.4%	56.4
	Degree	75	38.5	38.5%	94.9
	Masters	9	4.6	4.6%	99.5
	PHD	1	.5	.5%	100.0
	Total	195	100.0	100.0%	
Year of consumption of St. George Beer					
		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Less than 2 years	15	7.7	7.7%	7.7
	3-6 years	60	30.8	30.8%	38.5
	7-10 years	42	21.5	21.5%	60.0
	More than 10 years	77	39.5	39.5%	99.5
	Total	195	100.0	100.0%	
BGI's PR Activities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Funding & sponsoring sports	156	80.0	80.0%	80.0
	Sponsoring arts & cultural events	11	5.6	5.6%	85.6
	Humanitarian assistances	19	9.7	9.7%	95.4
	Health care Supports	4	2.1	2.1%	97.4
	Educational Supports	4	2.1	2.1%	99.5
	Press Release	1	.5	.5%	100.0
	Total	195	100.0	100.0%	

Source: Own survey data (May, 2020)

According to Table 4.1 above it is observed that out of the 195 respondents which were contacted to study the public relation and marketing performance of BGI Ethiopia. 88.2% of them are males which imply that St. George beer having large number of male direct consumers than the female once.

The age category of respondents shows that though St George beer is consumed by people with age range of 21-50 and above, majority of its consumers are observed to be young people 33.3% in the rage range of 22-28, followed by adults in the age range of 29-35 with 21.5% of the total respondents. BGI Ethiopia being pioneer in the beer industry also gave the company the advantage of being preferred by old aged people as well which are observed to be 16.4% and 13.3% for the age category of 43-50 and above 50 respectively. This implies St. George beer is being consumed by all age categories in a way` that can contribute for its exposure in the public. High number of young and adults from the age category of the consumers might be resulted because of BGI's contribution in sport activities, i.e. supporting and funding St. George football club and other sports. This can contribute to the company's exposure in the society because of those social active age groups.

When we look at the educational level of respondents, we can observe that St, George beer consumers which were respondents of this research specifically have different academic status from primary school to PHD. But majority of the respondents that covers 38.5% have bachelor's degree followed by those who made it to the Secondary school (20%). The rest of the respondents academic status shows 17.4%, 11.8% and 7.7% of them having diploma, certificate and primary school status respectively along with 4.6% of respondents having

master's degree. The inclusiveness of the respondents from the different educational level can increase the company's products being recognised by the various society and its PR activities being vulnerable and acknowledged by the public

In addition to this the research tried to observe how long the respondents have been consuming BGI's product i.e St. George beer. Except the 7.7% of the respondents almost all of the consumers have been consuming St. George beer for the past 3 or more years And it is witnessed that majority of the respondents have been consuming the product for more than a decade (40% of respondents) followed by the one who have been consuming the product in the past 3-6 years covering 30.8%. And 21.5% of respondents replied that they have been drinking St. George beer for 7-10 years. This finding can show us that the company's product has been using by its consumers for years which can indicate its acceptance in the society.

The other important demographic characteristics which were evaluated by the researcher were the awareness and exposure of the respondents for the various and diversified public relation activities of BGI. And the study observed that all of the respondents were exposed to or witnessed the different Public relation activities of BGI directly or indirectly. Expectantly almost all of the respondents (80%) are aware of BGI's sponsorship for the St. George football club and supporting other sport activities as well. Also the company's involvement in the humanitarian activities as a public relation programme is also been remarked by 9.7% of the respondents along with the other Public relation activities of the company, for instance Sponsoring arts & cultural events, funding health activities and sponsoring educational activities(5.6%, 2.1% and 2.1% respectively). But out of the all respondents only 0.5% of them are aware of the press release by the company. Therefore most of the public relation activities of BGI are well known by the public which can be used to reach them more.

4.2. Reliability and Validity Test

4.2.1. Reliability Test

Reliability test is done to check for the internal consistency or correlation of items with in a variable. This study employed the use of Cronbach's alpha to check the reliability of the instrument. Usually Cronbach's alpha reliability coefficient ranges between 0 up to 1. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale will be. When Cronbach's alpha is greater than 0.70 the item falls under the acceptable internal consistency (George and Mallery, 2003). Accordingly if it is below 0.7,

an item might need to be excluded from the instrument as internal consistency and reliability will not be assured for the instrument.

Table 4.2. Cronbach's Alpha Reliability Test

Reliability Statistics	
Cronbach's Alpha	N of Items
0.872	22

Source: SPSS Survey Output (May, 2020)

As it is observed in the above table (Table 4.2.), Cronbach's alpha for this study is 0.872, which makes the items used in the instrument reliable having their internal consistency.

4.2.2. Validity Test

Validity refers to how well the research results establish what they intend to establish. Construct validity measure how well the designed questionnaire generates data that measure what the research aimed to measure. Validity is assessed by the correlation between the variables. In which this correlation indicated how well the measures correlated with one another. As it can be observed from table 4.9 below, this research indicated higher correlation between the variables showing with a maximum value of 0.689 and a minimum value of 0.253. in addition to this the questionnaire of the research is constructed by modifying survey questionnaires of related previous researches and carefully assessed for any possible measure errors and setback that could have affected the correct data generated for the analysis. Those validity tests can indicate how valid the research is.

4.3. Descriptive Analysis

In this section of the analysis of the research the perceptions of the respondents with regard to the independent variable (public relation along with its dimensions Image, Initiation, commitment and trust) and independent variables (marketing performance measured by competitive advantage) is discussed. The mean and standard deviation of all variables were calculated. The mean is the average value and the standard deviation shows how much deviated the values are from the mean. A mean score of 3.80 and higher are considered to show high level of agreement, those between 3.40 and 3.79 moderate agreement and a mean of 3.39 and below to show low level of agreement (Akmaliah, 2014; as cited by Muhumed and Ssekajugo, 2015).

4.3.1. Descriptive statistics of public relation for building positive image

As one major part of a company's marketing tasks, Public relation might consist various and diversified activities which are planned to implement in the society. In order to evaluate the effectiveness of the implementation the company's might use different public relation dimensions. One of which is company image building. Depending on the public relation activity of the company the impact that are resulted as an image building can be observed through the impression that the PR activity created, and the awareness and knowledge it promoted along with the change and enhancement that are created in people's reaction towards the company and the product can be assessed. The study sought to find out the extent to which Public Relation activities of BGI contributed for building positive image of the company since having positive image in the mind of customers puts the company in a better competitive position that will result a better marketing performance.

Table 4 3. Descriptive statistics of PR for building positive image

Public relation for building positive image						
BGI's PR in creating good impression		N	Frequency	Percent	Mean	Std. Dev.
Valid	Strongly Disagree	195	2	1.0	4.55	.850
	Disagree		11	5.6		
	Neutral		1	.5		
	Agree		44	22.6		
	Strongly Agree		137	70.3		
BGI's PR in promoting awareness & knowledge						
Valid	Strongly Disagree	195	3	1.5	4.34	.990
	Disagree		17	8.7		
	Neutral		4	2.1		
	Agree		57	29.2		
	Strongly Agree		114	58.5		

BGI's PR in changing people's reaction						
Valid	Strongly Disagree	195	14	7.2	3.87	1.197
	Disagree		21	10.8		
	Neutral		6	3.1		
	Agree		89	45.6		
	Strongly Agree		65	33.3		
BGI's PR in enhancing good reputation						
Valid	Strongly Disagree	195	4	2.1	4.51	.893
	Disagree		9	4.6		
	Neutral		2	1.0		
	Agree		49	25.1		
	Strongly Agree		131	67.2		
BGI's PR in creating positive feeling						
Valid	Strongly Disagree	195	1	.5	4.68	.726
	Disagree		8	4.1		
	Agree		34	17.4		
	Strongly Agree		152	77.9		
BGI's PR in showing concern						
Valid	Strongly Disagree	195	9	4.6	3.69	1.196
	Disagree		41	21.0		
	Neutral		1	.5		
	Agree		94	48.2		
	Strongly Agree		50	25.6		

Source: SPSS Survey Output (May, 2020)

Looking at image building as a public relation dimension for contributing for the marketing performance of BGI, as outlined in the table 4.3. above, it is evident that five of the image building pointers i.e BGI's Public relation activities in creating good impression, promoting awareness and knowledge, changing people's reaction, enhancing good reputation and creating positive feeling have a mean score above 3.80 which indicates high level of agreement, while one of the image building pointers, showing concern, has mean score of 3.69 (48.2% of respondents agree) which implies moderate agreement of respondents with heterogeneous responses. Generally the respondents consider BGI's public relation activities to build positive image in the mind of its public in a way that contribute for the competitive advantage of the company to a good extent.

