

**EVIDENCE OF BRAND CONTACT IN THE ETHIOPIAN BEER MARKET: A
NORDIC SCHOOL PERSPECTIVE OF STRATEGIC INTEGRATED MARKETING
COMMUNICATION**

by

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I declare that **EVIDENCE OF BRAND CONTACT IN THE ETHIOPIAN BEER MARKET: A NORDIC SCHOOL PERSPECTIVE OF STRATEGIC INTEGRATED MARKETING COMMUNICATION**, is my own work and that all the consulted sources have been duly acknowledged by means of a complete referencing.

A rectangular box containing a handwritten signature in black ink on a light grey background. The signature is stylized and appears to be a cursive name.

Signature

22 October 2020

Date

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ACCRONYMS

Alcohol by Volume (ABV)

American Association of Advertising Agencies (4As)

Brasseries et Glacières Internationales (BGI)

Chief Executive Officer (CEO)

Corporate Social Responsibility (CSR)

Customer Integrated Marketing Communications (CIMC)

Fast Moving Consumer Good (FMCG)

Integrated Marketing Communications (IMC)

International Standard Organisation (ISO)

International Finance Corporation (IFC)

Firm Integrated Marketing Communications (FIMC)

Marketing Public Relations (MPR)

Multinational Companies (MNCs)

Out-of-home (OOH)

Ready-to-drink (RTD)

Short Message Service (SMS)

Strategic Integrated Marketing Communications (SIMC)

United States (US)

University of South Africa (UNISA)

Word-of-mouth marketing (WOM)

ABSTRACT

Integrated marketing communication (IMC) is widely regarded as an appropriate paradigm for the marketing and marketing communication programmes of many companies. However, most literature argues that IMC is far from being a well-established concept given its evolving state. One of the problems in its evolution is understanding how firms should design and execute IMC. This problem is corroborated by the attentiveness of studies to limited sectors and their concentration to a very limited research setting. Lack of integration of IMC research with the Nordic School research tradition and theoretical frameworks enhance the problem further. By addressing these issues, this study strives to understand the integration of marketing communications in the Ethiopian beer market. Utilising the interpretivist research paradigm, qualitative data collection methods such as focus group discussions and in-depth interviews with customers and the firm were undertaken. This methodology aimed to identify their perceptions regarding brand contacts and their integration based on the components and theory of IMC and the Nordic School.

The key findings of this work are described in a model of customer integrated marketing communications (CIMC) that is derived from the empirical study. The model highlights planned, product, service, and unplanned brand contacts-in-use that originate from Habesha Breweries – the reviewed company – and the competitors, society, other customers, and physiological needs which influence its customers' purchasing decisions. Extending from this are the other key findings on the planned, product and service brand contacts-in-use in the similarly derived model of firm integrated marketing communications (FIMC). The critical comparison of CIMC and FIMC in the brand contacts-in-use matrix reveals brand contacts-in-use where customers and the firm are 'active – active', 'active – passive', 'passive – active' or 'passive – passive'. This informs strategic integration of marketing communication (SIMC) in its various contexts.

The systematic integration of IMC with the Nordic School's research tradition is the methodological contribution of this study. New insights are generated relating to physiological needs brand contacts-in-use such as social and non-social hedonic needs and sources of influence such as religious, political or cultural leaders or sport groups, and the incorporation of brand contacts-in-use that originate with competitors. These and the uniquely emerged concepts of brand origins-in-use, brand contacts-in-use, and integration-in-use offer new constructs for IMC.

The practical contribution of this study lies in the application of IMC in the narrow sphere of the Ethiopian brewing industry, but more broadly, in applications across industries and geographical regions. In sum, the study offers methodological,

theoretical, and practical contributions to the evolution of IMC and the broader discipline of marketing communications.

KEYWORDS

beer; brand contacts; brand contacts-in-use; brand contacts-in-use matrix; brand origins-in-use; customer integrated marketing communication; Ethiopia; firm integrated marketing communication; Habesha Breweries; integrated marketing communication; integration-in-use; Nordic School; planned brand contacts-in-use; product brand contacts-in-use; service brand contacts-in-use; sources of brand message; strategic integrated marketing communication; unplanned brand contacts-in-use.

ISIFINQO

Ukuxhumana okuhlanganisiwe kokumaketha (UOM) kuthathwa kabanzi njengenguquko efanelekile ongumbandela wokumaketha kanye nezinhlelo zokuxhumana zokumaketha zezinkampani eziningi. Kodwa-ke, iningi lemibhalo lithi UOM ikude nokuba ngumqondo osungulwe kahle unikezwe isimo sawo sokuguquka. Enye yezinkinga ekuveleni kwezinye izinto ezintsha kwezinye ukuqonda ukuthi amafemu kufanele aklame futhi enze kanjani UOM. Le nkinga iqinisekiswa ukunakwa kwezifundo emikhakheni elinganiselwe futhi igxile esimweni sokucwaninga esilinganiselwe kakhulu. Inkinga yandiswa ukungabi bikho kokuhlanganiswa kocwaningo lo-UOM nesiko lokucwaninga leNordic School kanye nezinhlelo zethiyori. Ngokuxazulula lezi zinkinga, lolu cwaningo luzama ukuqonda ukuhlanganiswa kokuxhumana kokumaketha emakethe kabhiya yaseTopiya. Ukusetshenziswa kwepharadimu yocwaningo lomhumushi, izindlela zokuqoqwa kwedatha ezisezingeni elifanele njengenhlolokhono yamaqembu ejulile kanye nezingxoxo ezijulile namakhasimende kanye nefemu zenziwa. Le ndlela yayihlose ukukhomba imiqondo yabo maqondana noxhumano yomkhiqizo nokuhlanganiswa kwawo ngokususelwa ezingxenyeni nakuyithiyori UOM neNordic School.

Okutholakele okubalulekile kulomsebenzi kuchazwe kuyimodeli yamakhasimende yezokuxhumana kwezentengiselwano ezihlanganisiwe (MXZ) ezisuselwa ocwaningweni lwezobuciko. Le modeli igqamisa okuhleliwe, umkhiqizo, insizakalo nokuxhumana komkhiqizo okungahleliwe okususelwa eHabesha Breweries - inkampani ebukezwe - nabancintisana nabo, umphakathi, amanye amakhasimende, kanye nezidingo zomzimba ezithonya izinqumo zokuthenga zamakhasimende ayo. Ukwengeza kulokhu okunye okutholakele okubalulekile kokuxhumana nabo bohlobo lomkhiqizo ohlelekile, okusetshenziswayo kuyimodeli etholwe ngokufanayo yokuxhumana ngezimakethe kwefemu okuqinile okuhlanganisiwe kwezentengiso (FOHK). Ukuqhathanisa okubucayi kuyi MXZ ne-FOHK kumatriksi yokuxhumana

kokusetshenziswayo okuveza ukuxhumana nabo abasebenza lapho amakhasimende kanye nefemu "bayasebenza - bakhuthele", "beyasebenza - banganzi lutho", "bengaxakekile - besebenza" noma "besebenza - besebenza kahle". Lokhu kwazisa ukuhlanganiswa kwamasu wokuxhumana kwezentengiso ezimeni ezahlukahlukene.

Igalelo lezindlela zalolu cwaningo ukuhlanganiswa okuhlelekile kwe-OUM nesiko lokucwaninga leNordic School. Imininingwane emisha enziwayo iphathelele nezidingo zomzimba, njengezidingo zomphakathi nezingezona ezenhlalo, kanye nemithombo yethonya, njengabaholi bezenkolo, bezombusazwe noma bezamasiko noma amaqembu ezemidlalo, kanye nokufakwa koxhumana nabo bohlobo lokusetshenziswa okuvela kubancintisana nabo. Le mibono naleyo evela ngokukhethekile yemvelaphi yokusetshenziswa komkhiqizo ethile, ukuxhumana nokusetshenziswa kwemikhiqizo ethile, nokusetshenziswa kokuhlanganisiwe okuthile kwethula ukwakhiwa okusha kuyi- UOM.

Umthelela osebenzayo walolu cwaningo usekusetshenzisweni kwe-UOM emkhakheni omncane wokwenza utshwala waseTopiya, kepha ngokubanzi, kuzicelo ezimbonini nasezifundeni zomhlaba. Ngamafuphi, lolu cwaningo lwethula izindlela, ithiyori, kanye negalelo elikhona ekuguqulweni ko-UOM kanye nendlela ebanzi yokuxhumana kwezokumaketha noma ezentengiselwano.

KAKARETSO

Puisano e kopaneng ya kgwebo (IMC) e nkuwa hohle e le mohlala o loketseng bakeng sa mananeo a kgwebo le puisano ya kgwebo ya dikhamphani tse ngata. Leha ho le jwalo, dingodilweng tse ngata di hlahisa taba ya hore IMC e hole le ho ba mohopolo o thehilweng hantle ho latela maemo a yona a fetohang. Bo bong ba mathata a ho iphetola ha yona ke ho utlwisisa hore na difeme di lokela ho rala le ho kenya IMC tshebetsong jwang. Bothata bona bo netefatswa ke ho ela hloko dithuto makaleng a fokolang le ho tsepamisa mohopolo maamong a fokolang haholo a dipatlisiso. Bothata bo eketswa ke kgaello ya kopano ya dipatlisiso tsa IMC le moetlo wa dipatlisiso wa Sekolo sa Nordic le meralo ya ditheori. Ka ho sebetsana le mathata ana, phuputso ena e leka ka matla ho utlwisisa kopano ya dikhokahano tsa kgwebo mmarakeng wa biri wa Ethiopia. Ka ho sebedisa mohlala wa dipatlisiso wa botoloki, mekgwa ya boleng ya pokello ya lesedi jwalo ka dipuisano tsa sehlopha tse tsepamisitsweng le dipuisano tse tebileng le bareki le feme di ile tsa etswa. Mokgwa ona o ikemiseditse ho kgetholla maikutlo a tsona mabapi le mabitso a matshwao le kopano ya ona ho ipapisitswe le dikarolo le theori ya IMC le Sekolo sa Nordic.

Diphetho tsa mantlha tsa mosebetsi ona di hlalositse mohlaleng wa dipuisano tsa mebaraka e kopaneng ya bareki (CIMC) o fumanweng phuputsong ya nnete.

Mohlala ona o totobatsa merero e rerilweng, sehlahiswa, tshebeletso le mabitso a letshwao a sa rerwang a sebediswang a tswang Femeng ya Thitelo ya Habesha - khamphani e hlahlojwang - le bahlodisani, setjhaba, bareki ba bang, le ditlhoko tsa mmele le ditsamaiso tsohle tsa ona tse susumetsang diqeto tsa bareki tsa ho reka. Ho tswa ho sena ke diphetho tse ding tsa bohlokwa ho merero e rerilweng, sehlahiswa, tshebeletso le mabitso a letshwao a sebediswang ka mokgwa o tshwanang o nkilweng wa dipuisano tsa mebaraka e kopaneng ya feme (FIMC). Papiso ya bohlokwa ya CIMC le FIMC ho mofuta wa mabitso a letswaho a sebediswang e senola mabitso a letshwao a sebediswang moo bareki le feme " ba sebetsang" - "ba sebetsang" - "ba sebetsang – ba sa sebetseng" , “ba sa sebetseng – ba sebetsang” kapa "ba sa sebetseng – ba sa sebetseng”. Sena se kgetholla kopano e hlophisitsweng ya puisano ya kgwebo (SIMC) maemong a yona a fapaneng.

Tlatsetso ya mekgwa ya phuputso ena ke kopano e hlophisitsweng ya IMC le moetlo wa dipatlisiso wa Sekolo sa Nordic. Ditemohisiso tse ntjha dia hlahiswa tse amanang le ditlhoko tsa mmele le ditsamaiso tsohle tsa ona, jwalo ka ditlhoko tsa phedisano le tseo eseng tsa phedisano tse amanang le maikutlo a ho ithabisa, mehlodi ya tshusumetso, jwalo ka baetapele ba bodumedi, dipolotiki kapa setso kapa dihlopha tsa dipapadi, le ho kenyelletswa ha mabitso a letshwao le sebediswang a tswang ho bahlodisani. Tsena le mehopolo e ikgethang e hlahileng ya ditshimoloho tsa letshwao tse sebediswang, mabitso a letshwao a sebediswang, le kopano e sebediswang di fana ka mehopolo e metjha bakeng sa IMC.

Tlatsetso e sebetsang ya phuputso ena e itshetlehile tshebedisong ya IMC karolong e patisaneng ya indasteri ya ho ritela ya Ethiopia, empa ka ho pharaletseng, ditshebedisong ho pholletsa le diindasteri le dibaka. Ka kakaretso, phuputso e fana ka ditlatsetso tsa mekgwa, teori le tshebetso ho ntshetsopele ya IMC le lekala le tsebo le pharaletseng la dipuisano tsa kgwebo.

CHAPTER 1: INTRODUCTION OF THE STUDY

1.1. CHAPTER PREVIEW

This chapter introduces the study entitled “Evidence of Brand Contact in the Ethiopian Beer Market: A Nordic School perspective of Strategic Integrated Marketing Communication”. To this end, it begins with the provision of background information on integrated marketing communication (IMC). This positions the focus of the present study in a broader theoretical and practical context. Besides, it motivates the study of IMC from the perspective of the Nordic School of thought in the Ethiopian beer market.

Following the background of the study, statement of the research problem is formulated. The research problem is comprehensively identified within the broader domain of the evolution of IMC. Specifically, research gaps are identified in terms of existing theory, practice and methodology. Therefore, specific research questions guiding this study are articulated. The scope of this study is also defined in terms of theory and methodology. Further, the organisation of the thesis sections gives a glimpse of how the report of this study is organised.

Finally, this chapter is ended up by reviewing the discussions throughout this chapter. The review section is extended towards setting the stage for Chapter 2, which comprehensively frames the research problem of this study in the broader evolution of IMC. Accordingly, it sets an agenda and shows the domain of the present study.

1.2. BACKGROUND OF THE STUDY

IMC is a paradigm of marketing communications that emerged in the last decades of 20th century due to globalisation, technological developments as well as the emergence of communication modalities (Finne & Grönroos 2017; Kitchen 2017; Kitchen & Burgmann 2015; Kliatchko 2008; Kitchen, Brignell & Jones 2004a). Before 1980's, IMC was an unrecognised paradigm, and many professionals and academics considered each communication tools to operate with various degrees of autonomy (Kitchen et al 2004a). Although marketing communications is used as an umbrella term referring to various autonomous sources, integration of different

sources is what makes it a new paradigm (Kitchen et al 2004a). This approach of 'integration' assumes the importance of diverse sources coming together in a unique way that creates a whole is more than the sum of its parts (Keller 2016; McManus & Rouse 2016).

Recently, there is a universal agreement that IMC gains widespread interest and attention among academics and businesses. IMC is the issue of discussion among academics (Finne & Grönroos 2017; Kitchen 2017; Schultz & Schultz 2004). It also holds the status of a business imperative (Keller 2016; Angelopulo & Barker 2013; Kitchen & Schultz 2009; Angelopulo & Barker 2005; Kitchen et al 2004a). It is the oft-recurring theme of books and articles, and a call for papers for special issues continues (Kitchen 2017). Furthermore, there is a deal of interest in IMC by American Productivity and Quality Council, American Marketing Association, and advertising associations such as the Institute of Advertising Practitioners, and their equivalents in other countries (Kitchen 2017).

To encourage the theoretical foundation and corroborate the effectiveness of IMC, academics such as Šerić, Gil-Saura and Ozretić-Došen (2015), McGrath (2010), Kliatchko (2008), Duncan (2002), Schultz and Schultz (1998), and Duncan and Moriarty (1997) show interest by proposing IMC definitions. Additionally, Adetunji, Nordin and Noor (2014), Šerić, Gil-Saura and Ruiz-Molina (2014), Reinold and Tropp (2012), and Barker and Angelopulo (2004) test the frameworks and models of IMC. Further, Porcu, Garcia and Kitchen (2017), Wang, Wu and Yuan (2009), Lee and Park (2007), and Angelopulo and Barker (2005) contribute by developing IMC measurement scales.

Companies such as Nike, SABMiller and Coca-Cola are benefiting from IMC (Keller 2016; Schultz 2010; Burgmann 2007). It is implemented by companies to distinguish their products and brands in an increasingly competitive world (Dev & Schultz 2005; Hackley 2005). In particular, IMC is imperative in business owing to its positive effects on several core marketing concepts such as market share, sales, customer satisfaction and loyalty (Šerić et al 2015; Zabkar, Mumel & Vanita 2015, Šerić, Gil-Saura & Mollá-Descals 2013; Reid 2005; Reid 2002). Besides, the impact of IMC on brand equity is a motive for the practice in business (Šerić et al 2014; Delgado-

Ballester, Navarro & Sicilia 2012; Navarro, Sicilia & Delgado-Ballester 2009; McGrath 2005; Duncan & Moriarty 1997). Thus, it is a response to the need for a more efficient and sophisticated communication discipline in the 21st century market (Šerić et al 2015; Kim, Han & Schultz 2004).

Furthermore, the motives for IMC in academia and businesses are the emergence of various sources of brand message in the customers' ecosystem and the active role of customers in the market context. Contemporary market context is characterised by an increasingly diverse collection of new sources of brand message added to the traditional communication options already available to marketers (Bruhn & Schenbelen 2017; Finne & Grönroos 2017; Kitchen 2017; Kitchen & Burgmann 2015; Batra & Keller 2016; Reinold & Tropp 2012; Schultz 2010). The need to integrate sources of brand message is present (Burgmann 2007).

In its early stage, it is widely proposed that IMC helps companies maintain their focus and obtain a competitive advantage by simply delivering consistent messages to end customers (McGrath 2005). The recent philosophy of IMC does not merely focus on consistent message delivery from the company perspective, but a realisation of campaigns that starts with the understanding of customers (Kitchen 2017; Finne & Strandvick 2012; Burgmann 2007). In IMC terms, this requires the company to adopt an 'outside-in' approach and to become truly customer-driven (Reid 2005). This means companies must first understand customers' communication perception, experience, ecosystem and demographics (Finne & Grönroos 2017; Kitchen 2017). Particularly, a clear understanding of brand contacts which have value to influence customers' purchasing decisions as a starting point to planning and implementation of IMC is paramount (Kitchen 2017; Kitchen & Burgmann 2015; Keller 2016; Grönroos 2015; Burgmann 2007).

As a result, understanding where customers contact the brand is an important input into the planning and implementation of IMC. Fundamentally, developing IMC program requires choosing the best set of brand contacts and strategically managing their integration (Kitchen & Burgmann 2015; Batra & Keller 2016; Grönroos 2015; Naik 2007). The suggestion is that to be able to assemble optimal IMC programs, marketers must first have a clear understanding of where customers contact the

brand to make purchasing decisions and how they integrate the brand contacts (Batra & Keller 2016; Grönroos 2015). This is because, the active role of customers in integrating valuable brand contacts to make purchasing decisions is recognised (Kitchen 2017; Keller 2016; Grönroos 2015).

In general, while IMC is progressing in its affirmation as a globally accepted paradigm, its research, therefore, needs to extend to different contexts and industries to speed up its evolution (Kitchen 2017; Šerić 2016). To be able to strategically plan and implement IMC, marketers must first understand the communication behaviour of customers. Based on this understanding, they must choose and design brand contacts in the IMC program that collectively have the greatest likelihood of achieving communication goals. Given the above arguments, the focus of this study is a keen understanding of how customers integrate brand contacts to make purchasing decisions. The flip side of this, how the marketer integrates brand contacts to influence customers' purchasing decisions is the other important point to which this study extends its view. Furthermore, this study concentrates on a systematic comparison of brand contacts from both customers and company perspectives to inform the strategic integration of marketing communications.

For the same purpose, the Ethiopian beer market is the broader context of this study with a specific focus on Habesha Breweries and its customers. Ethiopia is the growing beer markets in Africa in terms of both production and consumption (The evolution of Ethiopian beer...2019). The market is characterised as a context where multinational companies (MNCs) of breweries such as Heineken, Brasseries et Glacières Internationales (BGI), Diageo, AB InBev, and United Beverage are competing for market share. The annual production of beer in Ethiopia is around 7 million hectolitres, while consumption grew by 16 per cent yearly and the number of breweries is growing (The evolution of Ethiopian beer...2019).

Apart from MNCs, there are partially foreign-owned beer factories in Ethiopia. For instance, Bavarian, a Dutch multinational company has a 49.9 per cent share in Habesha Breweries (Hidat 2015). Habesha Breweries has a capacity of producing 750,000 hectolitres of beer a year (The evolution of Ethiopian beer...2019). More

recently, the International Finance Corporation (IFC) which is a member of World Bank Group partnered with Habesha Breweries to increase local barley sourcing in such a way that strengthen ties with local communities and farmers by investing €50 million (IFC Partners with Habesha Breweries...2019). As a strategy of marketing communications, Habesha Breweries is implementing the integration of marketing communications. This is the basic reason for the selection of the Company as an area of research application. It is in these theoretical domains and setting that this study is located.

1.3. AIMS OF THE STUDY

In its basic sense, planning optimal IMC program requires choosing the best set of brand contacts and integrating the contacts, collectively the whole may be greater than the sum of the parts (Kitchen 2017; Keller 2016; Batra & Keller 2016; Šerić et al 2015; Schultz & Schultz 2004). Understanding where customers contact the brand and how they integrate is a natural starting point to inform planning and implementation of IMC (Bruhn & Schenebelen 2017; Finne & Grönroos 2017; Kitchen 2017; Batra & Keller 2016; Keller 2016). Thus, this study aims to investigate how customers integrate brand contacts in their purchasing decisions. Further, the aim is to comprehend how Habesha Breweries integrate brand contacts to influence customers' purchasing decisions. Collectively, this study aims to inform the strategic planning and implementation of IMC and to make contribution to its domain of knowledge. These are motivated by the research problems and its theoretical bases identified below.

1.4. RESEARCH PROBLEM AND ITS THEORETICAL BASES

IMC is far from being a well-established paradigm. A considerable number of studies argue the scarcity of empirical IMC researches and inadequacy of the existing in addressing its theoretical, practical and methodological establishments. Thus, the need to research IMC in different contexts is evident (Finne & Grönroos 2017; Šerić 2016; Munoz-Leiva, Porcu & del Barrio-García 2015; Kliatchko & Schultz 2014). Particularly, the most critical issue in IMC is marketer's difficulty of understanding, explaining or implementing the integration of various brand contacts (Kitchen 2017; Keller 2016; Grönroos 2015; Kitchen & Schultz 2009).

This came as a result of the proliferation of sources of messages offering new capabilities and holds much promise for a marketer but also bring great complexity and challenges IMC decisions making (Bruhn & Schnebelen 2017; Keller 2016). Additionally, some, sometimes most or all the brand contacts may be, and most probably are, out of the marketer visibility (Finne & Grönroos 2017; Batra & Keller 2016; Finne & Strandvick 2012). These are accompanied by a customer-driven process in which the customer subjectively and independently decides what is to be integrated and define brand contacts that have value to their purchasing decisions (Finne & Grönroos 2017; Grönroos 2017; Finne & Strandvick 2012). Therefore, it is essential to inform further into how marketers can implement IMC to overcome the challenges of the 21st century market and corroborate the theoretical establishment of IMC.

Given this pressing management imperative, some conceptual research contributions to plan and implement IMC suggest empirical research priorities. For instance, in a quest for 'whether agencies ever get IMC' by Kitchen et al (2004b), Finne and Grönroos (2017) contribute a concept of "getting closer to the customer" to utilise the power of IMC. Besides, Bruhn and Schnebelen (2017) corroborate shreds of evidence of customers' experiences and preferences of sources of brand message to the planning and implementation of IMC. Further, a considerable number of recent studies such as Kitchen (2017), Šerić (2016), Keller (2016), Batra and Keller (2016), and Finne and Strandvick (2012) suggest future empirical evidence that informs IMC implementation.

In addition to such recommendations, the motives of this study allude to six major gaps in the existing IMC literature and practice. First, one of the problems is the concentration of IMC studies in a few settings. Second, a dearth of research that could ascertain IMC in low involvement product sectors is the problem. Third, either the company or customer perspective in existing IMC studies limits the holistic understanding and establishment of the paradigm. Fourth, the integration of IMC research with Nordic School research tradition is the gap which would contribute to its evolution. Fifth, the difficulty of implementation of IMC is a critical problem which hinders its evolution. Finally, the prohibition of alcohol advertisements and sales

promotions in Ethiopia motivates this study to inform possible application. All these research gaps are discussed subsequently in a greater detail.

First, empirical studies which allude to IMC are very scarce. In addition to the scarcity, the problem is that existing studies are concentrated on a limited research setting. Kitchen and Schultz (2009) argue that most IMC studies concentrate on English-speaking countries and few studies are available outside these territories. In harmony, Šerić (2016) argue the study and implementation of IMC are more widespread in USA than in other countries of the world. Hence, studies suggest the need to expand IMC studies in new research setting which can contribute contextual findings (Kitchen 2017; Šerić 2016).

A recent survey of IMC studies from 2000 to 2015 in terms of geographical coverage by Šerić (2016) reveals the study of IMC in Africa is contributing 10 per cent of 80 IMC studies throughout the world. The studies of IMC are available in few countries in Africa (Šerić 2016). The report of Šerić (2016) show that South Africa is the top research region by mentioning studies of Lekhanya (2015), Tindall and Holtzhausen (2012), Elliott and Boshoff (2008), Angelopulo and Barker (2005), Barker and Angelopulo (2004), and Kallmeyer and Abratt (2001). South Africa is followed by Nigeria and Zimbabwe where Olatunji (2011), and Tsikirayi, Muchenje and Katsidzira 2013 are instances of IMC studies, respectively. In conjunction with Šerić (2016), the survey of related local research works reveals no IMC research in Ethiopia, nevertheless Gashaw and Singh (2015), Kassahun (2015), and Endres (2014) investigate marketing communication in the Ethiopian beer context. In addition to the inexistence of IMC research, the motive to study IMC in Ethiopia is following Kitchen (2017), Šerić (2016), and Kitchen and Schultz (2009) who suggest the study of IMC in new context and culture as a contribution to its evolutionary process.

Second, even if studies emphasise on the application of IMC in different sectors, there remains a dearth of research that ascertain IMC in low involvement product sectors. According to Šerić (2016), expanding research in uncovered sectors is important as much of empirical studies on IMC touch upon communication, education, retail and tourism sectors. For instance, the communication sector is approached by Adetunji, Nordin and Noor (2014), Grove, Carlson and Dorsch

(2007), and Sasser, Koslow and Riordan (2007). Education is another preferred sector among IMC researchers such as Hawkins, Bulmer and Eagle (2011), Kerr et al (2008), Angelopulo and Barker (2005), and Barker and Angelopulo (2004). In retailing sector studies are made by Mongkol (2015), Baidya and Maity (2010), Von Freymann (2010), Caemmerer (2009), Beverland and Luxton (2005), Dewhirst and Davis (2005), Reid (2002) and Fam (2001). In tourism, IMC studies on the hospitality industry are made by Šerić et al (2015), Šerić et al (2014), Šerić et al (2013), and Šerić and Gil-Saura 2012.

Therefore, Šerić (2016:33) mentions that “IMC research should, therefore, broaden the contexts examined”. A later paper by Kitchen (2017:6) also draws attention to the need that “it would be most interesting to see how IMC may work in a low involvement product category”. To address the need, the present study aims to investigate IMC in a low involvement product category with a focus on the beer.

Third, a considerable number of recent studies argue for the importance of understanding IMC from both customer (outside-in) and company (inside-out) perspectives. Earlier studies on IMC seized the company perspective (Kitchen 2017; Keller 2016; Batra & Keller 2016; Wang, Wu & Yuan 2009). Recently, the customer perspective of IMC is dominant in various studies (Thaichon & Quach 2016; Šerić et al 2015; Hawkins, Bulmer & Eagle 2011; Delgado-Ballester, Navarro & Sicilia 2012; Navarro-Bailón, Delgado-Ballester & Sicilia-Pinero 2010; Navarro et al 2009). However, the stream of studies which takes either perspective gives a partial understanding of IMC (Bruhn & Schenebelen 2017; Kitchen 2017; Šerić 2016). The present study systematically approaches IMC from the two perspectives to address the gaps pertinent to either case. Such perspective represents a broader and different view of IMC (Bruhn & Schenebelen 2017; Finne & Grönroos 2017). In other words, while the traditional way of studying IMC focuses solely on the company or customer, the present study adopts a broader view that explicitly takes the customer as a starting point of investigation and further includes the company for comparative understanding.

Fourth, the cross pollination of IMC with elements of the Nordic School promises to contribute significantly to the evolution and theoretical depth of IMC. Currently,

limited IMC studies draw on the Nordic School's research tradition, and despite some headway, its influence remains marginal. In this regard, Grönroos (2020) and Finne and Grönroos (2017) stress that connecting value-in-use and communication is a recent research priority which has been rarely investigated. This study addresses the issue, drawing strongly on the Nordic School's insights into the concept of value-in-use in work such as that of Finne and Grönroos (2017), Gummerus and von Koskull (2015), Grönroos, von Koskull and Gummerus (2015), Heinonen, Strandvick and Voima (2013), Lähteenmäki and Nätti (2013), and Finne and Strandvick (2012). Further, this study employs a Nordic School research tradition which embraces a spirit of free enquiry through idiographic approach and inductive reasoning that questions the established way of thinking, and promotes the investigation of a phenomena from a value-in-use perspective that generates novel conceptualisations from the perspective of those experiencing the phenomena (Gummerus & von Koskull 2015)

Fifth, the difficulty of implementing IMC is the other problem. In communication terms, all message sources – either from traditional communication instruments or beyond the range of these instruments, such as product message, service message and unplanned message serve customers' needs in making purchasing decisions or consumption situations (Finne & Grönroos 2017; Finne & Strandvik 2012). Further, customers receive input in their lives from sources other than the company (Rindell & Strandvik 2010; Trusov, Bucklin & Pauwels 2009). The challenge of implementing effective IMC is evident due to the proliferation of sources in the customers' context and the growing power of customers which bring great complexity to the management of IMC (Kitchen 2017; Keller 2016). Thus, this study attempts to explore brand contacts which are sent from sources other than the firm – Habesha Breweries in this case.

Lastly, but importantly, the critical problem is marketing beer in Ethiopia where advertisement and promotion of beer are recently prohibited. The Food and Medicine Administration Proclamation No.1112/2019 of the Federal Democratic Republic of Ethiopia prohibited alcoholic drink advertising and promotion in article 60, sub-articles 2, 4 and 5. Article 60, sub-article 4 of the proclamation mentions that: "Advertising any alcoholic drink through broadcast is prohibited. This restriction shall

be applicable to any direct or indirect advertisement that connects a brand name, emblem, trademark, logo, organisational emblem, or any other distinctive features of alcohol product with non-alcoholic products, services or matters” (Federal Negarit Gazette 2019: art 60.4).

Furthermore, sales promotion activities ban is the focus of this proclamation. Sub article 5 of article 60 declares “It shall be prohibited to advertise alcoholic drink by associating it with any lottery system or through billboard”. The details of restriction will be determined by other regulation as indicated in sub-article 6 stating “Additional restriction regarding the time, place, and manner of alcohol advertisement and promotion may be determined by a regulation issued to implement this proclamation” (Federal Negarit Gazette 2019: art 60.5).

Though IMC is an imperative, such wide-ranged problems challenged its theoretical evolution and implementation in different businesses. In the contemporary market context where customers are active to choose any sources in making purchasing decisions on the one hand, and prohibition of advertisement and sales promotions which minimise the role of a company in the communication process, on the other hand, three lingering questions remain important. Firstly, what brand contacts originated from the company or other sources are valuable to customers in their decisions to purchasing Habesha beer. Secondly, what brand contacts originate from the company is valuable to their purchasing decisions? Importantly, how the customers’ integration of marketing communications is similar to or different from the company? These questions are important to comprehensively understand IMC.

In conclusion, different studies have been made to address the practical, methodological and theoretical gaps in IMC. Basically, the study of IMC in the Ethiopian beer market is a gap in the literature which demand empirical contributions. Therefore, the present study aims to systematically investigate IMC from the perspective of Nordic School theories, with reference to Habesha Breweries and its customers, and to do so from an interpretive philosophical worldview. To this end, three objectives and their corresponding questions are formulated to guide the current study.

1.4.1. Research objectives

1. To find out how customers do perceive, integrate, and assess the value of brand contacts in their purchasing decisions.
2. To explore the value of brand contacts used by the firm to influence customers' purchasing decisions.
3. To examine the congruency that exists between brand contacts originating from Habesha Breweries and brand contacts perceived as valuable in customers' purchasing decisions.

1.4.2. Research questions

1. How do customers perceive, integrate, and assess the value of brand contacts in their purchasing decisions?
2. What is the value of brand contacts used by the firm to influence customers' purchasing decisions?
3. What congruency exists between brand contacts originating from Habesha Breweries and brand contacts perceived as valuable in customers' purchasing decisions?

1.5. SCOPE OF THE STUDY

This study delimits its scope in various aspects. First, the scope is delimited to Habesha Breweries and its customers. Second, the scope of this study includes both the inside-out and outside-in perspectives of IMC. Third, it also includes the bottom-up and top-down approach of IMC. Fourth, the focus of this study is the channels or sources of messages among various pillars of IMC. These are discussed as follows.

First, the scope of the present study is limited to Habesha Breweries. Different beer firms and brands exist in the Ethiopian beer market. Inclusiveness of other companies would have a further methodological advantage to this study. However,

FMCG market is competitive and data is rarely available from firms. Hence, Habesha Breweries is selected for the data are available and accessible. Similarly, the customers' selection is confined to the context where beer sales is relatively high.

Second, the intention of considering customer and company perspectives in the study of IMC is to get a holistic understanding for management implication. It aims not to distort the outside-in perspective or the inside-out perspective but takes both sides comprehensively. Therefore, a perspective in this study deepens the understanding of customer communication process and customer's logic in supporting the marketer's IMC planning and management. This is not primarily a customer behaviour view.

Third, understanding how customers process communications and how customers make decisions provides essential input into IMC planning. In other words, developing IMC program requires a clear understanding of customers' communication activities. To achieve this, a bottom-up approach is required which evaluates each source of message making up the IMC program (Keller 2016). Accordingly, the bottom-up approach which is a natural first step process is favoured in the present study as it offers valuable insights to inform the top-down approach. This is further extended to include the top-down approach which focuses on the study of IMC from the company perspective.

Fourth, Kliatchko (2008) identify four pillars of IMC as an important input in the planning and implementation of IMC: stakeholders, channels, content, and results. These are also central constructs in the evolutionary process of IMC. However, the present study confines its scope to channels and stakeholders provided that, as Kliatchko (2008) argue each pillar function as antecedents when considered in the planning and implementation of IMC programme. Furthermore, "an understanding of how customers are reached through their preferred channels of communication is of greater importance than what content is delivered to customers" (Kliatchko 2008).

1.6. ORGANISATION OF THE THESIS

This study report is organised in seven distinct chapters, each with separate focuses of discussions but converged to the major area of interest – Nordic School

perspective of strategic integrated marketing communication. Chapter 1 aimed to introduce and motivate the focus of the present study. The chapter introduces and sets an agenda by providing background information and the research problem.

Chapter 2 and Chapter 3 are reviews of literature dealing with evolution, and constructs of IMC, respectively. Chapter 2 is a review which extends the research problem by showing the theoretical bases in greater detail. This chapter is entitled “Evolution of Integrated Marketing Communications” which placed the research problem in the broader evolutionary perspective. An extended perspective of this is dealt in Chapter 3, where constructs of IMC are systematically reviewed and identified from the literature. This is a framework which guides the theoretical focuses of this study.

The methodological issues are discussed in Chapter 4. This particular chapter deals with the interpretivist research paradigm to which this study ascribes. The ontological and epistemological stances dealing with reality and knowledge are clearly justified. Further, how the qualitative research approach best suits the research questions is also discussed in detail. The is also devoted to the justifications of data collection methods and shows the procedures and instruments used in the field works. Furthermore, techniques of analysis are dealt, and issues of validity and reliability are presented.

Following the theoretical and methodological frameworks, Chapter 5, 6 and 7 are concerned with findings, discussions and conclusion of the study, respectively. Central to the findings chapter is the presentation of direct quotation of participants from the collected data set. From the quotations, codes emerge which in turn leads to the development of subthemes and themes. Accordingly, meaning is inferred from the findings based on data collected from both customers and firm. This chapter shows that new constructs of IMC emerge from the findings.

The findings of the present study are presented in a separate chapter – Chapter 6. The systematic discussion of the findings from the perspectives of Nordic School theories, constructs of IMC identified in Chapter 3 and recent research findings yield new concepts and constructs to the evolution of IMC. The findings are modelled and interpreted for further understandings.

The last chapter concludes this study. In the chapter, the research questions which guided this study are answered. The conclusion of the theoretical and practical applicability of models developed in this study is the focus of this particular chapter. Importantly, the contribution of the findings to the existing body of knowledge in terms of theory, practice and methodology is provided. Furthermore, potential areas of research are implicated for future studies. Finally, the chapter is ended up with the provision of conclusive remarks.

1.7. CHAPTER REVIEW

This chapter highlighted that IMC is an emerging paradigm of marketing communications. It is discussed that the inception of IMC is attributed to the changes in the orientation of communication and customers' behaviour. The current study note that IMC is a false dawn for marketing communications, failed to live up to its promises. This is in harmony with the most prolific writers of IMC such as Philip Kitchen and Don Schultz amongst others.

Various problems are hindering the conceptual establishment of IMC and its practice. The lack of empirical studies of IMC in Ethiopia and its scarcity in Africa is one of the research gaps. Additionally, the concentration of IMC studies in few business sectors such as communication, retail, tourism and education is the other gap. Furthermore, the studies of IMC either from the company or customer perspectives hinders a holistic understanding of the concept. Besides, the missing links argued in this study are the challenge of identifying brand contacts which goes beyond the visibility of marketers and the inclusion of customers' perception in the design and implementation of IMC. In sum, these and other problems challenge the implementation of IMC in different contexts and its evolution.

Therefore, this study strives to understand the strategic integration of marketing communications to influence customers' purchasing decisions in the Ethiopian beer market. This is motivated by research gaps in the theory, practice and methodology as discussed previously. In general, to have a holistic understanding of where this study is located, relevant literature regarding the evolution of IMC is reviewed. This forms the subject of the next chapter.

CHAPTER 2: EVOLUTION OF INTEGRATED MARKETING COMMUNICATIONS

2.1. CHAPTER PREVIEW

This chapter focuses on the evolution of integrated marketing communication (IMC). The emergence and expansion of this paradigm are comprehensively overviewed. The learning goals associated with this overview are situating the research problem of this study within the broader evolutionary process and identifying appropriate theoretical and conceptual frameworks.

To this end, this chapter is organised into two sections. The emergence of IMC from marketing communications is the concern of the first section. There, how IMC emerges as a new paradigm of marketing communications is reviewed. Major factors for its emergence are also discussed. This section gives a clear understanding of the emergence of IMC and informs its development to customer integrated marketing communication (CIMC).

Subsequently, the second section flags up the expansion of CIMC. Nordic School theories such as value-in-use, Customer Dominant Logic (CDL) and communication-in-use are synthesised with sources of brand message in IMC. The synthesis of IMC and Nordic School theories demonstrate the expansion of CIMC. This points to the strategic integration of marketing communications. This is an expanded view of the evolutionary process.

In sum, the focus is a comprehensive review of the emergence, development, and expansion of IMC. This is corroborated by concepts such as marketing communications, IMC, sources of brand message, CDL, value-in-use, communication-in-use and CIMC. This chapter begins with a discussion of how IMC is evolved from marketing communications.

2.2. EMERGENCE: FROM MARKETING COMMUNICATIONS TO INTEGRATED MARKETING COMMUNICATION

The late twentieth century is attributed to the emergence of IMC as a new paradigm in marketing communications. Several authorities note that IMC is an important advancement of marketing communications due to drastic changes in media and

customer behaviour in the late twentieth century (Bruhn & Schenbelen 2017; Finne & Grönroos 2017; Kitchen 2017; Kitchen & Burgmann 2015; Batra & Keller 2016; Schultz 2010; Kliatchko 2005). It is important to make an in-depth overview of why and how IMC emerge as a new paradigm of marketing communications.

Traditionally, many marketing communications tools such as advertising, public relations and sales promotion are budgeted and managed separately for some communication purposes. In the communications or marketing literature, functional specialisation and differentiation of marketing communication tools are applied (Grönroos 2020; Kitchen & Burgmann 2015; Schultz 2010; Grönroos 2006). Survey of early marketing communications literature suggests autonomous use of marketing communications tools. For instance, Dyer (1982) argues the practice and theory of advertising as an individual discipline separated from other marketing communications tools.

Similarly, Jefkins (1983) separately discuss public relations as a tool of marketing communications and suggest its autonomous practice. Consistent with the suggestion in literature, marketers also determined the autonomous operation of marketing communication tools (Schultz 2010). This indicates that the tools of marketing communications are theorised and practised autonomously. However, the proliferation of communication tools and power of customer behaviour challenges the philosophy of marketing communications which advocates the autonomous utilisation (Schultz 2010).

Technological advancements brought changes in media and communications systems. As a result, the proliferation of different marketing communication tools is apparent and the need to integrate these tools is important both in academia and practice (Schultz 2010). With the proliferation of communication tools and their integration to portray a unique image to all stakeholder groups became more important but difficult to achieve in practice (Kitchen & Burgmann 2015).

Parallel to the proliferation of communication channels, the active role of customers in the communication process is an initiation to the concept of integration of marketing communication tools. Customer behaviour change is determined by

advancements in information technology as well as caused a major change from mass marketing, product-centred philosophies of marketing to the more customer-centric, database-driven interactive and measurable tactics of IMC (Ewing 2009; Mulhern 2009; Kliatchko 2005). Therefore, all communication elements should come together at the customer take-away-point as a clear, concise and consistent set of messages which the customer could easily understand (Schultz 2010).

In sum, technological advancement means that information can be transmitted or communicated via many diverse channels and media forms. Not only does technology facilitate accelerated communication and modalities but also empowered customers communication power (Kitchen & Burgmann 2015). In responding to these changes, the literature recorded some rapid changes in communication practices – towards more integrated approaches to marketing communication (Mulhern 2009).

As a result, the first formal definition of IMC is developed at North-western University in 1989. It is referred in a survey of major advertisers and advertising agencies in the United States (US), sponsored by American Association of Advertising Agencies (4As), Association of National Advertisers, and North-western University (Schultz & Schultz 1998). The early 1990s is the turning point in the field of marketing communications when the term 'Integrated Marketing Communication' is first defined. The study by the 4A's appears to be the formal and well-defined attempt to bring the definition of IMC in the literature (Schultz 2010). The definition is:

“A concept of marketing communications planning that recognizes the added value in a program that integrates a variety of strategic disciplines, e.g., general advertising, direct response, sales promotion and public relations— and combines these disciplines to provide clarity, consistency and maximum communication impact” (Caywood, Schultz & Wang 1991).

As the definition implies, the study is primarily based on how the agency can integrate the four primary tools of marketing communications such as advertising, public relations, direct marketing and sales promotions (Schultz & Kitchen 2000).

Besides the definition emphasises the need for a synergistic marketing communications plan that uses multiple tools of marketing communications classified as above-the-line or below-the-line, with advertising being the lead tool (Schultz & Kitchen 2000). Thus, the manager's integrating task is perceived to be aligning and coordinating messages and incentives delivered through these four functional areas, so they presented a clear, cohesive and comprehensible whole (Schultz & Kitchen 2000).