4.3.2. Descriptive statistics on public relation as initiating customers

Company's improved and effective public relation activities may contribute for initiating the public to consume more of its products than other competitor's in the industry as the public might feel attached with the company because of its contribution for the community. If the initiation is created it can be manifested by the stimulated desire of the consumer, consumer's favourable word of mouth about the product and enhanced understanding of the consumer about the product and the company.

Table 4.4. Descriptive statistics on PR as initiating customers

Public Relation for creating Initiation						
BGI's PR for stimulating desire for St. George		N	Frequency	Percent	Mean	Std. Dev.
Valid	Strongly Disagree	195	29	14.9	2.89	1.331
	Disagree		74	37.9		
	Neutral		5	2.6		
	Agree		64	32.8		
	Strongly Agree		23	11.8		
BGI's PR for favourable word-of-mouth						
Valid	Strongly Disagree	195	27	13.8	3.50	1.469
	Disagree		38	19.5		

	Neutral		6	3.1		
	Agree		58	29.7		
	Strongly Agree		66	33.8		
BGI's PR to enhance consumer's understanding						
Valid	Strongly Disagree	195	30	15.4	3.58	1.406
	Disagree		21	10.8		
	Neutral		7	3.6		
	Agree		80	41.0		
	Strongly Agree		57	29.2		

Source: SPSS Survey Output (May, 2020)

As you can see from table 4.4, about BGI's public relation activities for initiating customers towards St. George beer in a way that give the company a competitive advantage, 52.8% of the respondents disagree on BGI's Public Relation activities for stimulating desire for St. George beer with a mean score of 2.89 along with uneven responses with standard deviation value of above 1.00. For the other two pointers of initiation creating, the respondents consider BGI's public relation activity to enhance their understanding and to encourage them to spread positive word of mouth about the product and the company than its competitors to a moderate extent with a mean score of 3.50-3.58 and standard deviation greater than 1.00. So we can observe that the consumption of St. George beer by the customers is not that much initiated by the PR activities of the company.

4.3.3. Descriptive statistics of public relation in building customer commitment

Commitment has been perceived as an essential component for favourable relationship between an organization and public (Morgan & Hunt, 1994). Enhanced Public relation activities that are delivered for the target audiences or the public effectively can contribute for the building of customer commitment for that specific company. Intangible dimensions like commitment are always hard to be measure but they can be evaluated through their pointers or indicators. Some of the pointers of customer commitment are: building favourable relationship between the two parties (the company and public), bringing permanent customers

in to the company, maintaining long term commitment with customers and creating strong connection with the customer.

Table 4.5 PR in building customer commitment

Public Relation for creating customer commitment						
BGI's PR to build a favourable relationship		N	Frequency	Percent	Mean	Std Dev.
Valid	Strongly Disagree	195	1	.5	4.56	.819
	Disagree		11	5.6		
	Neutral		2	1.0		
	Agree		45	23.1		
	Strongly Agree		136	69.7		
BGI's PR to bring permanent customers						
Valid	Strongly Disagree	195	4	2.1	4.28	1.001
	Disagree		19	9.7		
	Neutral		3	1.5		
	Agree		62	31.8		
	Strongly Agree		107	54.9		
BGI's PR to maintain a long-term commitment						
Valid	Strongly Disagree	195	2	1.0	4.51	.821
	Disagree		9	4.6		
	Neutral		2	1.0		
	Agree		57	29.2		
	Strongly Agree		125	64.1		
BGI's PR to create strong connection						
Valid	Strongly Disagree	195	2	1.0	4.48	.852
	Disagree		11	5.6		
	Neutral		1	.5		

	Agree		58	29.7		
	Strongly Agree		123	63.1		

Source: SPSS Survey Output (May, 2020)

The above table 4.5 shows the mean score and standard deviation for BGI's public relation activity contribution in building customer commitment. It can be observed that the company's public relation activities being implemented have contributed for building customer commitment in which the majority of respondents strongly agreed with a mean score of 4.28 and above. Further, majority of the respondent's response shows homogeneity with standard deviation of less than 1.00, which implies the company's PR contribution to build customer commitment being impactful in gaining competitive advantage as marketing performance.

4.3.4. Descriptive statistics of public relation in creating trustworthiness

A trustworthy reputation is important in that it influences public around the products, services or issues originated by an organization. In public relations Studies, trust and credibility have been regarded as critical components for an organization to exist (Vercic & J. Grunig, 1995). In other way if public relation activities are applied successfully in the community it can help in building trustworthiness for the company that can be manifested through the public relation activities ability to create credibility, sense of belongingness, positive word of mouth, being recommended for others and a practical one to put to the ground.

Table 4.6. PR in creating trustworthiness

Public Relation for building Trust						
BGI's PR to create credibility		N	Frequency	Percent	Mean	Std. Dev.
Valid	Strongly Disagree	195	6	3.1	4.33	1.068
	Disagree		17	8.7		
	Neutral		2	1.0		
	Agree		51	26.2		
	Strongly Agree		119	61.0		
BGI's PR to create sense of belongingness						

Valid	Strongly Disagree	195	8	4.1	4.25	1.099
	Disagree		15	7.7		
	Neutral		6	3.1		
	Agree		58	29.7		
	Strongly Agree		108	55.4		
BGI's PR for positive word of mouth						
Valid	Strongly Disagree	195	2	1.0	4.58	.835
	Disagree		10	5.1		
	Neutral		2	1.0		
	Agree		39	20.0		
	Strongly Agree		142	72.8		
BGI's PR for Customer's recommendation						
Valid	Strongly Disagree	195	2	1.0	4.58	.836
	Disagree		10	5.1		
	Neutral		2	1.0		
	Agree		40	20.5		
	Strongly Agree		141	72.3		
BGI's PR for being practical						
Valid	Strongly Disagree	195	25	12.8	3.51	1.274
	Disagree		25	12.8		
	Neutral		4	2.1		
	Agree		108	55.4		
	Strongly Agree		33	16.9		

Source: SPSS Survey Output (May, 2020)

As it can be seen on Table 4.6, Almost all the variable questions related with trustworthiness; BGI's public relation activities contributing to create credibility, sense of belongingness, positive word of mouth and being recommended for others are witnessed to have higher mean scores (4.33-4.58) that lays on strongly agree Likert scale with a little homogeneity in response having standard deviation of 1.09 and less. While one of the pointers, the PR activities of BGI being practical one to put to the ground, fall under the moderate agreement Likert scale level with mean value of 3.51 having unevenness in its response that is indicated in its standard deviation result of 1.274. Overall results can be said that BGI's PR activities being implemented highly contribute to build trustworthiness of the company in the public.

4.3.5. Descriptive statistics of Competitive advantage as Marketing Performance

Competitive advantage is the attribute that allows an organization to outperform its competitors. It is the factors what makes an entity's goods or services superior to all of a customer's other choices in the industry. These factors allow the productive entity to generate more sales or superior margins compared to its market rivals in a way that improve the marketing performance of the host company.