Following the first definition of IMC, various scholars such as Šerić et al (2015), Kliatchko (2008; 2005), Schultz and Schultz (1998), Duncan and Caywood (1996), and Nowak and Phelps (1994) re-examine the previous definitions of IMC including the definition by Caywood et al (1991). This is with the intention that research works on definitional issues of IMC is essential and working towards the fundamental canons is a step towards the consolidation of a common framework in IMC (Šerić et al 2015; Kliatchko 2008; Schultz & Schultz 1998).

The recent and most widely adopted definition in the study of IMC is made by Kliatchko (2008). Kliatchko's (2008) survey of prior definitions of IMC such as Kliatchko (2005), Schultz and Schultz (1998), Duncan and Caywood (1996), and Nowak and Phelps (1994) discuss the merits and apparent inadequacies of each definition. Finally, the definition by Kliatchko (2008) covers fundamental issues that are confronting the development of IMC. The definition identifies the constructs and parameters that are essential to moving this paradigm forward (Kliatchko 2008).

Kliatchko (2008) posit that his definition in 2008 highlights what he called the 'pillars of IMC' which succinctly expresses the essence and inherent distinctive elements of IMC throughout its evolution. He highlights that 'customers', 'content', 'channel' and 'result' are key attributes of IMC. He further demonstrates the dynamics involved in the application of each pillar in the implementation of IMC programmes. With this regard, Kliatchko (2008:145) notes that "The pillars function as antecedents when considered in the planning and execution of IMC programme".

Among these four pillars of IMC, the present study emphasises on the two pillars central to consider in the planning and implementation IMC. Therefore, it is decisive

to discuss the two IMC pillars called 'channel' and 'customer'. Accordingly, what follows is a discussion of these two IMC pillars from the perspective of the emergence of IMC. The discussion begins with one of the important pillars called 'channel' from the perspective of the evolution of IMC. Addition, the issue of 'customer' as a pillar of IMC is the point of discussion in the same approach.

A fundamental concept in the evolution of IMC is the expanded notion of marketing communications channels, including those that may not have been considered or firmly classified as channels in the past (Kliatchko 2008; Schultz & Schultz 1998). With this regard, Kliatchko (2008:149) notes that "The integrated view provides a broader understanding of channels to include not only traditional tools but all other possible brand contacts or touch points where customers or prospects experience a brand and get in contact with it". Therefore, it is important to have detail on how the current IMC notion of 'brand contacts' evolved from the 'traditional tools' view of the IMC.

To begin with the traditional perspective on communication, it normally focuses on one message at a time, with a clearly defined sender (company) sending the message and a receiver (customer) receiving it. For such communication model, it is important to refer to Schramm and Roberts (1977). In this perspective of the communication process, a customer is an object (passive receiver), and a company is a subject (active sender) (Finne & Grönroos 2009). During the process of communication noise, miscommunication or distortion can happen and interfere, but the communication process is company-driven, simply put, from sender to receiver (Mortensen 1997; Russo, Meloy & Medvec 1998; Russo, Medvec & Meloy 1996).

Sender to a receiver is a company-driven process of communication built on a single source. The process is linear, beginning with one message at a time that is to be transported to a potential customer (Schramm & Roberts 1977). One typical example of this situation would be the planning and execution of a marketing communication campaign. Textbooks on marketing communications by De Pelsmacker, Geuens, & Van den Berg (2013), Fill (2013), Shimp (2007), Pickton and Broderick (2005), and

Duncan (2005) builds on this concept. They deal with marketing mix and media strategies in which roles and instruments are clearly defined.

The change of orientation from single-source communication to communication through several sources leads to traditional IMC which has its roots in internal planning methodology (Finne & Grönroos 2017). The dominant idea is that communication does not occur in a vacuum but a broader context. This includes both traditional media and other means of communication, product and service encounters, some of which are difficult to control from a company perspective (Finne & Strandvick 2012; Lindberg-Repo & Grönroos 1999; Duncan & Moriarty 1997). In harmony with this, Finne and Grönroos 2017:448 state that “In the traditional IMC approach, the goal is synergy (1+1=3), as the company tries to integrate all outgoing messages into one voice”.

However, this signifies an instrument-driven view where the company creates communication instruments (Finne & Grönroos 2017). Most of this domain of literature still relates to a company (inside-out) oriented view in which the company convey a consistent message to the customer and drives integration (Schultz 1996). This is characterised as a company-integrated marketing communication (Finne & Grönroos 2017). In connection to this, the sources of messages comprised here are labelled as closed sources (Pitt et al 2006).

Despite the call for customer-oriented perspective, there have been few studies on sources that are not necessarily determined by the sender, or open sources. Pitt et al (2006) argue that the closed-source view represents the conventional organisational viewpoint, where the power of the corporate brand in all its aspects is in the hands of the company. Open-source brands signify the counterpoint, where the consumer's role as an active creator of the constructed brand image from multiple sources is recognised. Accordingly, the company loses control and customers become empowered in the construction of the corporate brand image and making purchasing decisions (Rindell & Strandvik 2010; Pitt et al 2006).

As a result, customers receive numerous communication inputs in their daily lives from sources of messages other than conventional marketing communications

(Rindell & Strandvik 2010). Besides, the importance of word-of-mouth is recognised in the marketing literature (Trusov et al 2009). In this context, companies monitor social media, and some offer an arena for their customers to meet online and share and discuss ideas. It is also possible that the company does not participate in this communication process as it may be outside the company's line of visibility, beyond planned messages (Heinonen et al 2013). In such circumstances, the communication excludes a company source (Finne & Strandvick 2012).

Traditionally, IMC begins the communication process by determining an appropriate creative content of the message or incentive, then selecting a delivery system, such as advertising, before finally choosing specific delivery vehicles (Schultz & Schultz 2004). On the surface, this made sense. Since it is assumed that all customers were the same, the use of mass media is the obvious way to reach them. And, since it is further assumed that only a limited number of delivery vehicles existed (print, broadcast, direct mail, and so on) and that most customers would avail themselves on those vehicles at some time or other, it was up to the creative elements of any communication effort to create a brand relationship (Schultz & Schultz 2004). Media selection was naturally considered less important and was therefore downplayed (Schultz & Schultz 2004).

There is a virtual explosion of communication delivery systems. The result is that creative— or what marketers say— is less important than how and where they say it (Kliatchko 2008). Because of this turnaround, IMC reverses traditional planning processes (Schultz & Schultz 2004). The first order of business is to understand where customers or prospects hear, see, or learn about the product or service and then use those points of contact that offer the greatest opportunity for relevance, receptivity and response (Kliatchko 2008; Schultz & Schultz 2004). Only then does the marketer determine IMC (Schultz & Schultz 2004).

The customers may 'contacts' or 'touch' the brand in many ways, including but not limited to direct experience (either through previous purchasing or sampling), contact with front-line employees, use of the physical product and services, or various forms of marketing communication (Schultz & Schultz 2004). A primary method to

understand such brand contact is the brand contact audit (Duncan & Moriarity 1997). Such audit helps to identify how customers contact with the firm and its products or services, either through messages and incentives sent out by the marketing group or through other forms of brand contacts like word of mouth that are outside marketer control (Schultz & Schultz 2004; Duncan & Moriarity 1997). Refer Chapter 3 for a detailed discussion of planned, product, service and unplanned sources.

A brand contact audit enables the marketer to determine how and under what circumstances and conditions the customer contact with the brand, product, service or organisation. The audit includes three-step processes according to (Schultz & Schultz 2004). Firstly, identify all brand contacts from the customer's or prospect's perspective, whether they are controllable or uncontrollable by the marketer and whether the marketer is responsible for them. Secondly, prioritise brand contacts from a customer perspective. Thirdly, develop a better customer experience at each point of contact. These three steps are important in the process of identifying brand contacts.

Evolutionarily, the scope of IMC is broadening to consider what is to be integrated and who is doing integration of brand contacts (Kitchen, Kim & Schultz 2008; Kitchen & Schultz 2009). The traditional school of communication is criticised for its passive view of the customer in the communication process (Schultz 2006). Although considerable studies emphasise to customer integration, the set of what to integrate is company oriented. This is built on traditional lists of instruments of communication (De Pelsmacker et al 2013). In sum, in the planning and implementation of IMC process marketers are required to listen to customers, find brand contacts where they meet their customers, thereby recognising customer contexts and transforming messages to address customer meaning and value (Finne & Grönroos 2017; Finne & Strandvick 2017). Different theories from Nordic School are ways to place the active customer at the centre of the IMC. This is discussed in the subsequent section in a greater detail for comprehensive understanding.

2.3. EXTENSION OF CUSTOMER INTEGRATED MARKETING COMMUNICATION (CIMC): THE NORDIC SCHOOL APPROACH

The purpose of this section is to argue CIMC based on customers' real use of communication sources in their ecosystem. To this end, it imports insights into IMC from CDL, the contemporary notions of value-in-use and communication-in-use concept. Rather than undertaking an in-depth elaboration of marketing communication or IMC literature, the focuses are on CDL, value-in-use and communication-in-use theories. The remainder of this section is organised in the following manner. A short overview of value-in-use is followed by insights from CDL, finally concluded with a conceptual discussion of communication-in-use.

2.3.1. Value-in-use communication

The concept of value-in-use is broadly discussed in the emerging service perspective of marketing such as Grönroos (2007), Arrantola-Hattab (2015) and Kleinaltenkamp (2015). According to this viewpoint, services, products and information are considered as distributors of service that render value-in-use (Edvardsson et al 2011). Following this logic, Finne and Grönroos (2017) and Grönroos (2007) treat marketing communication like a service that can render value-in-use. Thus, in the service perspective of marketing the argument is that marketing communication can be associated with value-in-use in which the latter can be rendered by the former.

In a similar vein, in the present study, marketing communication is considered as a distributor of service and treated as a means to render value-in-use. Because in communication terms, all message sources – either from traditional communication tools or beyond the range of these tools, such as service messages, product messages and unplanned messages – serve customers' needs for understanding and knowledge relating to a product, service or brand that renders value-in-use (e.g. in making purchasing or consumption choices) (Finne & Grönroos 2017).

This means a communication source which is not considered valuable by a customer is of no or inadequate value (Grönroos 2007). On the other hand, a communication

source that a customer can act upon (e.g. a message source that helps the customer to make a purchasing decision or a message source that helps brand choice) has value-in-use for that specific customer (Vargo & Lusch 2008; Grönroos 2007). This implies the communication sources should have value for the customers' purchasing decisions. Therefore, in the present study by tilting the focus from communication sources to value-in-use in consumer processes, the mindset of communication and IMC in particular is expanded (Finne & Grönroos 2017).

Recent literature discusses the concept of value-in-use in different dimensions. For instance, Finne and Grönroos (2017) and Heinonen et al (2013) argue that value-in-use is related to customers' experience of value, not the marketer's envisioned value of message source. Thus, value-in-use is beyond what can be created by the marketer (Heinonen et al 2013). A message source carries only potential value which can be transformed to value-in-use in the mind of a customer (Finne & Grönroos 2017). In a similar vein, Zaltman (2003) argue that the greater part of the communication process occurs in the customer's mind. It follows that the starting point for understanding the communication process should be customers' context (Heinonen et al 2013). From this, it is possible to extrapolate that the study of communication sources from the perspective of value-in-use should take customers experience in their context.

In addition to this, different actors and activities are involved in the customer's value-creation process (Heinonen et al 2010; Rindell & Strandvik 2010). In this case, value is formed in the experiential context of living, often outside the direct interaction of the marketer (Heinonen et al 2013). In other words, Heinonen et al (2013), Finne and Strandvik (2012) advocate the idea that value is neither exchanged nor delivered but emerges as value-in-use in a value creation process that extends beyond the company's line of visibility. For instance, Rindell and Iglesias (2014) state the value-in-use is the customer's present construction of value based on a temporal dimension including all contexts and sources relevant to the customer. Moreover, "the scope of value-in-use is extended to a longitudinal experience of the customer's dynamic reality" (Heinonen et al 2013:110). Hence, the question here remains what brand contacts from the present or long experiences of the customers are relevant to

their value-in-use (e.g. message sources that influence customers purchasing of certain product or brand).

Furthermore, connecting value and communication remains rare. Ducoffe (1995) argues that different factors may create value in advertising. Besides, Heinonen and Strandvik (2005) draw similar conclusions concerning communication as an element in service value. Few empirical studies focused on communication sources from the perspective of customers' value creation process, for instance, Rindell, Edvardson and Strandvik 2010. Particularly, a considerable number of studies on value-in-use in the field of marketing is emerging (Arrantola-Hattab 2015; Grönroos, Strandvik & Heinonen 2015; Kleinaltenkamp 2015). However, the study of IMC from the perspective of the value-in-use concept remains rare (Finne & Grönroos 2017).

Therefore, the present study attempts to explore IMC from the perspective of the concept of value-in-use to contribute to the field of communication science. Few studies such as Duralia (2018), Bruhn and Schnebelen (2017), Finne & Grönroos (2017) and Finne and Strandvik (2012) address IMC from customer perspectives. However, none of these studies takes the perspective of the present study which attempts to explore IMC from the value-in-use concept in the customers' and marketer context. This perspective represents a wider and different understanding of communication instruments and value-in-use concept compared to the traditional company-oriented view (Finne & Grönroos 2017).

Communication sources and processes must be useful for customers to create value-in-use. At best, sources must facilitate the customer through valuable outcomes. What is crucial is that the customer not only integrates sources or brand contacts but also form value (value-in-use) based on multiple communication sources or brand contacts (Heinonen et al 2013). Instead of defining the roles and communication instruments from a company perspective, the view put forward here emphasises that customers define the instruments of communication used. This is because the company/marketer has never had the power to limit the world of the customer (Schultz 2006).

The essential aspect here is not just to include elements of IMC to reach on more complete list unlike the traditional IMC, but to present a new way of understanding marketing communication that is based on customer-driven activity and value-in-use concept. This informs to a need to look outside the line of visibility focused on visible customer-company interactions, to the invisible and mental life of the customer. From this follows a requirement to extend the temporal scope, from an exchange and use to accumulated experiences in the customer's ecosystem and life. This is in harmony with the approach explained by Heinonen et al (2013).

Essential is that customer not only integrates brand contacts but also form value (value-in-use) based on multiple brand contacts (Heinonen et al 2013). Because of this, customer logic becomes a necessary part of a customer-centric communication model. In CDL, customer logic is defined as "...customers' idiosyncratic reasoning and their sense-making about appropriate ways for achieving their goals and conducting their tasks" (Heinonen & Strandvik 2015: 478). This logic steers customers' behaviour and is both cognitive and affective as well as – to a certain extent – explicit. Therefore, it influences how customers choose among what they are offered, such as the many communication messages that they are exposed to (Heinonen & Strandvik 2015). Further, the value of communication is of importance to the customer of what s/he perceives as communication (communication-in-use) (Finne & Gronroos 2017). It influences the customer's impression of, for example, brands, products, services or companies and occasionally also his or her decision-making (Finne & Grönroos 2017). The above discussion motivates to the theory of customer behaviour discussed as follows.

2.3.2. Customer dominant logic (CDL)

CDL is a business and marketing perspective with a management approach that is dominated by customer-related aspects than products, services, costs, systems or growth (Heinonen & Strandvik 2015; Strandvik & Heinonen 2015). Rather than focusing on what companies are performing to create something that will be favoured by customers, CDL advocates that the focus should be on what customers are doing with that something to achieve their goals and what management

inferences can be drawn from this (Heinonen et al 2010). In this manner, CDL offers a new viewpoint on marketing communication (Finne & Grönroos 2017).

Unlike the perspectives of service-dominant logic of Grönroos and Gummerus (2015), CDL explicitly considers the customer and their ecosystem as the starting point than services, products or growth (Finne & Grönroos 2017; Strandvick & Heinonen 2015). The key implication of CDL is the need to continuously focus on exploring not only the customer's tasks and goals but also their activities, experiences, and preferences. Because companies need to be concerned with how they can become involved in customer lives, rather than concentrating on how to involve customers in their business (Strandvick & Holmlund 2015; Heinonen et al 2010). Therefore, the recommendation emphasises that a key issue is to challenge prevailing assumptions that are mostly provider dominant (Finne & Grönroos 2017; Mickelsson & Lipkin 2015; Strandvick & Holmlund 2015).

The suggestions by Finne and Grönroos (2017), Strandvick and Holmlund (2015) and Mickelsson and Lipkin (2015) are in harmony with the customer activities referred to at the beginning of the present study which focused on taking the customers perspective in the study of IMC. Applying a CDL gives a reason to extend the perspective from being based on traditional information transfer to a focus on customers' meaning creation (Heinonen et al 2010). In other words, it becomes necessary to examine more holistically how the service fits into the customer's communication, activity patterns and experiences. Without such insights, both explicit and invisible marketing communication will be less effective or may even be completely misplaced (Heinonen et al 2010). Thus, the focal point here is the customer-integrated communication perspective (Finne & Grönroos 2017; Bruhn & Schneblen 2017; Šerić 2016). This shift in orientation has many implications for company which is expounded in the present study.

Customer logic is the other essential aspect of CDL. The concept of customer logic argues that the customer's actions, practices, preferences and decisions are supposed to be grounded in an idiosyncratic logic (Heinonen et al 2010). In other words, all customers are subjectively rational and informed by their logic (Heinonen

& Strandvick 2015). The other assumption of CDL is that customer logic can be recognised and thus, customer ecosystem is regarded as individually constructed by customer (Heinonen & Strandvick 2015). In the same way, the “customer jobs” school of thinking argue this assumption (Ulwick & Bettencourt 2008; Ulwick 2002). The “demand first” school stress the essence of examining customer tasks and activities (Joachimsthaler & Pfeiffer 2010; Christensen et al 2007).

Therefore, customer logic from the perspective of communication argues that customers’ idiosyncratic reasoning determines communication channels. According to Finne and Grönroos (2009), the customer determines what has communicated: brand contacts from competitors, or the company, or from the product, or word-of-mouth, or memories of earlier experiences or discussions on social media to mention a few. Then, customer logic influences how customers choose among what they are offered, such as the many communication channels that they are exposed to (Finne & Grönroos 2017; Heinonen & Strandvik 2015). In sum, customers are rational, and they define their source of communication from different communication channels existing in their ecosystem.

A key issue in this perspective is the understanding of how customer’s logic is materialised in the firms’ world through the design and provision of communication channels and in the customers’ world through the use of communication channels (Strandvick & Heinonen 2015). Marketers must learn how to support customers’ integration of communication channels and realise that without adequate insight into the customers’ logic and ecosystem, they cannot make customers engage with the firm and its brands, products and services through their communication channels (Finne & Grönroos 2017). Thus, Finne and Grönroos (2017) recommend the consideration of customer logic in the study of IMC. Following this recommendation, the present study considers the concept of ‘customer’s logic’ to explore customers’ perception or idiosyncratic logic from the perspective of IMC sources. The considerations of customer logic in the study of IMC have a managerial implication in that it helps marketers to understand how to make customers engage with the brand (Strandvick & Heinonen 2015).

CDL views value as formed not created, and it is based on use, including both physical and mental experiences. Customers are value creators and firms are value facilitators that provide customers with resources that enable value creation: “Fundamentally, the customer always is a value creator” (Grönroos 2011:293; Grönroos & Ravald 2011; Grönroos & Gummerus 2014). According to Grönroos (2011), Grönroos and Ravald (2011), and Grönroos and Voima (2013), a service logic (SL) can be considered as a management-oriented alternative to service-dominant logic (SDL) and the roles of firms and customers in value creation and co-creation need to be defined.

If marketing communication provides messages that do not enable a customer’s value creation well, his or her ability to use them for decision-making is not facilitated well either. In this case, although a customer may have exposed to communication, low, or no value-in-use is created out of the messages. If direct connections between the two parties occur, such as in dyadic dialogue, a platform for co-creation is established (Grönroos & Gummerus 2014; Gummerus & von Koskull 2015). In this way, according to Grönroos (2011; 2006), customers have ascribed an active role in the process as drivers of value creation, and the company can make effort to engage with their value creation as co-creator. Thus, it is important to explore the role of firms and customers in the value co-creation process.

In other words, the notion that value emerges for the customer in the form of value-in-use switch the emphasis from the instrument-based view of communication towards a customer-oriented focus, where the customer’s value perception of communication instruments is the natural starting point. Instead of concentrating on available instruments or outcome of messages merely from company or sender – as, for instance, in a typical communication – the focus shifts towards customers’ value formation, and towards how, and based on what messages, value of communication emerges for customers (Finne & Grönroos 2017).

Finally, Grönroos, Strandvick and Heinonen (2015:75) state that “the concept of CDL advocates that value-in-use emerges in customer ecosystem”. The customer’s ecosystem includes service providers, other actors, other customers (individuals or

businesses), and virtual and physical structures that are related to the service. This implies the need for a comprehensive understanding of sources of brand message warranted by temporal and situational dimensions. In communication terms, the receiver is entirely in charge of his or her forming of value-in-use, based on whatever sources of messages, if any, he or she selects to utilise in his or her ecosystem.

There is a necessity for a shift in attention from how companies as senders of messages engage customers in their processes to how customers engage with the company, their ecosystem and messages generated by other sources than the company (Finne & Grönroos 2017; Heinonen & Strandvick 2015). Consequently, further research is needed on customer ecosystems and customers' everyday life as well as on how the customer ecosystem influences communication-in-use (Finne & Grönroos 2017; Kitchen 2017). Marketing communications research must accept that the receiver plays an active part in the communication process – relatively, although not in absolute terms – the role of one sender has decreased noticeably and the marketing communication process does not function as it used to (Finne & Grönroos 2017; Heinonen & Strandvik 2015).

The study of value-in-use concept from the perspective of marketing communication is few. Few studies which analysed the concept of value-in-use from the perspective of marketing communications (Finne & Grönroos 2017). Strandvick and Heinonen (2015) emphasise that understanding customer's value-in-use is important to manage providers' value formation process. The focus of future research should be on generic dimension questioning 'what sources of communication?' (Strandvick & Heinonen 2015:123). In line with this, the focus of the present study is to explore what brand contacts are used to form or facilitate value-in-use. This switch from message to the value of messages in the context of the customer's reality and the influence of several types of brand contacts offers actionable customer insights into marketing communications (Finne & Grönroos 2017). This is important for professionals and researchers to focus on what customers are doing in the communication process as a starting point for IMC decisions, rather than a dominating focus revolving around what a company can do (Finne & Grönroos 2017; Kitchen 2017).

In sum, CDL represents a business and marketing perspective with the main argument that, from a business point of view, customers are the most important stakeholder group. The term 'customer dominant' means that customer issues drive company thinking at all levels, from board room meetings to communicate with customers, production activities, supply functions and organisational issues. Due to its growing importance, CDL is used in different research contexts. For instance, CDL is used in the context of consumer communities by Rihova et al (2013), in IMC by Finne and Grönroos (2017), in brand relationships by Strandvik and Heinonen (2013), in customer activities by Mickelsson (2014) and banking by Arantola-Hattab (2014).

The concept of CDL which is a business and marketing perspective with a management approach provides a new perspective on marketing communication (Finne & Grönroos 2017; Heinonen & Strandvik 2015). Building on several aspects from the notions of value as value-in-use and CDL, Finne and Grönroos (2017) recently developed a new concept in IMC called communication-in-use. The following section makes a detailed discussion of this concept.

2.3.3. Communication-in-use

Finne and Grönroos (2017:454) defined the concept of communication-in-use as "a customer's integration and sense-making of all messages from any source, company-driven or stemming from other sources the customer perceives as communication, forming value-in-use for him or her for a specific purpose". Added to traditional communication instruments, this definition incorporates all types of open sources of communication (Finne & Grönroos 2017). The list of sources of messages used can be short or long and include company-initiated sources. It may also contain absence of messages which is communication as just an explicit message (Calonius 1989). This manifests a customer-oriented approach to marketing communication, based on active customers using whatever sources they select. It can also comprise perceptions of an offering, a product, a brand, service, company or person, and it can be embedded or deliberated in context, visible or exclusively in the head of the customer (Finne & Grönroos 2017).

From a communication-in-use perspective, sources are contextual and differ dynamically across individuals as well as among different circumstances for the same individual (Mickelsson 2014). Furthermore, sources of brand message may relate to the three temporal dimensions of past, present and future (Rindell & Iglesias 2014; Rindell 2013). Some sources from the present may be more deliberate, while past and future sources may be more embedded. Occasionally, all temporal dimensions may have an impact, or occasionally only one or two may have considerable impact. Sometimes sources from the past may have a significant impact, whereas other situations may be future-oriented or, as in traditional marketing communications literature, typically in the present (Finne & Grönroos 2017). This implies, for example, that strong memories or past experiences can form sources of messages, however, so can future-oriented goals, expectations or wishes as well.

Communication-in-use can also comprise experience, processes and activities. It also involves numerous senders considered concurrently by the customer. Further, it is important to note that no specific sender needs be involved, and parts may be sourced in the past, present or future (Finne & Grönroos 2017). As the sources of messages are open as Rindell and Strandvik (2010) mention, the list of instruments and sources can be diverse and complex or simple and straightforward. Consequently, these dimensions are essential for identifying the sources influencing a customer's communication-in-use and corresponding value-in-use.

Communication-in-use shifts the focus from a company's communication to the customer's multi-contextual communication process but not necessarily – involving the company and its messages. This viewpoint goes beyond the visibility line for the company (Heinonen et al 2013; Finne & Strandvik 2012). It includes sources of brand message from the customer ecosystem, thus suggesting that everything can communicate or act as a source: a brand or a company, an ad or a product, an image, family members and friends, other customers, discussion partners on social media and so on (Heinonen et al 2013). Thus, communication-in-use is much wider than traditional message-based communication, as it includes whatever the customer wants to include, while perhaps excluding what the company/marketer is

attempting to send or do (Finne & Grönroos 2017). Such conception is compatible with existing customer practices (Schultz 2006).

In general, the concept of communication-in-use is a recent development from IMC and Nordic School theories such as meaning-based model, relationship communication, CDL and value-in-use. Communication-in-use advocates the switch from message to the value of message, and communication instruments and sources to value-in-use of communication sources with the intent to offer actionable insights into marketing communication.

The crosspollination of IMC with elements of the Nordic School promises to contribute significantly to the evolution and theoretical depth of IMC. Such synthesis yields a theoretical contribution through a novel conceptualisations of brand contacts-in-use, brand origins-in-use, and integration-in-use. Brand contacts that influence customers' purchasing decisions have value-in-use which, from the perspective of the firm or customer, can be described as *brand contacts-in-use*. Brand contacts-in-use is defined as brand contacts that are originated from various senders and according to the perception of customers which have value to their purchasing decisions (value-in-use). Planned message, product message, and service message brand contacts fall into this class, and can be reconceptualised as *planned brand contacts-in-use*, *product brand contacts-in-use*, and *service brand contacts-in-use*. In a similar fashion, the concept of *brand origins-in-use* refers to what a customer makes out of the various origins of brand contacts which he or she is exposed to.

Planned brand contacts-in-use are planned communication messages that influence customers' purchasing decisions; product brand contacts-in-use are product-related elements that affect those decisions; and service brand contacts-in-use include all service interfaces that influence purchasing decisions. In a similar fashion, the integration of these brand contacts is described here as *integration-in-use* – the integrated brand contacts that have the greatest influence on customers' purchasing decisions. These precepts are original to this study and in the conceptualisation of brand contact integration and customer purchasing decisions, addressing what Finne

and Grönroos (2017) identify as a void in understanding the relationship between value-in-use and brand contact. These are discussed in a greater detail in the forthcoming chapter – Chapter 6.

2.4. CHAPTER REVIEW

The emergence of IMC at North-western University is motivated by the expansion of the marketing communication mix. Bundling marketing communication mix elements together to create the ‘one-voice’ phenomenon is the starting point of IMC. Earlier literature suggests this inside-out perspective of IMC. This is about tactical integration.

The other stream of the literature suggests the outside-in perspective of IMC and the integration of sources of brand message. The argument is that the integration of marketing communication should broadly include sources of brand message from customers’ context. Because it is the customer who subjectively and independently decides sources of brand message – even sources invisible to the marketer. This provides guidelines for the IMC planning and implementation – where to start, what to look for and what to consider. This is fairly a recent development in the evolution of IMC.

Differently, the reviews in this chapter reflect the idea that the inside-out or outside-in perspectives of IMC give partial views in the planning and implementation of IMC. An alternative approach to this is the consideration of both perspectives. Such bidirectional perspective comprehensively informs the strategic integration of marketing communications. Accordingly, the starting point is to understand how customers integrate brand contacts in their context. Further, understanding the firm context is important to get a comparative picture of the integration of marketing communication. This signifies consideration of both customer and marketer perspectives but making customers as a starting point of in the planning and management of IMC.

To this end, the inclusion of the Nordic School theories into IMC is important to a broader understanding. For instance, the synthesis of value-in-use theory with brand

contacts points to brand contacts-in-use. In this case, the emphasis switches towards based on what brand contacts, the value of communication emerges for the customer instead of focusing on available communication instruments only from one sender. Further, the theoretical assumption of IMC is expanded from the concept of 'integration' to the new conceptualisation called 'integration-in-use'. The originality of the current chapter lies in these novel conceptualisations developed through a thorough synthesis of IMC and the Nordic School theories.

In sum, the development of sources of brand message and the growing power of customers calls for the turnaround of IMC. The shift of IMC from either inside-out or outside-in to a bidirectional perspective (inside-out and outside-in) from the concepts of value-in-use, open source logic and communication-in-use are required for the planning and implementation of IMC. These are discussed in this chapter and possible to achieve in practice. The subsequent chapter systematically identifies and discuss constructs of IMC which the customer probably experiences and integrate in their purchasing decisions.

CHAPTER 3: THE CONSTRUCTS OF INTEGRATED MARKETING COMMUNICATION

3.1. CHAPTER PREVIEW

Integrated Marketing Communication (IMC) is a paradigm of marketing communications which is evolving since its inception. The conceptualisation of IMC from simple integration of all possible marketing communications with the intention of 'one voice' to the strategic integration of valuable brand contacts is central in its evolution. Thus, exploration IMC from the perspective of Nordic School to inform the planning and implementation of IMC corroborates its evolution.

In IMC, the fundamental idea is that communication occurs in a wider context, including traditional media and other means of communication, as well as service and product encounters, some of which may be more difficult to control from a company perspective. Further, the synthesis of IMC and the Nordic Schools theory implicates that customer subjectively and independently determine which brand contacts are valuable to their purchasing decisions. In sum, the previous chapter overviewed the evolution of IMC in terms of sources of brand message.

This is further extended in this chapter which deals with the identification and detailed discussions of sources of brand message. The possible sources of brand message are identified from the literature. In addition to the presentation of comprehensive list of constructs of IMC, the aim associated with this particular chapter is to formulate the theoretical framework guiding the present study and refer to the development of a focus group discussion guide and in-depth interview schedule (see section 4.5.3.).

To this end, the classification of IMC constructs in this chapter resembles that of the arrangement in the literature. This is in line with Grönroos (2015) and Duncan and Moriarity (1997) where IMC is defined broadly as planned, product, service, and unplanned sources of brand message. Accordingly, four consecutive sections are devoted to reviewing these four constructs of IMC. The definition of these sources and their corresponding constructs are discussed from the perspectives of customer purchasing decisions and integration of marketing communications.

3.2. CONSTRUCTS OF INTEGRATED MARKETING COMMUNICATION

Duncan and Moriarty (1997) identify four major sources of brand message - planned and unplanned sources as well as service-related and product-related sources. In IMC, the central idea is that communication occurs in a broader context including these sources of brand message (Finne & Strandvik 2012; Lindberg-Repo & Grönroos 1999; Duncan & Moriarty 1997). Further, Finne and Grönroos (2017) identify sources either from planned message sources or beyond the range of these instruments, such as product, service and unplanned serve customers' needs for understanding relating to a product, service or any phenomenon that renders value-in-use for their needs (e.g. in making buying decisions or consumption situations). These four sources of brand message are discussed in this section separately. The definitions of these sources of brand message are referred and their role in IMC is discussed. Different building constructs under these major constructs are discussed in the same manner. This begins with planned sources of brand message as follows.

3.2.1. Planned sources of brand message

Duncan and Moriarty (1997) argue that planned sources of brand message are sources of a message which is composed of traditional elements of the marketing communication mix. It is important to note that elements of the marketing communication mix contribute to relationship marketing. Grönroos (2004) expand the view that message from marketing communication mix which customers receive, process and use create brand relationship. A brand is created in the mind of a customer following a flow of brand contacts including planned marketing communication elements in the on-going relationship between the marketer and customer (Grönroos 2015). Additionally, a considerable number of studies found customers' brand relationships creation role of marketing communications elements (Mihai 2015).

Additionally, the impact of planned marketing communication elements on customer purchasing decisions is evident in the literature. Planned marketing communication elements are responsible for motivating some type of behavioural responses, such as buying, sampling, requesting additional information or increasing purchasing frequency or quantity (Masimane 2017). The study by Masimane (2017) establishes

the effectiveness of marketing communication on the customer purchasing decision of FMCG. Thus, marketing communication plays an important role in developing sales and market share (Kotler & Keller 2011).

The integration of planned marketing communication with product, service as well as unplanned sources brand messages is also suggested in the literature of IMC. The IMC notion is based on the argument that it is not only planned marketing communication efforts using separate and distinct media that communicate about the firm and its brands to customers and potential customers (Grönroos 2015). However, this is better achieved through the integration with the product, service and unplanned sources of brand message (Duncan & Moriarity 1997). In IMC, elements of the communication mix are united and coordinated in a way that each element matches the rest and ensures compatibility and consistency of communication (Keller 2016; Vasileva 2014).

The components of planned sources of message are marketing communication elements or tools such as mass media advertising, sales promotion, product publicity, direct response marketing, events and sponsorships, and personal selling (Grönroos 2015; Lindberg-Repo & Grönroos 1999; Duncan & Moriarity 1997). Additionally, digital media is a type of marketing communication mix which brings a digital interface media (Mulhern 2009). These components of planned sources of brand message are discussed separately beginning with mass media advertising.

3.2.1.1. *Mass Media Advertising*

Mass media is any paid form of non-personal promotion and presentation of ideas, goods or services to various people by an identified sponsor (Keller 2009). A primary strength of advertising is creating brand awareness as it can be accurately placed and scheduled, its exposure can be well estimated, and its message content can be controlled. Strength of mass media is advertising is maintaining brand awareness, keeping the brand top-of-mind. This is especially true for products that are frequently purchased and products in highly competitive categories (Duncan & Moriarity 1997).

Additionally, one of the most important functions of advertising is to publicise brands. In other words, advertising makes customers aware of new brands, educates them

about distinct features and benefits of the brand, and facilitates the creation of brand relationship (Shimp & Andrews 2013; Fill 2009). Effective advertising influences prospective customers to try advertised products and services (Masimane 2017). Occasionally, it may impact primary demand i.e. building demand for an entire product category (Shimp & Andrews 2013).

Particularly, a critical role for advertising in IMC is to effectively position a brand relative to its competitor (Copley 2014; Percy 2008). The regular use of advertising integrated with the other sources of brand message is important to the creation and maintenance of brand equity (Copley 2014; Fill 2009). On the other hand, the main weakness of mass media advertising is its low credibility and clutter (Duncan & Moriarity 1997). Different types of mass media advertising are important either in integration or used separately for specific functions as elaborated and discussed as follows.

Print advertising

Media that is manufactured by a printing process are called print media. It is agreed that Fill (2009), print media is as effective as television in building brands and is superior regarding attention-getting and communicating information. Newspaper, magazine, out-of-home, poster and kiosks, outdoor advertising, transit advertising, exterior advertising panels, and product literature are types of print media as discussed by du Plessis (2013), and Shimp & Andrews (2013). These types of print media are separately discussed beginning with newspaper advertisements.

Newspaper advertising

Newspaper adverts reinforce brand awareness and alert customer about brand availability (Percy 2008). The advantages of newspaper advertisements are mass coverage, timeliness and flexibility. However, the disadvantages are cluttering, the decline of readership, and low reproduction quality (Shimp & Andrews 2008).

Magazine advertising

Compared to newspapers, magazines offer the opportunity for rather focused targeting at almost any type of customer whom the company might require (Shimp &

Andrews 2013). In IMC, the inclusion of magazines to deliver direct marketing falls somewhere between highly targeted direct mail that is designed to reach specific audiences and newspapers that deliver a broad-based, geographically targeted audience (Percy 2008).

Out-of-home advertising

Out-of-home (OOH) is advertising media which customers see outside of their homes in contrast to television, social media, magazines, newspapers, and radio which typically are received in the home (Shimp & Andrews 2013). Out-of-home advertising includes posters and kiosks, transit advertising, exterior advertising panels, product literature and outdoor advertising (du Plessis 2013). These are discussed as follows.

Posters and Kiosks

Posters are silk-screened or lithographed, pasted in sheets to the billboard (Shimp & Andrews 2013). Kiosks in the shopping mall are designed for public posting of notices and advertisements usually placed to capture attention at concourse (du Plessis 2013). Posters and kiosks can be used to create brand awareness and attitude (Percy 2008).

Outdoor advertising

Outdoor advertising usually takes the form of billboards or large format posters (du Plessis 2013). Billboards are posted alongside highways and in other heavily travelled areas (Shimp & Andrews 2013). Effective outdoor advertising communicates messages instantly to attract attention (du Plessis 2013). Outdoor advertising can be used with other IMC mixes. For instance, it is possible to direct messages to cell phones (mobile advertising) from outdoor billboards (Percy 2008).

Transit advertising

Transit advertising includes both exterior and interior advertising (du Plessis 2013). Exterior transit advertising refers to advertising posters on the outside of the vehicle, buses or taxis (du Plessis 2013; Blythe 2006). On the other hand, interior transit

advertising refers to messages aimed at passengers inside vehicles, buses or taxis (du Plessis 2013; Blythe 2006). An example of transit advertising is Kodak using city buses which are completely wrapped with Kodak (Shimp & Andrews 2013).

Exterior advertising panels

These are like outdoor boards which are simple, bold, eye-catching and legible (du Plessis 2013).

Product literature

This includes brochures and pamphlets which provide details about a product, organisation or event (du Plessis 2013). Personal selling can be backed up with product literature (brochures or pamphlets) for the sales call (Percy 2008).

Broadcast advertising

This is any form of advertising through Broadcast media. Broadcast media transmits advertisement in the form of sounds or images electronically such as television and radio (du Plessis 2013).

Television

Television is the best medium for driving brand awareness in customer-oriented brand advertising. Because of the intrusive nature of television and its ability to sustain attention, as well as the dynamic nature of the medium it is the strongest medium for building brand attitude (Percy 2008). Regarding IMC, television should be the primary medium (Percy 2008). However, competitive cluttering, erosion of audiences are limitations of television (Shimp & Andrews 2013).

Radio

Radio is one of the most important mass media used to reach large audiences for brand awareness and brand attitude strategies (Fill 2009; Percy 2008). However, radio has a different limitation as it lacks visual content important for brand awareness processing. When the brand awareness strategy is recognition, one must

be able to see the package in which almost any visual media do, but not radio (Percy 2008).

3.2.1.2. *Product publicity*

Concerning marketing communication, public relations (PR) is used to promote goodwill towards a company and to portray the company's reputation in a positive manner (de Pelsmacker et al 2005). Although marketing public relations (MPR) may not directly increase sales or convince consumers to purchase a certain product. If correctly practised it may raise awareness about a specific brand (Fill 2005). This marketing-oriented aspect of public relations and publicity is called marketing public relations (MPR) (Shimp & Andrews 2013). MPR can be further classified as involving both proactive and reactive initiatives (Shimp 2007).

Proactive MPR is a tool for communicating a brand's merits and is used typically in conjunction with other marketing communication tools such as advertising and promotions (Fill 2009). Dictated by a company's marketing objectives, proactive MPR is offensively rather than defensively oriented and opportunity-seeking rather than problem-solving (Percy 2008). Reactive MPR, by comparison, describes the conduct of public relations in response to outside influences (Percy 2008). Publicity is the major tool of proactive MPR (Blythe 2006). Like advertising, the fundamental purpose of marketing-oriented publicity is to enhance brand equity. Three widely used forms of publicity are product releases, executive-statement releases, and feature articles (Shimp & Andrews 2013; Shimp 2007).

Product releases

Product releases are often published in the product section of trade magazines (i.e. publications that cater to specific industries) publications (Blythe 2006). Product releases are also reprinted in the business or consumer news section of consumer magazines or newspapers (Shimp & Andrews 2013; Fill 2009). Furthermore, product releases proclaim new products, offer relevant information about product features, and inform interested customers how additional information can be obtained (Shimp 2007).

Executive statement releases

Executive statement releases are news releases quoting chief executive officer (CEO) and other corporate executives (Shimp & Andrews 2013). Unlike a product release which is restricted to describe a new or modified product, an executive-statement release may address a wide variety of issues relevant to a company public (Shimp 2007). Whereas product releases are typically published in the business and product sections of newspapers and magazines, executive-statement releases are published in the news section which has high credibility (Shimp 2007).

Feature articles

Feature articles are in-depth descriptions of products or other newsworthy programs that are written by public relations for publication by print or airing by broadcast media or distribution through appropriate Internet sites (Shimp & Andrews 2013).

3.2.1.3. Sales promotion

Sales promotion is an offer which only lasts for a certain period and tends to be effective only during this period by increasing sales and usage (Burgmann 2007). It is often interpreted as a stimulus for purchasing (Keller2009). Sales promotion incentive for a brand applies to a single purchasing or perhaps several purchasing during a period, but not to every purchasing customer would make over an extended time (Shimp & Andrews 2013). Different incentive promotions could have strengths for either attracting new users to a brand or for gaining additional business from existing users (Percy 2008).

Sales promotion activities are used in integration with other sources of brand message (Pickton & Broderick 2005). Different forms of sales promotions activities are coupons, sampling, refund and rebate, loyalty and loading devices (price off promotions), premiums, and contests and sweepstakes (Fill 2009; Percy 2008).

Coupons

Coupons are vouchers or certificates that entitle customers to product price discount (Fill 2009). Coupons are included in packages of the product or the use of electronic

couponing is becoming more prevalent currently (Blythe 2006). These are frequently used to introduce a new or improved product and help to initiate positive brand attitude (Percy 2008). Where coupons require completion with name and address, the data can be used to add to a database for further IMC planning (Pickton & Broderick 2005).

Sampling

This includes any method used to deliver an actual or trial-sized product to customers (Blythe 2006). The customer is offered something for nothing or a significantly reduced price. For new products, this provides an opportunity to quickly establish a positive brand attitude (Percy 2008). Sampling allows customers to experience a new brand and stimulate positive brand attitude (Fill 2009).

Refund and rebate

Refunds and rebates are used to invite consumers to send in a proof of purchasing and in return receive a cash refund (Fill 2009). Refund and rebate offer made through traditional advertising media, thus have a built-in opportunity of integrating the promotion and advertising message (Shimp 2007). The offer could be worded in a positive way linking to the brand (Percy 2008).

Loyalty and loading devices (Price off promotions)

Price-off promotions entail a reduction in a product's regular price (Shimp & Andrews 2013). By their very nature, such programs require the product to use over time before rewards are forthcoming (Fill 2009). This provides a good opportunity for reminding the customer of the coming reward within a positive brand attitude message, either on the package, through advertising or direct mail (Percy 2008). Loading devices such as price-packs and bonus packs help attract switchers to a brand and retard switching out to other brands (Percy 2008).