Table 4.7. Descriptive statistics of Competitive advantage as Marketing Performance

Competitive advantage as Marketing Performance						
BGI's PR quality in gaining competitive advantage as MP		N	Frequency	Percent	Mean	Std.Dev
Valid	Strongly Disagree	195	29	14.9	3.50	1.459
	Disagree		33	16.9		
	Neutral		6	3.1		
	Agree		65	33.3		
	Strongly Agree		62	31.8		
PR delivery dependability in gaining competitive adv as MP						
Valid	Strongly Disagree	195	8	4.1	4.17	1.125
	Disagree		19	9.7		
	Neutral		4	2.1		

	Agree		65	33.3		
	Strongly Agree		99	50.8		
BGI's PR being more creative than its competitors as MP						
Valid	Strongly Disagree	195	22	11.3	3.69	1.421
	Disagree		33	16.9		
	Neutral		6	3.1		
	Agree		60	30.8		
	Strongly Agree		74	37.9		
BGI's PR in responding for social problem timely as MP						
Valid	Strongly Disagree	195	11	5.6	4.28	1.148
	Disagree		12	6.2		
	Neutral		6	3.1		
	Agree		48	24.6		
	Strongly Agree		118	60.5		

Source: SPSS Survey Output (May, 2020)

According to the findings of table 4.7, the two highest mean score we witness are BGI's public relation activities being dependable in terms of delivery and the company's timely and appropriate responsiveness for socially emerging issues. These two variable questions have a mean score of 4.17 and 4.28 respectively. Furthermore, the researcher observed that the respondents moderately agree on the rest of the two variable questions raised, BGI's public relation activities being implemented having quality and enhanced creativity, which show mean value of 3.50 and 3.69 respectively. But under this variable the evenness of the responses has standard deviation value 1.148 and above, which indicates the respondent's diverse opinion on the factors. The somewhat good mean score (which is greater than 3.50) for BGI's public relation activities in giving the company a better competitive advantage will add value for the marketing performance of the company.

4.3.6. Descriptive statistics of for Independent and Dependent Variables

Using the Statistical Standard for Interpreting Averages for the estimations of responses on each dependent and independent variables of the research, we find below a table showing how each public relation dimensions are related along with the contribution of the marketing performance measurement, competitive advantage.

Table 4.8: Average mean, standard deviation and degree of approval of all variables

Variables	N	Min	Max	Mean	Std. Dev.	Degree of Approval
BGI's Public Relation as Image building	195	1	5	4.2752	.70001	High
BGI's Public Relation for creating Initiation		1	5	3.3231	.92124	Low
BGI's Public Relation for creating Commitment		1	5	4.4564	.74311	High
BGI's Public Relation for building Trust		1	5	4.2503	.71949	High
Competitive Advantage as Marketing Performance		1	5	3.9115	.78660	High

Source: SPSS Survey Output (May, 2020)

As we can see from the above table 4.3.6, when the mean is tested against the degree of approval using Statistical Standard for Interpreting Averages for the estimations of Responses, approval BGI's public relation activities for building image, creating customer commitment, building trust and gaining competitive advantage as marketing performance showed high while approval for while creating initiation of consumers rated as low. This revealed that the contribution of BGI's public relation in creating initiation is very low compared to its initiation for the other PR dimensions. As initiation might be created by other multi factors which are not scope of this study

4.4. Inferential Analysis

The research employed data production reliability tastes to test whether or not the results are accurate. Both correlation and regression analysis are also used to determine whether a statistically relevant relationship exists between the independent and dependent variables.

4.4.1. Pearson Correlation Analysis

Correlation test is used to show the relationship or the strength of the association between the independent and dependent variables involved in the research. This study's Inter- correlation

coefficients (r) was used to investigate the interrelations among the independent variable BGI'S public relation activity and the dependent variable which is competitive advantage as marketing performance. According to Cohen (1988), correlation coefficients between 0.10 and 0.29 indicates low degree of correlation, 0.30 to 0.49 indicates a medium or moderate degree of correlation and 0.50 to 1.00 indicates high degree of correlation between the variables under study.

Table 4.9. Pearson Correlation Analysis

Correlations						
		PR as Image building	PR for Initiation	PR for Commitment	PR for Trust building	Competitive adv. as MP
PR as Image building	Pearson Correlation	1	.443**	.689**	.510**	.438**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	195	195	195	195	195
PR for Initiation	Pearson Correlation	.443**	1	.329**	.253**	.289**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	195	195	195	195	195
PR for Commitment	Pearson Correlation	.689**	.329**	1	.653**	.506**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	195	195	195	195	195
PR for Trust building	Pearson Correlation	.510**	.253**	.653**	1	.475**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	195	195	195	195	195
Competitive advantage as MP	Pearson Correlation	.438**	.289**	.506**	.475**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	195	195	195	195	195

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

Source: SPSS Survey Output (May, 2020)

Interpreting the Size of a Correlation Coefficient

Table 4.10: Interpreting the Size of a Correlation Coefficient

Correlation coefficient	Degree of correlation
0.10-0.29	Low
0.30-0.49	Medium
0.50-1.00	High

Source: Cohen, J. (1988)

As it can be observed from table 4.9, a Pearson correlation coefficient was calculated for the relationship between the BGI's public relation activities with PR dimensions and competitive advantage as a marketing performance of the company. A positive correlation and from high to low linear relationships are obtained between competitive as marketing performance and Public relation activities of BGI. The correlation coefficients (r) for all variables range from 0.253 to 0.689, which show a positive correlation for all. The most correlated dimension with competitive advantage as marketing performance among the public relation dimensions is PR for building consumer commitment ($r = 0.506$) followed by PR for trust building ($r = 0.475$), PR as image building ($r = 0.438$) and PR for creating initiation ($r = 0.289$).

Low correlation result is shown for variables of PR for creating initiation with competitive advantage as marketing performance of BGI. The little if any relationship between PR for creating initiation and competitive advantage as marketing performance can be explained as consumers generally are initiated to consume a product, to drink a beer, more of because of its taste rather than the company's PR activities, hence the initiation which is created because of the BGI's PR activities will have almost no impact providing the company competitive advantage as a marketing performance.

The Pearson's correlation registered between the independent variable themselves shows that there is a strong correlation between PR for image building and PR for building commitment with correlation of ($r = 0.689$) followed by PR for commitment and PR for trust building with correlation ($r = 0.653$), PR for image building PR for trust building with correlation ($r = 0.510$). There seem to be a moderate positive correlation between PR for building image and PR for creating initiation with correlation ($r = 0.443$) followed by PR for creating initiation and PR for building customer commitment ($r = 0.329$). And relatively low correlation between PR for creating initiation and PR for building trust with correlation ($r = 0.253$). This implies that the

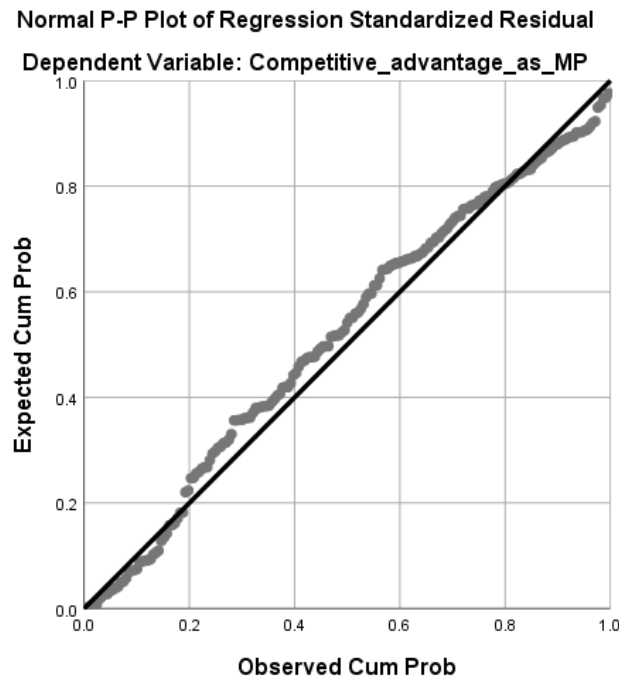
company has a good reputation in building commitment and trust through its PR activities that resulted a good marketing performance gained by a competitive advantage.

4.4.2. Assumption Testing for Multiple Regressions

4.4.2.1. Normality

Normality refers to the shape of data distribution for an individual metric variable, and its correspondence to the normal distribution (Hair et al., 2003). One of the reliability tests for normally distribute error is Normal probability plot of the residuals. If the distribution is normal, the points on such a plot should fall close to the diagonal reference line, the dependent variable should normally be distributed around the line of prediction. As we can see from the p-p plot below, all values fail nearly close to the diagonal reference-line.

Figure 4.1. Normal P-P plot of regression standardized residual



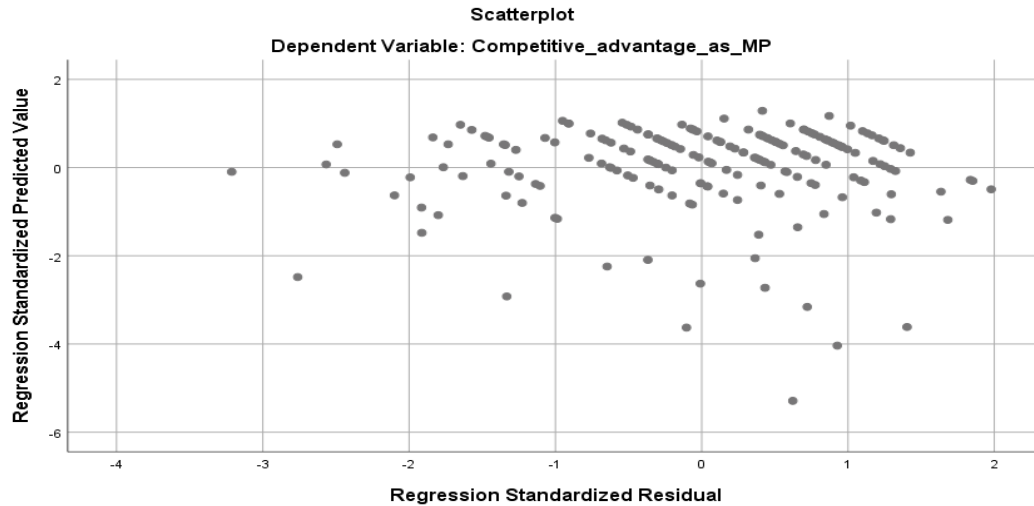
Source: SPSS Survey Output (May, 2020)

4.4.2.2. Linearity

The linearity of the relationship between the dependent and independent variables represents the degree to which the change in the dependent variable is associated with the independent variable (Hair et al., 1998). A significant violation of linearity may force to drop the data as it will not be usable for regression analysis (Malhotra, 2007). In this study, the scatter plot of regression standardized residuals versus the regression standardized predicted values were

checked visually to determine linearity and as it can be seen on figure 4.2 the plot supports the linear relationship.

Figure 4.2. Scatter plot



Source: SPSS Survey Output (May, 2020)

4.4.2.3. Multi-Collinearity Statics

According to Pallet (2005), multi-collinearity refers to the situation in which the independent/predictor variables are highly correlated. When independent variables are multicollinear, there is “overlap” or sharing of predictive power. This may lead to the paradoxical effect, whereby the regression model fits the data well; but none of the predictor variables has a significant impact in predicting the dependent variable. This is because when the predictor variables are highly correlated, they share essentially the same information.

Any variable with tolerance below 0.10 or tolerance with a value above 10.0 would have a correlation more than 0.90 with other variables, indicative of the multi-collinearity problem. The tolerance value is an indication of the percentage of variance in the predictor that cannot be accounted for by the other predictors. As we can see from table 4.11 below, these requirements are not invalidated in our results and there is no issue of multi-collinearity.

Table 4.11: Collinearity Statistics

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	PR as image building	.469	2.134
	PR for creating initiation	.802	1.247
	PR for building commitment	.402	2.485
	PR for building trust	.567	1.765
a. Dependent Variable: Competitive advantage as MP			

Source; SPSS Survey Output (May, 2020)

4.4.3. Multiple Liner Regression Analysis

Multiple regression is a statistical model through which researchers analyse the relationship between the dependent variable and a set of independent or predictor variables. It is a frequently used a statistical technique to achieve three main objectives. Firstly it is used to sort the best prediction equation for a set of variables, Secondly it is also important to control for confusing factors to evaluate the contribution of a specific variable or set of variables trough identifying independent relationships and it is also important to find structural relationships and provide illustrations for what seems to be a complex relationship. It allows the prediction of one variable from several other variables. Multiple linear regressions assume that all variables are interval or ratio scaled. Furthermore the dependent variable should normally be distributed around the line of prediction. This, of course, assumes that the variables are related to each other linearly. All variables should be normally distributed (Pallet, 2005).

4.4.3.1. Model Summary

One of the SPSS outputs of the regression analysis is the model summery that includes the R square and the standard of the error term for the model. R Square (called the coefficient of determination) tells one the proportion of the variance in the dependent variable (competitive advantage as marketing performance measurement) that can be explained by variation in the independent variables (Public relation dimensions). The Standard Error of the Estimate gives a margin of error for the prediction equation.

Table 4.12: Model Summary

`Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.558 ^a	.312	.297	.65952	.312	21.491	4	190	.000
a. Predictors: (Constant), PR as Image building, PR for Initiation, PR for Commitment, PR for Trust									
b. Dependent Variable: Competitive advantage as MP									

Source: SPSS Survey Output (May, 2020)

The result in the table above indicates the correlation between independent variables (PR as Image building, PR for Initiation, PR for Commitment and PR for Trust building) with competitive advantage as marketing performance of BGI Ethiopia is 0.312, this implies 31.2% of the marketing performance of BGI is accounted for or is gained by the company's public relation activities that contributed for its competitive advantage in the industry. This indicates the other 69.8% of the marketing performance contributors are considered to be the impact of other variables out of this research's scope.

4.4.3.2. Analysis of Variance

In linear regression analysis it is assumed that there is a linear relation between the predictors and the dependent variable. This study measured the linearity by testing the goodness of fit of the model by Conducting ANOVA test as shown below.

Table 4.13: ANOVA Analysis for PR dimension and competitive advantage as MP

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	37.392	4	9.348	21.491	.000 ^b
	Residual	82.645	190	.435		
	Total	120.037	194			
a. Dependent Variable: Competitive advantage as MP						
b. Predictors: (Constant), PR as Image building, PR for Initiation, PR for Commitment, PR for Trust						

Source; SPSS Survey Output (May, 2020)

The above ANOVA summary table for the regression analysis is observed that the significance level is less than 0.05 ($p < 0.05$) that illustrate there is significant linear regression. This implies that public relation activities have a significant impact on the marketing performance of BGI Ethiopia.

4.4.3.3. Coefficients

The last output in the analysis of the multiple regression models represents the output for the beta coefficients of each public relation dimension. The regression equation for this research is presented below.