Premiums

Premiums are items of merchandise that are offered for free or at a low cost in return for product purchasing (Fill 2009). Everything from jackets or other apparel with the

brand's logo to things like insulated holders for beer cans might be used, but premium must be consistent with an image projected by the brand (Percy 2008). Selecting premiums congruent with motivation ensures positive brand attitude and nurtures brand equity (Percy 2008).

Contests and sweepstakes

A contest is a customer competition based on skill or ability (Fill 2009). One of the benefits of sweepstakes or contests promotion is that by its very nature it attracts people to the advertising or other sources (Shimp 2007). This by itself is a good opportunity for associating the promotion with a strong brand attitude message (Percy 2008). The stronger the link between motivation associated with brand decisions and promotion, the more likely it will be reinforcing a positive brand attitude and corresponding brand equity (Percy 2008).

3.2.1.4. Direct marketing

Marketers assume that direct marketing and direct mail are the same. Nevertheless, direct mail is only one part of direct marketing (Percy 2008:153). What then is direct marketing? According to the Direct Marketing Association, it is:

Direct marketing is a system of marketing which uses one or more communications media to *affect a response*. It is an *interactive process* where responses from or about buyers are recorded in a *database* for building profiles of potential customers and providing valuable marketing information for *more efficient targeting*.

The basic feature of direct marketing is that it asks for a response and it can be highly targeted (Percy 2008). It can be aimed at a single individual or a very narrowly defined group of individuals (Shimp 2007). Besides, every aspect of direct marketing must be tied to a database so that statistical analysis can be used to access the effectiveness of any program (Fill 2009). It is merely one way to deliver marketing communication (Kitchen & de Pelsmacker 2004). There are four media to choose

from: direct mail, telemarketing, mass media, and interactive media (Percy 2008). These media types of direct marketing as presented as follows.

Direct mail

Direct mail refers to personally addressed advertising that is delivered through the postal system (Fill 2009). Direct mail offers five distinctive features as compared to mass forms of advertising: accuracy, measurability, accountability, flexibility, and efficiency (Shimp & Andrews 2013). Direct mailing by packaged good firms is valuable to introduce new brands and distributing product samples (Shimp & Andrews 2013). For instance, the success of direct mail can be illustrated by Caterpillar 414E industrial loader campaign and the Stacy's Pita Chip campaign (Shimp & Andrews 2013).

Telemarketing

Telemarketing refers to telephone contact with the target market to deliver a message (Percy 2008). It is possible to understand how closely aligned this definition is with the Direct Marketing Association definition of direct marketing: it enables immediate responses, it can be highly targeted, and it makes use of the best database technologies (Percy 2008). Thus, telemarketing has many advantages such as direct interaction and verbal dialogue with the customer, problems or inquiries can immediately be addressed, and immediate feedback can be given (Kitchen & de Pelsmacker 2004).

Mass media

Direct marketing can use any mass media, the same media used by traditional advertising and promotion. For instance, direct response advertising is a message in a traditional mass medium that asks the customers to respond directly to the sender to ask for further information or to buy a product. The receivers of the message are often invited to send back a coupon, to call a telephone number, or to visit a Website of a particular company (Kitchen & de Pelsmacker 2004). According to Percy (2008), the four major types of mass media in direct marketing are television, radio, newspaper and magazines.

3.2.1.5. Events and Sponsorship

Events and sponsorships are company-sponsored programs designed to create special brand-related interactions (Keller 2009). Sponsorships include investments in events or causes for the purpose to attain (e.g. enhancing corporate brand image) or marketing (e.g. improving brand equity and augmenting sales) objectives (Shimp & Andrews 2013).

As a result, event marketing may have a positive contribution to IMC (Shimp 2007). To create brand equity there must be a clear association between the sponsored activities or events and the primary brand benefit (Percy 2008). For instance, beer and sporting events make sense together because beer is associated with sports, and those attending sporting events are likely to be beer drinkers (Percy 2008). Sponsorships play an important role in IMC and involve a company or brand providing support for an event (Percy 2008). In return, the company may have the right to display its brand name or logo linked to the sponsored activity (Fill 2009; Pickton & Broderick 2006).

Event marketing or event sponsorship is similar to sponsorships differing only in that with event marketing a company supports specific event rather than an on-going relationship (Percy 2008). Event sponsorships include supporting athletic events, entertaining tours, arts and cultural institutions, festivals, fairs, and annual events of many different forms (Shimp & Andrews 2013). Cause-oriented sponsorships typically include supporting causes deemed to be of interest to some facet of society such as wildlife preservation and environmental protection (Shimp & Andrews 2013).

3.2.1.6. Personal selling

Personal selling is the other component of planned sources of brand message. It is defined as the contact between retail trade and customer (Duncan & Moriarity 1997). The feature of personal selling is the idea that it involves person-to-person interaction in the form of 'oral presentation' of the products and services (Shimp & Andrews 2013). The communication between sales representative and customer is two-way and interactive. It is a personalised process which involves the salesperson's ability to listen, to solve problems, to present products knowledgeably,

to show company commitment and to give post-sale support (Keller 2009; Burgmann 2007).

The principal advantage of personal selling from the standpoint of marketing communications is that it involves a two-way interaction between the salesperson and the customer, unlike the one-way communication of other marketing communications (apart from that involving interactive media) (Shimp & Andrews 2013). Personal selling provides an opportunity of message customisation for an individual customer, and the opportunity to adapt the message during the customer–salesperson interaction (Percy 2008). Personal selling also offers a chance to demonstrate product benefits that might be difficult to effectively convey with other forms of marketing communications (Blythe 2006).

The flexibility and multiple delivery sources nature of personal selling create a difficulty to maintain message consistency in the integration process (Percy 2008). Further integrating personal selling into the development of IMC strategy can be difficult especially for consumer goods (Percy 2008). Personal selling is expensive and has a low reach relative to other ways of marketing communications (Shimp 2007).

3.2.1.7. *Digital communication*

Digital communication is communication through the electronic world of networks, algorithms and automated systems (Mulhern 2009). The differences between traditional media and the emerging world of digital communications are the fundamental difference between the idea of communication through media channels versus communications through networks, algorithms and automated systems, respectively (Mulhern 2009). Digital communication consists of digital mass media, social media, and interactive media (Young 2014).

Digital mass media

These are digital dimensions of different mass media forms such as television, radio, magazine and newspaper. Digital mass media is an expansion of mass media with digital subscriptions which offers access to mass media on website and software

applications (Shimp & Andrews 2013). This refers to the contents of traditional mass media such as broadcast and print media which are available on digital media. The integration of broadcast and print media with digital media is dominantly experienced on the Internet (Shimp & Andrews 2013). There are separate digital communication channels in addition to the digital dimension of mass media. These are separately discussed below.

Social Media

Social media represents Web-based and mobile technology used to turn communication into interactive dialogue (Young 2014; Shimp 2007). Alternatively, social media may be referred to as “consumer-generated media” (Shimp & Andrews 2013). Whereas the idea of integration and coordination has a long history, the novelty of IMC relies on technological developments that have enabled putting this idea into practice (Kliatchko 2005). Accordingly, the advancements in information communication technology (ICT) in general and social media as one of its most recent developments are considered as important drivers of integration approach (Finne & Grönroos 2009; Kliatchko 2009; Gurau 2008).

Customer engagement, two-way dialogue, consumer feedback, new brand ideas, pricing, and location can all be gleaned from social media sites (Young 2014; Fill 2009). However, limitations are fraud, privacy and censorship (Young 2014; Fill 2009). Shimp and Andrews (2013) identify two of the more prominent social networking venues as Facebook and Twitter.

Interactive media

Interactive media refers to online activities and programs intended to communicate customers to raise brand awareness and elicit sales of products and services (Keller 2009). The following are various interactive marketing communication channels listed by Keller (2009).

Websites

A company’s Web is an advertisement for the particular company, and it represents a venue for generating and transacting exchanges between organisations and their

customers (Shimp & Andrews 2013). A brand's Web is an invaluable advertising medium for conveying information about the brand, its character, and its promotional offerings (Shimp & Andrews 2013). Hence, companies must design Websites that embody or express their purpose, history, products and vision (Keller 2009).

Microsites

These are individual or cluster of Web pages that function as supplements to the main site (Keller 2009). Microsites are much less expensive to set up than a traditional site and are particularly proficient at building awareness as a click-through to microsites are higher than banners (Fill 2009).

Search ads

The search terms serve as a proxy for the consumer's consumption interests and trigger relevant links to product or service offerings alongside search results from Google and Yahoo (Keller 2009).

Display ads

Display ads are small, rectangular boxes containing text and maybe a picture that companies pay to place on relevant Webs (Fill 2009; Keller 2009). Banner ads could have a positive effect on brand awareness even if Internet users do not click through to learn more about the advertised brand (Shimp & Andrews 2013).

Interstitials

These are advertisements with animation or video that pop up between changes on a Web (Keller 2009). Pop-ups appear in separate browser windows when Web pages are being loaded or closed. Technically, interstitials appear during Web page loading and closing (Fill 2009).

Internet-specific ads and videos

These are internet-specific ads and videos with user-generated content sites such as MySpace Video, YouTube, and Google Video. Advertisers can upload ads and videos to be shared virally by millions of peoples (Shimp & Andrews 2013).

Sponsorships

Sponsorship in interactive marketing can be understood as when companies get their name on the Internet by sponsoring special content on Websites that carry news, financial information and so on (Keller 2009).

Online communities

Many companies sponsor on-line communities whose members communicate through posting, instant messaging and chat discussions about special interests related to the company's products and brands (Keller 2009:147).

E-mail

There are two key characteristics associated with email communications. First, it can be directed at clearly defined target groups and individuals. Second, email messages can be personalised and refined to address the needs of individual users (Fill 2009).

Mobile marketing

Mobile marketing communications involves the delivery of direct marketing messages to mobile devices using wireless technologies (Fill 2009). In developing countries especially, mobile phone marketing is becoming increasingly important (Keller 2009).

3.2.2. Product sources of brand message

Product messages are messages that customers infer from the product itself (Duncan and Moriarity 1997). These are messages about the firm and its offerings that follow from the physical products in an offering (Grönroos 2015). Product messages do not involve human contact between customers and company but may have a significant impact on purchasing decisions (Duncan & Moriarity 1997). However, it includes the performance of the product, appearance, pricing, design, and where and how it is distributed (Grönroos 2015; Duncan & Moriarity 1997). These are discussed separately as follows beginning with product performance.

3.2.2.1. *Product performance*

Product performance refers to the performance of the product in many aspects of the customer. Although product design is important, performance is even more important when it comes to sending brand messages. This is the rationale for spending large amounts on sales promotion to generate trial for a new product (Duncan & Moriarity 1997).

3.2.2.2. *Product price*

This refers to the amount charged for a product or service. Pricing is a crucial decision as it may have an impact on demand for the product. In the context where a variety of brand choices for most product categories are available, price determines the purchasing decisions (Duncan & Moriarity 1997).

3.2.2.3. *Product design*

Packaging can be used to convey persuasive information to influence customers' purchasing decisions. In the FMCG market, the decisions made at the point of purchasing often require buyers to build awareness through product design (Grönroos 2015). The design of a package is important as it attracts the attention of buyers (Fill 2009). Ampuero and Vial (2006) identify colour, shape, and graphical forms and images as key packaging variables of product design. Colour and shape may influence the purchasing decisions of customers (Duncan & Moriarity 1997).

3.2.2.4. *Product distribution*

Product distribution refers to points of distribution such as where and how the product is available (Grönroos 2015). Especially for retail products, the distribution sends a strong message, although does not have the differentiating impact (Grönroos 2015).

3.2.3. *Service sources of brand message*

This is one of the constructs of IMC in addition to planned and product sources of the brand message. Service sources refer to the interaction between an organisation's employees and customer (Duncan and Moriarty 1997). Interactions between

customers and service employees in the service process include a substantial element of communication. Not only can the customer get valuable information in these encounters but may develop a sense of trust based on such interactions in their purchasing decisions (Grönroos 2015). This includes the organisation's customer service representatives, receptionists, secretaries, delivery peoples and drivers (Grönroos 2015; Duncan & Moriarity 1997). These sources of the message have a significant impact on customer purchasing decisions (Duncan & Moriarity 1997). The components of service sources of brand message are discussed as follows.

3.2.3.1. *Customer service representatives*

Customer service representatives are individuals who interact with customers on behalf of an organisation (Duncan & Moriarity 1997). They offer information about products and services, take orders and responds to customer complaints. Service representatives often work in customer contact centres, stores, or other places that have contact with customers (Grönroos 2015).

3.2.3.2. *Receptionists*

These are firms' receptions whose responsibility may include answering visitors' enquiries about a company and its products (Duncan & Moriarity 1997). The receptionists expect and welcome calls for help regarding claims about the product or service (Duncan & Moriarity 1997).

3.2.3.3. *Delivery people*

Delivery is the process of transporting goods from a source location to a predefined destination (Duncan & Moriarity 1997). Delivery persons, couriers or messengers pick up packages and various other products and deliver to a different location (Grönroos 2015).

3.2.4. *Unplanned sources of brand message*

The other construct of IMC is unplanned sources of brand message. Unplanned messages about the product are sent by fellow customers who interact with a given

customer during the service process or who make comments in social media and convey good or bad word-of-mouth communication (Grönroos 2015; Duncan & Moriarty 1997). Customers receive various inputs from sources other than conventional marketing communications and word-of-mouth is well represented in the marketing literature (Rindell & Strandvik, 2010; Trusov et al 2009). It is also possible that the company does not participate in the communication process (Heinonen et al 2013).

3.2.4.1. *Word-of-mouth communication (WOM)*

This is a person-to-person oral, written or electronic communication (Keller 2009). WOM is defined as informal communication among customers about products and services during the service process or who make comments on social media and convey a good or bad word of mouth communication (Grönroos 2015). WOM means message about the organisation, its credibility and trustworthiness, its offerings, brand and so on are communicated from one person to another or from digital media to groups of another person (Grönroos 2015). The impact of word of mouth has been growing exponentially due to the Internet and since the introduction of social media (Grönroos 2015). Shimp and Andrews (2013) argue that WOM influence is both complex and difficult to control. Nonetheless, brand managers must attempt to control WOM in the best interests of their brands such as food and beverages (Keller 2009).

3.3. CHAPTER REVIEW

Understanding IMC in the Ethiopian beer market is an important area of investigation. A shift from simple integration of marketing communications mixes to the strategic integration of brand contacts valuable to customers' purchasing decisions is central in the evolutionary process of IMC. The evolution shows that the constructs of IMC are marketing communication mixes of the marketer and multiple sources from various senders. Literature also defines the constructs of IMC broadly as planned, product, service and unplanned sources of brand message. Further, the building blocks of each source of brand message are identified.

Planned sources of brand message include advertising, sales promotion, sponsorship, direct marketing, public relations and digital communication. These are planned and directed by the marketer. On the other hand, product messages are what customers infer from the product itself. This type of sources of brand message includes price, performance, design, appearance etc.). Service messages are from the interaction between customer and organisation customer service representative, delivery person, receptionist, to mention a few. Added to these sources of brand message customers may get messages about the brand from unplanned sources of brand message. WOM is a component of unplanned sources of brand message.

However, the Nordic School perspective of IMC suggests that customers may integrate various sources valuable to their purchasing decisions in their own context, not necessarily limited to the prescriptions in the literature. The same holds true in the context of the marketer. Thus, it is important to design an appropriate methodology to understand IMC which is broadly defined as sources of brand message in the Ethiopian beer market. These form the issue of discussion for the subsequent chapter.

CHAPTER 4: RESEARCH DESIGN AND METHODOLOGY

4.1. CHAPTER PREVIEW

Before commencing empirical stages of the research, there is a need to explore philosophical paradigm and research concepts to understand methods that best suit the aim of this study. Hence, this chapter is devoted to the discussion of research paradigms, approaches, methods, procedures, and techniques employed to access empirical evidence important to answer the research questions outlined in Chapter 1. Accordingly, it begins with a discussion of prevailing paradigms and concepts in social sciences research. Then, selection of the interpretivist paradigm for this study is justified. It moves on to argue for a qualitative research approach.

The qualitative section further explains the instruments, procedures and techniques used to grasp a detailed understanding of Integrated Marketing Communication (IMC). Attention is also given to research design, data collection tools, and data analysis techniques. Besides, a participant's selection criteria for the focus group discussion and in-depth interview are identified. Furthermore, the focus group discussion guide and interview schedule development approaches are discussed. Finally, questions of reliability and validity and ethical issues are examined.

4.2. RESEARCH PARADIGM

A paradigm can be described as the most important and critical characteristics of any research. It influences all decisions made in the research process such as the ontology, epistemology, methodology and method (Flick 2018a; Creswell & Creswell 2018; Marshall & Rosmann 2016). Thus, this section addresses the research approach pertinent to the current study. Then, research concepts, i.e. epistemological and ontological viewpoints are analysed with the chosen paradigm (see section 4.2.1.).

Research paradigms are distinguished between two extremes as positivism and interpretivism. To begin with the interpretivist view, it tries to understand human actions through the explanations and beliefs of different people (Silverman 2017; Maxwell 2012). Its originators, Weber and Dilthey, adopt the view that everything has a subjective meaning (Schwandt 2000). Thus, the interpretivist attempts to find the

'truth' about the phenomenon through interpretations of human behaviours and actions. For the most part, this perspective is qualitative and ideographic (Creswell & Poth 2018; Silverman 2017).

On the other hand, positivism which originated in the 19th century is often associated with natural sciences (Neuman 2000). It is most closely affiliated with the writings of Auguste Comte, who propose that knowledge can be found quantitatively in a measurable, objective world (Neuman 2000). The knowledge that grows through a postpositivist lens is based on careful observation and measurement of the objective reality that exists 'out there' in the world. Hence, developing numeric measures of observations and studying the behaviour of individuals is paramount for a postpositivist (Creswell & Creswell 2018). For the most part, this perspective is quantitative and nomothetic (Neuman 2000).

Particularly, this study subscribes itself to the interpretivist research paradigm. In this regard, Wolter (1993) suggest that IMC can only be defined and explored through those who practice it. Accordingly, the perception of IMC is implicit through perspectives of customers and marketing communication practitioners and thus can be explored through their explanations of beliefs, perceptions and practices. This means, how a company integrates sources of brand message to influence customer purchasing decisions and how customer integrates sources to make purchasing decisions calls for this paradigm. This allows for the understanding of IMC in the Ethiopian beer market context where IMC has never been addressed (see section 1.3.). Therefore, interpretivist worldview is important to explore IMC in this research setting through the participants' explanations of beliefs, perceptions and practices.

4.2.1. The research concepts

Existing theories within the sphere of social sciences are derived from a certain philosophical paradigm. Thus, researchers must be conscious of the associated philosophical assumptions which shape the research process (Creswell & Creswell 2018; Creswell 2014; Maxwell 2012). Accordingly, the concepts of ontology, epistemology, and methodology are reviewed in the following paragraphs to comprehend the nature of research and to make suitable choices regarding the research design.

The ontological stance of the research determines all decisions made during the research process. Ontology represents the nature of reality (Creswell & Poth 2018). How does the researcher view reality? The first decision a researcher has to make concerns about the overarching argument of the phenomenon. The researcher has to choose whether to study the phenomenon depending on individuals' cognition of reality or whether reality is external and objective to individuals (Flick 2018b; Cohen, Manion & Morrison 2013; Burrell & Morgan 1979). The nominalist/interpretivist believes that only through beliefs, interpretations and perceptions of human beings' reality can be understood (Creswell & Creswell 2018). Contrary to this, the positivist paradigm presents an objective reality as external to the researcher and, thus, measurable and quantifiable (Collis & Hussey 2003).

In line with the nominalist/interpretivist approach, this study is guided by the underlying ontological assumption that IMC exists in a reality created by its social actors. The assumption is that not only the marketers but also customers are actors who implement and understand IMC. This is in harmony with Burgmann (2007) who assert that IMC takes the form of a symbolic mode and can be characterised via the marketing language and actions undertaken by those who practice it. Hence, IMC is a social construct. If this study is based on an extreme realist standpoint, then IMC would exist independent of its social setting, without reference to the perceptions and beliefs of marketers and customers. However, the current study assumes that a detailed understanding of IMC can only be achieved through the actions and interpretations of IMC practitioners (customer and marketer).

According to Scotland (2012:11), "the ontological position of interpretivist is relativism". Relativism sees reality as being different from one person to the next, based on their subjective reality (Scotland 2012). Hence, this study acknowledges the importance of reality being socially and subjectively constructed based on individual subjective perceptions that are socially created (Maxwell 2012). The interpretive paradigm notes subjectivity and the fact that every individual has different viewpoints and perceptions based on his or her interactions and experiences (Cohen et al 2013). Consequently, in this study, the perception of IMC is investigated from the perspectives of customers and marketing communication personnel. This research, therefore, follows the relativist ontology.

The choice of the relativist ontology is closely interlinked with another set of assumptions, i.e. epistemology. Epistemology deals with the connection between researcher and investigation (Mason 2018; Maxwell 2018). On the one hand, the researcher may believe that knowledge is solid, real and tangible, while, on the other hand, the researcher might also believe that 'knowledge' is of a more subjective and malleable nature (Creswell & Poth 2018). The following question evolves: how does the researcher see the grounds of knowledge? (Guba & Lincoln 1994). In other words, how does the researcher think s/he can study the subject under investigation and which methods are most appropriate?

The objective extreme, i.e. the positivist, believes in an independent reality based on tangible facts. The positivist researcher tries to establish causal relationships within the research to explain the phenomena (Collis & Hussey 2003, Burrell & Morgan 1979). However, the interpretivist may be a participant in his or her research, where beliefs will shape the explanations and facts to be presented. Therefore, s/he needs to be involved to understand the perspectives and behaviours of human beings (Creswell & Creswell 2018).

Following the choice of relativist ontology, the epistemological standpoint of this study is the approach of counter positivist, i.e. interpretivist, because the overall aim is to explore IMC (as sources of brand message) and not to forecast or predict them. This research is of a subjective nature as it does rely on the judgements of customers and marketing communication personnel. This means it relies mainly on the interpretations as well as the actions of customers and marketing communication personnel and not facts. This empirical work is carried out within IMC's natural setting, and not in an artificial experimental environment, as might be the case given a positivistic methodology.

This study considers that the world is complex and various social constructs depend and develop according to different interpretations and judgments of the people who give meaning to the phenomenon. Therefore, IMC is 'internal' to the individual, i.e. dependent on the customers' and marketers' consciousness. Only s/he can influence it, and only s/he can decide how to develop it. Receiving first-hand knowledge from customers and marketing personnel is important in interpreting and understanding

the phenomenon, making the information and knowledge gained on IMC subjective and dependent on their perceptions. Thus, the choice of an interpretivist paradigm promotes respect for different practices and perceptions of marketers and customers, whilst engendering a greater understanding of their views regarding IMC.

The adoption of certain ontological and epistemological stances informs the research methodology. A research methodology is the construction of the research in which it is employed. Thus, the field of study must be directed by a chosen methodology (Creswell & Creswell 2018). Methodology can be placed on a scale from nomothetic to ideographic (Burrell & Morgan 1979). Nomotheism calls for a scientific approach where systematic techniques are employed; for example, statistical tests are used to test hypotheses and data. A quantitative methodology would usually be adopted for such an approach. Ideography, however, presents a more subjective standpoint, acknowledging that the researcher involves as part of the investigation. However, this research is of a qualitative inductive theory building nature, conducted in its natural setting and aiming to explain a phenomenon by understanding the practice of customers and marketers. Thus, a primarily ideographic methodology guides the current study.

As shown in section 4.2. and 4.2.1., the research paradigm and concept are interrelated and form a base for the selected methodology of this study. Following this, the discussion concentrates on the justification for specific research design (see section 4.3.), participant selection (see section 4.4.), data collection method (see section 4.5.) and development of focus group discussion guide and interview schedule (see section 4.5.3.).

4.3. THE RESEARCH DESIGN

This study aims to carry out an in-depth analysis of IMC from marketer and customer perspectives, taking customers as the starting point of investigation within the beer business. Accordingly, it explores perceptions of participants, both customers and marketers, regarding IMC and tests its constructs in the context of the Ethiopian beer market. The researcher realises that the statements made by participants would be diverse and subjective, and not based on pure objectivity. The qualitative research approach of the study accommodates this and does so in order to contribute to the

inductive development of knowledge in the field of IMC. The diverse and subjective views of participants help to explore IMC concepts and constructs which might not have been previously recognised in the theory.

Besides, the perceptual nature of IMC (as sources of brand message) makes it a manageable construct to assess qualitatively. Finne and Grönroos (2017:450) opine that “the customer subjectively decides what is to be integrated and which sources of brand message are in use”. This may include perceptions of a product, an offering, service, person or company and can be deliberated or embedded in context, visible in the mind of customer (Finne & Grönroos 2017). Hence, by selecting the participants and analysing their statements, it is possible to qualitatively approach IMC. Consistently, Šerić (2016:25) suggest that “studies should focus more on qualitative approach as a considerable number of IMC studies seem to prefer a quantitative approach which is not an in-depth interpretation of IMC concepts”.

Further, the complex nature of IMC (sources of brand message) supports the decision to utilise qualitative methodologies. “IMC is a more complex process than traditionally understood marketing communication of the old type associated with planned marketing communication” (Pluta-Olearnik 2018:127). For instance, the combination of open (unplanned) sources, and the contextually and temporally based sources of brand message makes the subjective world of customer perceptions on IMC complex (Finne & Grönroos 2017). The qualitative approach simplifies the complexity in the understanding of IMC as sources of brand message constructs. This is in line with Gummesson (2000:171) who argue that “qualitative research helps in addressing the complex reality, making it superior to quantitative methodology emanating from traditional natural sciences”.

Based on the above arguments and rationale, a qualitative research approach is thought the most suitable method for this study. It enables the participants to formulate such subjective and perceptual statements of IMC (as sources of brand message constructs), as opposed to pure objectivity, which is called for quantitative research. Consequently, this approach is a means to understand IMC in a better way.

In line with the qualitative research approach and aim of this research, the current study adopts exploratory research design. This is in harmony with, Šerić (2016:25) who argue “IMC is a rather new phenomenon and the exploratory research design is necessary for its better understanding and building of IMC theory”. Exploratory research seeks to provide new explanations through active involvement of the researcher in the process of amplifying his or her conceptual tools allowing to pose new questions and provide new explanations of a given reality, from a new angle (Creswell & Creswell 2018; Flick 2018a; Maxwell 2018). Exploratory research design in qualitative study is characterised by a process of reformulating and adapting explanations, theories and initial hypotheses inductively (Maison 2019; Flick 2018b).

Exploratory research design can begin, similar to deductive research, with previously formulated theories and can use empirical data to refine, adapt, specify or reformulate theories to the point that the observed makes more sense to the observer and is thus explained better plausibly and consistently (Reiter 2017; Silverman 2017). One advantage of deducing from theory in qualitative approach is that the theory helps researchers attend to details and nuances in the data that otherwise might be overlooked (Flick 2018b; Kennedy & Thornberg 2018). This type of research not only allowed the participants to express their perceptions of IMC through narratives but also elaborated on their responses. In general, Šerić (2016:25) mention “IMC as a rather new phenomenon, and the exploratory research design is necessary for its better understanding and theory building”. Therefore, this study approaches IMC based on previously formulated theories.

4.3.1. Exploratory design and research questions

It is important to note that exploratory design is vital to answer the research questions guiding this study. Research Question 1 is ‘How do customers perceive, integrate and assess the value of brand contacts in their purchasing decisions?’ To answer this question, the exploratory research design is necessary. Because Finne and Grönroos (2017) argue that it is the customer who integrates and makes sense of all messages from any source, company-driven or stemming from other sources, from which the customer perceives as communication, forming value-in-use for him/her for a specific purpose (see Chapter 2). Importantly, customer subjectively

decides what are to be integrated and which sources of brand message are valuable (Finne & Grönroos 2017; Pauwels, Erguncu & Yildirim 2013). Accordingly, exploratory research design allows exploring the integration of any sources which may influence customers' purchasing decisions based on their subjective perception.

Unlike Research Question 1, Research Question 2 holds a company perspective. The question is 'What is the value of brand contacts used by the firm to influence customers' purchasing decisions?' As illustrated in Chapter 2, these brand contacts are defined as '*What the firm says*' (planned brand messages) and '*What the firm does*' (creating product and service messages). However, it is important to explore brand contacts in the context of marketers beyond those mentioned in the literature (for detail refer to Chapter 3), which would otherwise be latent. To this end, the exploratory design is appropriate to the contextual understanding of IMC at Habesha Breweries.

The final and overarching Research Question 3 is formulated as 'What congruency exists between brand contacts perceived as valuable in customers' purchasing decisions and brand contacts originating from Habesha Breweries?' In other words, it aims to compare/contrast brand contacts explored from customers (Research Question 1) and Habesha Breweries (Research Question 2). A significant number of IMC studies has been carried out either from the perspective of customers or marketers. However, a literature search shows no empirical evidence which explored IMC from both customer and company perspectives (see Chapter 1). As a result, this study aims to explore IMC by threading together the existing perspectives (i.e. outside-in and inside-out) for comprehensive understanding. The next section explains how participants are selected for the same purpose.

4.4. PARTICIPANT SELECTION

Quantitative research requires standardisation of procedures and random selection of subjects to remove the influence of external variables and safeguard generalisability of results (Creswell & Creswell 2018). In contrast, participant selection in qualitative research is purposeful based on the requirement of who can best inform the research questions and enhance understanding of the phenomenon under study (Maison 2019; Schreier 2018). Hence, the most important task in

qualitative design is to select appropriate participants based on research questions, theoretical perspectives and potential to inform the study (Maison 2019; Morgan & Hoffman 2018). In line with these criteria, customers and marketing communications personnel are participants in this study.

To begin with the customers of Habesha Breweries, they are selected for the focus group discussion based on the following criterion:

- They must be customers in the Habesha Breweries.
- Those who represent diverse cultural groups and demography. Accordingly, customers from cities such as Addis Ababa, Ambo, Jimma, and Debrebirihan are selected.
- Those who are capable to discuss, share and argue on the issue under investigation.
- They must be willing to sign the informed consent form and agree to take part in the study.
- They must be 21 years old and above (drinking age which is decreed in Ethiopia).
- They must speak at least Amharic (lingua franca – common language between speakers whose native languages are different).

On the other side, the marketing communication personnel of Habesha Breweries are participants in this study. They are purposefully selected based on the following criterion:

- Those who are employees of the Company.
- Those who handle the marketing communication of the Company.
- Those who handle the customer relationship management.
- Those who are capable to discuss, share and argue on the issue under investigation.
- Those who are willing to take part in the study.

Customers of Habesha Breweries are purposefully selected to answer Research Question 1, which deals with the customer perspective of IMC. On the other hand, the marketing communication personnel of Habesha Breweries are selected to

answer Research Question 2, which deals with the company perspective of IMC. For a comprehensive understanding, Research Question 3 is formulated to analyse the congruence between Research Question 1 and Research Question 2 from the same.

Accordingly, Habesha Breweries customers and Habesha Breweries marketing communication personnel are the units of analysis and their perception of IMC is the unit of observation in this study. The intention is to understand a wide range perception of IMC from a purposely selected group of individuals than from a statistically representative sample of a broader population. Thus, the participant selection process used for both the focus group discussion and in-depth interview is akin to convenience purposive sampling consistent with Morgan and Hoffman (2018) and Ritchie et al (2013). Choosing a non-probability technique is thought to increase the variability of this research (Maison 2019; Silverman 2017).

One of the important issues in the selection of participants is group composition. Obviously, group composition is a factor that is critical to ensure significant interaction between focus group members (Maison 2019; Morgan & Hoffman 2018). Rich interaction among focus group participants occurs when group composition is considered and potential for 'common ground' is maximised to provoke sharing and comparing (Morgan & Hoffman 2018). Consistent to Morgan and Hoffman (2018) and Silverman (2017) two important considerations are taken in this study. These are the relationship that the participants have with each other and the relationship that the participants have with the topic.

Homogenous segmentation allows for enough commonality among participants to maintain productive conversations and avoid undue conflict (Morgan & Hoffman 2018; Silverman 2017). There is a strong preference for homogeneity because the success of homogenous participants is well demonstrated while there is correspondingly less experience in determining either the most effective situations for using merely heterogeneous groups or the procedures for working with such groups (Maison 2019; Silverman 2017). Consistently, the relationship that participants had with each other was an important variable in defining focus group discussion in this study.

The customers of Habesha Breweries who are homogenous in terms of language and brand loyalty allowed enough commonality and productive conversations. But rather the heterogeneity of participants is also considered in the homogeneous group composition. The focus group participants are heterogenous in terms of: gender (male and female), age group (young, middle and old), economic class (low, middle and high), cultural background (from different ethnic group), and locality (Addis Ababa, Ambo, Jimma, and Debrebirhan) which yielded diverse and representative ideas on the issue under investigation.

Besides, size is a crucial consideration in decisions about focus group composition (Maison 2019; Creswell & Poth 2018). The inherent nature of this study does not demand many participants. This is because qualitative research methods see value in a small sample that not only provides rich data but also sufficient to answer the research questions, making no claim to sample-population generalisability of results (Silverman 2017). Different authors opt for different maximum and minimum numbers of participants in focus groups (Flick 2018d; Ritchie et al 2013). According to Morgan and Hoffman (2018), focus groups range on size from five to ten individuals and smaller sizes are particularly appropriate for sensitive topics and/or situations where the participants have a high level of engagement with the topic. Whereas Flick (2018b) state that focus groups typically include six to twelve participants. Ritchie et al (2013:37) suggest four to ten individuals in a focus group.

However, in harmony with Creswell and Poth (2018) and Creswell (2014), six participants per focus groups were arranged in this study. This is consensually regarded as an acceptable figure. Accordingly, four focus group discussions each comprising of six customers was undertaken. Hence, the participants in the focus groups of customers have amounted to twenty-four participants. A figure of twenty-four participants represents an acceptable number to achieve the aim of this study and the depth of the questions. The four separate focus groups with customers of Habesha Breweries saturated the data (see section 4.5.1.).

On the other hand, four marketing communication personnel were selected for face-to-face in-depth interviews. The participants were purposefully selected from Habesha Breweries based on the criterion mentioned above, and primary, who could

give detailed explanations about the issue under investigation. Accordingly, an in-depth interview was conducted with a brand manager, territory sales managers, and sales executive of Habesha Breweries. The four in-depth interviews were beneficial for the identification of dominant and latent perceptions. Access to the focus group discussion and in-depth interview participants is gained through snowball sampling strategy.

As with focus groups, the most common recommendation is to seek 'saturation' in the data, so that further interviewees no longer provide any additional information (Creswell & Poth 2018; Roulston & Choi 2018). It is possible to say that data is saturated when the researcher predicts how the participants will respond to almost any topic that gets raised during the interview (Maison 2019; Barbour 2018; Maxwell 2018). Following this suggestion, the number of interviewees in this study was determined when the categories (or themes) saturated and when gathering fresh data did not spark new insights or new properties (see section 4.5.2.).

4.5. DATA COLLECTION

It has been agreed that IMC is a valuable concept both to the theorists and practitioners. However, it is difficult to call that IMC is an established theory (see section 4.3.). This creates a need for further qualitative exploration of the paradigm (see section 1.3.). Therefore, it is necessary to explore the phenomenon in greater depth through qualitative data collection techniques (Šerić 2016; Gould 2004; Gould 2000; Schultz & Kitchen 2000).

Subscribes to qualitative research, focus group and face-to-face in-depth interview are the two data collection methods preferred for this study. These two techniques are used for exploration in qualitative research (Creswell & Poth 2018; Flick 2018c; Gobo 2018; Silverman 2017). When the purpose is to get a detail and diverse understanding of issues, focus groups are recommended (Maison 2019; Flick 2018b; Morgan & Hoffman 2018). Similarly, in-depth interviews are important when the goal is to get in-depth information about participants' viewpoints (Creswell & Poth 2018; Maison 2018; Roulston & Choi 2018).

In-depth interview and focus group discussion are substituting methods. It can be used as a substitute in the context where a focus group is difficult to implement (Flick 2018c; Morgan & Hoffman 2018). Both the focus group and individual interview provide a degree of detail on each participant. Thus, they can be taken as substituting methods rather than competing (Creswell & Poth 2018; Flick 2018; Morgan & Hoffman 2018; Silverman 2017). Both allow the participants to provide a detailed account of the subject based on their experience (Maison 2019; Roulston & Choi 2018). Hence, participants can refine and elaborate on their individual views on a one-on-one basis or in a group (Ritchie et al 2013). Thus, in this study where focus group discussion is impractical in the case of Habesha Breweries, in-depth interview was employed as a substitute. These two methods of data collection are further discussed below.

4.5.1. Focus groups

The hallmark of focus groups is an explicit use of group communication to produce insights (Flick 2018). The strength of focus groups in this regard is the variety of perspectives and experiences that participants reveal during their interactive discussion. This is especially important in the twin processes of sharing and comparing, which create communication dynamics (Maison 2019; Morgan & Hoffman 2018). Thus, IMC was explored through the focus groups which revealed various perspectives of customers in the process of sharing and comparing.

The benefits of focus groups are communication and interaction between participants essential to generate rich data (Barbour 2018; Morgan & Hoffman 2018). Not only are group discussions conducive to conversation and interaction, but also allow getting deep insights into the participants' personal feelings and giving the opportunity to identify perceptions in a group as they emerge (Ritchie et al 2013). In connection with this, Creswell and Poth (2018), Flick (2018e) and Silverman (2017) state that a small group of people brought together for discussion can be more resourceful than a representative sample and allows for the identification of shared and disparate views.

As a result, focus groups are essential to get a wide-ranging perception of IMC. Since this study attempts to explore customers' perception of IMC, the focus group

allows gathering customers' diverse views of IMC. Not only rich and subjective viewpoints, but this method enables customers to share ideas and draw out elements of IMC (sources of brand message). The next section discusses the second major data collection method used in this study, namely – face-to-face in-depth interviews.

4.5.2. Face-to-face in-depth interviews

Face-to-face in-depth interviews are the other data collection tool used in this study due to the following advantages. In-depth interviews are often regarded as an efficient and valid way of exploring attitudes, beliefs, values and perceptions (Roulston & Choi 2018; Silverman 2017). Understanding why the interviewee has the attitudes, beliefs, values and perceptions are the other advantages of in-depth interviews (Roulston & Choi 2018). Thus, in-depth interviews are important to gather rich and insightful information based on each participant's context and a chance to explore untapped areas (Silverman 2017).

Added to these, the benefits of face-to-face in-depth interviews are relevant to this study in two ways. First, as this study is rooted in interpretive research paradigm subjective and rich viewpoints through in-depth interviews allowed to gain better insight and clarification on IMC. Second, it helped to address the methodological problem by substituting the focus group discussion. Conducting focus groups was impractical as getting marketing communication personnel on the same venue was impossible (see section 4.5.). Consequently, an in-depth interview was preferred as a substitute for focus groups for the same purpose. The following sections discuss the approaches to the development of the focus group discussion guide (section 4.5.3.) and interview schedule (section 4.5.4.).

4.5.3. Approaches to the development of the discussion guide and interview schedule

This section explains the use of literature to develop focus group discussions guide and in-depth interviews schedule. The structure of the questions, arrangement techniques and pilot tests in the development of the focus group discussion guide and in-depth interview schedule are elucidated.

In a qualitative approach, the relationship between theory and data can be conferred in terms of inductive, deductive and abductive orientations (Kennedy & Thornberg 2018). Deduction aims usually not to 'test' the theory but to adopt the theory as an analytical tool or lens when collecting and analysing data (Kennedy & Thornberg 2018). The risk with deduction is that researchers become less sensitive to participants, the field under study and the collected data since the main concern simply is to 'prove' or 'demonstrate' the theory and assert *a priori* arguments (Creswell 2014).

Distinct from the deduction is the theoretical orientation in which theory (or some broad explanation) is the endpoint. It is an inductive process of building from data to broad themes, and on to a generalised model or theory (Kennedy & Thornberg 2018). The logic of inductive approach is that the researcher begins by gathering in-depth data from participants and then, from this data into themes (Creswell & Creswell 2018). These themes are developed into broad patterns, theories, or generalisations that are then compared with personal experiences or with existing literature on the topic (Flick 2018b). This framework allows for the identification of any patterns or new ideas to guide the researcher during the analysis of the phenomenon, and theories generated inductively can either support or contest the theoretical assumptions identified in the literature (Flick 2018b).

Assumptions that support 'pure' induction, i.e. researchers can collect and analyse theory-free data without any prior theoretical knowledge has been criticised (Chalmers 1999). Such naive inductivism fails to recognise that researchers are situated within historical, ideological, and socio-cultural contexts (Flick 2018b). Data can never be free of theoretical influence because observing and collecting data are 'theory-laden' undertakings (Maxwell 2018). Prior knowledge of a phenomenon inevitably shapes researchers' observations (Alvesson & Kärreman 2011; Bryant 2009).

Accordingly, there is an integration of theoretical knowledge in the literature and the development of the data collection tool. For instance, Flick (2018b) encourages the use of previous literature or a framework to guide the measuring instruments or tools. Smith (2015) also argues that existing literature is a basis for research and the

framework through which tools can be developed and interpreted. In qualitative research information from the existing literature is also known as "context knowledge" and can be taken as a reference to customise questions in the guide and schedule (Creswell & Creswell 2018).

Therefore, the inductive approach best suit to this study and the existing literature of IMC guides the development of the discussion guide and interview schedule in different ways. For instance, the focus group discussion guide (see Appendix 1) and in-depth interview schedule (see Appendix 2) were designed in light of the current IMC literature to address formulated research questions. In other words, the theoretical framework of IMC which is defined as constructs of sources of brand message informed how the focus group discussion guide and in-depth interview were formulated.

The 'funnel' technique was also employed in the development of the focus group guide and in-depth interview. Funnels work systematically from less-structured, open-ended questions to more structured, targeted questions (Creswell 2014). In other words, a funnel approach includes both open-ended and highly targeted questions where thinking goes from specific to general (Silverman 2017). Morgan and Hoffman (2018) and Flick (2018c) suggest that focus group guide and in-depth interview begins with a broad question that is intended to engage the participants and subsequent questions successively narrowed concerning research questions. This allows the emergence of different themes and probing specific sensitising concepts (Creswell & Poth 2018; Flick 2018b).

In sum, the focus group discussion guide and in-depth interview schedule were developed in the same approach. A similar approach was followed in the formulation and arrangement of questions in both tools. Literature was taken as a point of reference to formulate the questions and funnel technique approach was followed in the arrangement of questions. The reason is that the alignment of questions of the discussion guide and interview schedule is important for the comparative methodological perspective of this study.

The focus group discussion guide and in-depth interview guide were tested in Addis Ababa before application in the main study. This is because pilot studies are

important to identify potential problems with the study (Maxwell 2018). Although researchers may carefully design a study, there might be some potential errors and issues that could occur while conducting the main study (Creswell & Poth 2018). The best protection is to test data collection tool, data collection methods and data collection procedure (Flick 2018b).

Therefore, small-scale pilot tests were made before tackling the actual focus groups and in-depth interviews. The outcome was measured against the objectives of pilot testing identified by Maison (2019) and Barbour (2018). Accordingly, it was determined that the planned approach to participant selection could generate volunteers. Additionally, the tools for collecting data were ensured to elicit the type and range of responses. Further, personal skills and abilities of the researcher were assessed as per the requirement in the interpretivist paradigm. Finally, the decision was made to proceed with the main study as planned.

4.5.3.1. Focus group discussion

Funnel approach to interviewing was followed which included both open-ended and highly targeted questions. The questions are ranged from broader questions concerning beer market context in Ethiopia to more specific questions regarding IMC. The focus group discussion guide then posed broad introductory questions related to perceptions to beer market context in Ethiopia (questions 1 to 5). This allowed the participants to express their perceptions of beer market promotions broadly. These did not only explain the context of the research for the participants but also enable them to build a sense of rapport with the researcher and feel comfortable in a group setting.

Thereafter, specific questions about Habesha Breweries were discussed. Subsequent questions were specific to the planned, product, service and unplanned sources of brand message. Since most of the questions were based on the constructs of IMC, the motivation for the inclusion of each question emanated from the discussion in the literature review (see section 4.5.3.). However, the questions were not arranged in the same order of discussion in the literature review. This allowed the conversation to flow easily and enabled the participants to converse smoothly.

Focus groups data collection process must be finalised when the categories (or themes) saturated and when gathering fresh data no longer spark new insights or reveals new properties. The four focus groups were beneficial for the identification of dominant and latent perceptions with Habesha Breweries customers. Focus Group 1 took the time duration of 2 hours and 41minutes, Focus Group 2 took the time duration of 2 hrs and 58 minutes, Focus Group 3 took duration of 2 hours and 5 minutes, and Focus Group 4 took the duration of 1 hour and 40 minutes. In this process, the data gained from Focus Group 4 reflected redundant ideas discussed in the preceding Focus Group discussions. The four discussions offered enough data to understand the similarities and differences of perceptions and the extent of consensus and diversity among the participants. Accordingly, the data was sufficient to adequately answer Research Question 1 of this study.

When moderating the discussions, the researcher made the necessary adaptations to the guides considering the context of discussions. The researcher moderated the discussion by setting a comfortable tone, eliciting interaction between participants and facilitating the discussion such that rich data are produced. All participants felt comfortable in expressing their opinion and discussing with others. They were also empowered to participate freely. In a few cases, the researcher directed the discussion towards more targeted questions and prompted when the group tended to stray far off-topic (Morgan and Hoffman 2018). In other cases, the researcher used more open-ended questions that prompted interaction and creativity to get the participants' 'juices flowing' (Maxwell 2018).

Homogenous group composition can be mentioned as a factor to the successful completion of the discussion. Another critical resource is the open-ended nature of the focus group promoted the discussion among participants. Besides, the researcher personal detail – who is a relative match with the participants in terms of age, race, etc – influenced the kind of data produced in a group setting, especially when discussing sensitive subjects. Further, the setting for all focus groups was a quiet venue convenient for all participants important to concentrate on the discussion. In sum, there is a set of relatively standardised practices that define the common wisdom about how to do a focus group. These were applied in this study: homogeneous group composition, funnel-shaped interview guides, and less-

structured approaches to group moderation. The benefit of working in line with these procedures is of a high probability of productive focus group (Maison 2019; Creswell & Poth 2018; Flick 2018b; Morgan & Hoffman 2018).

4.5.3.2. Interview schedule

Besides the focus group, four face-to-face in-depth interviews with the marketing communication personnel of Habesha Breweries were undertaken. The participants were purposefully selected based on the criterion mentioned in section 4.4. Accordingly, the brand manager, two territory sales managers, and a sales executive of Habesha Breweries took part in the interview.

The researcher conducted an in-depth interview by eliciting smooth interaction with the interviewee. All interviewees were made to feel comfortable in expressing their opinion and were empowered to participate easily. To accomplish this, the setting for all interviews was a quiet venue convenient which was important to concentrate on the issue of discussion. Additionally, few interviewees took rest amid the interview.

Similar to the focus group discussion, the interviewing approach followed both open-ended and highly targeted questions. The questions ranged from broad questions of beer market context in Ethiopia to more specific questions concerning IMC practice at the Company. After the introduction, the researcher began the discussion with a broad question that is intended to engage the interviewees. The interview schedule then posed broad introductory questions related to perceptions to beer market context in Ethiopia (questions 1 to 5). This allowed the interviewees to express their perceptions of beer market promotion broadly and important to build a sense of rapport and feel comfortable in the interview.

Thereafter, specific questions about Habesha Breweries were discussed. Subsequent questions were specific to the planned, product, service and unplanned sources of brand message used by the Company. However, the questions were not asked in the same order of discussion in the literature review. This allowed the conversation to flow easily and enabled the interviewees to converse flexibly. Consistent with Morgan and Hoffman (2018), the researcher directed the discussion towards more targeted questions and prompted when the interviewee tended to stray

far off-topic in a few cases. In other cases, the researcher used more open-ended questions that prompted explanations of the issue under discussion and made necessary adaptations by considering the constraints in the interview process.

Rich data collected from the four in-depth interviews yielded saturated data for the current study. As with focus groups, the most common recommendation is to seek 'saturation' in the data, so that further interviewees no longer supply any other information (Creswell & Poth 2018; Roulston & Choi 2018; Schreier 2018). It is possible to say that data is saturated when the researcher predicts how the participants will respond to almost any topic that gets raised during the discussion (Maison 2019; Barbour 2018). Data was collected from Habesha Breweries brand manager which took interview time duration of 1 hour and 39 minutes. Also, in-depth interviews with two territory sales managers were conducted, each with the time duration of 2 hours and 32 minutes, and 2 hours and 28 minutes, respectively. Lastly, the sales executive of Habesha Breweries (interview time duration of 1 hour and 15 minutes) provided no new information which indicated saturation in the data.

4.5.4. Recording

The interviews and focus groups were conducted in Amharic. This is because Amharic is a common language in Ethiopia that all participants from different linguistic backgrounds can converse with each other. The focus groups and interviews are recorded on a digital recorder, which helps to ensure that the entire interview and focus groups are transcribed verbatim and translated to English. This is with the permission of the individuals taking part in the discussion and interviews. The next section deals with the systematic process of data analysis and interpretation employed in this study.

4.6. DATA ANALYSIS AND INTERPRETATION

Within the qualitative research literature, different frameworks can be found which can help in analysing qualitative data transcripts. In general, it can be said that the analysis of data from focus group discussions and in-depth interviews is based on an inductive content analysis due to the research's exploratory nature. ATLAS.ti8

qualitative data analysis software is utilised to analyse the data. It is necessary to give a more detailed description of how the data was analysed and interpreted.

However, before this, the following important concepts need clarity in any qualitative research Guest, MacQueen and Namey (2014):

- Data: the textual representation of a conversation, observation, or interaction.
- Coding: the process by which a qualitative analyst links specific codes to specific data segments.
- Codebook: a structured collection of codes that includes a description of how the codes are interrelated.
- Code: a textual description of the semantic boundaries of a theme or a part of a theme.
- Theme: a unit of meaning that the reader of the text observes in the data.

Kennedy and Thornberg (2018) mention procedures of coding depending on the nature of the study as inductive, deductive or both. Inductive coding involves reading the data and observing themes based on the stories told by the participants, while deductive coding is based purely on theories or concepts identified in the literature (Hennick, Hutter & Bailley 2011). In line with the inductive coding approach, coding involves reading participants' perceptions to relate to the literature. The codes were developed to themes, which were then categorised into concepts that are related to the phenomenon under investigation in line with the suggestion of Silverman (2017), and Braun and Clarke (2014).

It is necessary to point out that code; theme and subtheme are separate entities that support one another (Braun et al 2014). Codes capture single ideas associated with a segment of data related to the research question (Creswell 2014). A theme captures common recurring patterns in the data set or 'central concept' (Creswell 2014). A subtheme exists under the canopy of a theme sharing the same 'central idea' (Maison 2019). In this study, therefore, the codes contributed to the development of subthemes. Then, the subthemes contributed to the emergence of core themes.

Thematic analysis was used to analyse and organise data. This type of analysis involves categorisation of themes that are deemed important for the subject matter (Creswell & Creswell 2018; Flick 2018b). Furthermore, thematic analysis is delineated as the identification and description of 'implicit and explicit concepts within the data' (Silverman 2017). The advantages of thematic analysis are flexibility in the approaches to coding and the potential to provide a rich, detailed and complex account of the data (Braun & Clarke 2006). Though there are different versions of thematic analysis, Morgan and Hoffman (2018) state that the most widely cited version is the thematic analysis framework identified by Braun and Clarke (2006). In harmony with Morgan and Hoffman (2018), this study systematically utilised the version of Braun and Clarke (2006) as a basic precept to categorise and analyse the data. These phases of thematic analysis are explicated below.

4.6.1. Phase 1: Familiarising oneself with the data

This phase involves transcribing interviews and arranging the data into different types depending on the sources of information (Creswell 2014; Guest et al 2014). Braun and Clarke (2006) argue the immersion of the researcher in data helps to be familiar with the content at this stage. Accordingly, the researcher started the analysis process by listening to the audio record before transcribing verbatim of all focus groups and interviews. Then, the comparison of all audio records and their corresponding transcriptions confirmed that all participants' verbatim records are transcribed. This ensured the accuracy of the transcripts. Thus, this first phase provided a general sense of the information and an opportunity to be familiar and reflect on its overall meaning to generate code (Creswell 2014). In this phase, data was organised and prepared for analysis.

4.6.2. Phase 2: Generating initial codes

This is the phase of generating initial codes from the transcribed data (Braun & Clarke 2006). At this point, codes were generated from the data set. This involved taking text data, segmenting sentences or paragraphs into categories and labelling those categories with a term, often a term based on the actual language of the participants (Creswell & Plano Clark 2007; Guest et al 2014). The coding process was made in three steps in line with Creswell (2003). An initial coding process was

made to generate a detailed line-by-line series of codes intended to fracture the data into small segments.

This was achieved by classifying possible codes that emerged from data through repetition in the transcripts. These initial codes were identified at a semantic level based purely on what the participants said. Next, selective coding was made to reorganise the fractured data into conceptual categories. Finally, axial coding was made to arrive at a compact summary of the most meaningful aspects of the data. This coding process was used to generate a description of the setting or people as well as categories or themes for analysis.

4.6.3. Phase 3: Searching for themes

The organisation of coding is vital during this phase (Kennedy & Thornberg 2018). Once all the initial codes are semantically and inductively organised, all the similar codes must be collated to form a common subtheme, based on similarities or some form of relationship between the codes to generate possible subthemes (Kennedy & Thornberg 2018; Thornberg & Charmaz 2018). Accordingly, codes were arranged in terms of relevance for each potential subtheme. It was ensured that these common codes were contributed to a common subtheme and told a story about the data. Even though Braun and Clarke (2006) refer to 'searching for themes' in phase 3 of thematic data analysis, this study used similar codes that contributed to common subthemes that guided the emergence of the main theme.

4.6.4. Phase 4: Reviewing themes

This phase involves two levels of reviewing and refining themes. Accordingly, reading of the entire data was made for two purposes in line with Braun and Clarke (2006). The first is to determine whether the themes work in relation to the data set. The second is to code additional data within themes that might be missed in earlier coding stages. Accordingly, these possible themes were revised in the entire data and a thorough comparison was made of the potential themes and codes under each theme. This involved a review of the subthemes identified in the previous phase to ensure that these subthemes were sufficiently valid to stem from the coded extracts. At this point, the subthemes were collated to contribute to a potential central idea or

potential theme in an iterative process of theme development. In the end, there was a good idea of what different themes are, how they fit together and the overall story they tell about the data.

4.6.5. Phase 5: Defining and naming themes

This phase refers to the identification of the essence of what each theme is about and determining what aspect of the data each theme captures (Thornberg & Charmaz 2018). Then, this is the point to think about the names in the final analysis (Braun & Clarke 2006). Therefore, each subtheme was analysed, refined and collated to contribute to a common main theme to tell a story of the entire data set. Each subtheme and theme were then defined and named clearly. The essence of each theme was also checked iteratively related to the research problem of the present study. The themes were not only labelled and defined based on how often they occurred in the data set, but rather on whether they contributed to the perception of IMC.

4.6.6. Phase 6: Producing and writing up the report

This phase begins with the working out themes and involved the final analysis and write-up of the report (Braun & Clarke 2006). Thus, an attempt was made to present working out codes, subthemes and themes to demonstrate the analytical process of thematic analysis. Also, a coherent story about the entire data set in relation to the existing theory as well as the research questions that guided the study. The analysis provided a coherent, concise, logical, non-repetitive account of the story that the data revealed – within and across themes. Quotations were embedded within an analytic narrative that convincingly illustrated the story (see Chapter 5). The discussion was beyond a description of the data to make an argument concerning the research question of the current study (see Chapter 6).

In this study, the discussion of findings followed the ‘iterative process’. This requires an iterative interplay between data and theory, in which researchers have to draw implicitly or explicitly on previous theoretical knowledge (Thornberg & Charmaz 2014). However, also rethink, revise or challenge established theoretical assumptions (Kennedy 2018). In this iterative process, qualitative researchers do not

only situate their findings in the current knowledge base of the field but also contribute by extending, challenging, refining or revising (Hesse-Biber 2018).

To sum up, the researcher preferred the approach that allowed collecting and interpreting data through the participants' narratives. The data was organised in themes utilising a systematic inductive and iterative process, whereby the themes were realised purely through the participants' perceptions, but also in line with the study objectives. The study findings were embedded in the data to increase the reliability of the study.

4.7. ISSUES OF RELIABILITY AND VALIDITY

The issues of reliability and validity are measurements of the correctness of data, thus vital to the credibility of studies (Schreire 2018; Maxwell & Chmiel 2014). Credibility is the confidence in the truth of the findings and accurate understanding of the subject under study (Flick 2018c). Reliability refers to how the study and its methods can be replicated (Ritchie et al 2013). However, validity refers to the 'correctness of the research findings' (Rau, Elliker & Coetzee 2018). These measurements are considered in this study as discussed below.

To begin with the reliability issue, Yin (2003) propose three areas of concern which must be considered to ensure reliability in the qualitative study:

- Access to key respondents – in this study, the focus group discussions were conducted with purposefully selected customers who are capable to provide sufficient data (see section 4.4.). The interview schedule was conducted with the brand managers, sales managers and sales executives of Habesha Breweries who provided sufficient information about IMC practice of the Company (see section 4.4.).
- A comprehensible timetable – comprehensive of the data collection schedule was designed that considered the schedule of participants.
- Changes in times and locations based on the interest of participants – Data collection schedule was applied in line with the interest of participants to avoid

anxiety and unnecessary pressure. When an interviewee was not able to meet, a new time and/or location more suitable to the interviewee was agreed upon.

Furthermore, reliability has to do with consistency and stability and the degree to which a study can be replicated (Creswell & Poth 2018). The consistency and stability of findings were compared in line with empirical studies and literature (see section 4.5.).

The validity of qualitative research is divided into internal validity, generalisability and relevance (Creswell & Poth 2018; Silverman 2017). Janesick (2000:50) describe internal validity as "Internal validity is about description and explanation, and whether or not a given explanation fits a given description. In other words, is the explanation credible?" Internal validity is proven by rich data, the credibility of the interpretation and its relationship to theoretical ideas (Creswell & Creswell 2018). As such, only participants can judge the findings, i.e. if they are legitimate because the phenomena are interpreted and understood through the eyes of the practitioners.

Therefore, the internal validity of this study is checked in two ways. First, validity is gained by developing focus group guides and interview schedule in connection with certain theoretical fundamentals highlighted in Chapter 2 and Chapter3. The focus group guide and interview schedules are developed in line with current theoretical constructs. As a result, the reviewed literature helped to establish valid measuring instruments. Thus, allowed the study to link its empirical findings to the literature.

Further, the following measures are taken to ensure the internal validity of both the interviews and focus groups: triangulation and pretesting, which are identified as methods that support the internal validity of the qualitative study (Creswell & Creswell 2018; Morse, Cheek & Clark 2018; Pandey & Patnaik 2014). Triangulation of data enables the researcher to produce valid and diverse viewpoints as they occur (Creswell & Poth 2018; Silverman 2017). Hence, through triangulation, validity and reliability are achieved by reducing bias on the researcher's part and ensuring trustworthiness. Besides, the in-depth interview schedule and focus group guide were pretested in the pilot study (see section 4.5.3.). Construct validity is maintained through the semi-structured interviews and focus group questions which are guided by the variables identified in the literature review.

According to Creswell and Creswell (2018), qualitative findings usually yield different results in different settings and for different members. External validity is not considered important for this study, but instead, the emphasis is given to descriptive, interpretive and theoretical validity. Descriptive validity refers to how accurately the study has been reported (Pandey & Patnaik 2014). In the current study, the following measures are taken to ensure descriptive validity:

- With the consent of the participants, the interviews and focus groups were recorded and transcribed.
- The notes of transcriptions and the recordings during the interpretation and findings stage of the study were cross-checked.

Interpretive validity is the accuracy with which the researcher interprets the meaning that the participants disclose (Pandey & Patnaik 2014). The current study ensured interpretive validity by engaging in participant feedback after the interview and transcription. It is verified whether the participants meant what they were saying during their interviews and focus groups. Interpretive validity is ensured by recording the participants in direct quotations when writing up the research report, therefore using the actual words of the participants when justifying interpretations. The promise of further authenticity is twofold: the interviewee agreement with the contents of their statement and the interviewees develop a structure of their statements in terms of complex relations that the researcher is looking for (Flick 2018b).

Furthermore, Creswell and Creswell (2018), Flick (2018e) and Silverman (2017) concur that in qualitative research, some concepts are required to ensure reliability, validity and the trustworthiness of the research findings. The crucial concepts include credibility (e.g. internal validity), conformability (e.g. construct validity), transferability (e.g. external validity) and dependability (e.g. reliability). The following section further elaborates on these various verification strategies applied that make sure the reliability and validity of the present study.

4.7.1. Verification strategies to ensure reliability and validity

Verification strategies are necessary to ensure reliability and validity in qualitative studies. Morse et al (2002:10) suggest the following verification strategies:

- Methodological coherence
- Appropriateness of the selected participants
- Collecting and analysing data concurrently
- Thinking theoretically
- Theory development.

In this study, methodological coherence is obtained by ensuring that the research problem corresponds to the research method. Since this research is concerned with perceptions, qualitative data is found to be best suited to collect in-depth information. The research problem and method, therefore, gain methodological congruence (see section 4.3.). The second criterion is the appropriateness of the selected participants. Participants in the focus groups were loyal customers who gave relevant information to understand IMC in the customer context. Further, they are appropriate as they fulfilled the inclusion criteria for the study (see section 4.4).

The third criterion which focuses on the simultaneous data collection and analysis is met by collecting data that worked jointly with data analysis. The reviewed literature helped the researcher to apply valid measuring instruments, namely, the types of questions formulated in the in-depth interview and focus group discussion. This ensured adherence to the fourth criterion of thinking theoretically. The fifth criterion of theory development is met by testing the emergent concepts and constructs against the existing theory. Thus, the study applied all five of the verification strategies recommended by Morse et al (2002:10) to ensure reliability and validity.

4.7.2. Triangulation

Triangulation is a method used to enhance validity and reliability. It is defined as a validity procedure where researchers search for convergence among multiple and different data sources to develop themes (Creswell & Creswell 2018; Pandey & Patnaik 2014). In other words, it is a means of combining several qualitative methods to produce valid and reliable findings (Pandey & Patnaik 2014:5). Flick (2018c)

identify four types of triangulation techniques as methodological triangulation, data triangulation, theory triangulation and investigator triangulation.

On these bases, methodological, data and theory triangulation are utilised to validate the findings. Methodological triangulation is defined as between-method triangulation (Flick 2018d). In terms of methodological triangulation, the four focus groups and four in-depth interviews are used to check methodological triangulation. The focus group guide is categorised as "within-method triangulation" in the sense that the researcher used the same guide for all focus groups. Similarly, the same interview schedule applied to the four interviewees ensured "within-method triangulation".

Concerning the theory triangulation, this study considered theoretical frameworks of IMC and those from the Nordic School as reviewed in the literature (see Chapter 2 and Chapter 3). The theories are used as a reference to develop a focus group discussion guide and in-depth interview schedule (see section 4.5.3.). Therefore, this study efficaciously employed triangulation as a means to enhance reliability and validity.

4.8. ETHICAL CONSIDERATIONS

It is vital to consider ethical questions before, during and after the research process. Awareness of ethical concerns is helpful to avoid and prevent conflict with respondents. In qualitative studies, it may also assist in avoiding bias. Ethical problems may affect the legal and moral standing of the study (Flick 2018b). Accordingly, Ethical problems are addressed by adherence to ethical policy (see appendix 6) and informed consent (see appendix 5).

In this study, the researcher is adhered to the University of South Africa's (Unisa's) policy on confidentiality. Participants were informed and shown the ethical clearance approval form from Unisa with the reference number – *2019-COMMSCIENCE-CHS-58557997* – before the commencement of data collection.

According to Ritchie et al (2013), informed consent fulfils basic human rights principles and protects both the researcher and the study participants. Each participant in the interviews and focus groups was provided with an informed consent form before participating in the research. Also, information on the nature of the study

and potential risks were clarified. Participation in this study was voluntary. Participants could choose to take part in this study and had the option to withdraw from the study at any stage. This is known as autonomy (Beauchamp & Childress 2001).

Besides, the researcher asked for the participants' permission to tape-record the focus groups discussions and interviews (see appendix 5). The participants were guaranteed anonymity. Also, the researcher took the necessary precautions to protect both individual and organisational information. The true identities of the selected participants are known to the researcher, but these details are not transcribed.

4.9. CHAPTER REVIEW

This chapter focuses on the research methodology and design of this study. The different paradigms, i.e. interpretivism versus positivism are discussed, and this study favours the interpretive paradigm. The ontological and epistemological viewpoints of interpretive research paradigm are adopted. Exploratory qualitative research is found an appropriate design for this study.

For the exploratory design, focus groups discussion and semi-structured in-depth interview are used as a data collection method. It is indicated that the focus group guide and in-depth interview schedule are developed from the existing literature. Inductive data collection approach and technique are identified and elaborated on. Four focus group discussions and four face-to-face in-depth interviews are conducted with purposefully selected participants.

Thematic analysis framework of Braun & Clarke (2006) is justified. The means of ensuring validity and reliability of this study is elaborated. It is discussed that descriptive, interpretive and theoretical validity of this study is ensured by cross-checking recordings and transcription, engaging in participant feedback after the interview and a systematic review of theories for the development of instruments, respectively. Verification strategies of reliability and validity are discoursed. Lastly, it is discussed that this study is adhered to ethical considerations. The subsequent chapter deals with the findings of this study emanated through this methodology.

CHAPTER 5: RESEARCH FINDINGS

5.1. CHAPTER PREVIEW

To recall, Chapter 2 focused on and discussed the evolution of integrated marketing communication (IMC). Central to the evolution of IMC is sources of brand message dynamism which must be investigated from different dimensions to contribute to the evolutionary process. Chapter 3 is devoted to the review of the constructs of IMC as mentioned and discussed in the existing literature. It is identified that planned, product, service and unplanned sources of brand message are building constructs of IMC. The specific constructs building up each source of brand message are discussed. The preceding chapter – Chapter 4 is the outline of the methodology and research design guiding this study.

The present chapter is devoted to presentation of field data and its corresponding findings. It is organised into two major sections. Data gained from the focus group discussion and in-depth interview is analysed in line with the data analysis procedure of Braun and Clarke (2006). The chapter begins with such a highlight. The second section provides a detailed presentation and discussion of the themes and subthemes that emerged from the four focus group discussions of Habesha Beer customers. This section is followed by a detailed discussion of themes and subthemes emerged from four in-depth interviews with the practitioners of Habesha Breweries. The themes and subthemes are substantiated by citing direct quotations from the data set. Finally, the preview of this chapter is forwarded.

5.2. FINDINGS FROM CUSTOMERS AND PRACTITIONERS

Regarding the thematic analysis of the focus groups discussions and in-depth interviews in this study, it is discussed that the systematic methodological process of Braun and Clarke (2006) is taken as a guideline. Accordingly, the initial phase of analysis deals with the development of codes which can generate subthemes. So, after processing the transcriptions, the codes that appear central in the basic data set are highlighted and grouped to form a central idea or the subthemes. Then, an interpretation is made on how the subthemes in collection form the core theme.

An example of the subthemes and themes emerged in this study is provided to illustrate how codes are generated from the data set, how codes result in generating subthemes and how subtheme serves to build a core theme. In this study, codes such as *television advertisement* and *radio advertisement* that appeared in the discussions of the focus groups are grouped to form a subtheme called *broadcast advertisement*. By the same token, the codes such as *Facebook*, *Telegram* and *YouTube* are grouped to signify the subtheme *Social Media*. The subthemes such as *broadcast advertisement* and *Social Media* are regrouped to generate a theme called *planned brand contacts*.

In the same approach, direct quotes are also brought to indicate textual data which are used to generate subthemes and themes. The quotations are italicised and indented where multiple quotes are involved. On the other hand, the italicised font style is used with inverted commas when single quotes are included.

Additionally, the findings are described in detail and categorised according to the data collection method of this research which has already been stated as focus group discussion and in-depth interviews. The findings from focus groups held with customers and in-depth interviews with practitioners are discussed in sections 5.2.1. and 5.2.2., respectively.

5.2.1. Focus groups of Habesha Beer customers

As discussed in the previous chapter, four focus groups discussions were conducted with Habesha Beer customers. The following section discusses eight core themes and their corresponding subthemes related to brand contacts that influence customers' purchasing decisions. The sequence of presentation of themes resembles the sequence in the literature review. Such arrangements are useful to present findings in a good flow. Accordingly, the presentation begins with the core theme called *planned brand contacts*.

5.2.1.1. Theme 1: *Planned brand contacts*

This theme refers to brand contacts that are planned and executed by Habesha Breweries to influence customers' purchasing decisions. The data set show that

the subthemes which generated *planned brand contacts* are *advertisements, sales promotions and sponsorships*. These subthemes and their corresponding codes are discussed below.

Advertisement

A *television advertisement* is a code which builds a subtheme *advertisement*. The participants in all focus groups regarded television advertisements as brand contact which influences their buying decisions. In this regard, participants mentioned:

“I am interested in the television advertisement. The beer comes at the end of the advertisement in most advertisements if you noticed. Amazingly you can simply guess and identify that it is Habesha Beer. For me, the advertisement has some impact on me to prefer and drink Habesha. I love the television advertisement for Habesha Beer”.

“The advertisement of Habesha Beer is appealing, and it is quite different from other beer advertisements. I understand the advertisement in this way. Some contents indicate diverse things, and it is possible to say that it has an impact on my choice. Even, you feel something positive about how they made the advertisement and associate the beer with cultural values”.

The participants in all focus groups associated television advertisements with culture and history. Some participants in all focus groups stated that television advertisement manifests culture, while others emphasised its association with history. The following narratives indicated this view:

“The advertisement of Habesha Beer is appealing as it associates with Ethiopian culture. The advertisement signifies our course of unity and cooperation. Some contents display agricultural activity, which is the dominant economic sector in the country. Some scenes are meant to indicate our heritage of working in groups. For instance, I saw an ad that presents a group of people while building a house. In our culture, this indicates group work which is widely practised in Ethiopia and is an expression of cooperation”.

“One of the items that I have found interesting about Habesha Beer is that it displays the Oromo culture in the advertisement. I have seen an advertisement that shows an Oromo girl who dressed in Oromo culture. I guess the woman is in the cultural dress of Arsi Oromo. I think this painting is available in different hotels too. I have also noticed the Oromo cultural ceremony in the advertisement. So, I think such advertisements are profoundly culture oriented and have an influence on purchasing decisions”.

“I think that the television advertisement is a manifestation of Ethiopian history. As to me, Axum obelisk is not only heritage of the people where it is located. It is the history of all Ethiopians in the south, north, east and west corners of the country. It represents all of us. I think that incorporating the obelisk into the advertisement represents our long-rooted and shared history and old civilisation. So, incorporating the symbol of Axum obelisk in the advertisement of Habesha Beer is quite impressive as it is part of our history and civilisation. A few may complain against it, but this might be due to their subtle understanding of their history”.

On the other hand, few participants forwarded certain limitations on the content of advertisements such as lack of clarity. In this regard, participants mentioned:

“On the previous advertisement of the beer, I felt a certain complexity. It was too complex, and it took me time to interpret it. I wondered how many people can understand it. I still feel that it was a little complex”.

“The advertisement looked a work of the office of culture and tourism. The advertisement of Habesha Beer reflects culture only. This is something odd, something unrelated. For instance, if you see the advertisement for ‘Dashen’ Beer it shows people relaxing while drinking the beer after working the whole day. This acknowledges the industrious behaviour of the people on the other hand”.

“Habesha Beer television advertisement shows teamwork in some rural area. However, the product has not been distributed to rural areas from the beginning. It would be good if it did not include the area where the beer is not

available. It should have included only the context where it exists currently and about the quality of the beer. It should have included materials that the brewery uses for production and the quality that makes it different from others”.

The other code emerged in the data set is *transit advertisement*. Like the *television advertisement*, participants mentioned that *transit advertisement* has value to their purchasing decisions. The following reflections are made by some participants:

“I see Habesha Beer advertisements on the vehicles. I feel about the attention given to the tidiness of the beer when I see how their vehicles look covered with posters about their brand. I think I would have raised the issue of sanitation...had I seen the load on the vehicles being exposed. People might directly use the bottles when they drink the beer. Luckily, cover of the vehicles of Habesha Beer keeps the bottles clean and this is also inviting to drink it”.

“Yes, it protects the beer from sunlight. I understand that the beer is protected from heat. I even feel as if the vehicle is a refrigerator. The van seems to me a refrigerating shipping van. Yeah, this is appealing. When you are walking on the road and see the Habesha vehicle, you feel like going and drinking it”.

Participants also discussed *banner*, which is artistic handmade traditional leather works by Habesha Breweries. A *banner* is hanged on the walls of bars, restaurants and pubs to influence customers’ purchasing decisions. Thus, *banners* built the subtheme *advertisement*. This view is confirmed in the following quotation:

“I have seen the logo of Habesha Beer on leather. It is artistic work; you cannot find other similar companies using such kind of artwork advertisement. This handmade banner is very fascinating. I wish I had brought some of these ... I like it very much and it made me love Habesha Beer”.

The other source of *advertisement* which the participants indicated is a *refrigerator*. Accordingly, this is the other building block of *advertisement*. Participants in focus groups mentioned attractiveness and impact of refrigerators on purchasing decisions. These views are incorporated in the following 3 quotes.

“The refrigerators which are occupied only with Habesha Beer bottles with glittering golden labels look attractive. I usually see the bottles as they are orderly placed in the refrigerators. Such looks appeal to my appetite to drink the beer. It is inviting to drink the beer”.

“When I go to places where I get my drinks, I am usually impressed and attracted by the refrigerators and how the bottles look inside these refrigerators. So far, I have not come across similar kinds of stuff with other brands”.

“It is when I see the beer bottles that are orderly placed in the refrigerators that I feel to drink it. I get particularly attracted in the evenings when the refrigerators are full of the Habesha bottles which look so shining”.

Facebook is a code which contributes to the development of advertisement as a subtheme. Unlike those in the Focus Group 1 and 2, some participants in Focus Group 3 indicated that they are subscribed to the Facebook page of the company. However, the information on Facebook does not influence their purchasing decisions. The following extract indicates this view:

“I have already seen the page and have read some information about the beer on Facebook released by Habesha Breweries. But I have found nothing impressive. I think it doesn't have any impact on my choice”.

In sum, *advertisement* is a subtheme contributing to *planned brand contacts*. Different codes contributing to this subtheme are brand contacts such as *television advertisement, transit advertisement, banners, refrigerators and Facebook*. These are brand contacts which participants have experienced with the advertisements of Habesha Breweries. *Advertisements on television, transit vehicles, banners and refrigerators* have value to buying decisions. However, *Facebook* is the brand contact with no value to their purchasing decisions.

Sales promotion

In addition to the *advertisement*, *sales promotion* is the other subtheme building the core theme called *planned brand contacts*. Participants used words such as ‘free’,

'invitation' and 'return' to describe the *sales promotion* activities of Habesha Breweries. Participants in all focus groups indicated that they experienced sampling, premiums, and refund and rebates from Habesha Brewery as indicated below.

A participant in Focus Group 1 indicated that he enjoyed free beer invitation. The participant stated the following: "I was once invited to taste the beer for free at Addis Ababa". Concerning refund, participants in Focus Group 3 and 4 indicated that they have experienced a refund in the case of product defect. The following comment aptly describes the above view:

"Though it looked properly packed, I had a bottle of Habesha Beer which was half-filled. I do not know if it was the fault of the company or the waiter/waitress. Sometimes, waiters may retain bottles that other customers leftover and serve it for other customers. The cork was packed when brought to me. It did not have pop sound when it was opened. Therefore, I did not pay for it. They brought me another beer. I do not want to mention the Hotel name, but I have such experience".

Regarding premium offers, a participant in the same group indicated his experience: "As I remember, the Habesha Brewery sales dropped 4 crates of beer for free during the inaugural ceremony of Hotel".

From the above statements, it is possible to summarise that *sales promotion* is one of the subthemes of *planned brand contacts*. This subtheme is composed of *sampling*, *refunds* and *premiums*. As participants indicated such sales promotion activities of Habesha Breweries are brand contacts which have no value for their purchasing decisions.

Sponsorship

In addition to *advertisements* and *sales promotions*, *sponsorship* is the other subtheme which contributes to the core theme *planned brand contacts*. This subtheme is evident as participants discussed the sponsorship activities of Habesha Breweries. One participant in Focus Group 3 indicated the role of Habesha Beer sponsorship in sport. He explained that "I know that Habesha Beer is sponsoring Ethiopian Coffee Football Club. I am glad that it sponsors the club, but this doesn't have any influence on my consumption". This implies, the sport

sponsorship effort of Habesha Breweries is a brand contact which has no value to the participants purchasing decisions.

Corporate social responsibility (CSR)

Corporate social responsibility (CSR) is the subtheme building *planned brand contacts*. This subtheme was frequently raised during the discussion. Most participants in both groups stated that they have not noticed the social responsibility of Habesha Breweries. As a result, they recommended that Habesha Brewery should fulfil its social responsibilities to influence consumers' purchasing decisions in the future. These views are presented here below:

“I cannot say that the beer company has fulfilled its social responsibilities. The issue of social responsibility comprises a wide range of activities that can be intended to benefit the community. For instance, I have never seen Habesha Beer carrying out some environmental conservation or wildlife preservation activities”.

“I recommend the company to be socially responsible. I feel that the company should discharge its social responsibilities to get recognition in this area and win the heart of customers. People would probably change their attitude and would love to drink Habesha Beer often if it carried out actions that benefit the community as a whole”.

In general, *advertisement, sales promotion, sponsorship and CSR are building blocks of planned brand contacts*. Brand contacts such as *television advertisement, transit advertisement, banner and refrigerators* are valuable to purchasing decisions. On the other hand, the findings show that Habesha beer advertisements on *Facebook, sampling, refunds, premiums and sports sponsorships* are brand contacts which have no value to the participants' purchasing decisions. Participants recommended that the Company should engage in different social responsibilities in order to influence the customers purchasing decisions and take competitive advantage in the market. Table 5.1 provides a synopsis of *planned brand contacts* as illustrated below.

Table 5.1: Summary of theme 1 (focus group discussions): *Planned brand contacts*

Theme	Subthemes	Focus Group – codes
Planned brand contacts	<ul style="list-style-type: none"> • Advertisement 	<ul style="list-style-type: none"> • Television advertisement • Transit advertisement • Banner • Refrigerator
	<ul style="list-style-type: none"> • Sales promotion 	<ul style="list-style-type: none"> • Sampling • Refunds • Premiums
	<ul style="list-style-type: none"> • Sponsorship 	<ul style="list-style-type: none"> • Sport sponsorships
	<ul style="list-style-type: none"> • CSR 	<ul style="list-style-type: none"> • CSR

5.2.1.2. Theme 2: *Product brand contacts*

In the previous section, the findings concerning the *planned brand contacts* are presented. This section is devoted to *product brand contacts* – the second core theme in this study. This core theme considers the features of Habesha Beer such as product packaging and its content. This core theme is realised through the subthemes such as *product design, product labels, product technical quality, product price, product availability and product impact on customers' health*. These subthemes are presented along with direct extracts and reports from the participants.

Product design

Product design is one of the subthemes that are tied to the theme *product brand contacts*. Product design is composed of different codes that are presented hereafter. *The overall appearance of the product* is one of the codes building *product design*. Most of the participants indicated that the overall appearance of Habesha Beer influences purchasing decisions. This view is presented in the following extract:

“The appearance of the bottle is attractive. Particularly, when you see the beer bottle just in the Habesha refrigerator or on a table reaching the optimal chilling condition, it looks very appealing and inviting to customers. When the Habesha Beer reaches its optimal coldness, the text ‘Cold Gold’ on the front label of the product bottle turns blue. I think this colour change is an additional feature that makes the overall product appearance incredibly attractive”.

In addition to the *overall appearance of the product*, three specific codes such as *bottle colour*, *bottle shape*, *bottles size* and *bottle cork* are codes contributing to the subtheme *product design*. Regarding *bottle colour*, participants in all focus groups perceived the colour of Habesha bottles is peculiar. In the discussion, the participants mentioned terms such as ‘interesting’, ‘gold black’ and ‘catchy’ when discussing the colour of the bottles. However, none of the participants endorsed the value of the bottle colour in their purchasing decisions. The following comments forwarded by the participants represent the above views:

“The golden black colour of the bottle is appealing. I do not have a good appetite for beer with a transparent bottle. The golden black colour of Habesha bottle is so catchy that you can easily differentiate it from a crowd of other beer bottles”.

In addition to *bottle colour*, the participants expressed that shape of the bottle of Habesha Beer is user-friendly. Hence, *bottle shape* is the other code that built *product design*. In this regard, participants mentioned words like ‘convenient’ and ‘comfortable’ to describe the shape of the bottles. Participants in Focus Group 2 stated: “The shape of the bottle is very convenient. In terms of shape, the bottles are amazingly comfortable to handle and user-friendly”.

Similarly, the participants in Focus Group 3 and 4 expressed that the size of the Habesha bottle is small. This makes the bottle convenient during consumption. Thus, the *bottle size* is the code which built *product design*. This view is revealed in the following comment by a participant:

“While consuming the product, the size of the bottle is so convenient that I do not need to have a glass”.

“When you see bottles of other products like Meta Beer and Bedele Special, the bottles are so big that they are not convenient to use. You would rather prefer to pour these products into a glass to consume. On the other hand, in terms of convenience, Habesha Beer bottles are so small that they can easily be handled. Consequently, I prefer to drink it”.

Further, *bottle cork* is the other code that built *product design*. Participants mentioned that the *bottle cork* on which Habesha logo is colourfully crafted are appealing. This is evident in the following quotation:

“Packing corks, on which Habesha brand logo is stamped, make the bottle look more beautiful and attractive. The colour of the corks has also some sort of harmony with the product bottle. So, as you watch the bottles top-down in the crate, they look colourful and attractive”.

Though most of the participants in all focus groups expressed that they are attracted by the product design, a few participants recommended for a new design of bottle packaging. For instance, a participant in Focus Group 3 recommended a change in the colour of the bottle. This view is evident in the following quotation:

“The golden black colour becomes more evident when it is frozen. This makes it non-transparent, which is good. It has been interesting so far. Now, I am not as interested in the colour as I used to be. Anyone needs something new. The bottle colour has no more appealing impact on me”.

Likewise, some participants in all four focus groups recommended modifications on the size and shape of the product bottles to make the product preferable. The following comments indicated this perspective:

“The size of Habesha Beer is no more suitable. The problem is that if you get thirsty, you need to order several bottles at a time. Sometimes, you may need to consume only a bottle but with enough volume. In this regard, as Habesha bottles do not meet such demands as they are small. Sometimes Habesha consumers may be forced to order a different brand with bigger bottles as they can also save money. So, I feel that it is better if the current small product bottles are replaced by bigger ones”.

“This area is rural, and the residents’ livelihood is mainly farming. These farmers spend most of their time on labour works on their farms, so they oftentimes get thirsty. For such consumers the volume of the Habesha Beer per bottle is inadequate. It is better if the volume increases to 500ml. Besides, concerning product portability, it is easier to carry four bigger bottles than having six little bottles. Generally, it is better to have a bigger bottle containing more volume”.

“I do not drink Habesha Beer if I get very thirsty as its volume in a bottle is inadequate. In this area, people usually use the expression “please give me that yoghurt” as they order a ‘Meta’ beer with bigger bottle size. It easily quenches thirst. “

“For the past five or six years, my friends and I have been consuming this product. Neither its shape nor the volume is so far changed. I think, if a product uniformly appears without any change in form or volume, its consumers may easily get bored with it. What I want to suggest is the increment of the volume. It is better if a bottle with a bigger size and volume is produced and supplied”.

“The point that I want to recommend is consumers must be capable to take Habesha bottles to their homes. We frequently order take away, especially in evenings. However, the bar owners are not interested to lend us the bottles though we are their customers. For instance, one can buy bottled water but still, one is not required to leave the plastic bottle in a shop. I wonder if the beer could be packed in such plastic bottles so that we can take it home”.

Apart from these, participants in all focus groups suggested an alternative plastic package in addition to the existing glass bottles. Participants in Focus Group 1 and 2 suggested plastic bottle which could be appropriate for taking away services. The following quotes reflect this view:

“It is good if the beer is available in a plastic bottle so that it can be taken away easily. It is risky for bar owners to let their customers take the beer away. As glass bottles are fragile, they may easily be broken in case they slip

and fall. For a similar reason, consumers may not also take such bottles for long distances”.

“Now a days, it is difficult to order a beer takeaway as hotel owners refuse to deliver such a service. So, it will be good if beer products are packed in plastic bottles”.

To sum, *product design* is composed of codes such as *product overall appearance, bottle colour, bottle size, bottle shape and bottle cork*. All these features of product design are brand contacts related to *product brand contacts*. The findings show that *product overall appearance, product design such as bottle colour, bottle size, bottle shape and bottle cork* do not influence on customers’ purchasing decisions.

Product label

In addition to the *product design*, the *product label* is the other subtheme linked to *product brand contacts*. The product label refers to an external feature of packaging revealed through codes such as *brand logo, brand name and blue thermochromic button*.

In all focus groups, participants emphasised the impact of the *brand logo* on purchasing decisions. The participants associate the logo of Habesha Beer with identity, religion, tradition and nationalism. The following narratives reflect the above remark:

“The picture of a Habesha woman which is the logo of Habesha Beer represents my identity. I am ‘Habesha’. So, the logo presents my identity. Honestly speaking, it is the picture on the bottle that attracted me to taste the beer for the first time. The brand is still my first choice”.

“The logo is taken from the heroism of our forefathers at the time of Italian invasion. It indicates the style of heroes of the time who used to comb their hair in a similar fashion. It is also a traditional style of combing hair in the country for a long time. I think Habesha has made the right decisions to represent our identity by its logo”.

“Back in the days, like in the 1960s, people who were combing their hair used to be referred to a hero, modernised and young. The logo of the beer drives

us back to these days and reminds us of our ancestors. It encourages us to investigate the good old times in memories”.

“I believe that the hairstyle shown on the logo implies the spirit of being an Ethiopian. It displays our hairstyle, represents our country and our identity. Thus, the logo reflects the sense of heroism with symbolic features of combed hair and armed weapon. I feel this whenever the logo comes to my mind. I define the logo as it represents the hairstyle of the heroism of our fathers and mothers”.