Table 4.14: Multiple regression result for PR dimension and competitive advantage as MP

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.868	.337		2.576	.011
	PR as image building	.115	.099	.102	1.160	.248
	PR for creating initiation	.088	.057	.103	1.528	.128
	PR for building commitment	.264	.096	.249	2.625	.003
	PR for Trust building	.256	.087	.234	2.926	.004

a. Dependent Variable: Competitive advantage as MP

Source: SPSS Survey Output (May, 2020)

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where, Y = Competitive advantage as marketing performance (CAMP): the case of BGI, X1 = PR as image building, X2 = PR for creating initiation, X3 = PR for creating commitment, X4 = PR for trust building, β_1 to β_5 = beta coefficients and e = the error term.

Substituting the results in the models gives:-

$$CAMP = 0.868 + (0.115) X_1 + (0.088) X_2 + (0.264) X_3 + (0.256) X_4 + e$$

The most important factors that affected the competitive advantage as marketing performance of BGI Ethiopia were found to be PR for building commitment and PR for trust building, with a significant value 0.03 and 0.04 respectively which is less than 0.05 ($p < 0.05$). The remaining two variables namely PR for image building ($p = 0.248$) and PR for creating

initiation ($p=0.128$) were not significant contributors to the overall marketing performance of BGI which is gained by competitive advantage as their significant value was found to be above 0.05.

In general the finding states that the two significant contributors impact i.e commitment and trust as: one unit increase in commitment gained by PR activities of BGI will increase 0.264 of the company's marketing performance gained by competitive advantage while one unit increase in trust built by PR activities of BGI will improve the marketing performance of the company by 0.256.

4.4.4. Hypothesis Testing

Table 4.14 shows that significant value of 0.003 for PR for creating commitment and significant value of 0.04 for PR for trust building. The significant values for these variables are less than 0.05 for each, i.e. it was significant at 5% level of significance. Thus, the test supported the acceptance of the hypothesis for PR for commitment creating and PR for trust building. Therefore there is positive and significant relationship between Public relation for creating commitment and PR for building trust and marketing performance gained by competitive advantage of BGI Ethiopia.

Table 4.14 also shows the significant value of 0.128 and 0.248, for PR for creating initiation and PR for building image respectively. These two values were more than 0.05 i.e. they were insignificant at 5 % level of significance. Thus in the two cases the test supported the rejection of the hypothesis. Therefore,

- There is no positive and significant relationship between PR for building image and marketing performance gained by competitive advantage of BGI Ethiopia.
- There is no positive and significant relationship between PR for creating initiation and marketing performance gained by competitive advantage of BGI Ethiopia.

Table 4 15, Summary of the overall outcome of the research hypothesis

Hypothesis	Result	Reason
H-1: Image building has a positive impact on marketing performance	Rejected	$\beta=0.115$, $p=0.248$
H-2: Initiating customers has a positive impact on marketing performance	Rejected	$\beta=0.088$, $p=0.128$

H-3: Customer commitment has a positive impact on marketing performance	Accepted	$\beta=0.264$, $p=0.003$
H-4: Trust has a positive impact on marketing performance	Accepted	$\beta=0.256$, $p=0.004$

Source: Own Survey Result (May, 2020)

4.5. Discussion and findings

As proposed by Grunig and Hunt (1998) Public relation's image building will help to identify the degree of the public relations function focused on building client interests and the public interest. Even though Public relation's image building have been found a powerful tool with most of the image pointers questions having a high and moderate Likert scale among respondents, as BGI's public relation activities being implemented so far have an impact on building public's positive customer image towards the company, on the descriptive analysis of this research the multiple regression analysis showed that the impact of Public relation's image building for a competitive advantage as a marketing performance for BGI Ethiopia is very low. Though the public relation influenced how people think of the company positively, it didn't influence their preference when it comes to in a way that can give the company a competitive advantage. For instance in choosing what they prefer to consume, to drink, as consumption preference of end users is more related with the taste of the product than other factors. It suggests, therefore, that while BGI's consumers have a positive image for the company, they consume the product due to certain factors that were not the focus of this study, rather than the PR efforts of the company or in way that can make them spread a positive word of mouth about the company. Those things might have shown if there was image building contribution of PR with high extent.

The related literature of this study stated that public relation's contribution for creating initiation of customers. Almost every practitioner can relate to this issue, which can be measured by public relations activities of a company designed to anticipate and initiate public's reaction towards company's products. However, most of the respondents of St. George beer customers disagreed on the anticipation of whether BGI's public relation activities initiated them to consume the product or not. The findings of the multiple regression analysis showed public relations as initiating consumption in having little to nothing significance for providing a competitive advantage for BGI Ethiopia in a way that can contribute for its improved marketing performance with low mean score. This shows

mainly it is the other factors like price, exposure, test, availability and the like that initiates consumers towards a specific product rather than the host company's public relation activities.

Customer commitment has been perceived as an essential component for favourable relationships between a company and its public (Morgan & Hunt, 1994). Public relation activities that are implemented in the public effectively can contribute for the building of customer commitment in a way that can provide a competitive advantage as marketing performance for the company. Most of respondents acknowledged that BGI's public relation activities in contributing for building commitment towards the company, the significance of those customers commitment in gaining competitive advantage as marketing performance of BGI is high. In which the customers of BGI are committed for the company because of its PR activities that made them believe in the company.

A trustworthy reputation is important in that it influences public around the products, services or issues originated by an organization. In public relations Studies, trust and credibility have been regarded as critical components for an organization to exist (Vercic & J. Grunig, 1995). This study also observed that BGI's public relation activities for building trust are acknowledged by most of the respondents of this research with an extent that can contribute for the competitive advantage of the company as a marketing performance. Most of the respondents agreed that BGI's public relation activities are perceived to be trustworthy that kept the consumers to believe in the company more than its competitors as a result this lead the company to a better marketing performance.

Chapter Five: Summary of findings, Conclusions and Recommendations

5.1. Summary of findings

The analysis of the survey about public relation activities and marketing performance of BGI supports the following findings:

Major Findings;

- A total of 195 customers of St. George beer were observed. Most of the St. George beer customers surveyed were those who are appeared to be around Stadium while the survey took place. Most of these respondents were found to be male customers with 88.2%. Most of the respondents were adults who have been drinking St. George beer for the past seven years and more and also aware of the various BGI's public relation activities.
- The study was conducted with selected dimensions of public relation activities to study marketing performance of BGI which was attained by competitive advantage. Selected four dimensions of public relation (image, initiation, commitment and trust) were identified and were presented with pointing questions for the respondents to measure the level of impact of these PR dimensions on BGI's marketing performance achieved by competitive advantage. The study found commitment and trust which was built by the company's PR activities to be most effectual dimensions for gaining competitive advantage.
- The remaining two public relation dimensions i.e image and initiation have been identified to be less effective in the attainment of competitive advantage as marketing performance in the case of BGI.
- The correlation and regression analysis of the study showed that commitment and trust as public relation dimensions had contributed significantly to the overall marketing performance of BGI.
- The correlation and regression analysis also showed that the contribution of image, and initiation as public relation dimensions in the marketing performance of BGI was insignificant even though they have high and medium mean score.
- Further finding, consumers of St George beer were found to be influenced by other preferential factors such as taste, price, availability and the like than activities related to public relations.

5.2. Conclusions

This study examined the public relation and marketing performance of BGI. By using competitive advantage as marketing performance measurements of BGI Ethiopia that is attained by the company's public relation activities along with selected PR dimensions i.e image, initiation, commitment and trust.

Examining the marketing performance as competitive advantage was important because it is valuable to understand the contribution of PR activity to the company's marketing performance as a whole. As a result the study constructed four hypotheses, considering each public relation dimensions (image, imitation, commitment and trust) positive impact on marketing performance of BGI achieved by competitive advantage. After analysing the findings the study concluded that:

Out of the stated four hypotheses the study discovered that there is a positive and significant relationship between trust built because of BGI's public relation activity and the attained competitive advantage. As the company has been working highly on its PR activities it earned public trust which could be turned in to loyalty. As trust requires years of consistent actions, it can be observed that BGI's persistent effort put the company to this level of trustworthiness. As a result people highly consume the products of BGI because they believe that the company's trustworthiness which was shown in its PR put them at some level of loyalty.