On the other hand, a few participants associated the brand logo with the Orthodox Christian Church drawing style. The following two quotes reflect this argument:

“The style of the picture on the brand labels of the beer has some similarity with the religious painting style. The logo on the bottle has similar design with that of the paintings of Ethiopian Orthodox Church that are painted on locally prepared skins of cattle known as ‘Beranna’ or hide and skin.

“I feel that the label may have been made to look traditional, but such a style is still connected to the long-rooted style of Ethiopian Orthodox Church for the reason that it has so far been centre of excellence for such kinds of paintings in Ethiopia. I agree that the design of the eyes and the drawing style of the logo have similarity with heritages of Ethiopian Orthodox Church paintings”.

Participants disregarded association of brand logo with religious value. In this regard, a participant addressed his experience in relation to St. George Beer as a case example. According to the participant, there is a negative consequence if a brand associates itself with religious values: “St. George Brewery has faced a challenge due to its brand name and logo. The brewery uses the biblical name ‘St. George’ and the picture of this saint on a horse, which is a typical presentation of the saint by the Orthodox Church, as its logo. As a result, the company has faced critical denouncement from Christians. Even most customers shifted their choice to other brands”.

In addition to the identity and religion, several participants associated the logo of Habesha Beer with Ethiopian tradition. They explained how the logo has traditional rather than religious values. Below extract from the data set reflects this view:

“I think that the label indicates the traditional style of painting in general. I do not think that it is about a specific religion. The logo reminds us of our old times and historical legacies. The picture on the logo looks like those traditional paintings that are as old as hundreds and thousands of years. I do not think it is fair to claim that the Habesha logo belongs to a religion. Church paintings show a person sitting on horseback and symbols of a cross”.

“The picture on the logo is drawn keeping the traditional style that had been in use for centuries in the country. If you see a painting of a man or a woman with bigger eyeballs with broad openings, well-combed black hair, then it is a traditional drawing style. Therefore, such paintings are not necessarily religious”.

“...Let us look at the traditional pictures. They are similar. It is not specific to one religion. The painters may have been from traditional church education, and they may have been affected by their religious views as a result. Therefore, I do not think that we can conclude the Habesha logo belongs to church”.

In addition to the *brand logo*, the other code building *product label* is a *brand name*. While all participants emphasised the impact of the brand name on purchasing decisions, they associated the brand name with *identity* and *religion*. Most participants in Focus Group 3 and 4 indicated that the brand name – Habesha represents their identity, being an Ethiopian. The following extracts reflect this view:

“The term Habesha represents our identity. The term is used to refer to Ethiopian people. When I see or hear this term, what comes to my mind is an image of a person with a combed black hair and chocolate colour complexion”.

“I was attracted by the naming of the beer. I see the brand name for the first time while I was attending a wedding ceremony at Addis Ababa. It was at this event that I drank Habesha Beer for the first time. I was happy as I was drinking a beer branded with a name that refers to any Ethiopian. I am still consuming this product. I think the brand connection with our identity is one factor that contributes to the success of Habesha Beer besides its taste”.

Contrary to these views of positive brand associations, few participants in Focus Group 1, 2 and 3 associated the brand name with political value and its impact on purchasing decisions. The following extracts from the data set indicate this view:

“I live in a community which I belong to, and it is impossible to be out of the social, economic, and political values of this community. As I drink the beer, I have to remove the label on the bottle because the brand name is politically unacceptable. Though the beer has good quality and is very popular, I do not like the brand name. The design of the label and the package implies the cultural hegemony and Ethiopian nationalism that I am not interested. I am not a Habesha, and it is not my identity. I belong to my clan. This brand does not influence me. I drink the product due to its taste”.

“Politically, the term Habesha is not regarded positively in our area. Due to a different ethnic identification or political outlook, a mass hatred goes against the name Habesha. At times of political turmoil, as observed in the last three or four years, the protestors were targeting vehicles of this company. As you know, the delivery vehicles of the company are covered with posters of Habesha brand. Such experience gives you a lesson so that whenever you drink the beer, you remove the label. When you do this, others understand that you are in solidarity with the protestors”.

Participants in all focus group recommended a change in the brand name: “...As a factor for a Habesha Beer to survive and win the competition it has to continue keeping its brand name in areas where there is no objection. The brand can be preserved in such a way. On the other hand, it is good to make a brand name that is acceptable to the language, norm, and culture of this area. If this is difficult, I suggest that the ‘Golden black’ can be taken as a brand name to meet the interests and belief of this area so that the local people will be attracted to consume it. Otherwise, soon, the product will cease to exist in the beer market of this area”.

Along with, the *brand logo* and *brand name*, the code that emerged concerning *product label* is a *blue-thermochromic button*. The participants in Focus Group 3 and 4 expressed that they observed the *blue button thermochromic* on the front label

of Habesha Beer. They also reported that the *thermochromic* influenced their consumptions. The following quote reflects this statement:

“I have noticed that the beer becomes appealing when the ‘*cold gold*’ text changes into blue. The blue button changes its colour when the temperature reaches the proper degree, and the beer is ready for consumption”.

“I also give attention to the ‘*cold gold*’ button which changes its colour when the beer is optimally cold enough for consumption. The beer is tasty if it is not cold or properly refrigerated. Even, its charisma of being golden is not noticeable if it is not cold enough”.

Product technical quality

In addition to *product design* and *product label*, the other subtheme of *product brand contact* is *product technical quality*. Unlike *product design and labelling*, which are an external feature of the product package, *product technical qualities* represent all features related to the contents in the bottle or quality of the beer. Accordingly, *beer colour, beer taste, satisfaction, alcohol content, product price, product availability and product performance* are codes comprising the subtheme.

Beer colour is one of the codes related to *product technical quality*. Most participants in Focus Group 1 and 2 described the colour of Habesha Beer as golden, and its influence on consumption. For instance, the following quote reflects the above statement:

“When the beer is poured into a glass, its colour looks more golden than other beer products. This colour attracts me a lot. Therefore, whenever I want to drink a beer, I order this product. Especially, I am delighted when I pour the golden and well-refrigerated beer into a glass”.

In addition, *beer taste* is another code linked to *product technical quality*. Participants mentioned that the taste of Habesha Beer influences their purchasing decisions. This is evident in the following extracts:

“I tasted the beer for the first time when company sales were sponsoring the product in a bar. Afterwards, I have kept on drinking it because of its taste. It

is flavoursome in the mouth. I need no more evidence regarding the quality of the beer. That is why I am still the loyal customer of the brand”.

“The flavour of the beer gets better when it is cold. I do not mind having dinner if I get optimally cold Habesha Beer”.

Furthermore, *product technical quality* is composed of another code called *satisfaction*. Participants in Focus Group 2 and 3 discussed the degree of satisfaction they experienced by drinking Habesha. They also pointed out the satisfaction they get from Habesha Beer influenced their consumptions. This view is reflected in the following quotes:

“I am very much satisfied with the taste of the beer. Since I usually enjoy the taste of the beer, I have never thought of ordering a different brand”.

“I usually go to a bar where the beer is served. I have developed this hobby because of the enormous degree of satisfaction that I have experienced, as the beer tastes delicious. So, no other brand of beer has ever come to my mind”.

The data set shows that the *alcoholic content* of the beer determines the participants’ purchasing decisions. Thus, *alcoholic content* is the other code linked *product technical quality*. Participants in Focus Groups 1 and 2 indicated the degree of satisfaction concerning the alcoholic level of Habesha Beer. The following statements by the participants indicate the same:

“Whenever I order a beer, I look at the alcohol content on the product bottle. I am comfortable with alcoholic content. I also enjoy the feeling I have after I take a few bottles of Habesha Beer”.

“I usually read the specification on the label to check the information regarding the alcohol content. It is the alcohol content that made me drink Habesha Beer, and I feel good if it does not rise”.

To the contrary, few participants recommended for increment of the alcohol content. The following three extracts from the participants are reflections of this view:

“The other stuff that I want to see changed is the alcohol content of the beer...The alcohol content of the beer is currently 5 per cent, and I suggest for its increment...I have been satisfied so far. Nevertheless, I do not think that I will be enjoying this amount anymore. Otherwise, I may shift to another brand seeking higher alcoholic content”.

“...To be sustainably profitable, the brewery has to make frequent changes on the alcohol content of its products. So far, I have been consuming the product because there is no other beer with more alcohol content. I will make a shift if another beer with higher alcoholic content is introduced. The reason its customers are staying with the brand is simply that no beer with more alcohol content exists in the market”.

“It is better if the brand has different product categories about the amount of alcohol content. I think that the lower the alcoholic content, the larger is the number of bottles you are supposed to order. This might discourage consumers as the bill gets costlier”.

“I used to drink St George beer with an alcohol content of four per cent. To reach my satisfaction level, I had to drink a lot. That is why I diverted my choice towards Habesha Beer having one more level of alcohol than St George does. Though I was enjoying the difference, I have already become familiar. Therefore, I am now looking for a product with a higher alcohol level than Habesha”.

“It is also good if the brewery introduces its draught beer. This may increase options on the different choices of beer products for us. Like 'Walia' beer and others which you can alternatively get high or low alcohol content”.

Product price

The participants also indicated how the selling price of Habesha Beer influences customers' purchasing decisions. This leads to the emergence of the *product price* as a subtheme of *product brand contact*. Most of the participants in Focus Groups 3 and 4 expressed their agreement that the price of Habesha Beer is affordable, and it determines their purchasing decisions. The following extracts highlight this view:

“The price is not that much expensive. If it were expensive, I wouldn’t drink the beer”.

“Considering the cost of the bottle, material inputs, quality and other aspects of the production, I do not think the market price of the product is expensive. Concerning consumers’ financial capacity, the price of the product is not much affordable”.

However, few participants in Focus Group 2 recommended that the company must focus on enhancing its product qualities rather than discounting the price. This idea is presented in the following quotes:

“It is not the rise or fall of the price that matters to me, but it is rather the quality. The price is affordable”.

“If the price of the product is lower than other similar products, the customers may be economically labelled differently. If consumers are labelled as drinkers of cheap beer, they may be discouraged. So, I do not recommend for the price to be reduced. I think, to win the market, it is better if the quality is enhanced more so than lowering the price”.

“Lowering the price may negatively affect reputation of the product even when its quality is not compromised. I want more attention to go to a quality, volume and alcohol content”.

These narratives confirm that the selling price of Habesha Beer is affordable and determines their purchasing decisions. Additionally, it is observed that the price discount may have a negative implication.

Product availability

Product availability is another subtheme associated with *product brand contacts*. In this regard, the participants in focus groups appear to have similar perceptions about availability of Habesha Beer. All participants in Focus Groups 1 and 3 have the same notion regarding the scarcity of Habesha Beer. On the other hand, they indicated that they would keep on consuming the product if it is consistently and sufficiently available. Their views are reflected in the following narrations:

“I should shift to consuming a different brand when I travel to rural areas because there is no access to Habesha products in such areas. There is also a severe shortage of the product during holidays”.

“The shortage exists during annual cultural ceremonies. For example, Habesha Beer is not available or is scarce during holidays such as Epiphany, Irecha and Geda ceremonies”.

Participants in Focus Group 2 similarly indicated that Habesha Beer is not available in rural areas as compared to its presence in other marketplaces. A participant mentioned: “There is a shortage of the product in rural areas. One cannot find it in rural settings. It has not reached out the rural communities unlike other brands like Meta and St. George. At some places, the distribution of the product lacks consistency which may results in turnover of potential customers. The supply must be given special focus”.

The participants have also emphasised that location and means of product availability determine their purchasing decisions. Moreover, participants have reported that the availability of optimally refrigerated Habesha Beer influences their purchasing decisions. The following narratives reflect the above observation:

“I drink Habesha Beer anytime if I get the cold one. The beer is not at its best taste if it is not cold or not well refrigerated. The charismatic or appealing feature of the product- being golden- is not noticeable, if its coldness has not reached the optimal level. It is better not to think of Habesha Beer unless it is really cold”.

“I have already identified difference of taste that exists between the optimally cold product, and the one which is not the same. It is difficult to drink it if it is not refrigerated. So, it needs to be refrigerated before it is served”.

Glassware

Most participants in most focus groups noticed that Cold Habesha Beer is made available with Habesha glassware. Though few participants are interested in the design of the bottle, all participants indicated that they do not prefer to use the glassware. They recommended big glassware. Hence, *glassware* is considered as

another subtheme linked to *product brand contacts*. Participants in the Focus Group1, 3 and 4 shared this view in the following extracts:

“The drinking glasses of Habesha Beer with their shape and the brand logo look attractive. I bought a glass of the Habesha Beer, and I am using it at home. I use the glass to drink even water”.

“Currently, it is preferable to drink Habesha Beer with the bottle itself instead of using the glass...as the glassware holds a similar volume as a bottle of Habesha Beer. This is not interesting”.

“The glass is widely used to serve draught beer of other brands like St George and 'Walia'. So, it is good to change the glasses, so that, they can contain at least half the amount of a Habesha bottle”.

“The glass is so attractive that, in this town, the 'Walia' draught beer is served by the glass of the Habesha Brewery. The people like to drink with the glass while paying the price of the other bigger glasses”.

Product performance

Finally, *product performance on health* is another subtheme building *product brand contact*. In most focus groups, the participants reflected that Habesha Beer causes no health complications. The following narratives reflect this point:

“Habesha Beer does not cause any health complications after consumption. After drinking it in the evening, one wakes up in the next morning without a hangover or headache. It does not cause any health discomfort. I prefer to consume this product for it has no negative impact on my health”.

“I know a few individuals who consume the beer before having breakfast. However, I have never heard of any health-related complain from such consumers or anyone who has already drunk the beer at least once. I know that the beer is dominantly made of barely which I think brings no harm on consumers' health. It does not cause any harm if a person drinks it responsibly. For instance, I usually drink two or three bottles of Habesha Beer early in the morning without having food. This implies that, in terms of health, inputs of the beer are consumers' friendly”.

“The beer does not cause a hangover or any dizziness. The beer would not be our first choice if it had any impact or adverse effect on our health. Thanks to God, it is extremely healthy”.

To summarise, *product brand contacts* has manifested through the following subthemes identified in the data set: *product design, product labels, product technical quality, product price, product availability, glassware and product performance on health*. Table 5.2 illustrates a summary of *product brand contacts*.

Table 5.2: Summary of theme 2 (focus group discussions): *Product brand contacts*

Theme	Subthemes	Focus Group – codes
Product brand contacts	<ul style="list-style-type: none"> Product design 	<ul style="list-style-type: none"> Overall appearance Bottle colour Bottle shape Bottle size Bottle cork
	<ul style="list-style-type: none"> Product labels 	<ul style="list-style-type: none"> Brand logo Brand name Blue thermochromic button
	<ul style="list-style-type: none"> Product technical quality 	<ul style="list-style-type: none"> Beer colour Tasty mouth feels Product satisfaction Alcoholic content
	<ul style="list-style-type: none"> Product price 	<ul style="list-style-type: none"> Affordability or selling price
	<ul style="list-style-type: none"> Product availability 	<ul style="list-style-type: none"> Habesha Beer availability
	<ul style="list-style-type: none"> Glassware 	<ul style="list-style-type: none"> Habesha Beer glasses
	<ul style="list-style-type: none"> Product performance on Health 	<ul style="list-style-type: none"> Healthy

5.2.1.3. Theme 3: Service brand contacts

In addition to the *planned* and *product brand contacts*, a core theme that emerged from the data set is a *service brand contact*. This core theme is related to the ‘who’ the participants contacted when Habesha Breweries deliver its product. The subthemes that built *service brand contacts* are a *driver of Habesha Breweries* and *sales personnel*. In relation to these, the participants’ perceptions are discussed below.

Drivers

The participants in Focus Group 1 explained their observation regarding how the driver of Habesha Beer was communicating with customers during product delivery process. They also reflected on the influence of *drivers* on purchasing decisions as follows:

“...The person I met was a driver of Habesha Breweries. They brought the product, unloaded it from their truck, and then delivered it into the hotel...Later, they held a short conversation about customer’s perception. Finally, they invited us some bottles”.

Salesperson

This refers to the role of salespersons in the product distribution process and the impact it would have on their purchasing decisions.

“I had a contact with the Habesha Beer salesperson who coordinates sponsorship activities. I have also seen a driver of the company who was driving a loaded truck to the store of a beer retailer. I heard, once, when the salesperson and the retailer chatting about the number of sold beer, and about the progress of the market...The retailer was arguing about having additional product purchasing. Before the salesperson departed, he gave incentives for the retailer”.

The participants suggested that it is advisable to employ an influential and socially acceptable salesperson to carry out the distribution process. The following reflection by a participant presents this view:

“If a salesperson is assigned to the area where he/she is widely known by residents, customers can easily establish any sort of communication ... Such a trend, beyond facilitating proper delivery of the product, contributes to job opportunity to the residents. In this way, in addition to maximizing its profit, the company will be able to discharge its social responsibilities while conforming to the norm and culture of the area. This will make Habesha more influential and acceptable in this area. This point needs to be underscored”.

To sum up, the participants reflected that Habesha Breweries’ salespersons and drivers have an impact on their consumptions. However, the participants suggested that the company hire salesperson from the area who understands the context to influence the purchasing decisions. This theme and corresponding subtheme are summarised and presented in the following table.

Table 5.3: Summary of theme 3 (focus group discussions): *Service brand contacts*

Theme	Subthemes	Focus Group – codes
Service brand contacts	<ul style="list-style-type: none"> Salesperson 	<ul style="list-style-type: none"> Habesha beer salesperson
	<ul style="list-style-type: none"> Driver 	<ul style="list-style-type: none"> Habesha Beer truck driver

5.2.1.4. Theme 4: *Customers brand contacts*

Customers’ brand contacts – the other core theme emerged in the data is evident in the data set. This theme is realised through subthemes that discussed the mode of communication between customers. How customers contacted with other customers in various modes such as word-of-mouth and social media. Accordingly, *hotel owners, waiter/waitress and commercial sex workers word-of-mouth, and social media customers’ contacts* are subthemes contributing to this core theme.

Word-of-mouth (WOM)

Participants noted that *hotel owners, waiter/waitress, commercial sex workers words- of-mouth* had influence on their purchasing decisions. Thus, these three are codes contributed to the subtheme *word-of-mouth communication*. Some participants in focus group 1 and 2 mentioned this view as:

“Hotel owners determine your purchasing decisions. If you say how? Look, for example, it is if the hotel owner allowed that you take away the beer. They want you to consume right in the hotel. I remember, I requested Walia Beer for takeaway, he is like, take Habesha Beer, Walia is not enough for here even. Most of the time owners fear that the glass may be broken or forgotten to be taken back”.

“You go and may wait for the waiter, but rarely he/she may come and open Habesha for you, even if you ordered other beer. Sometimes, the waiter may suggest you drink Habesha beer”.

“Wherever the hotel I go to, I am not asked to make an order. The waiter just brought me Habesha Beer. Waiters see me drink Habesha all the time”.

On the other hand, one participant stressed the role of commercial sex workers on purchase condition as:

“Commercial sex workers are also deterministic...I drink more if there are commercial sex workers in the hotel, like in the night club. Sometimes, if you see she is drinking Habesha Beer, you also order Habesha Beer”.

In addition to *hotel owners* and *waiters*, participants mentioned that the influence of *other customers* on purchasing decisions. The following extract from the data narrate this view:

“You know, in most social ceremonies, like birthday, graduation and others alcohol drinks are commonly brought on the events as a gift. I mean, you may guess the preference of those who attend the ceremony. Then, you discuss with friend’s which beer to buy. And you choose a brand and take away the

beer in reference to the same. Sometimes, it is Habesha that we prefer and guess most peoples also like it”.

Participants in Focus Group 3 discussed impact of customers’ purchasing decisions. The following quotation indicates this:

“If you go with someone who invites you, you just drink what he ordered; in most cases, my friend, for instance, ordered Habesha beer for us when we get together in the Hotel. I drink the beer even if I was not interested. This shows intimacy and respect toward the one who invites you”.

Social Media

Apart from *words of mouth communications*, participants are also exposed to communication with other customers on social media. Communication on social media have impact on their purchase decisions. One participant stated:

“The other thing is that I am a user of social media: Facebook, WhatsApp, YouTube and Telegram. I receive information on these media. They are just customers who release information regarding Habesha Beer. I also used to share, comment and like the information released concerning Habesha Beer. These have some impact on purchasing decisions”.

Table 5.4: Summary of theme 4 (focus group discussions): *Customers brand contacts*

Themes	Subthemes	Focus group– codes
Customers brand contacts	<ul style="list-style-type: none"> • Word-of-mouth communication 	<ul style="list-style-type: none"> • Hotel owners • Waiter/waitress • Commercial sex workers
	<ul style="list-style-type: none"> • Social Media communication 	<ul style="list-style-type: none"> • Other customers

5.2.1.5. Theme 5: Competitors' brand contacts

The theme *competitors' brand contacts* refer to the participants' perceptions of the value of brand contacts sent from competing beer companies. In other words, the brand contacts sent from competitors influence customers to purchase Habesha Beer. The subthemes identified in the data set are the *competitors' planned brand contacts* and *competitors' product brand contacts*.

Competitors' planned brand contacts

The participants explained role of competing beer companies in their purchasing decisions of Habesha Beer. It is reflected that the disappointment towards some planned communication activities of other beer companies made them prefer Habesha Beer. Participants in Focus Group 1 indicated that sales promotion activities of St George beer during religious annual festivals are disappointing. Such disappointments led them to shift their brand preference towards Habesha Beer. The following statement presents this view:

“Before Habesha Beer, I had been a client of St George for a long time. However, due to a disappointing experience, I quitted consuming it. The story goes like this. I went to Harar, located in the eastern corner of the country, where the annual St. Gabriel or locally known as ‘Kulubi Gabriel’ holiday takes place. On the event, I noticed that St. George brewery was sponsoring this religious festival by providing its products freely for the attendants. I got truly angry because it is unacceptable to provide alcohol drinks during a religious ceremony. I was also angry at the St. George Brewery because of the practice. Since then, I have never drunk this brand. I become a customer of Habesha”.

Competitors' product brand contacts

In the data set, the subtheme *competitors' product brand contacts* emerge under the core theme of *competitors' brand contacts*. The participants in all focus groups mentioned that the side effects of other beer products on their health led them to consume Habesha Beer. They mentioned that they prefer to use Habesha Beer as

it does not have a similar kind of impact on their health. Accordingly, the *side effect on health* is the building code. Their view is visible in the following extracts.

“Earlier, I used to drink St George and Walia Beer. However, every time I drunk these products, I could not escape the headache and boredom. After I went through such annoying frequent experiences, I started consuming Habesha Beer, and afterwards, I have never left this brand as it does not have any unpleasant or adverse health effects”.

“I was drinking 'Walia' Beer and I didn't genuinely love it as I used to have a severe headache in the morning. Hence, nowadays, I prefer Habesha Beer which has no hangover”.

On the other hand, the *technical qualities* of other beer brands contribute to consumers' consumption of Habesha Beer. The following statement presents this view:

“I used to drink Meta beer, and I was enjoying it. Later, I found Habesha Beer having similar taste with Meta beer. Therefore, it was easy for me to shift to Habesha Beer as I am already familiar with the taste of Meta Beer. For me, the bottles and brand names are the only reasons that make the two products different. The alcohol content and taste of Meta and Habesha Beers do not have much difference”.

“Compared to Habesha Beer, as you know, the low alcoholic content of St George beer is not inviting. I used to drink St George beer, but it was just like water for me. As a result, I used to drink too many bottles to relax. Then, I started having Habesha Beer which I found quite satisfactory. If you simply look at their labels and check the alcohol content of the two brands, you will get the difference. Why should I drink St George with a low alcohol level?”

According to participants, complementarity is another factor that influences consumers to prefer Habesha Beer. In this regard, a participant said that Habesha Beer is complementary to other drinks such as Awash Wine and Sprite. The remark is presented as follows:

“Locally, there is a tradition of preparing a cocktail drink mixing Habesha Beer with a Wine or a soft drink called Sprite. To prepare the cocktail, you mix two bottles of Habesha Beer with a bottle of Awash wine and Sprite in a jug. Then, you add lemon juice and shake the jug. Finally, you will get the most delicious cocktail. Most consumers usually prefer Habesha Beer whenever they want to drink this cocktail”.

In sum, *competitors’ brand contacts* along with its corresponding subthemes and codes are illustrated in the following table.

Table 5.5: Summary of theme 5 (focus group discussions): *Competitors’ brand contacts*

Theme	Subthemes	Focus group – codes
Competitors’ brand contacts	<ul style="list-style-type: none"> • Competitors planned brand contacts 	<ul style="list-style-type: none"> • Sales promotions
	<ul style="list-style-type: none"> • Competitors product brand contacts 	<ul style="list-style-type: none"> • Competitors product side effect • Competitors product technical qualities

5.2.1.6. Theme 6: Societal brand contacts

Some participants in most focus groups indicated that various individuals in the society influenced their consumption of Habesha Beer. As a result, *societal brand contact* is a core theme realised through subthemes such as *cultural leaders, religious leaders, political leaders and group pressure*.

Cultural and religious leaders

The participants in Focus Groups addressed cultural and religious leaders as factors influencing their purchasing decisions. A few participants reflected that they observed cultural and religious leaders consuming Habesha Beer, and this influenced their purchasing decisions. Therefore, *cultural* and *religious leaders* emerged as subthemes. The following statement summarises the above view:

“I am glad when I see influential peoples like cultural and religious leaders. I feel impressed, and I tend to do things which I have observed them doing. Therefore, when I see such leaders consuming a brand of beer, I immediately stick to this brand as a way of identifying myself with the leaders. For instance, I once saw “Aba Gedas”, who are the cultural heads of the Oromo people, drinking the Habesha Beer. As a result, I did not waste a minute to order the beer. I had the same reaction the moment I observed my religious leaders drinking the beer”.

Political leaders

In addition to the *cultural* and *religious leaders*, the other subtheme related to societal brand contacts is *political leaders*. The participants in Focus Group 1 indicated the influence of political leaders on their purchasing decisions. In this regard, a participant mentions that:

“In an event, known politicians, and other popular individuals were drinking the beer. After a while, I saw many of the attendants ordering the same brand. You think that these people are drinking the beer for a reason. Whenever I meet the political leaders of our area, I want to order similar brands. I think this is keeping your status up to their popularity level. Even if you do not like what they order, you just try to be the same on the table. I believe that these people have an impact on my preference”.

Group pressure

Furthermore, *group pressure* is a subtheme composed of two codes: *Football Club fans* and *wedding ceremony organisers*. The dataset shows that football club fans

influence the purchasing decisions of participants. This is evident in the participants' discussion as follows:

“The Ethiopian Coffee Football Club is sponsored by Habesha Breweries. Whenever the club has a match and wins, the fans get together and celebrate in groups while having Habesha Beer. We all the fans drink Habesha Beer. You do not order other beer brands if you are with the group”.

A participant also indicated that Habesha Beer invitation by the organiser on a wedding ceremony was his first brand contact which made him a loyal customer. This participant said,

“I used to drink St. George and Meta beer products. But I encountered the newly introduced Habesha Beer at a wedding party for the first time. The wedding organiser invited me the beer. After this first taste, I have become a customer of the product. Currently, when I go to hotels or bars for a beer, I am not asked to make an order. The waiters know my choice. So, they instantly serve me with Habesha Beer”.

Table 5.6: Summary of theme 6 (focus group discussions): *Societal brand contacts*

Theme	Subthemes	Focus group – codes
Societal brand contacts	<ul style="list-style-type: none"> • Cultural leaders 	<ul style="list-style-type: none"> • Cultural leaders
	<ul style="list-style-type: none"> • Religious leaders 	<ul style="list-style-type: none"> • Religious leaders
	<ul style="list-style-type: none"> • Political leaders 	<ul style="list-style-type: none"> • Political leaders in the area
	<ul style="list-style-type: none"> • Group pressure 	<ul style="list-style-type: none"> • Football Club fans group • Weeding organisers

5.2.1.7. Theme 7: Physiological needs brand contacts

This theme is about a host of brand contacts that are related to the physiological needs of customers. Participants in the study indicated that the factors, which are internal to the participants such as physiological needs determine their consumption of Habesha Beer. Accordingly, subtheme *physiological needs* build to the core theme – *physiological needs brand contacts*.

Physiological needs

Participants in all focus groups indicated how their consumption of Habesha Beer is influenced by their physiological needs. The codes that built *physiological needs* are *heavy food, khat, deep sleep, addiction and sexual intercourse*. The following extracts present this perspective as follows:

“I like to have Habesha anytime I take heavy food items. In this area, it is common to eat raw meat. Therefore, after having raw meat, I would like to drink two or three bottles of Habesha Beer as I have found it so good for digestion. I need it for my metabolism. I drink the beer due to this reason than the influence of other individuals, advertisements or promotions”.

“I used to chew Khat, a stimulant plant. Right after chewing Khat, drinking Habesha Beer is what comes to my mind. To get into the normal state of mind after chewing “Khat”, I need to drink Habesha Beer than other brands. I usually drink four to seven bottles of cold Habesha. For me, Habesha Beer and Khat, are complementary”.

“I usually drink too much Habesha Beer in the evening as it is bedtime afterwards. To get a night of good sleep, I need to have much amount of alcohol. Otherwise, the night is not going to be comfortable for me. I drink Habesha as I have found it appropriate to avoid sleepless nights on my bed”.

“Since I started drinking Habesha Beer, the number of Habesha bottles which I had to drink is increasing. I think I have already developed an addiction to drinking too much of the beer. Therefore, in order to get satisfied, I need to

drink much. Those waiters and waitresses in the bars know well that how much I drink”.

“When I am planning to spend a night or have sex with my girlfriend, I need to drink Habesha Beer. I have already noticed how strong I become during the moment I make love with my girlfriend after drinking Habesha Beer. Though I have seen rich people and politicians consuming the beer, it has so far been my favourite due to the reason I indicated above”.

The core theme of *physiological brand contacts* and its corresponding subthemes are presented in the following table.

Table 5.7: Summary of theme 7 (focus group discussions): *Physiological brand contacts*

Theme	Subtheme	Focus group – codes
Physiological needs brand contacts	<ul style="list-style-type: none"> • Physiological needs 	<ul style="list-style-type: none"> • Heavy food • Khat • Deep sleep • Addiction • Sexual intercourse

5.2.1.8. Theme 8: Customers’ integration of brand contacts

The core theme *customers’ integration of brand contacts* is related to how the participants integrate various brand contacts that determine their consumption of Habesha Beer. Though there are differences regarding participants’ perceptions towards the integration of brand contacts, most of them reflect a bottom-line view.

Participants in Focus Group 1 and 2 agreed that their consumption is initiated due to an integrated outcome of the planned, product, customers and physiological needs brand contacts. The above view is revealed in the following 2 extracts from the data set:

“The advertisement suggests viewers check the cold gold on the bottle before consumption. I have also heard other customers talking about the cold gold on the bottle. I tried to check whether the advertisements are true or not. Therefore, first, I observed the label on the product bottle before placing it in my refrigerator. The cold gold was not blue. Then, I placed it in the refrigerator afterwards. After 15 minutes, the colour of the mark ‘cold gold’ turned to blue as the beer became cold enough. It was just a very surprising moment for me, as I had never had a similar experience with other products. Since I was able to prove that the advertisements are honest, and I experienced the colour change at home, I have never picked a bottle of a different brand”.

“Most advertisements and promotions suggest customers drink the beer at cold state. To observe whether the taste varies before and after its optimal cold level, I did my experiment and found that the suggestion was correct. Habesha is not good if not cold. I proved that the message in the advertisement is correct”.

Related to question 30 and 31 (see appendix 2) which focuses on the integration of sources of brand message that influence customers’ purchasing decisions, participants indicated that they integrated planned, product, customers, physiological needs and societal brand contacts such as advertisement, information from other customers, banner, transit advertisement, refrigerator, product labelling, brand name, cultural leaders, alcohol content, appearance, quality, satisfaction and its value to their physiological need”.

5.2.2. In-depth interviews with Habesha Breweries marketing communication practitioners

This study also aims to explore brand contacts used by Habesha Breweries to influence customers’ purchasing decisions. To this end, an in-depth interview was conducted with the marketing communication practitioners of Habesha Breweries (see section 4.5.2.).

Originally, the researcher proposed focus group discussions with the marketing communication practitioners of Habesha Breweries. However, holding focus group

discussions was not feasible as the participants were assigned in various distribution regions and getting them on the same venue was impossible. Due to this impracticality, in-depth interview was conducted for the same purpose. Accordingly, interviews were held with the brand manager, territory sales manager and sales executive of Habesha Breweries. The collected data were then transcribed and analysed consistently according to the data analysis procedure discussed in Chapter 4 (see section 4.6).

The themes and subthemes emerged from interviews are discussed in the following sections. The discussion begins with planned brand contacts as presented below.

5.2.2.1. Theme 1: Planned brand contacts

Planned brand contact is one of the core themes emerged in the data. This core theme refers to brand contacts that are planned and executed by Habesha Breweries to influence customers' purchasing decisions. It consists of traditional marketing communication mix where separate communication media are used to send brand messages. The building subthemes of this core theme are *advertisement, sales promotions, sponsorships and direct marketing*. These subthemes and their respective quotes are presented below.

Advertisement

The subtheme advertisement consists of codes such as *broadcast, print, miscellaneous items, social media and art group advertisements*. Particularly, a *broadcast advertisement* is consisted of advertisements on *television and radio*. All interview participants pointed out that the advertisements of Habesha Beer on *television and radio* reflect cultures and history of Ethiopia. This is reflected in the following quotes from one of the participants:

“We had been advertising Habesha Beer on various broadcast media. If you attend local media, you do not miss our advertisement on television and radio. Those advertisements on radio and television are intended to create brand awareness and influencing consumers' purchasing decisions. The advertisements are a large-scale investment. We allocated a high budget for

broadcasting and production as it shows cultural values and history of Ethiopians. On the radio, we prefer different entertainment programs and on television, we advertise after evening news most of the time. Most of the advertisements are transmitted on prime time. There are also many more programs on which we advertise our product”.

In addition to *broadcast*, the data set indicated that Habesha Breweries influences customers’ purchasing decisions via *print media advertisements*. Thus, *print advertisement* is the other code contributing to the subtheme *advertisement*. Habesha Beer advertisements are made on different print mediums such as *magazines, transit vehicles, banners, and point of sales material*. These codes are presented in line with reflections of the participants.

Magazine is one of the print media on which Habesha Beer is advertised, though broadcast media advertisements are mostly preferred by the Company. This view is evident in the following quote:

“We advertise Habesha Beer on the magazine. For instance, you can get it if you see a magazine called ‘Selamta’, which is published by Ethiopian Airlines. The magazine targets passengers of the airlines. Our product is advertised in a few other magazines. We are selective of the magazines on which we advertise our product. Reputation and status of a magazine are among the criterion. We give priority for prestigious and well-known magazines. Our advertisement in a magazine is not as frequent as broadcast media. Mostly, we prefer broadcast media advertisement as our peoples are illiterate”.

Besides, *transit advertisements* are a form of out of home print advertisements used by Habesha Breweries. All participants discussed that Habesha Breweries delivery trucks and employee’s automobiles are wrapped with Habesha Beer posters or advertisements to influence customers’ purchasing decisions. The following quote presents this view:

“Our delivery trucks are not permitted to distribute the product before they are wrapped by our logo or picture of the bottle. When our distribution agents prepare their trucks for distribution, the trucks must be decorated with our

costumes so that we can advertise our product. The body of the trucks must be covered with our logo and commercials. We similarly decorate the automobiles used by our employees. This also advertises our product. If anyone on a road notices these advertisements on the vehicles, the person may be motivated to drink our beer. This is the reason we advertise our products on our vehicles”.

A *banner* is the other form of print media advertisement. All the interviewees described that the *banner* is a handmade artistic leather work on which Habesha logo is painted. The advertisement aims to inform product availability and influence purchasing decisions. The following extract from the data set reflects this perspective:

“Similarly, we offer those high-class traditional artistic leather paintings which are prepared by professional painters. We are very much selective in giving such handmade works; for instance, we give priority for the outlets where our sales rate is remarkably high. It is difficult to provide banners to all outlets as the cost of their production is remarkably high. These traditional artistic high-quality leather banners have goals of designating boldly the availability of our product in the hotel. They can also influence customers to drink our beer. The canvas is leather and the drawing of our logo on the leather is also a traditional drawing style of Ethiopians”.

Print advertisements are also made on materials that are available at points of sales. *Refrigerators, crates and glassware* are a point of sales’ materials with dual purposes: advertisement and functional values. The refrigerators at points of sales are wrapped with the logo of Habesha. The participants reflected this perspective as it is evident in the following quotes:

“We offer points of sales materials, like refrigerators, crates and glasses. By providing such materials, we advertise our product. These materials have huge roles in brand advertisement and functional values. For instance, our refrigerators wrapped by our brand name and logo are designed to advertise our product. Furthermore, they have the purpose of refrigerating our beer. As you know, Habesha must be at its optimal cold state to be used”.

“...For instance, we have two types of refrigerators: standing and deep freezers. In an outlet where brand visibility is important, we provide the standing fridges. On the other hand, if we can cover our visibility using other materials in an outlet, we offer the deep freezer. If an outlet is selling our product more than the capacity of our standing coolers, we may provide it with additional deep freezer. So, our refrigerators carry out multi-tasks: keeping our beer cold and advertising the beer”.

“...If you see our crates, our logo is painted on it. In addition to the importance of carrying our beer, the crates also advertised our product. Also, we give Habesha glassware to the outlets where our product is better sold. This also has two purposes. The first is to advertise our beer. When you drink using our glassware, other consumers may notice that you are drinking Habesha Beer. Therefore, you are advertising our product. The other purpose is to provide comfort to our consumers who don't like to drink using the bottle”.

Furthermore, Habesha Beer is advertised on *miscellaneous items*. The items are *hand watches, pens, shirts, jackets, caps and umbrellas*. These items are distributed to loyal customers with the intention to advertising the product and influence purchasing decisions. This is evident in the following quotes of an interviewee:

“...We offer materials which we call them miscellaneous items. They are useful to advertise our beer. We have hand watches, jackets, pens, shirts and caps for our loyal customers. Our brand logo and brand name are stamped with good visibility on these items. So, when other people see the advertisements, they will become aware of our beer and decide to consume it”.

Not only for customers, but *miscellaneous items* are provided for the individuals who work in the outlets. The items such as *knives, aprons, shirts and gowns* are provided to the waiters, barmen, butchers and others. Miscellaneous item on which Habesha Beer logo is stamped advertises the product and influence customers' purchasing decisions. These also facilitate the business process. This is revealed in the following quotes:

“...There are also high-quality knives for the butchers. We distribute aprons for the barman and chefs. We provide shirts and gowns for the waiters. Those butchers, waiters and stewards are daily visible to an enormous number of people. Therefore, when we let them use and wear those materials costumed with our brand and logo, our goal is to let their customers watch our brand, be aware of our brand, and drink our beer. We have seen that the knives offered for the butchers have week advertisement significance due to their size. In this case, our intention is to support and facilitate their business process”.

The findings witness that Habesha Beer is advertised on print mediums such as *magazines, transit vehicles, banners, point of sales materials and miscellaneous items.*

In addition to *broadcast and print*, the Company advertises its product on *social media* platforms to influence customers’ purchasing decisions. All interviewees discussed that *Facebook, Twitter, Instagram and YouTube* are social media platforms on which Habesha Beer is advertised. The following quotes from the data set reflect the above perspective:

“Social media is effective in advertising our beer. For instance, we conducted ‘Degu Habesha’ or ‘the kind person’ as a Facebook contest during Easter’s fasting season of Christians. During the fasting season, most customers do not consume alcohol. Therefore, it is not strategic to advertise our product on mass media in such seasons. By arranging different activities, our followers on Facebook and Instagram can engage and compete. In such an approach, we advertise our product while respecting the values of religion. We are available on tweeter too”.

“We are on YouTube too. Many viewers subscribe to Habesha commercials that pop up on YouTube. On YouTube, we have a partnership with Dire Tube; an informative website which also displays our online commercials”.

Furthermore, the Company advertises its product to influence customers purchasing decision using *art group*. The art group includes modelling girls and *Habesha Breweries music bands*. A group of females who personify the logo of Habesha beer

advertises the product by walking on the streets of Addis Ababa. This is reflected in the following quotes of the participants:

“In the campaign, around one hundred modelling girls personified the walking Lucy. They dressed like our brand colour – black and gold. They walked on the street to advertise our product. For example, they made an advertisement with a heading ‘Who has seen Lucy?’ For us, the brand logo represents Lucy which refers to the earliest human fossil ever found archaeologically in the eastern part of Ethiopia”.

The other *art group* which advertised our product is the music band of Habesha Beer called *music pack*. Apart from entertainment, the music band plays an advertising role in different public ceremonies. This is evident in the following quotes:

“The company has its music group called Music Pack which is used to conduct entertaining events during different public ceremonies. On the events, the music band also advertised our product in our different distribution regions”.

In sum, *advertisement* is one of the subthemes of *planned brand contacts* emerged in the data set. It is built by various codes such as *broadcast advertisement, print advertisement, miscellaneous items, social media and art groups*. These are planned brand contacts executed by Habesha Breweries to advertise the beer and influence customers’ purchasing decisions. The data set indicated that a planned brand contact consists of another subtheme that is discussed below.

Sales Promotion

Sales promotion is another subtheme that built the *planned brand contacts*. This subtheme refers to promotional incentives made by Habesha Breweries to influence customers’ purchasing decisions. The data set indicated that *sales promotion* consists of codes such as *sampling, premiums, contests, refunds and free offers of miscellaneous items*. These codes are discussed along with quotations.

Sampling is one of the sales promotion activities referring to the free offer of beers for customers. The participants indicated that the salespersons of the company offer

free beers for customers. The contexts might be gatherings at point of sales, cultural festivals, religious festivals, weddings, graduations, music concerts, and exhibitions. The intention is to influence purchasing decisions. This view is marked on the following extracts from the interview:

“Our salespersons may cover the bill or offer more bottles to individuals who are consuming our product in the bars, restaurants or hotels. You can consider it as a gift. Usually, such free offerings are practised to make customers adapted to the taste of our product. This is called taste adaptation. When we freely invite customers, we want them to taste and become familiar with our product, so that they can make our product their first choice. Even those who have never tested Habesha Beer would start consuming it. This is the goal of free offering”.

“As I am the sales manager of this area, I am responsible to carry out sales promotion activities during cultural festivals. I usually offer free beer for several people who attend cultural festivities. For example, we recently engaged in mass cultural ceremonies like ‘Chembelala’ and ‘Irecha’ held in Hawasa and Bishoftu, respectively. On such and other similar occasions, we invite our beer without a fare. It is due to these cases that I’ve said our promotional activities are very close to cultural issues”.

“Our sales executives or teams may engage in offering our beer during religious festivals. We recently arranged such free offerings around Addis Ababa stadium for those who were returning from the Bonfire ceremony that annually takes place at Meskel square. We also did the same thing in places like Guraghe in the southern region of the country. It is known that a large group of people from different corners go to this area to attend the annual ‘Meskel’ or Bonfire religious ceremony. To meet the huge demand for beer, we shift most of our resources and promotional activities including free beer invitation to this area. We have similar practices when Muslims celebrate their religious holidays”.

“January, in Ethiopia, is a month of enormous wedding ceremonies. Therefore, we plan many sales promotion activities. Beforehand, we identify

the weddings we can engage in, prepare the product we will offer as a present and set ways to offer our product. Moreover, we closely watch and engage in get-together events students hold during their vacation or graduation moments. So, we organise events in which students can enjoy and drink our beer freely but responsibly”.

“There are music concerts which are organised by our company. I recall a music festival that we organised with most of those known musicians to perform in the event. In this big concert, we delivered our beer with its optimally cold level freely for the attendants. Whenever outdoor exhibitions are organised, we usually offer our beer freely. We do these offerings and other activities because such events are visited by hundreds and thousands of people. So, we take the advantage to make our product available and advertise our brand”.

The other code which built *sales promotion* is *premium*. A premium refers to a gift equivalent to the amount purchased. The participants indicated that on some occasions the company offers free beer that is equivalent to the number of bottles purchased. This is visible in the following extracts:

“There was a particular event arranged by different organs in coordination. It took place in the Millennium Hall with more than fifty couples celebrating their wedding day together. In the event, we offered a certain amount of our product without charge equivalent to the amount purchased. For those who had already bought more than a certain number of crates, they were made to receive equivalent crates without charge. Sometimes, our free offering may not be as equivalent to the amount purchased”.

“...For example, when our customers or shareholders get married or have a special occasion, we offer them an amount that is half of their total order without charge”.

The participants also indicated that an invitation of Habesha Beer is not officially communicated or delivered to the customers while religious ceremonies are in progress. This idea is evident in the following quotes:

“Our sales executives or teams offered our product around Addis Ababa stadium a short distance away from the Maskal Square where the ceremony was held. The invitation also took place when attendants were getting back from Meskel ceremony. This is the big street religious festival in Orthodox Christian church. We also do similar engagement for individuals who are Muslims. But we don’t make these activities official as it may even have a backfire”.

The *contest* is the other code that constructed *sales promotion*. This is realised as participants elaborated the competitions among customers on social media and the awards they would get in return. According to the participants, such activities are practised with the intention to shift customers to social media platform and influence their purchasing decisions. The following extracts reveal this perspective:

“Recently, we conducted a campaign which we named after Lucy; the eldest hominid ever found. In the campaign, many female models entitled the name Lucy, and they were made to go through different parts of the city. They dressed the black and gold costumes of Habesha Beer. Their complexion and hairstyle were deliberately made to look like our brand logo. To raise curiosity amongst the public, no announcement was made in the first two days of their presence in the city. Later, it was made official that the models were representing the Habesha logo or Lucy. On the other hand, the contest was to identify a winner from our followers who would post the largest number of photographs taken with those modelling girls in the different parts of the city”.

“...Awards were made available for those followers who posted the highest number of photos. The campaign was intentionally conducted to shift our customers to social media platform as mass media advertisements are recently prohibited by law”.

Besides, participants mentioned ‘Degu Habesha’ or the ‘kind Habesha’ contest to influence customers’ purchasing decisions. They explained that this was launched during the fasting season of Ethiopian Orthodox Christians to encourage kindness. This was a sign of standing in solidarity with religious practice. The participants mention this view as follows:

“We also had a campaign called ‘Degu Habesha’ in which followers would post a story of a person who they found very kind. The winners to be rewarded would be those with more online ratings. It was a good idea to promote such activities and encourage religious practices during fasting times. You see, it is unwise to advertise alcohol during fasting season in the country where most of the population is Orthodox Christian. You can use such kind of mechanism”.

Sales promotion is also built by a code called *refunds*. The participants’ interview shows that in case a product is defective, the Company returns the amount paid or replaces the product. One participant state:

“Though it is rare, I came across a few packaging defects like bottles that were half or empty packed. I ordered those bottles to be directly brought back to the company. In such rare situations, the loss is up to the company. We either, in most cases, replace the product or reimburse the payment”.

Furthermore, *miscellaneous items* are offered to promote sales. All participants indicated that loyal customers are usually awarded different *miscellaneous items*. This includes items such as bags, jackets, shirts, caps and umbrellas. Thus, *miscellaneous items offer* is a code linked to the subtheme *sales promotion*. The following is a quote from the participant which reflects the above view:

“For our loyal customers, we offered customised travelling bags which were made of leather and prepared with high quality. We also gave branded leather jackets, umbrellas and capes during rainy seasons in Ethiopia. The purpose is to appreciate their loyalty and encourage them to be more loyal. These miscellaneous items are also functionally useful for our loyal customers during the rainy summer season. We may also offer them sport shirts at the spots where they play. This is done at a small scale, as the items are expensive...I think, if you see that your friend has received an incentive for buying our product, you may be tempted to purchase our product the next day”.

In general, the data set shows that Habesha Breweries execute sales promotion activities such as *sampling, premiums, refunds and offering miscellaneous items* to influence customers' purchasing decisions.

Sponsorships

In addition to *advertisements and sales promotion*, *sponsorship* is the other subtheme linked to *planned brand contacts*. This subtheme refers to various sponsorship efforts of Habesha Breweries intended to influence customers' purchasing decisions. All participants mentioned that the sponsorship activities of Habesha Breweries focus on *cultural festivals, sports activities and social events*. Hence, these are building blocks of the subtheme called *sponsorship*.

The following quotes from the participants' interview indicate the sponsorship engagement of Habesha Breweries on cultural festivals:

“Most of the time events which are cultural or traditional receive our sponsorship. Premium cultural events are those events that have cultural values and they are professionally organised by well-known event organisers. This is conducted because we take into consideration the core value of our product which we think is ‘premium’ and ‘cultural’ in its essence. One of those premium events is the Netherlands King’s Day. Our company’s root is linked to the Bavarians’ brewery industry. Therefore, this ground has inspired us to sponsor the event. Moreover, their celebration is very cultural and colourful too”.

In addition to cultural festivals, Habesha Breweries provide sponsorships for sports activities. Habesha Beer sponsors the Ethiopian Coffee Football Club and other sports clubs. This is evident in the following quotes:

“We sponsor various sports clubs that participate both locally and nationally. For instance, Ethiopian Coffee Football Club, which is one of the popular clubs in the Ethiopian Premier League, is sponsored by our company. As it is immensely popular, sponsoring the club does mean elevating our brand to the level of its popularity. We also sponsor different city football clubs and health sports groups in different areas of the country”.

The sponsorship activities of Habesha Breweries are not limited to cultural festivals and sports. According to the participants, the sponsorships extend to various social events such as music concerts, weddings, birthdays, graduations, annual assemblies, hotel inaugurations and social gatherings. In this regard, a participant mentioned that:

“...We offer sponsorships when different bodies organise the events. The events are music concerts, birthdays, graduations, annual assemblies, hotel inaugurations and social gatherings in which we can meet target consumers. However, the sponsorship coverage for such occasions is small. We usually sponsor in kind, mainly providing Habesha Beer”.

To sum, with *advertisements and sales promotions*, *sponsorship* is the other *planned brand contact* of Habesha Breweries. The firm sponsors *cultural festivals, sports clubs* and *different social events* to influence customers' purchasing decisions.

Direct marketing

Direct marketing is the subtheme linked to planned brand contact in the data set. It refers to a targeted direct communication among the salespersons of the company, agents, retailers and customers in the marketing process. The participants indicated that channels of communication such as *direct telephoning, company website* and *Customer Relationship Management (CRM)* facilitate direct communication. Thus, these channels are codes that contribute to *direct marketing*.

Direct telephoning is a common means of direct communication among the company salespersons, agents, hotel owners, bar attendants and sometimes with the customers to sale Habesha Beer. The following remark in the quote indicates the above view:

“We maintain communication with agents, hotel owners and bar attendants using telephone calls. Particularly, when we face difficulties to reach our customers physically, a telephone call is our best option. For us, exchanging phone numbers with our agents, customers, attendants, and sometimes consumers are common experiences. Therefore, if there is a need, we call each other. A marketing job usually demands an elongated conversation. Voice call is important, as it is not possible to address all issues with a short

message service (SMS). For instance, we have posted our telephone number on our product label to facilitate communication between our customer services and customers”.

The other code linked to *direct marketing* is Habesha Breweries' *Website and social media*. In the extract from the data set, the following quote raise issues related to this code:

“We have, for instance, a database that constitutes our loyal customers whom we communicate during holidays. We usually update this database. We also communicate our shareholders on our Website. We communicate visitors, after confirming 21 years old or above at habeshabreweries.com. Updated data are frequently uploaded and made available on the page. We also encourage customers to post their comments regarding our product and activities. We have two-way communication with our customers via Facebook, Instagram and Twitter”.

Also, *Customers Relationship Management* is a code which built *direct marketing*. In the interview, most of the participants indicated the use of a software application called Customer Relationship Management (CRM). They reported that this software facilitates communication between salespersons and customers. Hence, the *Customer Relationship Management application* is a code that is linked to direct marketing. The following extracts present this perspective:

“The sales managers and sales workers have installed customer relationship management application on their mobile apparatuses or tablets. Therefore, they can easily record our evaluation of the outlets and sales environment to this system. Like the sales peoples, workers who are assigned to the product distribution have this application too. Besides, our agents, who retail our product, record their daily transactions on the application installed on their mobile apparatus”.

“CRM provides us with a huge opportunity to communicate with our customers, like those in the outlets. The company can control and evaluate our activities with the help of this application”.

To sum, *direct marketing* is one of the subthemes which built *planned brand contacts*. CRM is important to influence customers' purchasing decisions. It is a platform for two-way communication and helps to evaluate the effectiveness of Habesha Breweries marketing activities. The following discussion deals with *public relations* which is subtheme of *planned brand contacts* besides the *advertisement, sales promotion, sponsorship* and *direct marketing*.

Public Relations (PR)

The other subtheme that builds *planned brand contacts* is *public relations* (PR). The participants elaborated the PR effort of Habesha Breweries on print and broadcast media to influence customers' purchasing decisions. Accordingly, *PR on print* and *broadcast media* are codes building PR. The participants indicated that the industrial expansion of Habesha Breweries appeared as news on a magazine. This is evident in the following quotes:

“News regarding our company appeared in magazines. For example, a news report regarding the expansion and growth of our company was made in a magazine called Ethiopian Business Review. Whenever we finalise a project, we invite different print media to report to the public”.

“Very recently, the Queen of the Netherlands was visiting Ethiopia. During her stay in Addis, she paid a visit to the factory of Habesha Beer. The reason for the visit might be the connection we have with a Dutch beer company that holds a considerable share of Habesha Breweries. This event was reported on broadcast media like Ethiopian Broadcasting Corporation”.

Corporate social responsibility (CSR)

The other subtheme of *planned brand contacts* emerged from the data set is *corporate social responsibility (CSR)*. This subtheme refers to the various activities that are accomplished by Habesha Breweries to fulfil its social responsibilities. According to the participants, the company engages in different social affairs such as community support and environmental protection activities. Accordingly, *community support* and *environmental protection* are codes that build CSR. Participants mentioned that such CSR activities are not overtly communicated to customers.

Regarding community support activities, all participants indicated that the company supports the poor. Thus, supporting the poor is one of the codes related to the subtheme community support. This view is evident in the following extract:

“Usually, our support goes to humanitarian organizations like Macedonia, a centre for homeless and sick elders, which have centres for accommodating the poor with shelter, food, and clothes. Additionally, we focus on supporting those who dwell around church compounds. On the other hand, none of these supports is made public. They are kept secret, so we do not announce such activities to the customers”.

“We also distributed blankets and bedsheets during a rainy season for those people with poor income. During holidays, we distribute different items such as flours, oils, clothes and other ingredients for those with poor economic status. We also support others at times of emergency. For instance, the flood in Adama city was the case in point”.

According to the participants, the company’s community support is also extended to education and agriculture. The company’s interventions in these two sectors are revealed in the following quotes:

“...We also extend our support to students by rebuilding their school without addressing our brand or company. I recall a moment when I engaged in supporting a school with a severe shortage of furniture for its students. After a discussion with the administration, we offered many seats and tables for the school”.

“We distribute improved barely seeds to the farmers, then when the harvest arrives, they sell it to us. In the past, we used to let these farmers harvest half of the total amount we needed. However, currently, the total barely intake of the company is harvested by local farmers. Our team works closely with the farmers. We assist them to improve their farm business. We also help them to increase the amount and quality of their barley production. Thanks to the seeds with better quality, the farmers have increased their profit by 30 per cent compared to what they used to earn. Moreover, we support farmers who reside close to the company’s factories by offering them clean water, electric

power and food for their cattle without charge. Nevertheless, the company has never tried to announce such engagements to the public. This is the standard procedure of our company though I do not agree with it. As to me, Habesha Beer is a business company; therefore, its humanitarian efforts must also be communicated to influence customers. Otherwise, how do customers know whether we engage in community support?”

The other corporate social responsibility fulfilled by Habesha Breweries, which is still hidden to customers, is environmental protection. The following narration is evidence from the extract reflecting this view:

“We are very much concerned with environmental protection. For instance, to protect our environment from pollution, we purify our factories’ residues before we release them cleanly”.

“Our Company engages in many environmental protection activities like building an eco-friendly production system. I believe that when people know your strong engagements in different social and environmental issues, they immediately appreciate you. Then, they accept your brand and start consuming. In our case, such efforts are not made public”.

In general, the participants indicated CSR activities are hidden to customers. The following quotes reflect this view:

“...For instance, we highly engage in corporate social responsibilities. Nevertheless, the company has never tried to announce such engagements. Such support and help are not made public. We do not tell customers that we are doing this and that. When such engagements are kept confidential, there will be no expected influence, but there should have been some kind. Honestly speaking, I do not appreciate the idea of hiding the engagements that have already cost you in millions. But the top management has a firm stand that its humanitarian and other similar interventions should not be made public”.

However, a participant discussed an incident in which the company was forced to break its principle of keeping its community support confidential. The following quotation indicates this point:

“...But there was a moment we were forced to make our community support public. A few months back there were thousands of people who were internally displaced in the Amhara region. Some activists, as they did not know that we had already made a huge contribution to support the victims, initiated a boycott against our product in the region. Later, the regional sales agents were forced to make the support public”.

The codes and subthemes contributing to the core theme *planned brand contacts* are summarised and presented in the following table.

Table 5.8: Summary of theme 1 (interviews): *Planned brand contacts*

Themes	Subthemes	Interviews – codes
Planned brand contacts	<ul style="list-style-type: none"> • Advertisements 	<ul style="list-style-type: none"> • Radio • Television • Magazine • Banners • Transit advertisements • Point of sales materials • Miscellaneous items
	<ul style="list-style-type: none"> • Sales Promotions 	<ul style="list-style-type: none"> • Sampling • Premiums • Refunds • Miscellaneous items offer
	<ul style="list-style-type: none"> • Sponsorships 	<ul style="list-style-type: none"> • Cultural festival sponsorships • Sport sponsorships • Social event sponsorships
	<ul style="list-style-type: none"> • Direct Marketing 	<ul style="list-style-type: none"> • Direct telephoning • Website & Social media • Customer Relationship

		Management app
	<ul style="list-style-type: none"> • Public Relations 	<ul style="list-style-type: none"> • Broadcast media • Print media
	<ul style="list-style-type: none"> • Corporate Social Responsibility 	<ul style="list-style-type: none"> • Community support activities (poor, education sector, and farmers) • Environmental protection

5.2.2.2. Theme 2: Product brand contacts

In addition to the *planned brand contacts*, the other core theme that emerges in the data set is *product brand contacts*. This theme refers to brand contacts about the firm and its offerings that follow from the physical products. The subthemes linked to product brand contacts are *product design*, *product technical quality*, *product price*, and *product availability and distribution*. These subthemes accompanied by their respective remarks from the data set are discussed as follows.

The subtheme *product design* refers to the external features of product packages intended to influence purchasing decisions. *Bottle colour*, *bottle size* and *product labels* are codes that build product design as a subtheme.

To begin with *bottle colour*, black and gold colours are used to design Habesha Beer bottles and packing corks. According to the participants, these colours are preferred for three reasons; to be unique from the competitors, to protect sunlight, and to keep consistency with the Habesha logo. This view is evident in the following extracts.

“Our bottles have gold and black colours while other brands in the market have bottles with noticeably light colour intensity. You can also easily identify our bottle from others. Product bottles of other beer brands like Harar, Dashen, and St George are similarly coloured with light red and yellow combination. The colour combination of black and gold on our bottle

and cork is very appealing from the top view. I am always fascinated by the idea of combining black and gold which caught the designer's mind. The combination is so attractive that it has made packaging unique. When you watch the cold black bottle glittering with golden colour, as it comes out of a refrigerator, it captures your attention very easily. So, I believe that our colour choice is perfect".

"The golden black colour of Habesha Beer bottle is completely different from other beer bottles in the market. This colour is chosen deliberately. First, the colour distinction makes our product easily identifiable on the shelf at point of sales. Secondly, the golden black colour combination of the bottle is resistant to sun rays. Therefore, this keeps the product friendly for our customers in terms of health issues. Lastly, the combined golden black colour is the complexion of Habesha people or Ethiopians. So, the bottle colour is consumer-friendly, consistent with our logo and resembles the complexion of our customers".

The golden black coloured bottle of Habesha Beer is designed to contain 330ml of the product. The participants indicated that the bottle size is made small with the intention to make convenient during consumption. Thus, the *bottle size* is the other code which builds the subtheme *product design*. The following quotes reflect this view:

"The bottles contain 330ml of the beer product. They are handy and appealing in terms of their size and appearance. Unlike other brands with multi packaging, we have uniform crates that hold only 24 bottles each. Most brands have similar bottle sizes except Bedelle and Meta with bigger bottles. In this regard, I think, there are several considerations. For instance, when Habesha entered the beer market, the industry was dominated by St George beer. This made it difficult to join the market with new bottle size. The bottle sizes of most brands are so similar that our retailers sometimes get confused and mix our bottles with others during a return of empty bottles. The size of Habesha Beer bottles is exchangeable often with other beer bottles like St Gorge, Dashen, Balageru, Jano and Zebidar. From

experience, we have realised that many customers prefer bottles with small size”.



Figure 5.1: Habesha Beer. Source: www.habeshabreweries.com

In addition to *bottle colour* and *bottle size*, *product label* is a code linked to *product design*. On the golden black bottle of Habesha Beer, there are three labels which contain different textual data. All the participants discussed that Habesha Beer bottles have three labels on which textual, pictorial and numerical data are presented

to give details about the product and to influence purchasing decisions. The participants' quotes reflect this idea:

“Our golden black bottles have three labels on their neck, front and back parts. The neck label carries the brand logo. On the other hand, the front label displays the brand logo and brand name. The back label gives data about the product and company. The presence of all these labels contributes to sending brand messages and influence purchasing decisions”.

The textual contents in the front label of Habesha Beer bottle constitute Habesha pattern, brand logo, brand name, thermochromic button and International Standard Organisation (ISO) quality certification number. All these are designed in a way to attract customers and to influence their purchasing decisions. The participants explained the surrounding edges of the front label of Habesha Beer are marked by a colourful pattern. They indicated that the pattern is intentionally designed to represent the Ethiopians or Habesha people culture. Participants called this 'Habesha Pattern'. This is evident in the participant quotes:

“The pattern that surrounds the front label belongs to Habesha patterns. It is a well-known design on the cultural dresses of most Ethiopians which they wear during holidays or special occasions. The design is also a typical feature on the classic paintings of the country. If you see the frames of ancient paintings, you can find similar patterns like those on the labels. So, this pattern has a cultural value”.

Habesha Beer brand logo is surrounded by a pattern which we call Habesha Pattern. The logo implies the traditional painting style of Ethiopians, and it represents 'Lucy'. Under the logo, there is a picture of barley and hop. The following quotes imply this view:

“The logo is linked to an ancient Ethiopian painting style. The logo represents 'Lucy' that is named after the oldest humanoid fossil found in Ethiopia signifying the country as the cradle of human origin. The leaves on the right and left sides at the bottom represent the ingredients used to produce the beer including barely and hop”.

The company employees associate the brand logo of Habesha Beer with 'Lucy'. This association is not official to the public. The following quote reveals this view:

“For us (company employees), the brand logo represents 'Lucy' which originally refers to the earliest human fossil ever found archaeologically in the eastern part of Ethiopia. First, I like the logo that we call 'Lucy', but we do not officially address it to the customers. In our marketing communication, we represent the logo as Habesha”.

Furthermore, the participants indicated that the brand name of the company is displayed on the front label. The brand name is the same as the term most Ethiopians refer themselves – Habesha. Therefore, both the brand logo and brand name are associated with the people. The following quote presents the above view:

“Our brand name – Habesha is directly associated with Ethiopians who use this term to identify themselves as the Habesha peoples. Therefore, as the history, culture and identity of Ethiopians are deliberately associated with our brand logo and name, I think the choice of both the brand name and logo is appropriate. I also feel that there is a link between the brand name and the brand logo. The brand name is directly manifested by the logo that typically looks an Ethiopian. I also believe that they can be easily identifiable. I believe that we are successful in the market. For instance, we do not use texts on our distribution trucks. Rather, we post only the brand logo, but people have already associated the logo with our product”.

The participants discussed the blue thermochromic button. This is uniquely available only on Habesha bottles. The aim is to show how unique Habesha is in bottling technology and to indicate whether the product is in a state of consumption. The following extract from the quotation reveals this view:

“Just below the brand name, there is a button marked with 'cold gold'. The button indicates whether the product is at the level of ready-to-drink (RTD) or not. We have already communicated the colour of the RTD level of our product. When the button is in blue, you can have the best taste of our product. Now, the button is white if the product is not frozen to the optimal level but when it reaches the level, the colour of the spot becomes blue”.

The other label on the Habesha bottle is the back label. According to the participants, this label provides detail information concerning the product. Information related to the ISO certification, customers' service contact, prohibitions, instruction of use, alcohol content, production ingredients and place of production are contained in the back label. This view is revealed in the following quotes of the participants:

“We have prohibited those under 21. We also prohibit those who want to drive after consuming our beer. So, these prohibitions are indicated on the back label. On the label, we have incorporated the ISO number that indicating the quality of the product. Moreover, instruction about the thermochromic button, alcohol level, colour level and ingredients are available. On the label, there is also a contact number for customer service. When we make these data available on the label, we intend to make consumers realise how concerned we are for our consumers. This, in turn, can encourage them to prefer, purchase and consume our product”.

In sum, bottle colour, bottle size and product labels are codes which built *product design*. It is indicated that Habesha Beer is 330ml bottled with golden black colour. The bottle has labels on the neck, front and back which provide different information. The front label constitutes the brand logo, brand name and thermochromic button. The back label provides detailed information related to the ingredient, prohibition, instructions and other product-related data. The brand logo is displayed at the neck and cork of the bottle.

Product technical quality

In addition to *product design*, the other subtheme linked to the core theme *product brand contacts* is *product technical quality*. Unlike *product design*, *product technical quality* deals with the interior features of the product. Accordingly, this subtheme refers to the technical qualities of Habesha Beer. The *beer colour*, *beer taste*, *alcohol content* and *satisfaction* are codes building *product technical quality*. The participants' remarks which reflect each code are discussed as follows.

Beer colour is a code linked to *product technical quality*. The participants indicated that the golden black bottle contains golden beer. According to the participants, the

colour is peculiar to Habesha Beer and is intended to influence customers' purchasing decisions. Hence, the following extracts from the data indicate this view:

“Colour of beer is a technical issue in the brewing process. Our brewer's recipe guarantees that beautiful golden coloured beer for each bottle; our rich and refreshing Cold Gold. You cannot find beer with the same colour in the market. This is peculiar as it is consistent with the bottle colour. Our beer has a golden colour especially when you put a light on it”.

Beer taste is the other code linked to *product brand contacts*. The participants elaborated that the company exerts huge effort to create a balance between full-bodied taste and smooth drinkability. This is evident in the following quote:

“In the production process, we keep the highest standards and high-tech brewing resources to create a perfect balance between full-bodied taste and smooth drinkability”.

Another participant elaborated that the ingredients used in the brewing process create a smooth beer taste. Accordingly, the purpose of keeping the taste of the beer smooth is to influence customers' purchasing decisions.

“We brew with the emphasis on making the taste of the beer smooth. When we talk about taste, we need to consider the comfort one feels while consuming and inconveniences the same consumer feels the next day. I know that a great deal of attention is given to ingredients and technicalities during the brewing process. For instance, I have observed the attention given to select the quality barley, change the barley into malt, purify the water, and ferment the malt. I have also observed the efficiency of the packing machines that secure the quality of our product”.

Alcoholic content is the other code that contributed to the *product technical quality*. The participants indicated that Habesha is brewed with 5 per cent alcohol by volume (ABV). This is revealed in the following comments of the participants:

“The cold gold Habesha Beer with a smooth taste contains 5 per cent alcohol which is as similar as the alcohol level of most beers in the market”.

“Most beer products in Ethiopia maintain five per cent ABV. There are very few beer products in the market containing below five per cent ABV. Other alcoholic drinks in Ethiopia, including wine, have alcohol levels far greater than a beer does”.

All participants indicated that the smooth taste of Habesha Beer with five per cent alcohol is designed to give high satisfaction. Hence, *satisfaction* is the other code that builds *product technical quality*. The remarks by the participants reveal the following:

“The beer technical qualities such as colour, alcohol content and taste are designed to yield a high degree of satisfaction. As a result, it is possible to influence consumers’ purchasing decisions...These qualities of the product and a high degree of satisfaction that urges customers to permanently prefer our product. Product satisfaction includes the absence of post-consumption inconveniences such as hangover, gastritis and headaches that can influence consumers to purchase and consume our beer. Most of the feedback, we have received so far, express that our beer is hangover-free”.

In sum, *product technical quality* is a subtheme consisting of *beer colour, taste, alcohol content and satisfaction*. This subtheme builds the core theme of *product brand contact*.

Product price

The participant indicated that Habesha Beer is available to customers at different selling prices in a different context. The price variation is due to the difference in the distance of market locations and other variables. However, the selling price is defined to influence customers’ purchasing decisions. Accordingly, *product price* is a subtheme building the core theme of *product brand contacts*. The following remarks of the participants reflect this view:

“...We consider the cost of production, competitors’ price, and customers’ purchasing ability in setting our product price. Moreover, transportation cost also determines the selling price. The longer the distance of a location from the factory, the higher is the price. For instance, in Addis Ababa, where the company is located, the selling price of Habesha is 17-birr local currency. On

the other hand, if you go to the peripheral regions of the country, you observe a significant rise in the product price”.

“Price is a determining factor in any market, especially in the competitive market. Therefore, as newcomers to the market, we are selling our product at a price as similar as our competitors are. On the other hand, we know that the production cost we endure is by far high. Since we do not set a price as high as our production cost, we have retained those consumers who could have fled otherwise”.

Product availability and distribution

The other subtheme linked to the product brand contacts is product availability and distribution. This subtheme refers to the availability of Habesha Beer in different contexts. Participants discussed the distribution and availability of Habesha Beer as a factor influencing customers’ purchasing decisions. This subtheme consists of two codes: *product availability* and *product distribution*.

They also indicated that Habesha Beer is exclusively available in the flights of Ethiopian airline. They expressed that product availability influences customers’ consumption. This view is reflected in the following quotes:

“Our product is available in most areas. We deliver the product early in the morning; this is our strategy. Sometimes, we distribute our product door to door. However, most of our deliveries go to hotels, bars and restaurants. The outlets are expected to make it ready for consumption at an optimal cold state. It is also the only Ethiopian beer brand available on-board during Ethiopians Airline flights. Our brand has an exclusive presence”.

Participants explained that the distribution of Habesha Beer takes place in two phases: from the company to the stores, and from the stores to outlets. The first phase is facilitated by the company trucks, while the second phase is done by distribution agents. Such distribution strategy influences customers’ purchasing decisions. The participants explained this view as follows:

“There are two phases in the distribution process. The first phase embraces the distribution of our product from factories to Habesha stores found in the

different sales regions. In this phase, we use both our branded heavy trucks and other trucks that are rented. In the second phase, our agents distribute the product from our regional stores to their customers or outlets using their trucks. The distribution strategy by itself determines the purchasing decisions of customers”.

In sum, the codes and subthemes contributing to the core theme *product brand contacts* are summarised and presented in the following table.

Table 5.9: Summary of theme 2 (interviews): *Product brand contacts*

Theme	Subthemes	Interviews – codes
Product brand contacts	<ul style="list-style-type: none"> Product Design 	<ul style="list-style-type: none"> Bottle colour Bottle size Product label
	<ul style="list-style-type: none"> Product technical quality 	<ul style="list-style-type: none"> Beer colour Beer taste Alcohol content Beer satisfaction
	<ul style="list-style-type: none"> Product price 	<ul style="list-style-type: none"> Price
	<ul style="list-style-type: none"> Product distribution and availability 	<ul style="list-style-type: none"> Product distribution Product availability

5.2.2.3. Theme 3: *Service brand contacts*

Service brand contacts is another core theme emerged in the data set, in addition to *the planned and product brand contacts*. This core theme signifies communication

between Habesha Beer salespersons and customers in the service process to influence their purchasing decisions. Hence, this core theme is composed of subthemes referring to different salespersons' positions. Accordingly, *distribution agents and sales teams* are contributing to the core theme.

Distribution agents

To begin with, the subtheme of *distribution agents*, it refers to those individuals who take care of the transportation and distribution of the product from Habesha Breweries regional store to the end customers. They are recruited based on two criteria. The first way gives priority for applicants who are also shareholders of the company. The other method considers any applicant who can fulfil the distribution and the infrastructure requirements set by the company. The following quotation indicates this view:

“Agents are individuals who have a contractual agreement with our company. They oversee various activities. During the process of recruiting agents, priority is given for the shareholders if they are willing to do the job. We usually prefer our shareholders to be our distribution agents too. It is for the obvious reason that they do their best as agents as they have shares of their company. We believe that they have a sense of belongingness towards the company. In regions where there is no shareholder, we make a deal with an applicant based on our contractual agreement. When we recruit an applicant as our agent, we focus on the ability to distribute our product such as having appropriate vehicles and enough capital. We believe that, if agents fulfil these two criteria, they can maintain the consistency of our quality service delivery process. If sales agents can deliver the product consistently and make it available all the time, customers' brand trust and satisfaction can be enhanced”.

Distribution agents are responsible to transport Habesha Beer from the company's regional stores to the end customers. In general, these agents facilitate the distribution and the sales process to influence customers' purchasing decisions. The following comment reflects the above views:

“...After the products are deployed to the regional store, all crates are supervised whether they contain all their bottles and whether the bottles are clean or not. We usually do this in the evening. In the morning, agents collect and load the product on their vehicles. We use both human labour and forklifts to load and unload. As early as 6:00 am, agents move with their loaded trucks keeping their already set route. Agents also play a crucial role in the sales process, as they always tend to influence more customers to buy our product. To raise their profit, these agents need to contact and convince more customers. Therefore, they have a role to increase sales volume. In addition to these agents, those who work within the distribution process such as drivers, sales workers, sales assistants, and labourers can influence customers’ purchasing decisions”.

Sales team

In addition to *distribution agents*, *sales team* is the other subtheme that contributes to *service brand contacts*. This subtheme refers to a team consisting of salespersons who oversee the product’s distribution process and sales through direct communication. It is indicated by the participants that their role can influence customers’ purchasing decisions. The sales team is composed of the *sales trainee*, *sales executives* and *sales manager* with different positions and responsibilities in the organisational structure. They are responsible to influence customers’ purchasing decisions. The following quotes from the data set outline the structure of the sales team:

“At the bottom of the structure, there are sales trainees and sales executives. Then, some sales managers can also serve as regional sales managers. Next, there are division sales managers. At the top, we have a national sales manager and commercial director. All personnel who are in this chain are concerned with sales. Particularly, sales trainees, sales executives and sales managers are always in sales teams. All members of a sales team have their responsibilities when they contact customers in an actual market setting. However, concerning creating a detailed relationship with customers, and having a decisive conversation with the outlets and others in the transaction process, the regional sales managers take the upper hand. The

rest, like the divisional, national and commercial directors' dwell on office works".

Accordingly, *sales manager* is a code that builds *sales team*. Sales managers of Habesha Breweries are responsible to visit outlets, facilitate product distribution, check availability, maintain a relationship with customers and organise sales promotion activities. The following quotes reflect the above perspective:

"It is the sales manager who oversees all the distribution process and the activities of the salespersons under him. The sales manager supervises all the products throughout from the regional stores to the final stage of consumption in refrigerators. The sales manager outlines the distribution area and the time of distribution. The number of beer crates to be distributed in some area is also planned and managed by the sales manager. Every distribution plan is organised and managed by the sales manager".

"Sales managers have a permanent visiting plan for six days a week excluding Sundays of the outlets such as hotels, bars and restaurants where our product is sold. In these visits, we observe our outlets and check our refrigerators about whether our products are fully placed or not. For example, sometimes I get other beer brands placed in our refrigerators. To avoid such kinds of activities, supervision of the sales manager is important".

"We (sales managers) usually supervise the presence of our product in every outlet, the size of the product sold, how clean and ready the product is, the degree of satisfaction consumers' experience in each outlet. We visit every sales outlet twice or three times a week. The other activities demand our physical presence. These are like inviting consumers, organizing events, and engaging in other marketing activities. Generally, visiting our outlets, inviting our consumers, and running our advertisements are what we always do".

"We (sales manager) always communicate with our outlets so that we can supervise the market situation and react accordingly. We also discuss with bar attendants and owners about the market status of our brand. We usually ask them if there happens any problem or complain from a consumer about our product. We constantly monitor issues like product accessibility, product

quality, service quality of marketing and sales workers, and perceptions of bar staff towards our product and others. Besides, we try to identify and solve any inconvenience in our marketing line. Some promotions are conducted and executed by the sales team. We participate in and promote our brand to the public in big events in our marketing areas. We also behave, speak and act in a way that is polite and acceptable in our market community so that we can promote our brand. We also distribute to point of sales or POS materials like fridges, leather paintings and T-shirts”.

In addition to *sales managers*, the *sales executives* and *sales trainees* are the codes contributing to the *sales team*. According to the participants, the sales executives and sales trainees also make market supervisions, and they communicate with customers to influence their purchasing decisions. This view is presented in the following quotes of the participants:

“We do everything through a discussion. We share every responsibility. In our daily engagements, we do not put a boundary between the executor and sales trainee. The market is too complex and needs flexibility and collaboration amongst us. Considering organizational hierarchy, sales executives and sales trainees play different roles, from organising promotion to influencing customers’ purchasing decisions. Particularly, though the beer market is broad and needs a huge workforce, sales trainees are expected to act as assistants”.

Similarly, other interviewees also emphasised the joint responsibility held by members in their sales teams. This perspective is evident in the following extract from the data set:

“We pay attention to all cultural festivities. Our engagements in such events are executed by sales teams who are close to the events. Each sales team is encouraged to engage in events that are close to its respective distribution zone. We do not mobilize all our resources from the centre. For instance, during the festivity of Ashenda, which takes place in Mekelle, the city of Tigray region, our sales teams all over Tigray would mobilise their resources towards Mekelle to execute their engagements. Likewise, for the ‘Irrecha’

ceremony and festivity in Debrezeit, the sales teams working close to the area plan, organise and execute Habesha engagements in the event. All sales teams engage in the same during special events in their respective distribution zones”.

Table 5.10: Summary of theme 3 (interviews): *Service brand contacts*

Themes	Subthemes	Interviews – codes
Service brand contacts	<ul style="list-style-type: none"> • Distribution agents 	<ul style="list-style-type: none"> • Distribution Agent
	<ul style="list-style-type: none"> • Sales Teams 	<ul style="list-style-type: none"> • Sales Managers • Sales Executives • Sales Trainees

5.2.2.4. Theme 4: *Firm integration of brand contacts*

The final questions were intended to investigate the most important sources from all sources of brand message that influence customers’ purchasing decisions, and how the participants integrate these brand contacts. Accordingly, the data gathered lead *integration of brand contacts* to emerge as a core theme. The participants also indicated how they integrate *planned brand contacts* with service sources. For instance, a message of the advertisement is integrated with the sales teams in the service sources of brand message. The message of television advertisement is enhanced through direct implementation by the salesperson in the actual market as discussed in the following quotes.

“Considering those big marketing campaigns or media advertisements, each advertisement carries its core marketing concepts concerning specifications intended for a certain target group. Before such ads get broadcasted, sales managers get orientation regarding the core concept and intended group so that we start doing activities that match the specific advertisement. For instance, very recently, we launch a campaign on an ad with a core motto “We Share What You Have with Enthusiasm”. Before it was on the air, we had a commercial meeting in which those of us in the marketing lines were made

clear with the concept behind that specific ad, its objective, and the targeted group of customers. Later, we set supplementary activities to uniformly incorporate and exercise in our daily sales and engagements throughout our respective marketing regions to influence customers' purchasing decisions".

"Another similar case is a few months back when we had a marketing campaign called "When Gold Meets Black". At that moment, modelling girls in different groups with their combed dark black hair and dressed the traditional outfit in black with golden patterns were wandering through main cities in groups. To get this strategy practical, those of us in the marketing line were wearing golden ties, vests with golden stripes and black trousers. We tried to attract customers' attention towards our brand and influence them to buy our product. What we did was, we integrated the promotion that was being advertised on media with our daily routines and engagements in our outlets. The brand logo and another packaging of the product were also part of the integration process which is black and gold".

5.3. CHAPTER PREVIEW

In this chapter, findings from the customers and Habesha Breweries are presented. Data from the focus group discussions with customers reveal that planned, product and service brand contacts sent by Habesha Breweries influences customers' purchasing decisions. For instance, customers contact messages from Habesha Breweries through advertisements, sales promotions and sponsorships. Besides, customers also contact brand messages that originate from the physical product such as product design, product labelling, product technical quality, product price, product availability, and glassware and product performance on Health. Further, sales teams and distribution agents are brand contacts in the service process.

The findings also show that customers' purchasing decisions are influenced by brand contacts from sources other than Habesha Breweries. Various brand contacts originate from society, competitors, other customers and physiological needs influence customers' purchasing decisions. Furthermore, the findings show that customers integrate various brand contacts in making purchasing decisions.

On the other hand, Habesha Breweries send various brand contacts to influence customers' purchasing decisions. The firm contacts customers through planned marketing communication in different forms such as advertisement, sales promotions and sponsorships. Besides, the firm – Habesha Breweries in this case – contact customers through product design, product technical quality, price, distribution and availability. Furthermore, the firm sends messages to customers during the product distribution through distribution agents and sales teams.

At this point onward, a broader and multidimensional discussion of the findings presented in this chapter is important. Thus, the subsequent chapter is devoted to making critical discussion, modelling of findings and review of IMC in terms of its concepts and constructs.

CHAPTER 6: SUMMARY AND DISCUSSION OF RESEARCH FINDINGS

6.1. CHAPTER PREVIEW

This chapter discusses the findings presented in the previous chapter from multiple theoretical perspectives to broaden and deepen the understanding of integrated marketing communication (IMC). It focuses on the discussion of findings considering the fundamental IMC theories, Nordic School theories and recent but related empirical findings. Importantly, it reviews how the findings of this study contribute to the body of knowledge in the domain of IMC and marketing communications. Added to these, the chapter outlines practical implications of the findings to strategic IMC planners. Furthermore, three comprehensive models are taken as pillars in this chapter to give a holistic understanding of the findings and the possible implications associated with the models. In sum, the major effort taken in this chapter is to advance the evolution of IMC through the discussion of empirical findings generated from the study.

More specifically, the following sections with their respective models are explained in the same chapter for clarity purposes. First, how customers integrate and make sense of brand contacts that have value to their purchasing decisions is discussed. Empirically identified brand contacts from the customer context are critically discussed to corroborate, refute, modify and/or add new insights to the existing literature. In other words, brand contacts generated from the customers' context are discussed from the perspective of the value-in-use theory of the Nordic School. Further, the brand contacts-in-use are systematically discussed considering temporal and connectivity dimensions. The process yields customer integrated marketing communication model (CIMC) and the emergence of new concepts that add to the existing literature of IMC.

Second, brand contacts used by the study firm – Habesha Breweries in this case – to influence customers' purchasing decisions are also described in detail. The focus of the discussion is on brand contacts used by the firm such as planned, product and service. The empirical findings on brand contacts are comprehensively discussed in light of value-in-use and existing literature. The discussion is further illustrated using

the model of firm integrated marketing communication (FIMC) that evolves from this research output.

Third, this chapter is not limited to separate discussion of CIMC and FIMC models, but it rather collates the two models in the brand contacts-in-use matrix. This results in the critical considerations of where and how the CIMC and FIMC models are connected or disconnected. This gives rise to a comprehensive understanding of various communication activities in different dimensions which are important to inform strategic planning and implementation of IMC. More specifically, new or modified communication concepts, namely, effective or miscommunication, firm non-response, marketer monologue and tacit communication were discovered in the course of the study. These concepts are explained later in this chapter.

To wrap up, this discussion chapter begins with customer integrated marketing communication. The study assumes that strategic IMC planning and implementation should begin from the understanding of customers' context in the first place. Then, understanding of the firm context is relevant and its description follows. Discussion of brand contacts-in-use matrix is presented based on the findings and model generated from the same. The next section explains customer integrated marketing communication following the preview of the chapter given above.

6.2. CUSTOMER INTEGRATED MARKETING COMMUNICATION

This section deals with brand contacts that are valuable for customers' purchasing decisions as explored in this study. The discussion begins with a description of brand contacts-in-use. Specifically, the concept of brand contacts-in-use generated from this particular work is comprehensively discussed from temporal (see section 6.2.1.9.) and connectivity dimensions (see section 6.2.1.10.). The discussion is not limited to explain the brand contacts-in-use but goes further to compare/contrast them with reference to sources of brand message in the existing literature (see section 6.2.1. below). Furthermore, how customers integrate brand contacts-in-use in their purchasing decisions is the point of discussion (see section 6.2.1.11.). Finally, the discussion continues to argue for brand origins-in-use based on brand contacts-in-use (see section 6.2.1.12.).

6.2.1. Brand contacts-in-use

Here, empirically identified brand contacts-in-use from the customers' context in the study area are critically compared/contrasted in line with the existing literature. Accordingly, sources of brand message in the literature and brand contacts valuable to customers' purchasing decisions explored in this work are critically analysed. The approach in this study is in harmony with the recommendation of Finne and Grönroos (2017) that suggest the connection of value and communication in IMC (see section 1.4. for further argument). Similarly, Pauwels, Erguncu & Yildirim (2013) argue that customer responsiveness to brand contact is a key issue in the current marketing literature. As a result, lessons are taken from such Nordic school and other related literature for the same cause.

In this work, brand contacts-in-use is defined as brand contacts that are originated from various senders and according to the perception of customers which have value to their purchasing decisions (value-in-use). The findings of this study show that customers integrate few or numerous brand contacts that are not only external but also internal to them. This may encompass brand contacts that are planned by the focal company, but any contacts from any sources that are perceived valuable by the customers. In general, the findings of the current study imply that brand contacts valuable to customers can be planned, product, service and unplanned. This is conceptualised as 'brand contacts-in-use'.

To further explain, brand contacts-in-use refers to what customers make sense out of the various brand contacts which they are exposed to. This concept tells that all sources of brand contacts do not determine the value to the customers. On the contrary, the value of brand contacts is the importance to the customer of what they perceive as brand contacts that influences their purchasing decisions.