Regarding the contribution of the company's PR in creating customer commitment it was found that there is positive and significant relationship between commitment created by PR and competitive advantage as marketing performance. Most of the respondents have been drinking St. George beer for the past three years and above years because the PR activities of the company make them to be committed for the company. As the finding revealed the respondent's agreed on its contribution for the building of their commitment with homogenous responses which resulted the overall hypothesis to be accepted as the contribution of BGI's PR activities have significance in building customer commitment.

The above discussed two hypothesis, which are accepted by the study i.e commitment created by PR and trust built by PR in having positive and significant impact in attaining competitive advantage as company's marketing performance are resulted because of the company's recognized PR activities i.e supporting and funding other sport activities for instance: St. George football club, funding humanitarian assistances and sponsoring art and cultural

events. Those activities have contributed in building trust and commitment in the public of St. George beer, which turned out to give the company a competitive advantage that brought a better marketing performance.

On the subject of the other hypothesis stated the respondents believed that though they have a positive image for the company it still didn't forced or encouraged them to consume the product as their consumption of beer is determined by other preference elements i.e taste, availability, price etc. than PR activity of the company.

Finally regarding the positive impact of PR on initiating consumers for the usage of the company's product, the reason behind their initiation of consuming St. George beer was found to be other factors which are out of this research's scope than the company's PR activities being implemented so far.

The above discussed hypotheses, which are rejected by this research i.e BGI's public relation activities in initiating customer and building image, having no or less positive and significant impact in attaining competitive advantage as company's marketing performance is resulted because the company's PR activities are not bringing a competitive advantage as they were supposed to considering its participation in the public.

Generally the study found out that out of the investigated independent variables two of them (PR in creating commitment and PR in building trust) have a positive and significant effect while the other two's (PR in building image and PR in creating initiation) contribution is very less or low. Therefore, it can be concluded that while the company uses PR activities to create more committed customers and trustworthiness in the public it should use other mechanisms in order to build a positive image and initiation in the public so that it can give the company a competitive advantage that will contribute for its marketing performance.

5.3. Recommendations

Secondary source data's and related literatures found that implementation of improved public relation activities can put a company in a better competitive advantage that will result improved marketing performance. To BGI's advantage, as the company is already involving in major public relation activities that result its PR awareness in the society, the PR activities are influencing its marketing performance. And by enhancing and customizing those PR activities and by informing the company's contributions to the public the company can improve its competitive advantage.

For instance: As we know, in February 2019 the Ethiopian parliament introduced the Food and Medicine Proclamation Act. This bill prohibited smoking in all indoor workplaces as well as public places and public transport, and imposed higher alcohol taxes as well as advertisement bans on alcohol products. Therefore BGI must use this opportunity on improving and implementing its PR activities widely in order to recompense what have been lost because of the Ban on alcohol promotion on broadcasting media outlets.

As the goal of PR efforts is to improve the reputation of a business BGI can implement additional and enhanced PR activities to increase its exposure in the public that will give the company a competitive advantage. Such as:

- Improving the press releases as it can be reached by the public: writing news worthy press release or get a newspaper to cover a community service the company has provided recently.
- Guest-speaking engagements at events: The company will gain greater visibility in vertical / industry sectors or broad-based in a way that give it greater exposure to the audience and its customers as well.
- In addition to sharing information on the company's website, making the announcement of the company's PR activities at an event where a local news station would be present.
- The company need to take the time to review what people are saying. Sort out the positives, and use this to its advantage. Because as observed from this research though people say positive things about a company they might not involve in an action that will contribute for its marketing performance.

Commitment is an important antecedent of Loyalty, thus it's important for BGI to maintain the existing customer commitment by investing in the improvement of responsibility, development of relation with the public, involving the public in various activities and the company in a sense to fulfil commitments and performing the value of public relation.

As it is observed from the findings BGI has done a good job so far in building trust and commitment through its PR activities but those PR activities needs to be included in the long-term planning of the marketing strategy of the company in a way they can contribute for the effectiveness of the company's marketing performance.

It was observed that public relation activities can help to create strong bond with the public than other promotion methods as they are perceived to be the company's contribution for the

community without expecting anything as a return. Applying those activities effectively can help to build strong relationship with the consumers in a way that puts the company in a better competitive advantage.

Also the company can use the two-way symmetrical PR model which suggests organizations to be as changeable as stakeholders considering the context. So in BGI case as the so far PR activities being implemented are highly contributing only for the building of commitment and trust, the company needs to adjust and alter its mechanisms in a way that can impact the image of customers by looking the case from the consumer perspective.

In order to maintain what is already built and to improve the importance of PR the company needs to provide training support as well as awareness creation to all employees and management teams, regarding Public Relations Strategies, functions and activities.

With the purpose of achieving effective management through PR activities in the community, Practicing PR should be more creative and innovative in designing new approach to solve every challenge and crisis that takes place in the public with new tactics to build positive reputation that can facilitate effective performance.

Additionally BGI can implement two-way asymmetrical PR model which suggests organization to use knowledge to plan and guide efforts to convince publics to think or act in other ways, using the existing knowledge about its customer the company can plan other initiating activities to convince people to consume the product.

As observed from this research specifically the company's PR activities being implemented so far has contributed for the commitment created and trust built in the public which gave the company a competitive advantage. By using this commitment and trust BGI can elaborate and strength its acceptance in the public by implementing its PR in customized and more improved way.

5.4. Limitations and Implication for Further study

The study was conducted on BGI Ethiopia. This study does not cover the marketing performance of other breweries. Further, it was conducted focusing on selected public relation dimensions. So the study tries to assess the relative impact of PR on marketing performance of BGI but it does not cover all the dimensions of PR. On an additional note, the study was conducted by selecting one of the measurements of marketing performance which is competitive advantage, so marketing performance which is achieved by other factors excluded from this study. The study was conducted only from BGI customer's point of view;

it does not cover the company itself as respondent for the marketing performance evaluation. The study also fails to cover public relation dimensions like satisfaction, control mutuality, communal relationship and exchange relationship.

Probably, future studies should also investigate a wider scope study that incorporates all PR dimensions with regard to their contribution for marketing performance of a company attained by all marketing performance measurements also, on PR activities and marketing performance of other companies in the sector.

Also this study used convenience sampling, the use of convenience sampling technique is discouraged by many dissertation supervisors due to inability to generalise research findings, the relevance of bias and high sampling error. Nevertheless convenience sampling may be the only option available in certain situations like this study. But if possible it would be better if other studies could use other sampling method.

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Appendix A

Questionnaire

Dear Sir/Madam

My name is Fikirte Woji, MA student in the Department of Marketing Management at Addis Ababa University School of Commerce. The aim of this questionnaire is to study the public relation activities and marketing performance of BGI Ethiopia. The results of the study are anticipated to supply to the understanding of how public relation activities contribute for the effectiveness of the company's marketing performance.

I would like to assure you that the information you provide will be used only for the purpose of achieving academic award. Your involvement is regarded as a great input to the quality of the research results. Hence, I believe that you will enlarge your assistance by participating in the study. Your honest and thoughtful response is invaluable.