It is important to note that brand contacts that have value to customers (brand contacts-in-use) are originated from various senders. Accordingly, brand contacts from different origins influence each other and merge in the customers' integration process. This, in turn, influences customers' integration of valuable brand contacts (brand contacts-in-use). Obviously, the value of contacts (as value-in-use) is formed by customers as stated now and then in this chapter. By implication, valuable brand

contacts originate from various senders determines customers' integration of brand contacts-in-use. In sum, these are the case in the purchasing decisions of Habesha Beer customers who are the target study groups.

According to the concept of brand contacts-in-use, brand contacts that are only planned by the Company seem to seize a narrow approach to marketing alike in the traditional IMC. Other brand contacts which are not planned by Habesha Breweries could be valuable for customers. By the same logic, brand contacts-in-use informs that customers are dominant and as a result sources are open as the findings witness. In other words, the concept dictates that there are various brand contacts sent by sources other than the company, but which are still part of communication about the company. Marketing communication that influences customers' purchasing decisions are not limited to planned, product and service but it is rather a host of another unplanned brand contacts-in-use. These brand contacts-in-use which are discovered in the current study are discussed as follows.

6.2.1.1. Planned brand contacts-in-use

This is the findings from marketing communication instruments used by Habesha Breweries as perceived by its customers. The findings show that brand contacts which are sent by Habesha Breweries have value to the purchasing decisions of Habesha Beer customers. To recall findings, some participants positively associated Habesha beer television advertisements with cultural values and history, while few recommended changes on the contents of the advertisements. In addition, they also mentioned the value of banners (handmade artistic work on leather) and transit vehicles wrapped up with Habesha Beer images. Furthermore, the informants mentioned the impact of high-tech attractive Habesha Beer refrigerators. In sum, television advertisement, transit advertisement, banner and refrigerator originate from Habesha Breweries are valuable brand contacts (-in-use) to the customers' purchasing decisions.

Constructs of planned sources of brand message identified in the literature are confirmed and refuted in the findings from focus group discussion. For instance, television and transit advertisement are confirmed in the findings of this study. However, planned brand contacts-in-use, namely banner and refrigerator are not

listed in most of the IMC theories as print advertisements. The finding that banners as planned brand contacts-in-use gives greater nuance to the literature by exploring this specific type of print advertisement. In addition to banner, refrigerator is emerged as a print advertisement of planned brand contacts-in-use. Unlike the literature which identified print advertisement as marketing communication through print mass media channels, the present findings show banner and refrigerator as a form of print advertisements influencing customers' purchasing decisions. Accordingly, banner and refrigerator are specific types of print advertisements as explored in this study.

The findings of this study are in harmony with various literature and empirical research outputs in the area. For instance, the impact of television advertisement on customers' purchasing decisions is discussed in a considerable number of recent studies. For instance, Hammed and Awan (2017) indicate that the impact of television advertisements on customers buying behaviour and identified the dimensions of effect. From the integration perspective, Keller (2016) emphasises on the importance of integrating TV ad is with other sources given its power to show certain product features or express brand-created emotion. This finding is also consistent with Yuhmiin & Thorson (2004) which shows the synergies between television and Web advertising and the impact on purchasing decisions. Existing literature also supports the communication values of transit advertisements and banners to the customers' purchasing decisions (du Plessis 2013; Shimp & Andrews 2013). However, the stream of communication literature shows the communication value of refrigerator is not discussed.

The other planned subthemes emerged in the current study are the use of sales promotion activities used by Habesha Beer. In conformity to the existing literature, the Company uses sales promotion activities such as sampling, refunds and premiums. However, it is found that these sources of brand message are points of contact that are not valuable to customers. Therefore, unlike advertisements, these brand contacts are not considered as constructs of planned brand contacts-in-use. Lastly, the Company uses sponsorships (sports sponsorship) as planned brand contact which is listed often in the literature. However, it is reported by customers as brand contact which has no value to their purchasing decisions (see section 5.2.1.1.).

In the coming section, findings on product brand contacts-in-use are discussed. The findings in the previous chapter show constructs of product brand contacts labelled as theme 2 (see section 5.2.1.2. for further details). Below is discussed findings related to product brand contacts-in-use by giving meaning to them in comparison and contrast to the existing literature in the area. Then, the contribution of the findings to the existing literature is specifically explained.

6.2.1.2. Product brand contacts-in-use

Product brand contacts-in-use refers to brand contacts valuable to customers' purchasing decisions based on the provided physical product. In this study, physical product refers to Habesha Beer. In the literature, the constructs of product sources of brand message are the performance of the product, appearance, durability, price, design and distribution (see section 3.2.2.). However, the constructs of product brand contacts-in-use in this study are brand contacts attached to the physical product that have value for customers' purchasing decisions.

To begin with product design, the literature indicates key aspects of design such as shape, colour, graphics forms and images (see section 3.2.2.3.). On the other hand, the empirical findings of this study show key aspects of design from the perspective of product brand contacts-in-use as the overall appearance of the product, bottle size, bottle colour, bottle shape and bottle cork. However, what is valuable to customers' consumptions of Habesha Beer is its overall appearance, from the above-mentioned exterior product designs.

In the literature, graphical forms and images are identified as constructs of product sources of brand message. The problem with the literature remained identification of specific graphic forms and images and the impact on purchasing decisions. In the case of product brand contacts-in-use, however, graphical constructs are specifically explored as brand logo, brand name and thermochromic. In collective, these are called product labels in this study.

In addition to the exterior product design, product technical quality which is defined as an interior feature of the product emerged as a subtheme. Accordingly, the technical quality of the product is one of the building constructs of product brand contacts-in-use (see section 5.2.1.2.). The findings show that technical qualities of

the product such as beer colour, taste, product satisfaction, good performance on health and alcoholic content have value (-in-use) to customers. The product technical quality as a construct is hardly ever found in the existing literature.

Moreover, product brand contacts-in-use consists of the product price and availability. In other words, the price of the product and its availability are valuable to customers' purchasing decisions. This finding is consistent with the literature which identified product price and availability as product sources of brand message (see section 3.2.2.). Additionally, glassware is found as a construct of product brand contacts-in-use in the present study. All the above-mentioned product brand contacts-in-use are features related to the physical product either exterior product features such as product design or interior product qualities. However, glassware is the material that complements the consumption of beer. From this, it is possible to infer that it is not only the features of a physical product or the offering that have value to customers' purchasing decisions, but materials (glassware) which complement the product usage have value-in-use too.

In general, it is important to understand that product sources of brand message in the literature are general as they are not related to a specific product category. Thus, it is usual to experience the difference between constructs of product sources of brand message listed in the literature and the themes and subthemes emerged from specific product category in the current investigation of Habesha Beer. The differences could also be attributed to the value-in-use perspective of this study which diversifies the dimensions in IMC. In addition to the planned and product brand contacts-in-use, service brand contacts-in-use is found to be valuable as the findings depict. The next section further explains the same.

6.2.1.3. Service brand contacts-in-use

Service sources of brand message refers to messages that originate from interactions between customers and company employees. As identified in the literature, this includes the company's customer service representatives, receptionists, secretaries, delivery personnel and drivers (see section 3.2.3.). The findings of the current study show that service brand contacts that have value to customers' purchasing decisions (service brand contacts-in-use) are salesperson

and drivers of Habesha Breweries distribution trucks (see section 5.2.1.3.). These brand contacts originated from Habesha Breweries have value-in-use to customers. Service brand contacts-in-use encompasses direct interaction between customers and employees (salesperson and drivers) of Habesha Breweries during the process of product distribution from company store to retailers and customers.

Interestingly, constructs of service sources of brand message identified in the literature and constructs of service brand contacts-in-use in the current study are found to be consistent. For instance, literature in IMC mentions customers service representatives and drivers as sources of service brand messages. The same is true for Habesha Breweries making use of salespersons and drivers. In the case of Habesha Beer, salespersons are responsible for communication on behalf of the company. Thus, these are the constructs of service brand contacts-in-use.

However, considerable differences are noted between the constructs of service sources of brand message and service brand contacts-in-use. For example, the service sources of brand message identified in the literature such as receptionists, secretaries and delivery personnel are not common to Habesha. Hence, these service sources are not taken as constructs of service brand contacts-in-use. This may be attributed to the fact that the product category under study (beer) is the category of fast-moving consumer good (FMCG) in which the direct contact between customers and company employees is rare. It can be said that unlike the service customers, FMCG customers are vast and heterogeneous which makes direct interaction between FMCG customers and firms unmanageable.

To sum up, service sources of brand message as identified and discussed in the literature and service brand contacts-in-use as found and discussed in the present empirical study have differences and similarities. Building constructs of service brand contacts-in-use is in conformity with service sources of brand message in terms of salesperson of the company and driver. However, service sources of brand message and service brand contacts-in-use are different concepts in principle and practice. For instance, salesperson as a construct of service sources-in-use is the specific instance of the customer service representative of service sources of brand message. Furthermore, the perspective of the service source of brand message as

service brand contacts-in-use along with its building blocks looks different from what is mentioned in the IMC literature but significant to consider.

6.2.1.4. *Unplanned brand contacts-in-use*

In the previous sections, planned, product and service brand contacts-in-use related findings vis-a-vis literature were discussed. In a similar fashion, unplanned brand contacts-in-use discovered in the course of the current study are explained for further consolidation of the findings. Unplanned sources of brand message refers to messages about the firm and its offerings sent by customers who interact with a given customer during the service process or who make comments on social media and convey word-of-mouth communication (Grönroos 2015; Lindbergh-Repo & Grönroos 1999; Duncan & Moriarty 1997).

In the present study, however, unplanned brand contacts-in-use refers to brand contacts which have value-in-use to customers' purchasing decisions sent by senders other than the focal company. Unlike the traditional unplanned sources of brand message which focus on sources that emerge solely from customers, unplanned brand contacts-in-use encompasses sources that are internal and external to customers such as customers, competitors, societal and physiological needs. Thus, it is possible to note that unplanned brand contacts-in-use and unplanned sources of brand message are in harmony with one construct – customers. However, the other constructs are original to unplanned brand contacts-in-use. Accordingly, the following discussion begins with those of external sources and proceeds to internal sources related to customers.

6.2.1.5. *Customers brand contacts-in-use*

In this work, customers brand contacts-in-use encompasses contacts between customers of Habesha Breweries. Such brand contacts are hotel owners, waiter/waitress, commercial sex workers and other customers of Habesha Beer. These constructs are not identified in the literature except 'other customers' (see section 3.2.4.1.). Customers brand contacts-in-use is one of unplanned brand contacts-in-use originated from customers in two forms: face-to-face and electronic word-of-mouth communication.

The impact of word-of-mouth communication on customers has been acknowledged in marketing researches. However, this phenomenon has been studied mainly in a transactional context and very few in the service marketing (Finne & Grönroos 2017; Finne & Strandvick 2012). This study treats word-of-mouth communication from the perspective of service marketing literature (value-in-use) in order to explore the value of such communication to customers' purchasing decisions.

The finding of this study reports word-of-mouth communications about satisfaction, quality and availability influenced customers' consumption behaviour. In this study context, traditional word-of-mouth communication (face-to-face) and electronic word-of-mouth communication through social media (Facebook, WhatsApp, YouTube and Telegram) are forms of word-of-mouth communication which are valuable to customers in their purchasing decisions. Such words-of-mouth communications originate from customers of Habesha Beer. This finding is consistent with Finne and Grönroos (2017), Grönroos (2015), Finne and Strandvick (2012), and Duncan and Moriarty (1997) who discuss the two forms of word-of-mouth communications as face-to-face communication from one person to another, or through digital media to groups of another people. Word-of-mouth is credible and influences customers' purchasing decisions (Grönroos 2015).

Finding that value of face-to-face word-of-mouth communication to customers' purchasing decisions is in harmony with extant research findings. For instance, consistent with Vázquez-Casielles, Álvarez and del Río-Lanza (2013) which report that face-to-face word-of-mouth communication becomes important for customers seeking to minimise risk in consumption. This form of word-of-mouth communication plays a vital role in consumers' purchasing decisions (Grönroos 2015).

Additionally, electronic word-of-mouth communication via social media shapes consumers' purchasing intentions (Wang, Yu & Wei 2012). For instance, electronic word-of-mouth from customer-to-customer can change customer preferences and actual purchasing behaviour (Tien, Rivas & Liao 2019). According to Smith et al (2007), customers that interact on social networks usually have similar interests and perceive opinions of other users as both relevant and trusted. Consequently, word-of-mouth communication becomes viral through social media. Virtual communities

have become one of the most powerful marketing communications tools (Luck, Beaton & Moffat 2010; Ewing 2009).

Various research outputs identify the possible reason regarding the impact of electronic word-of-mouth communication on purchasing decisions. In the domain of electronic word-of-mouth communication, based on dual-process theory, a number of studies recognise the strength of an argument with regard to prediction of perceived impact (Fang 2014; Cheung et al 2009). Fang (2014) argues the strength of argument is the most important factor impacting credibility among consumers and their purchasing decisions. The study by Luo et al (2018) mention the significant influence of negative online word-of-mouth communicator's relationship, strength with receiver, recipients' trust tendency and product involvement on customers' purchasing intention. Furthermore, the quantity, quality and information intensity of negative online word-of-mouth positively affect receivers' trust in word-of-mouth, which in turn influences customers' purchasing intention.

6.2.1.6. Societal brand contacts-in-use

Unplanned brand contacts-in-use also consists of societal brand contacts which refer to society as a brand contact. The findings of this study show society as one of the origins of sources of brand message that have value to customers' consumption behaviour. Cultural leaders, religious leaders, political leaders and football club fans group are sources-in-use that originate from diverse societies (see section 5.2.1.6.). The findings of the current study are consistent with consumers' behaviour study. This justifies that consumers' purchasing behaviour is influenced by culture, sub-culture, locality, religion royalty, ethnicity, family, social class, reference groups, lifestyle and market mix factors (Belch & Belch 2018).

The findings are also in harmony with the Relationship Communication Model of Finne and Grönroos (2009) which emphasises the influence of factors that originate from societies and affect customers' purchasing decisions. According to the model, the circles of social influences are as significant as our immediate families or peer groups, or as influential as culture, subcultures, and/or social class to which customers belong (Finne & Grönroos 2009). In the present study, consistent with this

model the brand contacts-in-use originate from the society comprises of football club fans group, cultural, religious and political leaders.

A similar discussion is from the communication-in-use concept which explicitly discusses society as a factor influencing customers' purchasing decisions. According to the communication-in-use concept, customers could be exposed to societal factors that are external to them (Finne & Grönroos 2017). This concept dictates that through regulations and norms various institutions in the society send brand messages to influence customers' purchasing decisions. This is a contribution to the evolution of IMC by giving a holistic understanding of sources of brand message that originate from a different dimension of collectivism. While this is a good attempt which provides new dimension, the concepts of 'regulation' and 'norm' are holistic and complex to understand as the sources of messages are dictated by cultural groups that own different behaviour.

More specifically, the vagueness and the complexity of 'regulations' and 'norms' come into a point while discussing brand contacts-in-use and communication. Such a holistic view may introduce confusions; thus, it may demand an atomistic view of sources of brand message from society (norms and regulations) that have value to customers' purchasing decisions. Though consideration of societal or cultural factors has a significant contribution to the evolution of IMC, the Relationship Communication Model, and the communication-in-use concept remain marginal attempts given their conceptual contributions demand further empirical validation and substantiation.

Apart from such conceptual contributions to IMC, recent empirical evidence on the role of community leaders in IMC is suggested by Turner (2017). Turner (2017) argues how IMC can be utilised in the case of a major sport event sponsorship. The author mentions the Asian Cup 2015 as a case in point while explaining how community leaders assisted in facilitating sport event communication in a multilingual region of the world. In the same example, ambassadors contributed to the same event in writing and advertising across 16 countries. Furthermore, religious and community leaders presented an additional range of nuanced subtleties and their role became crucial in IMC especially as they had to interact with and respond to

various stakeholders. This perspective is also substantiated by Kliatchkos' (2008) Organisational Internal Stakeholder perspective.

As considered in the current work, findings that the value of cultural leaders to customers' purchasing decisions are in response to the demand of Šerić (2016). Culture is a contextual factor and as such represents an organisation's situational context, including IMC activities and their cultural significance (Šerić 2016). Thus, Šerić (2016) argue that country of location and cultural issues are becoming a new parameter in the IMC research. Moreover, attempts to address cultural values and their inclusions demand a significant move in the same. In response to these demands, the finding of the present study shows that cultural leaders are brand contacts-in-use in the customers' purchasing decisions.

In sum, the empirical findings that religious leaders, cultural leaders, political leaders, and football club fans group as brand contacts from the perspective of value-in-use have a significant contribution to the study's theoretical domain. First, literature shows that seldom empirical studies have explicitly dealt with such constructs from a value-in-use standpoint. An attempt of Turner (2017) is a sole emphasis on the role of ambassadors (religious and community leaders) in the communication campaign. The attempt is not from a value-in-use point of view. Second, the present findings are in response to Kitchen (2017) who suggest an investigation of religious and community leaders connected to communication campaign in the domain of IMC. Finally, the findings in this study yield a segmented view of societal sources of message mentioned in the concept of communication-in-use and provide empirical evidence in need as demanded by Finne and Grönroos (2017).

To wrap up, the explored brand contacts such as political leaders, cultural leaders, religious leaders and football club fans group as brand contacts-in-use broadens the elements of sources of brand message which are central to the evolution of IMC. At this point, it is important to note that the findings of this study are not limited to the customer or societal brand contacts-in-use as discussed in this section. However, unplanned brand contacts-in-use are rather extended to factors from the market such as competitors. Thus, brand contacts-in-use that originate from competitors are discussed in the subsequent section.

6.2.1.7. Competitors brand contacts-in-use

The findings of this study show that brand contacts-in-use can also originate from competitors in the market (see section 5.2.1.5.). Among the factors determining customers' purchasing decisions of Habesha Beer are the competitors' planned and product brand contacts-in-use. In other words, defects in the planned and product brand contacts of competitors could affect customers' preference of products from the focal company – Habesha Breweries. This implies that the competitors planned, and product brand contacts-in-use are taken as unplanned brand contacts-in-use as these are not planned and executed by Habesha Breweries. Findings related to competitors' brand contacts-in-use are discussed in line with the theories of Nordic Schools to extend IMC.

Competitors as origins and its respective brand contacts-in-use are overlooked in the underlying theory of sources of brand message. Furthermore, the integration of competitors' brand contacts-in-use which is evident in the present study is rarely found in recent IMC literature. Few attempts exist in the Nordic School to conceptualise and integrate competitors into the framework of sources of brand message in the domain of IMC. For example, this is evident in the Relationship Communication Model, invisible communication and communication-in-use concept.

According to Relationship Communication Model of Finne and Grönroos (2009), it is the customer who decides what is in fact communicated and messages from the competitors. This model argues that factors that originate from competitors can be integrated into IMC as it influences customers' purchasing decisions. A typical example of external factors is that when a customer is interpreting an advertisement, product or service process of the focal company while making a comparison with a competitor (Finne & Gronroos 2009). This conceptualisation broadens IMC which solely focuses on sources of brand message from the focal company.

Consistent with Finne and Grönroos (2009), the recent concept of invisible communication by Finne and Stradvick (2012) discuss the role of competitors' message in customers' purchasing decisions. In their concept of invisible communication, they explain how customers are influenced by competitors' message drawing on the notion that everything communicates about a given firm. Again, in

their 'communication matrix' which yielded the concept of invisible communication, the authors brief that competitors' messages represent diverse and unmanageable forms of communication about the company.

Furthermore, the more recent attempt of integrating competitors' sources of brand message in the domain of IMC is in the concept of communication-in-use by Finne and Grönroos (2017). This recent concept is based on the earlier Relationship Communication Model of Finne and Grönroos (2009). The concept states that customers integrate and make sense of a few or numerous messages from one or several sources of the brand message. This is because various types of brand messages that influence customers are not only sent by a focal company but also communicated by competitors. According to this concept, competitors planned, product, service and unplanned sources of brand message could influence customers' purchasing decisions (Finne & Grönroos 2017).

In addition to its consistency with the Nordic School literature discussed above, this finding is in harmony with different theories in marketing communications. For example, the finding is corroborated in the marketing assumption of Superior Customer Value. The assumption is that customers buy from a firm they trust offers the highest customer delivered value. In fact, abundant literature suggests that by providing customers with superior value compared to that offered by competitors, a firm can build competitive advantages and improve market performance (Rust, Lemon & Zeithaml 2004; Rust, Moorman & Dickson 2002).

As mentioned now and then in this work, customers' purchasing decisions of Habesha Beer is influenced by brand contacts originated from the focal company, society and/or even competitors in the market. These factors are external to the customers. On the other hand, there are valuable brand contacts which are internal. For instance, the findings show that customers' purchasing decisions are influenced by internal motivation such as physiological needs. This is further discussed in the following section.

6.2.1.8. Physiological needs brand contacts-in-use

The findings of this study report that unplanned brand contacts-in-use also consists of physiological needs brand contacts that originate from customers' physiological

needs (see section 5.2.1.7.). Physiological needs brand contacts-in-use includes factors that are internal to the customers such as non-social and social hedonic needs. Literature shows that physiological needs as unplanned brand contacts-in-use have not been explicitly discussed in IMC. However, this finding is in harmony with different theories and concepts such as the Hierarchy of Needs Theory, Relationship Communication Theory, connectivity concept and the concept of communication-in-use.

The findings are consistent with Abraham Maslow's Hierarchical Need Theory which argues physiological need as the motive of purchasing decisions. This theory groups needs into five categories in which the most fundamental needs are physiological needs. According to this theory, the hedonic need is one type of physiological needs which is classified into non-social hedonic need and social hedonic need reflecting inherent desires for sensory pleasure. Non-social hedonic needs include needs for sensory stimulation, cognitive stimulation and novelty while social hedonic needs include reinforcement, sex and play. Similar to this, the findings of this study indicate that sensory stimulation (e.g. digestion & addiction), and cognitive stimulation (e.g. Khat & sleep) are non-social hedonic needs which have value to customers' purchasing decisions. Additionally, the need for sex is social hedonic which influences customers' consumption of the beer (see section 5.2.1.7.).

Additionally, the concept of connectivity goes in line with the findings that customers' purchasing decisions of Habesha Beer have physiological traces. Angelopulo (2014:213) argue that "the decisions to connect with others have physiological traces and physiological benefits – the human body is hot-wired for connectivity". According to this concept, certain decisions are derived by factors that are internal and points to a physiological link in the origins and effects of human connectivity. This justifies the argument that the decisions to consume Habesha Beer have physiological implications.

Furthermore, these findings are in harmony with different research outputs which indicate the impact of physiological needs on customers' purchasing decisions. According to Ditto et al (2006), and Ariely and Loewenstein (2006), the desire for and decisions about a wide variety of products and experiences are driven by physiological drive states including hunger, thirst, sexual arousal, curiosity and

cravings. The pressure imposed by these varieties of states, consumers are willing to undertake riskier behaviours to obtain products they are craving when under the influence of a visceral drive than when in a neutral state.

Internal factors as sources of brand message from the perspective of IMC are also discussed in the Relationship Communication Model and communication-in-use concept. According to the Relationship Communication model, meaning creation is influenced by internal factors such as attitude, capabilities, identity and personal interest (Finne & Grönroos 2009). Added to these, the discussion of internal factors from the value-in-use perspective is also made in the recent concept of communication-in-use. According to the communication-in-use concept of Finne and Grönroos (2017), customers' purchasing decisions are influenced by factors that are internal to customers (individual motivations and abilities). However, which specific type of needs and internal motivation is valuable to customers is the question remaining with these conceptual frameworks. The present findings respond to such questions by witnessing physiological needs as a specific instance of internal need and motivation.

In sum, unlike, underlying literature in IMC by Duncan and Moriarty (1997) and Grönroos (2015) which shows sources of brand message as external to customers, the current findings further extend the perspectives by exploring brand contacts which are internal to customers. In the stream of IMC literature, physiological needs as sources of brand message are not explicit. Even if Finne and Grönroos (2017) conceptually identify internal factors and integrated the concept in IMC from value-in-use perspective, the problem remains generalisation of the concept as 'internal need and motivation'. This empirical study, however, specifies this complex concept as physiological needs which have value-in-use to customers' consumption behaviours.

In general, the concept of brand contacts-in-use with its corresponding constructs is discussed from different dimensions. For instance, brand contacts-in-use are highlighted from the dimension of internal and external factors. However, it is important to extend this discussion for a detailed and critical understanding of the concept developed in this study – brand contacts-in-use. Accordingly, the following section is devoted to the discussion of this concept and its corresponding constructs from the temporal and connectivity dimensions in order.

6.2.1.9. Temporal dimensions of brand contacts-in-use

To widen the understanding of IMC, it is important to discuss brand contacts-in-use from temporal and connectivity dimensions. This is following the viewpoints of Relationship Communication, invisible communication and communication-in-use which suggest discussion of origins and brand contacts that have the potential to facilitate value (value-in-use) to customers' consumption situations from the dimension of time and context. This section begins with the discussion of findings in relation to the temporal dimension.

To begin with the temporal dimension, Finne and Grönroos (2009) discuss that the influence of factors and activities in customers' network can be structured along with time dimension. In their model of Relationship Communication, the authors considered sources of brand message from temporal dimensions. As discussed in the model, sources from the past, present and future influence consumers' meaning making. As a result, the argument of rethinking IMC to the concept of Relationship Communication is further revisited in this work. This is an attempt to integrate the temporal dimension in IMC.

Finne and Grönroos (2017) discuss the sources of brand message from the temporal dimension in the concept of communication-in-use. According to this concept, sources may relate to the three temporal dimensions: the past, present and future. This concept points that strong memory or former experience can form sources and can so influence future-oriented goals, wishes or expectations. It also notes that some sources from the present may be more deliberate while past and future sources may be more embedded.

Added to these, the temporal dimension is evident in the value-in-use theory. According to Rindell and Iglesias (2014) and Rindell (2013), value-in-use is customers' present construction of value based on a temporal dimension. This is termed as customers' image heritage, including all sources relevant to customers. Heinonen et al (2013:110) also add "the scope of value-in-use is extended to a longitudinal experience perspective of the customer's dynamic and multifaceted reality". This is further substantiated by Grönroos and Gummerus (2014) that emphasise on how "value-in-use evolves over time". In this regard, Heinonen et al

(2013) provide the following explanation: “The customer experience and the interpretations made before, during and after it are coloured by affective, social, economic, cognitive, physical, psychological and biological dimensions, forming the ‘potential value landscape’.

Such empirical findings of the present study are in harmony with the Relationship Communication Model, the communication-in-use concept and the Temporal dimensions of image heritage. In a similar approach, brand contacts-in-use can be discussed from the perspective of temporal dimensions: past memories, present experiences and future expectations. Occasionally, all these temporal dimensions may have value, or occasionally only one or two may have value. Sometimes, origins or sources and its corresponding brand contacts-in-use from the past may have value, while other situations may be future or typically in the present. This is evident in the quotation from the data set signified in the paragraphs below.

For instance, in the findings, it is noted that customers’ memory of messages from sources or brand contacts in the past has value to their current consumption situations. This can further be explained from the planned brand contacts-in-use in the findings. The focus group discussions with customers of Habesha beer were conducted after three months of the proclamation of broadcast alcohol advertisement ban on Nagarit Gazetta by the Ethiopian government (see section 1.2.). Though broadcast advertisement of beer was legally banned, and no broadcast advertisements were on air, customers memorise the advertisements of Habesha Beer and mentioned that it is valuable for their current purchasing decisions. For example, customers mentioned that their current purchasing decisions are influenced by their memories of previous television advertisement originated from the focal company (refer to section 5.2.1.1. which gives detailed quotations reflecting this statement). This implies that former experiences can form origins and its corresponding brand contacts-in-use.

Not only memories of messages from sources or brand contacts in the past but also brand contacts in the present have value to customers’ consumptions. An instance of brand contacts-in-use from the perspective of current experiences on the temporal dimension is moments of truth. The constructs of product sources-in-use which is

related to the value that customers could get from the moment of interaction or consumption of the product can be placed as current experience. An example of this can be taken when participants mentioned that the propensity to consume the product increases as they drink the beer more (see section 5.2.1.2.).

Moreover, unplanned brand contacts-in-use such as hotel owners, waiter/waitress, commercial sex workers and other customers words-of-mouth communications during product consumption at the point of sales are brand contacts in the present. Also, when customers take Habesha beer due to addiction and when their intake increases as they drink the beer (non-social hedonic needs) are also sources in the present (see section 5.2.1.7.). Thus, unplanned brand contacts-in-use can be taken as sources in the present on the continuum of the time dimension.

The time dimensions of brand contacts-in-use are not limited to the memories and current experiences rather it can be extended to future expectations. As discussed by Edvardsson and Strandvik (2000), future factors can be embedded in the expected future of the relationship or in the person's lifetime which can be expectations, goals, hopes or visions (Grönroos 2000). In line with this, the findings of this study show that brand contacts from the future have value to customers' consumption situations. When customers use Habesha beer complementarily with Khat and to get sleep (see section 5.2.1.7.). Some customers mentioned that improvements in the product sources of messages in the future such as alcohol content of the beer, its packaging, CSR and brand name determines their consumptions (see section 5.2.1.2.).

In sum, it is the customer who determines brand contacts-in-use and their origins: perhaps the strong memories or former experiences can form sources, but so can future-oriented goals, wishes or expectations as well as current experiences. Thus, it is important to note that as the brand contacts are open, the list of instruments and origins can be complex and diverse or can be simple and straightforward. These dimensions extend understanding of origins or sources and brand contacts-in-use and importantly, sources of brand message. Consequently, the discussion of time dimensions widens the perspective of origins and corresponding brand contacts-in-use. This is in line with the argument that factors representing time as including both

experiences in the past and expectations about the future should not be neglected in studying communication process (Finne & Grönroos 2009).

6.2.1.10. Connectivity dimensions of brand contacts-in-use

In addition to the temporal dimension, in the current work brand contacts-in-use are discussed from connectivity dimensions. The theoretical origin of connectivity concept traces back to Information Science, and it holds the core position and is deeply located in the theory of communication (Angelopulo 2014). The concept stresses on: “You have to be connected to communicate, but once connected there is still the question of the quality and quantity of connectivity” (Angelopulo 2014:212). If customers and firms are connected at points of brand contacts-in-use, the question of quality and quantity of connectivity remains at each point of contacts. This section is devoted to the discussions on connectivity dimensions and other related supportive frameworks.

To begin with the atomistic dimension of the connectivity by Angelopulo (2014), at the atomistic level, individual human beings are genetically predisposed to connectedness. Thus, the decision to connect with others has physiological traces and physiological benefits – the human body is hot-wired for connectivity. This points to a physiological link in the origins and effects of human connectivity (Angelopulo 2014). If so, physiological brand contact-in-use refers to atomistic dimension of connectivity which implies that customers’ purchasing decisions have physiological traces and physiological benefits such as social and non-social hedonic need (see section 6.2.1.4.4.).

Added to this, the communal dimension of connectivity implies that human beings in the collective or societal dimension also appear to be hot-wired for connectivity (Angelopulo 2014). In this dimension, customers in groups are influenced by factors external to them, unlike physiological needs which are internal to them. For instance, customers’ purchasing decisions are influenced by advertisements, banners and overall product appearance. Further, customers brand contacts-in-use relates to collective factors that origins from religious leaders, political leaders and cultural leaders. Furthermore, customers brand contacts-in-use relates to football club fans group. These refer to the quantity of connectivity.

By the same token, Finne and Grönroos (2017) suggest that situational dimension includes a wide range of elements such as individual motivations and abilities (internal factors) to social trends and family, and competitor activities (external factors). External factors can be culturally specific factors or personal context of the individual (Edvardsson & Strandvik 2000; Mick & Buhl 1992). Such external factors can be trends, traditions of the economic situation, family and alternative choices, including advertising from competing companies and other communications in the surrounding society. Internal factors are life projects related to the self or internal context (Edvardsson & Strandvik 2000). These internal factors can be attitudes, capabilities, and identity or personal interests as listed in the literature and proved in the empirical study.

The other category of factors in the marketing communication literature is introduced by McCracken (1986): The Meaning Transfer Model, which describes how meaning is created and shared among members of cultural groups, dictates an individual's purchasing decisions. In this model, marketing communication plays a central role given the role of collective factors on individual's decisions making. Meaning about products is created, negotiated and shared among members of a given collective group that affect an individual's decisions on product consumptions which demand negotiation of external and internal factors of the individual.

Other situational factors are evident in Grier and Brumbaugh (1999) which describe differences in planned and actual meaning making processes. The authors argue that a given company communicates planned meaning whereas the consumer perceives the actual meaning perhaps differently. The authors found differences in perceptions between target groups and non-targets groups. Target groups may understand of elements in ads better than non-target groups (Grier and Brumbaugh 1999). Thus, from a meaning creation perspective, factors related to customers' context cannot be neglected in the communication process.

In advertising research, Percy, Rossitor and Elliott (2001) suggest an activity dimension and contextual dimension characterise customer activity. According to these researchers, most advertising studies consider the audience to be passive with no consideration of contextual influences that affect customers. However, few recent researchers position themselves in the opposite camp: audiences are assumed to be

active and contextual influences are considered. This demand understanding of customers' roles in the communication process and at the same time it requires inclusion of customers' related factors in marketing communications.

Obviously, situational aspects impact customers' integration and the sense-making process. This depends on the influences of the communal ecosystem (the customers' ecosystem in the model). As demonstrated by Relationship Communication Model, communication-in-use concept and CDL, customers' ecosystem includes communities which comprise friends and family members, various social media contacts, other customers with whom customers may interact, and various types of physical and virtual structures. In addition, a host of other factors of any kind may of course also be considered by the customer.

A common argument of all the above-mentioned previous stream of literature is that communication sources can be taken from internal and external dimensions. Consistent with this, the findings of this study show that brand contacts that have value to customers' (value-in-use) can be classified into atomistic and communal factors as located in the connectivity dimension of Angelopulo (2014). Brand contacts-in-use that are communal/external to customers are those contacts originated from the company, competitors, other customers and societal sources. On the other hand, physiological needs and their components are brand contacts-in-use which are atomistic or internal to customers.

To wrap-up, brand contacts-in-use from the total time span of memories, experiences and future expectations, and brand contacts-in-use which are internal and external to the customer form part of customers' driven communications processes. These encompass individual physiological needs, the customer's everyday life and ecosystem and how major trends in society influence him or her purchasing decisions.

Furthermore, these pinpoint essential features of brand contacts-in-use because it captures broader customers' view of communication over time and connectivity that demands the integration of factors interior/individual and exterior/communal to the customers.

6.2.1.11. Customer integration-in-use

This section deals with customers' integration-in-use related to how customers integrate brand contacts (-in-use) that determines their consumption of Habesha Beer. The findings of this study show that customers integrate brand contacts-in-use that originate from various sources which are internal and external to the customers. Further, they integrate brand contacts from the past and present. The findings report that customers' consumption is an integrated outcome of planned, product, customer, and societal brand contacts-in-use. Furthermore, incorporates physiological needs.

The findings of this study witness customers integrate messages from advertisements, other customers and product packaging. Here, it is important to recall a quotation from the data: "The advertisement suggested checking the phrase *cold gold* on the bottle before consumption. It was advertised that the colour of *cold gold* changes to blue when the temperature of the beer gets cold enough. We also heard other customers talked about the *cold gold* on the bottle. We tried to prove the reality of the advertisement and information from other customers. First, we observed the label of the bottle. Before placing it in the refrigerator, we confirmed that the *cold gold* was not blue. Then, we placed it in the refrigerator afterwards. Just 15 minutes later, the *cold gold* turned blue. This happened to be a miracle and attracted me to drink it". Furthermore, other Habesha Beer customers mentioned: "To consume Habesha Beer we integrate messages from Habesha Beer advertisements, information from other customers, banner, transit advertisement, refrigerator, product labels, satisfaction, cultural leaders, alcohol content, tidiness, quality and satisfaction as it values to our personal need".

This form of integration is called commonality integration as mentioned by Keller (2016). Keller (2016:292) discuss that commonality is one form of integration dealing with "The extent to which communication options are designed to explicitly work together with such that interaction or synergy occurs, and enhanced communication effects emerge as the result of exposure by consumers to both options". Consistent with Keller (2016), customers' integration of television advertisement with product packaging enhances the effect of brand contacts. From this, it is possible to conclude that customers make commonality integration.

In addition, customers are subsequently exposed to brand contacts-in-use such as Habesha Beer advertisements, other customers, banner, transit advertisement, refrigerator, product labelling, cultural leaders, alcohol content, quality and satisfaction, and physiological needs. This type of integration is called “contribution” according to Keller (2016). This is explained as: “The inherent ability of a communication option to create the desired communication effects and achieve the desired communication objectives, independent of prior or subsequent exposure to any other communication options for the brand” (Keller 2016:292). Thus, commonality and contribution types of integration of brand contacts-in-use or integration-in-use are employed by customers.

As discussed frequently in this report, customers’ purchasing decisions of Habesha Beer is influenced by brand contacts originated from Habesha Breweries, customers, society, and/or competitors in the market. Furthermore, brand contacts originate from the physiological needs of customers are also influential. Thus, unlike the traditional IMC which emphasises the role of one origin/sender – the present study expands this view to multiple origins of brand contacts-in-use. This is further discussed in the following section.

6.2.2. Brand origins-in-use

The introduction of IMC is the development of marketing communication subscribed to the traditional sender-to-receiver communication concept. Since the start of IMC, various theories and studies have been contributing to its evolution. The evolution of the paradigm from marketing communication to the recent concept of customer integrated marketing communication is revised by various concepts and constructs. For instance, the invisible communication concept by Finne and Grönroos (2009) revisits the traditional IMC.

Further, in their very recent conceptual paper building on Relationship Communication Model, Finne and Grönroos (2017) introduce communication-in-use concept dictating the concept of multiple senders of sources of brand message in IMC. This expands the traditional IMC which takes one sender only (company perspective). In addition, the empirical findings of the current study introduce the concept called ‘Brand origin-in-use’ building on existing IMC theories and the Nordic

School. This is comprehensively discussed by tracing the evolution of IMC and pointing out how this concept contributes to the evolutionary process where IMC is heading to the future possible developments.

In general terms, the traditional communication perspective with a sender sending a message and a receiver receiving it gives a narrow picture of what can occur in a customers' relationship in terms of communication. This traditional perspective has been criticised given its consideration of customer as a passive object in the sender-receiver communication process (Schramm & Roberts 1977). Likewise, in traditional marketing communication, the company is seen as the driver and director of communication. One problem has been that traditional marketing communications is rather limited to the communication instruments driven by the company only and considering customers passivity in the communication process (see Chapter 2).

Similarly, IMC in its earlier stage represents a rather instrument-driven view where the company creates and integrates communication instruments. Most literature that relates to a company (sender) perspective, in which the company originate instruments and drives integration to convey a message to the customer are popular. As Finne and Strandvick (2012) argue, such an approach can be characterised as company-integrated marketing communication. Here, the sources of brand message included here are labelled as closed sources by Rindell and Strandvik (2010). More specifically, this approach represents the conventional organisational standpoint, where power and control of communication instruments in all its aspects are in the hands of the company.

Contrary perspective comes from the logic of open-source brands which represents the counterpoint, where the customers' active role in the communication process from multiple sources other than the company is recognised (Pitt et al 2006). The open source logic suggests that focusing only on closed sources that a company delivers, and controls would give too narrow view of IMC (Rindell & Strandvik 2010). This idea is further corroborated by theories from the Nordic School such as CDL, value-in-use and communication-in-use suggesting a different customer-oriented view of IMC. This supports the recent developments in IMC (see Chapter 2).

Moving from closed sources in traditional IMC to the logic of open sources calls for a deeper understanding of what can be considered potential origins (senders) of sources of brand message (Finne & Grönroos 2017; Heinonen & Strandvik 2015; Finne & Strandvik 2012). Furthermore, building on this idea, recent Nordic School theories such as value-in-use, CDL and communication-in-use are evident in the revision of IMC (Finne & Grönroos 2017; Heinonen et al 2010; Vargo & Lusch 2008). Similarly, the present study conceptualises IMC from a customer perspective by focusing on the customer's value as initiated by brand contacts whoever the sender might be. This is in response to the need for a shift in focus from how companies as senders of messages involve customers in their processes to how customers engage with the company and messages generated by origins or senders other than the company, to further broaden the perspective of IMC (Finne & Grönroos 2017; Kitchen 2017; Heinonen & Strandvik 2015).

In this regard, there is limited literature on IMC that draws on open source logic and Nordic School theories. Finne and Strandvik (2012) and Finne and Grönroos (2017) offer conceptual papers that introduce new concepts of invisible communication and communication-in-use in IMC, respectively, by synthesising service marketing theories of the Nordic School with fundamental IMC theories. Despite their theoretical and practical contributions, they require corroboration or falsification of their concepts in empirical work that they anticipate will follow their own.

The conceptual paper of Finne and Strandvik (2012) contributes to the evolution of IMC by introducing the concept of invisible communication. They propose a framework that extends the categories of sources of brand message and implies various origins of sources of brand message other than the company that could have value to the customers. This concept challenges conceptual models of IMC by adopting a customer-based perspective drawing on marketing communication research, service management research and insights from relationship communication research (Finne & Strandvik 2012). However, the authors suggest empirical evidence to explore the origins of communications that are invisible to the marketer but existing in the customers' context (Finne & Strandvik 2012).

Additionally, recent work from Finne and Grönroos (2017) further revisit IMC by introducing communication-in-use concept based on service marketing theories

similar to Finne and Strandvick (2012). The concept dictates customers' integration and sense-making of all messages from any source. This can be company-driven or stemming from other sources which are perceived by customers forming their own value-in-use for their specific purposes. In addition to traditional communication instruments, the new concept encompasses all types of open sources. Thus, communication-in-use is much inclusive than traditional IMC as it includes all possible sources of brand message customers want to include, perhaps the company, competitor, customer and societal factors. However, it is important to note that Finne and Grönroos (2017:445) suggest "the analysis of communication-in-use is conceptual and should trigger future empirical grounding".

Drawing on the conceptualisations of invisible communication, communication-in-use and recent theories of service marketing, the present empirical study takes the evolution of IMC a step further with the concept of "brand origins-in-use". The findings of this study show that customers integrate few or numerous brand contacts from one or several origins or senders. This concept encompasses not only intentional communication from the company but any communication from any origin about the company and can involve several origins of brand contacts considered valuable by the customer. This is so because the findings of the present research show that the origins of brand contacts can also be customers, competitors, societal and physiological needs which are visible or solely in the head of the customer. This is conceptualised as "brand origins-in-use".

The concept of brand origins-in-use refers to what a customer makes out of the various origins of brand contacts which he or she is exposed to. This concept argues that not all origins of brand contacts determine the value of communication for the customer. The value of origins of brand contacts (brand origins-in-use) is the importance to the customer of what he or she perceives as brand contacts that influences the customer's purchasing decisions. Furthermore, brand contacts from different origins influence each other and merge in the customer's integration process. This integration and the sense-making process is brand origins-in-use which in turn influences the value of brand contacts (as value-in-use) formed by the customer. This means brand contacts that originate from various origins (senders) determine the purchasing decisions of Habesha Beer customers.

Therefore, according to the brand origins-in-use, the traditional approach which focuses on factors from the company provides a narrow view of IMC. It also argues that some of the processes are uncontrollable from the company perspective, but from a customer perspective they are still part of communication about the company such as customers, competitors, societal and physiological needs. This further implies that communication that influences customers' purchasing decisions may not originate from the focal company (like in the traditional IMC) but from a host of other origins. Traditionally, the company/marketer perspective has not covered these origins as the company has little power to influence these kinds of communication processes and values.