Thank you for your participation

Best regards,

Fikirte Woji, MA Student at Addis Ababa University School of Commerce

General Instruction

- ❖ Writing your name is not necessary
- ❖ Put “√” for your choice in the box provided

Section I:-General Information

1. Gender Female Male

2. Age

 18-21 years 29-35 years 43-50 years

 22-28 years 36-42 years above 50 years

3. Educational Level

 Primary school Secondary school Certificate Diploma

 Degree Masters PHD

4. How long has it been since you start drinking St. George beer?

 Less than 2 years 3-6 years 7-10 years More than 10 years

5. Which BGI’s PR activities do you know well?

 Funding & sponsoring sports Educational Supports

 Health care Supports Humanitarian assistances

 Sponsoring arts & cultural events Press Release None

Section II: Questionnaires related with public relation dimensions and Marketing performance measurements

Instruction: Below are lists of statements pertaining to public relation dimensions. Please indicate whether you agree or disagree with each statement by ticking (√) on the spaces that specify your choice from the options that range from ’strongly agree’ to ’strongly disagree’. Each choice was identified by numbers ranged from 1 to 5.

There is no right or wrong answers; all I am interested in is a number that best shows your perception about St. George’s public relation.

Note: SA- Strongly Agree = 5, A- Agree = 4, N- Neutral = 3, DA- Disagree = 2, SD- Strongly Disagree = 1

Please tick on level of your choice		5	4	3	2	1
TR1		SA	A	N	D	SD
1	BGI’s participation on Public relation activities like sponsorship & funding made me create a good impression about the company than its competitors.					
2	I feel that the Public relation activities of BGI (eg. sponsorship & funding) promote awareness and knowledge of client’s about the company than the competitors.					
3	The company’s Public relation activities change what I know, what					

	I think and how I act about BGI.					
4	I feel that BGI enhanced its good reputation in the mind of its customers through its consistent public relation activities i.e donations and funding					
5	BGI being Pioneer in the Public relation activities like sponsorship & funding helped the company to create positive image over its competitors.					
6	I feel that BGI is very concerned about the welfare of people like me & my community more than other breweries.					
TR2		SA	A	N	D	SD
7	BGI's contribution for the community stimulates my desire for consumption of St. George beer than other beers.					
8	Favorable word-of-mouth about BGI which is frequently mentioned positively in the media than its competitors inspired me to be interested in St. George beer.					
9	I feel that BGI often holds Public relation activities like press release to enhance consumers' understanding about St. George Beer.					
TR3		SA	A	N	D	SD
10	BGI's Public relation activities like sponsorship & funding contributed to build a favorable relationship with its customers.					
11	I feel that the company's contribution for the community will bring permanent customers.					
12	I feel that BGI is trying to maintain a long-term commitment to people like me through its public relations.					
13	I feel there exist a strong connection between me and BGI that is caused by its strong public relation.					
TR4		SA	A	N	D	SD
14	I feel that BGI creates trustworthy impression through its Public relations than its competitors.					
15	BGI's Public relation activities created sense of belongingness that made me loyal to the product.					
16	I will say positive things about BGI's public relation activities when I talk to my friends or relatives.					
17	I will recommend BGI to my friends or relatives when they need the related information.					
18	Whenever BGI makes an important public relation decision, I know it will be concerned about people like me and my community.					
TR5		SA	A	N	D	SD
19	I prefer St. George beer more than other beers because of the good Public relation activities (eg sponsoring St. George football club and entertainment events, funding humanitarian activities etc) BGI is implementing.					

20	BGI's reputation of keeping its sponsorship, funding and other related Public Relation promises made me prefer St. George beer than other beer					
21	Customized and advanced BGI's Public Relation Activities like sponsoring sports, events, and health activities (eg. Kidney dialysis) made me prefer St. George beer than its competitors.					
22	I feel that BGI's ability to deal with socially emerging issues timely and sincerely will put the company in a better competitive advantage.					

Thank You for your kind cooperation!

Appendix B

Amharic Questionnaire

አዲስ አበባ ዩኒቨርሲቲ

ቢዝነስና ኢኮኖሚክስ ፋክልቲ የንግድ ሥራ ትምህርት ቤት

የድህረ ምረቃ ኘርግራም

የመጠይቅ ቅፅ

የተከበራችሁ የዚህ መጠይቅ ተሳታፊዎች ስሜ ፍቅርተ ወጂ እባላለሁ። በአዲስ አበባ ዩኒቨርሲቲ የንግድ ስራ ት/ቤት የማርኬቲንግ ማኔጅመንት የሁለተኛ ዲግሪ (ማስተርስ) ተማሪ ነኝ። የተከበራችሁ የዚህ ጥናት ተሳታፊዎች ይህ መጠይቅ የተዘጋጀው ቢጂአይ (BGI) ኢትዮጵያ (የቅድስ ጊዮርጊስ ቢራ አምራች ድርጅት) ለማህበረሰቡ እያደረገ ያለውን የህዝብ ግንኙነት እንቅስቃሴዎች ድርጅቱ እያስመዘገበ ካለው የግብይት አፈፃፀም ብቃት ጋር ያለውን ግንኙነት ምን እንደሚመስል ለማጥናት ነው።

በመሆኑም ይህ ጥናት የተዘጋጀው ሙሉ ሙሉ ለትምህርታዊ ጥናት ብቻ ስለሆነ የመጠይቁ ተሳታፊዎች ትክክለኛ የሆነ መረጃ በመስጠትና መጠይቁንም በቶሎ ሞልቶ በመመለስ እንድትተባበሩኝ እጠይቃለሁ።

ጊዜዎትን ሰውተው ይህንን መጠይቅ ስለሞሉልኝ በቅድሚያ ከልብ አመሰግናለሁ።

አጠቃላይ መረጃዎች

- ❖ መጠይቁን ለመሙላት ስም መጻፍ አያስፈልግም
- ❖ ለቀረቡት ጥያቄዎች በተዘጋጀው ቦታ ላይ (✓) ምልክት በማድረግ መልስዎን መስጠት ይችላሉ።

ክፍል አንድ፡- አጠቃላይ መረጃ

1. ያታ ሴት ወንድ
2. ዕድሜ ከ18 -21 ከ22-28 ከ29-35 ከ36-42 ከ43-50 ከ50 በላይ
3. የትምህርት ደረጃ አንደኛ ደረጃ ት/ት ያጠናቀቀ/ች ሰርተፍኬት የመጀመሪያ ዲግሪ ሶስተኛ ዲግሪ ሁለተኛ ደረጃ ት/ት ያጠናቀቀ/ች ዲፕሎማ ሁለተኛ ዲግሪ
4. ቅዱስ ጊዮርጊስ ቢራ መጠጣት ከጀመሩ ምን ያህል ጊዜ ይሆኖታል ? ከ2 ዓመት በታች ከ3-6 ዓመታት ከ7-10 ዓመታት ከ10 ዓመት በላይ
5. ከታች ከተዘረዘሩት ስለየትኛው የቢጂአይ ኢትዮጵያ የህዝብ ግንኙነት እንቅስቃሴ ያውቃሉ? ለስፖርቱ የሚያደርገውን ድጋፍ ማህበረሰቡ ውስጥ ስለሚያደርገው ሰብዓዊ እርዳታ ለስነ-ጥበብና ለባህል ዝግጅቶች ስለሚያደርገው ስፖንሰርሺፕ ለጤና ነክ ጉዳዮች ስለሚያደርገው ድጋፍ ለትምህርት ነክ ጉዳዮች ስለሚያደርገው ድጋፍ ለህዝቡ የሚያደርሰው የዜና እወጃ የትኛውንም አላውቅም

ክፍል ሁለት፡- የህዝብ ግንኙነት እና የግብይት አፈፃፀም ብቃት በተመለከተ

ከዚህ በታች ለቀረቡት የህዝብ ግንኙነትና የግብይት አፈፃፀም ብቃትን የተመለከቱ ጥያቄዎች ያለዎትን አስተያየት ከቀረቡት አማራጮች ውስጥ የመረጡትን የ (✓) ምልክት በማድረግ መልስ ይስጡ።

5 = በጣም እስማማለሁ 4 = እስማማለሁ 3 = ምንም ማለት አልፎልግም 2 = አልስማማም 1 = በጣም አልስማማም

ተ. ቁ	ዝገርዝር መለኪያ	የስምምነት መረጃ				
		5	4	3	2	1
1	የህዝብ ግንኙነት እንቅስቃሴ ያመጣው የአመለካከት ለውጥ በተመለከተ	✓	✓	✓	✓	✓
1.1	ቢጂአይ ኢትዮጵያ እንደ ስፖንሰርሺፕ እና የገንዘብ ድጋፍ ያሉ የህዝብ ግንኙነት እንቅስቃሴዎች ላይ ያለው ተሳትፎ ከተወዳዳሪዎቹ ይልቅ ለድርጅቱ ጥሩ ስሜት እንዲኖረኝ አድርጓል።					
1.2	ቢጂአይ የህዝብ ግንኙነት እንቅስቃሴዎች /ለምሳሌ ስፖንሰርሺፕ እና የገንዘብ ድጋፍ/ ደንበኛው ስለድርጅቱ ያለውን ግንዛቤ እና እውቀት እንደማያሳድጉ ይሰማኛል።					
1.3	የድርጅቱ የህዝብ ግንኙነት እንቅስቃሴዎች እኔ ስለ ቢጂአይ የማውቀውን፣ የማስበውን እና የነበረኝን አመለካከት የሚለውጥ ነው።					
1.4	ቢጂአይ ወጥነት ባለው እና በየጊዜው በሚያደርገው የህዝብ ግንኙነት እንቅስቃሴዎቹ /ለምሳሌ የስፖንሰርሺፕና የገንዘብ ድጋፍ/ በደንበኛ ዘንድ መልካም ስሙን እንዳሳደገለት ይሰማኛል።					
1.5	ቢጂአይ ከተወዳዳሪዎቹ በተሻለ በስፖንሰርሺፕ፣ በገንዘብ ድጋፍ እና በመሳሰሉ የህዝብ ግንኙነት እንቅስቃሴዎቹ ቀደምት መሆኑ ድርጅቱ የተሻለ ቦታ በማህበረሰቡ እንዲሰጠው አድርጎታል።					
1.6	ቢጂአይ ለእኔና ለማህበረሰቡ ደህንነት በጣም እንደሚጨነቅ ይሰማኛል።					
2.	የህዝብ ግንኙነት እንቅስቃሴ ተጠቃሚውን ከማነሳሳት አንጻር	✓	✓	✓	✓	✓
2.1	ቢጂአይ በህብረተሰቡ ውስጥ እያደረገ ያለው ማህበራዊ አስተዋጽኦ ከሌሎች ቢራዎች የተሻለ ቅ/ጊዮርጊስ ቢራ የመጠጣት ፍላጎቴን አነሳስቶታል።					
2.2	ከተፎካካሪዎች በተሻለ ቢጂአይ እያደረገ ስላለው ማህበራዊ አስተዋጽኦ በሚዲያ የሚነገሩት መልካም ተግባሮች ቅ/ጊዮርጊስ ቢራ ላይ ጥሩ ፍላጎት እንዲኖረኝ አድርጓል።					
2.3	ቢጂአይ በየጊዜው የሚያወጣቸው የዜና እወጃዎች ተጠቃሚው ስለ ቅ/ጊዮርጊስ ቢራ ያለውን ግንዛቤ እንደሚያሳድግ ይሰማኛል።					
3	የህዝብ ግንኙነት እንቅስቃሴው ድርጅቱን ከደንበኞቹ ጋር ከማስተሳሰር አንጻር	✓	✓	✓	✓	✓

3.1	ቢጂአይ ስፖንሰርሺፕ እና የገንዘብ ድጋፍ የመሳሰሉት የህዝብ ገንኙነት እንቅስቃሴዎች ድርጅቱ ከደንበኞቹ ጋር ጥሩ ግንኙነት እንዲመሰርት አስተዋጽኦ አድርጓል።					
3.2	ድርጅቱ ለማህበረሰቡ እያደረገ ባለው ድጋፍ አዳዲስ ደንበኞችን እንደሚያመጣ ይሰማኛል።					
3.3	ቢጂአይ እያደረገ ባለው የህዝባዊ ግንኙነት እንቅስቃሴዎቹ እንደኔ ካሉ ደንበኞቹ ጋር ዘለቄታ ያለው ግንኙነት ለመፍጠር እየጣረ እንደሆነ ይሰማኛል።					
3.4	ቢጂአይ እየተገበረ ባለው የህዝብ ግንኙነት እንቅስቃሴዎች በደንበኞቹ እና በድርጅቱ መካከል ጠንካራ ግንኙነት መፍጠር እንደቻለ ይሰማኛል።					
4	የህዝብ ግንኙነት እንቅስቃሴው የደንበኞችን ተአማኒነት ከማግኘት አንጻር	√	√	√	√	√
4.1	ድርጅቱ በሚያከናውነው የህዝብ ግንኙነት እንቅስቃሴ ከተወዳዳሪዎቹ በተሻለ እምነት እንድትገኝ አድርጎታል።					
4.2	ቢጂአይ የህዝብ ግንኙነት እንቅስቃሴ የአኔነት ስሜት በመፍጠር ለድርጅቱ ታማኝ እንድሆን አድርጎታል።					
4.3	ከጓደኞቹ ወይም በቅርብ ያሉ ሰዎች ጋር ስወያይ/ስነጋገር/ ቢጂአይ ስለሚያደርጋቸው ማህበራዊ እንቅስቃሴዎች አዎንታዊ ነገሮችን አሉት አላለሁ።					
4.4	ከጓደኞቹ ወይም በዙሪያዬ ያሉ ሰዎች ከቢራ ድርጅቶች ጋር ተያያዥ የሆኑ መረጃዎችን ሲፈልጉ ቢጂአይን እንዲመርጡ እጠቁማለሁ።					
4.5	ቢጂአይ አስፈላጊና ወሳኝ የሆኑ የህዝብ ግንኙነት እንቅስቃሴ ውሳኔዎችን በሚያደርግበት ጊዜ ስለአኔና እኔን መሰል ደንበኞቹ ግድ ይሰጠዋል/ይጨነቃል።					
5.	በውድድር ብልጫ የተገኘ ግብይት አፈፃፀም ብቃት					
5.1	ቅዱስ ጊዮርጊስ ቢራን ከሌሎች የቢራ ዓይነቶች በተሻለ እንድትመርጠው ያረገኝ እየተገበረው ያለው ህዝባዊ እንቅስቃሴ ነው።					
5.2	ቢጂአይ የህዝብ ግንኙነት እንቅስቃሴው /ስፖንሰርሺፕ፣ የገንዘብ ድጋፍ በመሳሰሉት/ ላይ ለማድረግ የሚገባውን ቃል በተከታታይ መጠበቅ ቅ/ጊዮርጊስ ቢራን እንደመርጠው አድርጎታል።					
5.3	ቢጂአይ እየተገበረ ያለው ወቅታዊ እና የላቀ ህዝባዊ እንቅስቃሴ ቅዱስ ጊዮርጊስ ቢራን ከሌሎች ቢራዎች በተሻለ እንድትመርጠው አድርጎታል።					
5.4	ኩባንያው ከሌሎች ተወዳዳሪዎቹ በተሻለ መልኩ ማህበረሰቡ ውስጥ ለሚከሰቱ ችግሮች በቅን ልቦና ተነሳሽ ፈጣን ምላሽ እንደሚሰጥ ይሰማኛል።					

በመጨረሻም

ጊዜዎትን ሰውተው ይህንን መጠይቅ ስለሞሉልኝ በድጋሚ ከልብ አመሰግናለሁ።

//መልካም ጊዜ//