The concept of brand origins-in-use extends IMC in three major areas. First, the concept of communication-in-use is empirically tested in response to the recommendation of Finne and Grönroos (2017). Second, therefore, communication-in-use is extended by introducing the new concept of brand origins-in-use. Third, physiological need as the origin of brand contacts is explored in the context of this study. In sum, this effort extends the conceptualisation of IMC.

As mentioned now and then, the communication-in-use concept is a recent contribution to the field of IMC. However, Finne and Grönroos (2017:445) suggest that "The analysis of communication-in-use is conceptual and should trigger future empirical grounding". As a result, the findings of this study offer empirical evidence for this concept. The communication-in-use embedded the concepts of both sources and messages considering the two as inseparable. The findings of this study, however, show that message and sources are different concepts. This is similar to Kliatchko (2008) and Chattopadhyay and Laborie (2005), who note that understanding how audiences are reached through their source of a message is of greater importance than what content is delivered to them, for if customers are not accurately reached, it makes little difference what message a sender conveys.

Second, the introduction of the concept of brand origins-in-use extends the theoretical frame of IMC. Literature in the stream of IMC shows that the concept of origin-in-use seems non-existent. This concept is introduced to understand and utilise the power of IMC by holistically understanding brand contacts that originate from different senders which could go beyond a company's visibility. It can be said

that brand origins-in-use is highly consumer-driven and is compatible with current customer practices as discussed in invisible communication, communication-in-use, value-in-use and CDL.

Third, the exploration of physiological need as brand origins-in-use contributes to IMC. The concept of brand origins-in-use also encompasses the origins of brand contacts other than the company. It is not only brand contacts that originate from a company, competitors, or societal issues which have value to customers as discussed in relationship communication, invisible communication and the recent communication in-use concept. However, in addition to these, the brand origins-in-use concept introduces physiological needs which are internal to the customers. Literature shows that seldom studies discussed physiological needs as the origin of brand contacts from value-in-use perspective. Hence, the physiological need is a new construct which is introduced in this study built on the concept of brand origins-in-use.

Fourth, Duncan and Moriarty (1997) suggest four kinds of sources of brand message: planned, product, service and unplanned sources of brand message. Building upon these categories, Grönroos (2000b) and Grönroos (2015) offer the fifth source of communication called absence of communication, arguing that Duncan and Moriarty's (1997) sources are all so-called inputs in an ongoing dialogue. Grönroos (2015) confirms that the absence of communication by itself sends messages too. As a result, it contributes to the effectiveness of the whole communication processes. The findings of this study are in harmony with Grönroos (2015), but it extends the categorisation in different dimension.

For instance, the current study introduces a different categorisation of sources of brand message that explicitly includes factors that are internal to the customer. As it is known the traditional way of describing sources of brand message focuses solely on the sources that are external to the customers. It is important to note that the sources of brand message are not only external to the customers as categorised by Grönroos (2015) and Duncan and Moriarity (1997). Rather, the categorisation can be extended to the sources that are internal to the customers such as physiological needs. For example, there may be a message from a company, competitor, society

or customers. There may also be a brand message which could origin from physiological needs. Read section 6.2.9 for further explanations.

In sum, the empirical evidence and revision of communication-in-use concept, the introduction of the concept of brand origins-in-use and the finding of the new construct (physiological needs) result for the comprehensive understanding of the concept of IMC. The evolution of IMC is orchestrated by a contribution from the Nordic School theories based on the logic of open source and dominant customers. The introductions of relationship communication, invisible communication, communication-in-use and value-in-use are central to the evolutionary process of IMC. Building on these, this study takes the development of IMC as a step further by introducing the concept of brand origin-in-use which dictates that there are different brand contacts which originate from a focal company, competitors, society, customers and physiological needs.

In the preceding sections, the concepts of brand contacts-in-use and brand origins-in-use are discussed. However, the literature seems to be lacking a broad model that includes all previously discussed concepts. Therefore, modelling of these concepts and constructs is important for a comprehensive understanding of the issue under investigation. Combining insights from IMC with findings from this research, this study presents a holistic model that is based on the consumer perspective and considers the impact of all origins and brand contacts in terms of value-in-use. It offers researchers and marketers a useful tool for understanding and managing marketing communication more effectively. The following section is devoted to the discussion of customer integrated communication model developed in the course of this study.

6.2.3. Customer integrated marketing communication model (CIMC)

Revisiting IMC requires a new model, a change from an inside-out mode to an outside-in mode, and further references from Nordic School theories. As a result, this study combines insights from Customer Dominant Logic (CDL), the notion of value-in-use, and communication-in-use to create a customer-driven view of IMC, thereby developing the model of customer integrated marketing communication (CIMC). As a result, this study introduces the concepts of brand origins-in-use, brand contacts-in-

use and importantly, integration-in-use. Furthermore, an introduction of new constructs, concepts and their modelling to the existing literature is a step forward in the evolutionary process of IMC.

It is vital to explain the CIMC model which is illustrated in Figure 6.1 below. As part of the management of integration of marketing communication, this customer-driven approach must begin by gaining an understanding of the origins of brand contacts-in-use (brand origins-in-use). Therefore, the model should be interpreted beginning from the two outermost circles that are highlighted in Figure 6.1. The two outer circles represent brand origins-in-use and brand contacts-in-use, respectively. As a result, the discussion of the discovered new model begins from the outermost circle but described step by step for better clarity.

First, customers integrate and make sense of a few or numerous messages from one or several origins of brand contacts (brand origins-in-use). The origin of such messages can be any or all the type of origins/senders in the outermost circle in the model such as the company, customers, competitors, societal and physiological needs. Brand contacts originate from these senders influence each other and merge in the customers' integration process. The integration and sense-making process is brand origins-in-use, which in turn influence what value of brand contact (as value-in-use) is formed by customers.

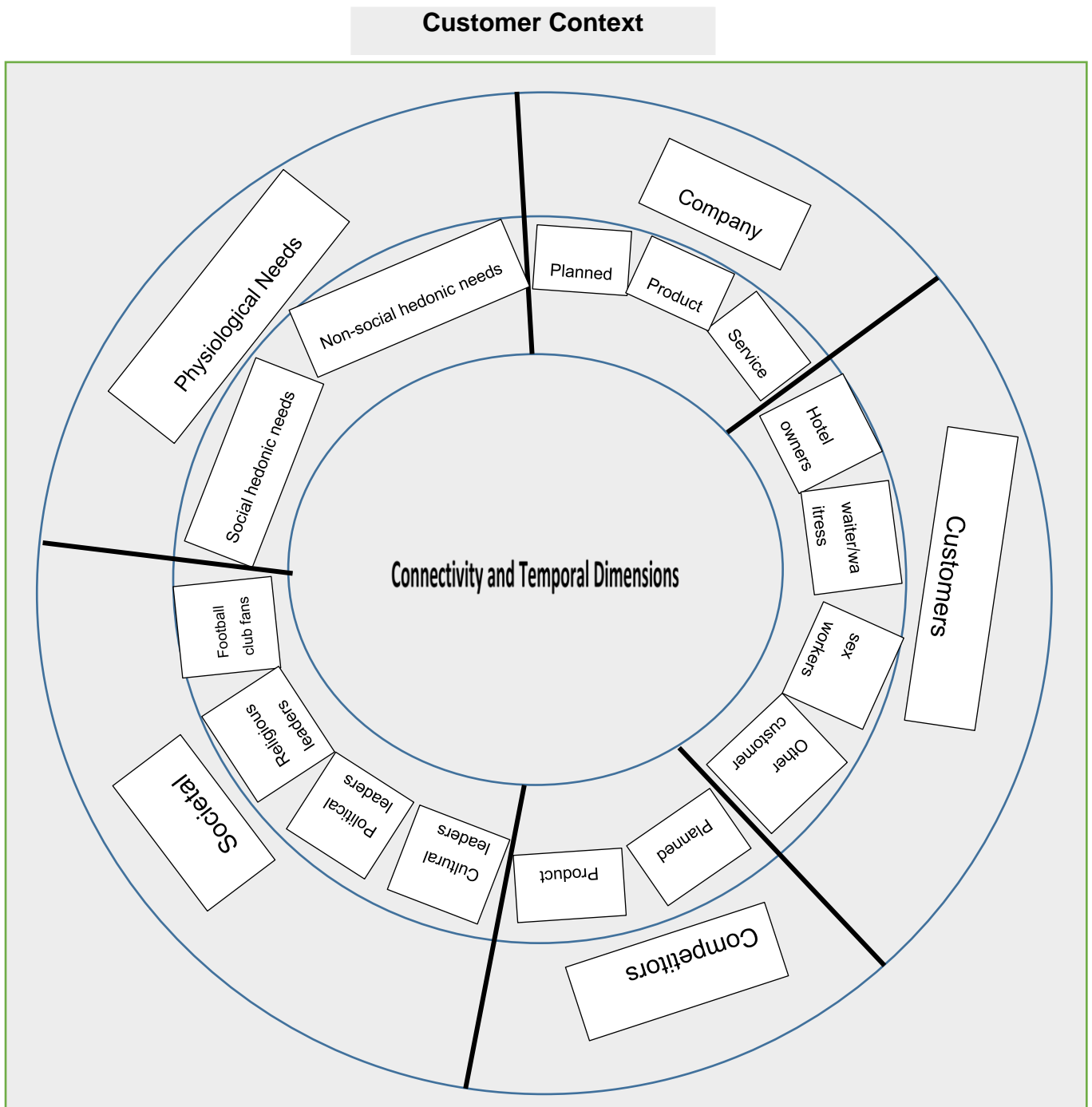
Second, various brand contacts in the outermost circle are brand contacts-in-use influencing Habesha Beer customers' purchasing decisions. It is what a customer makes out of the various brand contacts which he or she is exposed to, i.e. according to his or her mind, what are the valuable contacts. The brand contacts-in-use determines that not all brand contacts affect the value of communication for the customer. The value of brand contacts (brand contacts-in-use) is the importance to the customer of what he or she perceives as brand contacts. This, in turn, influences the customer's decision-making process. The customer may be exposed to and contact diverse sources of brand message from several types of origins such as planned, product, service and unplanned brand contacts. Hence, the messages generated from these brand contacts have value to the customers' purchasing decisions.

Third, how many brand contacts the customer registers for and how such brand contacts influence each other to create brand contacts-in-use depends on temporal factors such as past experiences, current needs and expectations of a company's future development. Furthermore, connectivity factors (internal and external to the individual) such as customer's physiological needs, company, competitors, customers and societal factors also have impact on customers' purchasing decisions and the brand contacts integration process. For instance, the evidence of planned brand contacts-in-use is past experiences influencing customers' purchasing decisions. The product brand contacts-in-use is also related to the present (moment of truth). Added to this, customers' perception regarding CSR, alcohol level and packaging design can depend on their future expectations.

In sum, the viewpoints of CDL, relationship communication, value-in use and communication-in-use concepts point to the need for a wider understanding of communication instruments and brand contacts warranted by both temporal and connectivity dimensions from value-in-use perspective. Thus, in the analysis of customers' communication, the value of time and connectivity dimensions are considered. This further implies the consideration of brand origins-in-use in the understanding of brand contacts.

To remind, the concepts of brand origins-in-use, brand contacts-in-use and the CIMC model are part of the development of IMC evolution. These turn marketing communication and IMC from an inside-out concept to an outside-in concept and require rethinking in the conceptualisation, study, implementation and management of IMC. The concepts of brand origins-in-use, brand contacts-in-use and the CIMC model resulted from the empirical evidence of this study offers a customer-driven approach to IMC as recommended by Kitchen (2017), Finne and Grönroos (2017), Finne and Strandvick (2012) and Kitchen et al (2004b). The model of customer integrated marketing communication evolved in the current study illustrates IMC in customer context. It illustrates a set of brand contacts valuable in the customers purchasing decisions. The model is presented below:

Figure 6.1. Customer Integrated Marketing Communication Model



6.3. FIRM INTEGRATED MARKETING COMMUNICATION

This section deals with the discussion of brand contacts sent from Habesha Breweries to influence customers' purchasing decisions. Like CIMC, FIMC model is devoted to the discussion of brand contacts-in-use considering fundamental theories and existing research findings in the area. For instance, brand contacts-in-use are

discussed in relation to sources of brand message discussed in the literature and the previous sections of this chapter. This is to confirm or refute the findings of this study in light of existing literature in such a way that implicate possible contributions of the present work. The discussion about the model begins with planned brand contacts-in-use, followed by product and service brand contacts-in-use. Importantly, discussion of firm integration-in-use and modelling of firm integrated marketing communication are central to the description of the model.

6.3.1. Planned brand contacts-in-use

Planned sources-in-use refers to planned marketing communication of Habesha Breweries in which separate sources are used to influence customers' purchasing decisions. The findings of this study show that brand contacts (marketing communication instruments) which are planned and executed by Habesha Breweries have the intention to influence the purchasing decisions of customers (value-in-use). More specifically, components of planned brand contacts-in-use are advertisements, sales promotion, sponsorships and direct marketing. These are discussed separately in the forthcoming paragraphs beginning with advertisements.

First, findings witness that advertisements of Habesha Breweries through different broadcast, print, social media and art groups are components of planned brand contacts-in-use. The broadcast advertisements of Habesha Beer include advertisement through radio and television intending to influence the purchasing decisions of customers. Advertisements of the beer company on television manifest cultural values of Ethiopians but trigger unresolved political discourse and the history of the country. Audiences own divided perceptions because of the contents of the clip. This may demand further study to see how the ads affected customers' purchasing decisions. However, the findings from the same conform the components of broadcast advertisements in planned sources of brand message identified in the literature (see section 3.2.1.1.).

The findings further show that Habesha Beer advertisements are made on different print media such as magazines, transit vehicles, banners and miscellaneous items. In addition to advertisements in a business magazine, the other form of print advertisements made by Habesha Breweries to influence customers' purchasing

decisions is transit advertisement. Habesha Breweries delivery trucks and employee's automobiles which are wrapped with Habesha Beer posters are made with the intention to advertise the product. Further, the banner is handmade artistic leather work on which Habesha logo is drawn. It represents ancient drawing styles peculiar to Ethiopian Orthodox church which has its history.

Print advertisements of Habesha Beer are not limited to transit and banners. It rather includes advertisements printed on point of sales items and other miscellaneous items given to the retailers and customers. The findings depict that print advertisement of Habesha Beer is also made on materials which are available at the point of sales such as high tech Habesha Beer refrigerators, Habesha beer crates, and Habesha Beer glassware to influence customers' purchasing decisions at point of sales. Additionally, miscellaneous items on which Habesha Beer logo and brand name are stamped such as knives, aprons, shirts and gowns are also provided to waiters, barmen's, chefs and butchers who are personnel working in the outlets. The findings also show that Habesha Beer logo and brand name are printed on various miscellaneous items offered to customers such as hand watches, pens, shirts, jackets, caps and umbrellas. These items are distributed to loyal customers to advertise the product thereby influencing others' purchasing decisions.

Here, it is important to note that there are differences between the components of platforms of print media advertisements identified in the planned sources of brand message and planned brand contacts-in-use. Platforms of print advertisements are newspaper advertisements, magazine advertisements, out-of-home advertising, posters and kiosks, outdoor advertising, transit advertising, exterior advertising panels and product literature. The present findings are conforming to literature in terms of magazine and transit advertisement. Whereas the findings that print advertisements on hand watches, knives, aprons, gowns, pens, shirts, jackets, capes, refrigerators, beer crates, banner, glassware and umbrellas as components of print advertisement in the domain of IMC are peculiar to this study.

Habesha Beer advertisements are also made on social media platforms. All informants of the study mention that Habesha Beer is advertised on Facebook, Twitter, Instagram and YouTube to influence customers' purchasing decisions. Apart from social media, Habesha Breweries uses art groups such as modelling girls and

Habesha Breweries music bands to advertise its product as reported by the same informants. Modelling girls dressed black and gold walks on the street to advertise Habesha Beer. The other art group advertising by Habesha Beer is the music band of Habesha beer called Music pack. The lesson is that in addition to entertainment, music band plays an advertising role in different public ceremonies.

In general, the constructs of planned brand contacts-in-use and planned sources of brand message are similar in some ways despite differences in the tools used. Advertisements, sales promotion and digital communication are the common platforms for both planned brand contacts-in-use and planned sources of brand message. On the other hand, sources of brand message such as product publicity, direct marketing, and personal selling are not recognised in planned sources-in-use as they are not found valuable brand contacts for the firm in the study setting.

Differences also exist between the current findings and existing literature in terms of the specific construct called Art groups. When brand contacts are dealt from the perspective of value-in-use, a new emergent construct is Art groups which consist of a Music band and modelling girls. Art group and its corresponding elements are not discussed in the literature. In the literature of IMC, planned sources of brand message solely focus on mass media advertisements (see section 3.2.1.). Thus, the findings from Habesha beer are interesting as they add new constructs to existing literature.

Second, sales promotion activities as planned brand contacts-in-use are the findings of this study. The activities include sampling, premiums, refunds and miscellaneous items offer. In literature, sales promotions such as coupons, sampling, refund and rebate, loyalty and loading devices (price off promotions), premiums, and contests and sweepstakes are identified (see section 3.2.1.3.). Here, it is possible to note that common to the literature and the empirical findings are sampling, premiums and refunds. On the other hand, sales promotion activities that are exclusive to the literature are coupons, price of promotions, contests and sweepstakes. However, the inclusion of miscellaneous items offers as a sales promotion activity is new to the existing literature.

Third, the findings of this study prove that planned brand contacts-in-use also consist of sponsorship activities. Habesha beer uses different sponsorship activities during cultural festivals, sports and other events. This is consistent with some of sponsorship activities mentioned in the literature like athletics, entertainment tours, arts and cultural festivals, fairs and annual events of many different forms (see section 3.2.1.5.). Hence, it can be noted that the sponsorship activities of planned brand contacts-in-use are consistent with planned sources of brand message.

Fourth, components of direct marketing planned brand contacts-in-use found in this study is direct telephoning. This is the other point of intersection of planned brand contacts-in-use and planned sources of brand message identified in the literature. On the other hand, it can be simply note that most of the constructs of digital communication mentioned in the literature but not found in the research context are direct mail, mass media, microsites, search ads, display ads, interstitials, internet-specific ads and videos, sponsorships, on-line communities, E-mail and mobile marketing (see section 3.2.1.7.). However, website and interactive social media are digital communication planned brand contacts. These can be attributed to the infrastructural problems of the country and poor use of the internet by customers.

Finally, in addition to the above-mentioned sources, CSR emerges as planned sources of brand message in the current study. The findings show that community support activities and environmental protections are social responsibilities addressed by the firm. However, it is important to note that such sources have no value to the firm as they are hidden to customers. As CSR has no value to the firm, it is not taken as a construct of planned brand contact-in-use. The subsequent table illustrates the comparison of constructs of planned sources of brand message and planned brand contacts-in-use.

Table 6.1: Comparison of constructs of planned sources of brand message and planned brand contacts-in-use

Literature (product sources of brand message)	Interviews (product brand contacts-in-use)
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<ul style="list-style-type: none"> • Advertisement • Broadcast advertising • Print advertising • Social media 	<ul style="list-style-type: none"> • Advertisement • Broadcast • Print • Social media • Art groups
<ul style="list-style-type: none"> • Sales promotion • Coupons • Sampling • Refund and rebate • Loyalty and loading devices (price off promotions) • Premiums • Contests and sweepstakes 	<ul style="list-style-type: none"> • Sales promotion • Sampling • Premiums • Refunds • Miscellaneous items offer
<ul style="list-style-type: none"> • Direct marketing • Direct mail • Telemarketing • Mass media 	<ul style="list-style-type: none"> • Direct marketing • Direct telephoning
<ul style="list-style-type: none"> • Events and sponsorships 	
<ul style="list-style-type: none"> • Product publicity 	
<ul style="list-style-type: none"> • Personal selling 	
<ul style="list-style-type: none"> • Digital communication • Digital mass media • Social Media • Websites • Microsites • Search ads • Display ads • Interstitials • Internet-specific ads and videos 	<ul style="list-style-type: none"> • Digital communication • Website • Social media

<ul style="list-style-type: none"> • Sponsorships • Online communities • E-mail • Mobile marketing 	
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6.3.2. Product brand contacts-in-use

This section deals with the comparison of constructs of product sources of brand message and product brand contacts-in-use. In other words, product brand contacts employed by Habesha Breweries to influence customers' purchasing decisions are compared to the constructs of product sources of brand message discussed in the literature (see section 3.2.2.). Accordingly, the following discussion reports similarities and differences between constructs of product brand contacts-in-use and product sources of brand message.

In general, the literature identified constructs of product sources of brand message as the performance of product, appearance, durability, pricing and design (Grönroos 2015; Duncan & Moriarity 1997). Whereas the product design, product technical quality, product price, and product availability and distribution are subthemes constituting product brand contacts-in-use (see section 5.2.1.2.). Here, it is possible to extrapolate the constructs common to products brand contacts-in-use and product sources of brand message are product design, product price and product availability/distribution. However, the construct exclusive to product brand contacts-in-use is product technical quality.

To begin the discussion with product design, it consists of colour, shape, graphical forms and images as identified in the literature (see section 3.2.2.3.). On the other hand, the findings show that the subtheme product design is described in terms of bottle colour, bottle size and product labels. Design of the product which is described as product colour is specifically identified in terms of the colour of the beer bottle when coming to product sources-in-use. Furthermore, the design aspect which is generally presented as graphical forms and images are used by the firm. This includes Habesha pattern, brand logo, brand name, international standard organisation (ISO) quality certification number, customers' information of

prohibitions, customer service contact, instruction of the thermochromic button, alcohol content, ingredients and place of product production. Importantly, while product shape is rejected, the empirical findings of this study offer a variable to the literature given that product size is explored as a variable of product design.

Next, the findings also depict that product price, availability and distribution are the constructs of brand messages that have value to the firm. In order to influence customers' purchasing decisions, Habesha Breweries considers these constructs as valuable (product brand contacts-in-use). The findings specifically show that the firm made it available to the market at a fair price. These constructs of product brand contacts-in-use are consistent with sources of brand message enumerated in the literature. Whereas product sources of brand message such as durability, performance, and appearance are not visible in the study context (see table 6.2.).

Deviating from the constructs of product sources of brand message in the literature, technical quality of products appears as product brand contacts-in-use in the study. Interestingly, beer colour, taste, alcoholic content and satisfaction are brand contacts-in-use following the physical product that originates from the firm or producer to influence customers' consumption situations. It is important to note that product technical quality along with its compositing elements is added to the existing literature as discovered in the present study.

Table 6.2: Comparison of constructs of product sources of brand message and product brand contacts-in-use

Literature (product sources of brand message)	Interviews (product brand contacts-in-use)
<ul style="list-style-type: none"> • Product design • Colour • Shape • Graphical forms and images 	<ul style="list-style-type: none"> • Product Design • Bottle colour • Bottle size • Product labels (front, back and neck)

<ul style="list-style-type: none"> • Price • Price 	<ul style="list-style-type: none"> • Product price • Price
<ul style="list-style-type: none"> • Distribution • Where • How 	<ul style="list-style-type: none"> • Product distribution and availability • Product distribution • Product availability
<ul style="list-style-type: none"> • Durability 	
<ul style="list-style-type: none"> • Performance of the product 	
<ul style="list-style-type: none"> • Appearance 	
	<ul style="list-style-type: none"> • Product technical quality • Beer colour • Beer taste • Alcohol content • Beer satisfaction

To conclude, from the above discussion, it is possible to say that the firm (Habesha Breweries) send messages to customers through the physical product to influence customers' consumption situations. The firms' product brand contacts-in-use includes product design, price and its availability and the product technical quality. These findings are consistent with the literature. However, findings that report the firms' brand contacts-in-use are also further explained in the following section that deals with service brand contacts-in-use.

6.3.3. Service brand contacts-in-use

Service brand contacts-in-use includes the interactions between customers and service employees of the firm (Habesha Breweries) in the product distribution process. This in other way refers to substantial elements of communication between Habesha Breweries personnel and customers with the intention to influence purchasing decisions. Here, what is important is the comparison of service sources of brand message and service brand contacts-in-use to understand the similarity and differences. Hence, this section is devoted to such a discussion.

The literature identifies that service sources of brand message consists of sources of messages in actual interactions between customers and service employees such as customer service representatives, receptionists, secretaries, delivery personnel and drivers. Whereas the findings show that distribution agents and sales teams such as sales managers, sales executives and sales trainees are firms' service brand contacts-in-use and are used in service delivery process and/or product distribution in this case (see table 6.3.).

Unlike the literature, the empirical findings of this study report specific constructs of sources of brand message. The literature, in general terms, put customer service representatives as employees who provide information about products, take orders, respond to customer complaints, and process returns on behalf of an organisation. The findings of this study, however, particularly show that customers' service representatives are sales personnel such as sales managers, sales executives, and sales trainees who are responsible for the service process on behalf of the firm. Similarly, distribution agents are peoples who are responsible for the delivery of the product to the customers. Thus, this can be taken as one instance of delivery people indicated in the literature (see section 3.2.3.3.).

However, there is a disparity between the constructs comprising service sources of brand message and service brand contacts-in-use. For instance, receptionists, secretaries and drivers which are identified as service sources of brand message in the literature do not apply to the research setting. This could be due to the product category understudy, as these constructs are in most cases applicable to service delivery firms. However, in the case of FMCG product category, typically beer, one

can logically argue that the interaction between customers and service employees could be unmanageable as the product is the focus of exchange. The following table illustrates the comparison of constructs of service sources of brand message and service brand contacts-in-use.

Table 6.3: Comparison of constructs of service sources of brand message and service brand contacts-in-use

Service sources of brand message	Service brand contacts-in-use
<ul style="list-style-type: none"> • Organisation's customer service representatives 	<ul style="list-style-type: none"> • Sales Teams • Sales managers • Sales executives • Sales trainees
<ul style="list-style-type: none"> • Delivery peoples 	<ul style="list-style-type: none"> • Distribution agents • Distribution agents
<ul style="list-style-type: none"> • Receptionists • Secretaries • Drivers 	

In sum, service brand contacts-in-use are brand contacts that result from the service process. The interaction between distribution agents, sales teams and customers during the product distribution process includes element of communication. Not only the firm gives valuable information to the customers in such encounters, but also develop a sense of trust on the customers thereby influence their purchasing decisions. The firm's planned, product and service brand contacts-in-use are not separately executed as the findings witness but they are rather integrated in such a way that maximises their value or impact. Therefore, it is vital to discuss integration-in-use further in the following section.

6.3.4. Firm integration-in-use

The findings of this study show that Habesha Breweries send brand contacts in an integrated approach to influence customers' purchasing decisions. In this study, the firm's integration of brand contacts-in-use refers to 'Firm integration-in-use'. It is found that planned, product and service contacts of the brand are integrated to influence customers' purchasing decisions.

As shown in the findings, salespersons consistently perform activities that match a specific advertisement. For instance, the television advertisement campaign of 'we share what you share with enthusiasm' is implemented in sales activities and engagements by the salespersons throughout marketing regions uniformly. Additionally, in marketing campaign called 'when gold meets black' promoted by the modelling girls in the advertisement clip with the same hairstyle, dressing and complexion are further integrated with salespersons who dress golden ties, vests with golden stripes and black trousers in the actual market context. Gold and black are consistently used in Habesha Beer packaging too as findings witness.

This form of integration is called cross-effect integration as discussed by Keller (2016). The author discusses that cross-effect is one form of integration dealing with "the extent to which communication options are designed to explicitly work together with such that interaction or synergy occurs, and enhanced communication effects emerge as the result of exposure by consumers to both options". Following Keller (2016), integration of either "we share what you share with enthusiasm" through television advertisement and salesperson in the service process or integration of "when gold meets black" through planned sources such as modelling girls, product sources with salespersons in the service process to maximise the effect of communication to influence customers' purchasing decisions takes the form of cross-effect integration. From this, it is possible to conclude that the firm takes a form of cross-effect integration of planned with service brand contacts-in-use.

6.3.5. Firm integrated marketing communication model (FIMC)

This model combines insights from the notion of value-in-use and communication-in-use to create a firm-driven view of IMC, thereby developing the model of firm integrated marketing communication (FIMC). The model introduces constructs of

brand contacts-in-use and importantly, integration-in-use. As a result, it is a step further in the evolutionary process of IMC.

It is essential to give an interpretation of the FIMC model which is illustrated below in Fig. 6.2. The model should be interpreted beginning from the two outermost circles that are highlighted in the figure. The outer circle inclusively represents brand contacts-in-use and its inner circle represents its specific components. Hence, the discussion begins from the outermost circle.

First, the firm integrates few or numerous brand contacts-in-use. The brand contacts can be any or all the type of sources in the outermost circle in the model such as planned, product and service. Brand contacts-in-use originate from these sources of brand message may influence each other and merge customers' integration process. This form of integration is defined as 'Integration-In-Use' which in turn influences what value of source (as value-in-use) is formed by the customers.

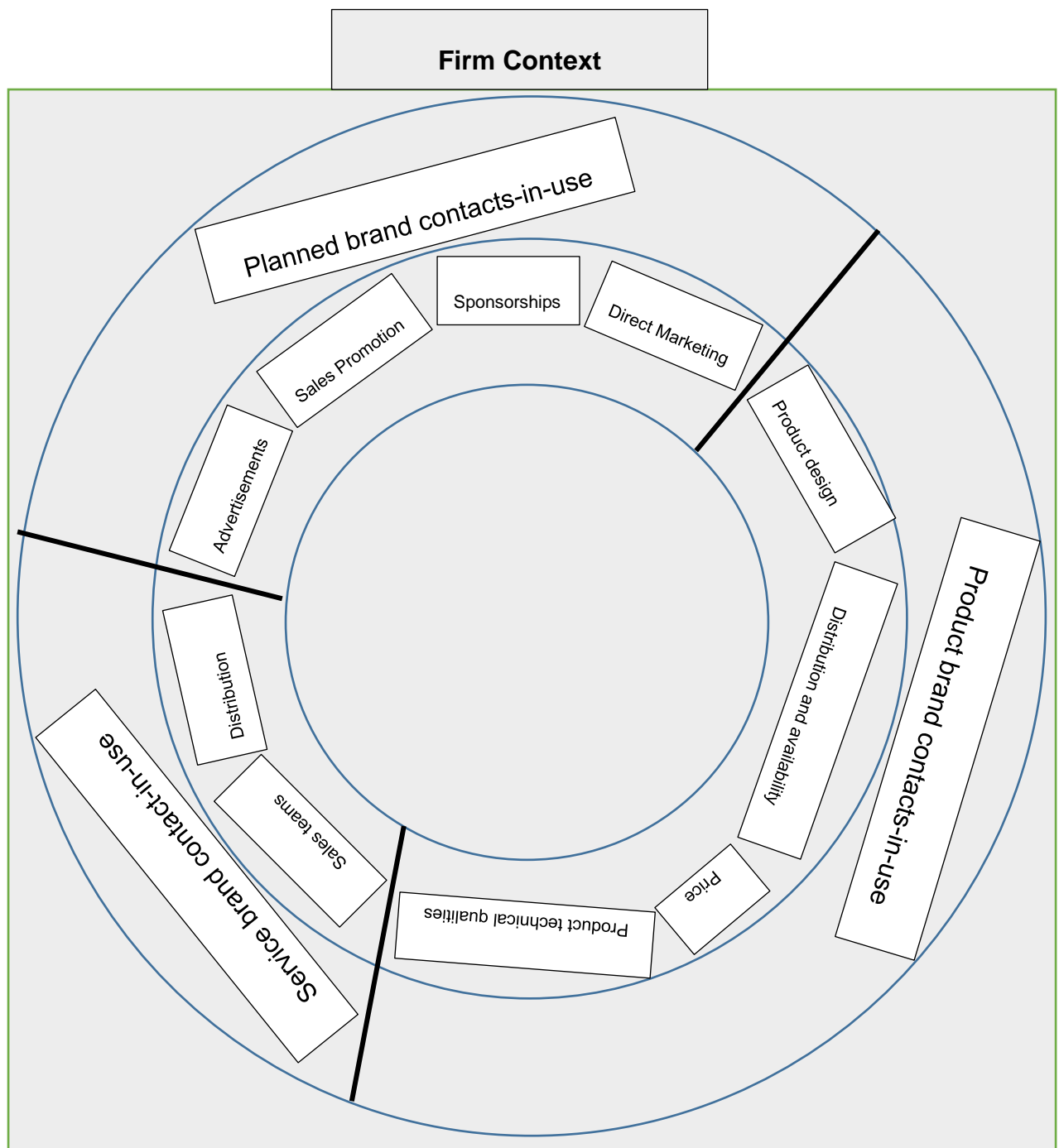
Second, various components in the outermost circle are brand contacts-in-use used by the firm to influence Habesha Beer customers buying decisions. It is what the firm plans to influence customers' purchasing decisions. In other words, it is the valuable brand contacts (in-use) according to the perception of the firm. The brand contacts-in-use informs that not all sources of brand message determine the value of communication for the customer. The value of brand contacts (-in-use) is vital to the firm because these brand contacts influence customers' decision-making.

Third, the viewpoints of communication-in-use and importantly value-in use concepts demand a broad understanding of communication instruments and brand contacts. This challenges the perspective proposed in conventional IMC literature which argues company's integration of sources of brand message. Unlike the traditional IMC, the idea here is the integration of brand contacts which are valuable to influence customers' purchasing decisions. This implies that when IMC is dealt from the perspective of Nordic school theories, the concepts of sources brand message changes to the value of brand contacts.

As a result, the concepts of brand contacts-in-use, integration-in-use and the FIMC model are a development of IMC in its evolutionary process. They turn marketing communication and IMC from mere integration of communication channels to

integration of brand contacts-in-use. This requires rethinking of how to understand study IMC from the perspective of company. The concepts of brand contacts-in-use, firms' integration-in-use and the FIMC model derived from the empirical evidence of this study reflect synchronisation of the inside-out IMC approach and the Nordic School theoretical dimensions. The model which illustrates integration of marketing communications in firm context is depicted as follows:

Figure 6.2. Firm Integrated Marketing Communication Model



6.4. BRAND CONTACTS-IN-USE MATRIX

This section is devoted to the critical comparison of CIMC and FIMC model. The purpose of this comparison is to systematically understand the lapses and overlaps of constructs in both models in such a way that informs the planning and implementation of IMC. This means it focuses on comparing the constructs of brand contacts-in-use as perceived by customers (see figure 6.1.) with brand contacts-in-use as implemented by the firms (see figure 6.2.). This discussion, therefore, shows platforms from customers and firms by applying the dimensions of brand contacts-in-use matrix such as active – active, passive – passive, active – passive, or passive – active. This helps to implicate a strategy of managing the integration of marketing communication. To this end, the discussion begins with the comparison of customers' perception and firms' planned brand contacts-in-use. This is followed by product and service brand contacts-in-use from the dimensions of brand contacts-in-use matrix.

6.4.1. Active customers – Active firm

There are brand contacts-in-use in which both customers and firm are active. These are contacts-in-use on which both customers and the firm are present and active (quadrant I in the graph). For instance, the firm actively sends its brand messages through some components of planned, product and service brand contacts-in-use. Likewise, customers may present and actively receive brand messages on the same brand contacts. This does not necessarily mean that direct communication is existent on the brand contacts, but a chance of connectedness between customers and the firm on the same platform may exist. The following discussion focuses on brand contacts-in-use on which both customers and the firm are active. This begins with planned brand contacts-in-use.

There are components of planned brand contacts-in-use in which both customers and firm are active. The CIMC model shows that customers are also active in advertisements, sales promotions and sponsorship activities that originate from Habesha Breweries. This is confirmed in the FIMC model which shows that the firm is active on various planned brand contacts-in-use such as advertisements, sales promotion and sponsorships. The following discussion gives a comparative detail of

each component of constructs of planned brand contacts-in-use on which both the customers and the firm are active as shown in CIMC and FIMC models.

It is possible to note that advertisements on planned brand contacts-in-use are platforms where both the customers and the firm are active. The CIMC model depicts that advertisements of Habesha beer on television, transit vehicles, refrigerators and banners have value to customers in their buying decisions of Habesha Beer. Similarly, the FIMC model reveals that the firm advertised Habesha Beer on television, transit vehicles, refrigerators and banners to influence customers' purchasing decisions. Hence, it can be said that the firm and the customers are active on these platforms of planned brand contacts-in-use.

In addition to advertisements, sales promotion is a component of planned brand contacts-in-use under comparison. There is a connection between sales promotion activities of the firm intended to influence customers' purchasing decisions and sales promotion activities which have value to the customers as indicated in the models of FIMC and CIMC, respectively. The customers are active in sales promotions activities such as sampling, premiums and refunds. Similarly, it is noted that the firm is active on all of the above-mentioned sales promotion activities. Hence, sales promotion activities on which the customers and the firm are active could be platforms of connections.

It is also indicated that customers and Habesha Breweries are not only active in the components of advertisements and sales promotion activities. However, both communication parties are active in sponsorship activities. Various types of sponsorship activities are components of planned brand contacts-in-use as indicate in both CIMC and FIMC models. However, only in the case of sports sponsorships that both the customers and the firm are active and connected to each other.

In addition to planned brand contacts-in-use, it is important to compare CIMC and FIMC in terms of product brand contacts-in-use. In general, CIMC and FIMC model show that product design, product technical quality, product price, and product availability and distribution are product brand contacts-in-use on which both the customers and the firm are active in the communication process. The comparison of components of each brand contacts-in-use gives further details as follows.

To begin with product technical quality of product brand contacts-in-use, CIMC and FIMC models inform that product technical quality consists of product brand contacts-in-use in which both the customers and the firm are active. According to FIMC model, the firm offers gold-coloured beer containing five per cent alcohol by volume (ABV) to yield maximum satisfaction with good taste to influence customers' purchasing decisions. In other words, beer colour, taste, alcoholic content and satisfaction are technical qualities of the beer sent by the firm with the intention to influence customers' purchasing decisions. Similar to this, CIMC model shows that customer' buy Habesha Beer because of the technical qualities of the beer mentioned above. This comparison report that both parties are active brand contacts such as beer colour, alcohol content, taste and satisfaction.

Moreover, availability of the product at considerably fair selling price are the other brand contacts intended to influence customers' purchasing decisions as indicated in FIMC model. These constructs have value to customers' consumption situation too. As discussed in CIMC, customers' purchasing decisions are also determined by price/affordability and availability of the beer. Therefore, it is possible to extrapolate that the firm and the customers are active in terms of price and product availability.

The customers and the firm are active not only on the components of planned and product brand contacts-in-use in the communication process. Rather, both are active on the service brand contacts-in-use. The CIMC model shows that salespersons are brand contacts-in-use in the service process. Similarly, the firm owns brand contacts in the service process in order to influence customers' purchasing decisions as indicated in FIMC model. For instance, the employees of the firm such as salespersons are service brand contacts-in-use. Hence, it can be noted that both the customers and the firm are active on service brand contacts-in-use through salespersons.

Needless to say, the possibility of effective communication exists when two parties are active in the communication process. Shared meaning can be secured when both the customers and the firm are active on the same medium of communication (brand contacts in this case). For instance, the firm made television advertisements which associate the brand with cultures and history of Ethiopians in order to influence customers' purchasing decisions. According to the CIMC model, customers

perceive Habesha Beer advertisements in the same way sent from the firm and the advertisement influenced their consumption situation. The implication is that effective communication can happen when both customers and the firm are active on the same platform.

However, active presence and engagement of customers and the firm on the same platform of communication do not necessarily lead to effective communication. There should be good conditions for effective communication. Still, invisible communication may occur. The main question is how the customers perceive the message. Miscommunication leading to invisible communication could also be possible to happen in some cases. Miscommunication can be caused for example, by distortion, disruption, confusion and misunderstanding (Finne & Strandvick 2012).

For instance, miscommunication occurred between the customers and the firm regarding the association of brand logo and brand name even though both are active on the same platform. The firm associate the Habesha beer logo with traditional painting style of Ethiopians and Lucy (archeologically found human fossil). However, there is confusion and misunderstanding regarding the brand logo as customers associated brand logo with religion, while others associated that with identity, tradition and nationalism. Furthermore, some customers associated the brand logo with the Orthodox Christian Church. In the same token, the firm associated its brand name with the people of Habesha. However, the customers associated the brand name with identity, religion and politics. These result for confusion, disruption and misunderstanding.

6.4.2. Active customers – Passive firm

In this type, the activity is reversed, which means the customer is active on brand contacts-in-use, but the firm remains passive (quadrant II in the graph). Such situations are, for example, common when customers' purchasing decisions are influenced by unplanned brand contacts-in-use originated from the competitors, society, other customers and physiological needs other than those originated from the firm (Habesha Breweries).

The situation of active customers – passive firm often happens in case of unplanned brand contacts-in-use. For instance, unplanned brand contacts-in-use that originate

from competitors such as the planned and product brand contacts-in-use are a situation where the customers are active, and the firm is passive. In addition, customers are active, and the firm is passive on societal brand contacts-in-use such as cultural leaders, religious leaders, political leaders and football club fans group. Furthermore, social and non-social hedonic needs are brand contacts-in-use which origin from the physiological need of the customers where the firm is passive.

The communication situation of active customers – passive firm is highlighted in invisible communication. For instance, Finne and Strandvick (2012) argue that communication process in which customer is active, but the marketer remains passive is called marketer non-response. In similar vein, the marketer non-response type of communication is existent as the findings of this study witness. The likelihood of marketer response is low given the brand contacts-in-use is exclusive to customers and invisible to the firm. For instance, messages that origin from competitors, societal, customers and physiological needs are invisible to the firm which may create a difficulty to make a response in the communication process.

6.4.3. Passive customers – Active firm

When the firm is active, but the customer is passive a firm's monologue appears (see quadrant III in the graph). There are components of planned, product and service brand contacts-in-use on which the firm is active, but the customers are passive. As depicted on the FIMC model, the firm and the customers are active on various planned brand contacts-in-use such as advertisements, sales promotion and sponsorships. However, direct marketing is planned brand contacts-in-use on which only the firm is active. The following discussion gives a comparative detail of each component of planned, product and service brand contacts-in-use.

To begin with, the firm is active in advertising Habesha Beer through different planned marketing communication instruments and advertisements in particular. As indicated in the FIMC model, radio, magazines, hand watches, pens, caps, umbrellas, jackets, knives, modelling girls, music band, Facebook, Twitter, Instagram and YouTube are planned brand contacts-in-use on which the firm is active to send advertisements in order to influence customers' purchasing decisions. However, CIMC model portrays that customers are passive on such platforms.

In addition to platforms of advertisements, passive customers – active firm is evident in the case of sponsorship and sales promotion activities of the study firm. The firm makes sponsorship activities and apply different sales promotion activities to influence customers' purchasing decisions. According to the FIMC model, Habesha Breweries actively engages in various sales promotion activities including miscellaneous items offers, sponsoring cultural festivals and annual events to determines customers' purchasing decisions. However, CIMC model shows that customers are neither active in the sales promotion activities nor the sponsorship activities of the firm.

The interesting findings are also pertinent to direct marketing and digital communication. Direct marketing and digital communication are the other form of planned brand contacts-in-use that facilitate direct communication between a firm and customers. The FIMC model shows that direct marketing and digital communication on planned brand contacts-in-use are direct telephoning, website and interactive social media. However, the CIMC model reports that the customers are passive in the direct marketing and digital communication contacts of the study firm. Thus, direct marketing and digital communications are brand contact on which the firm is active, but the customers are passive.

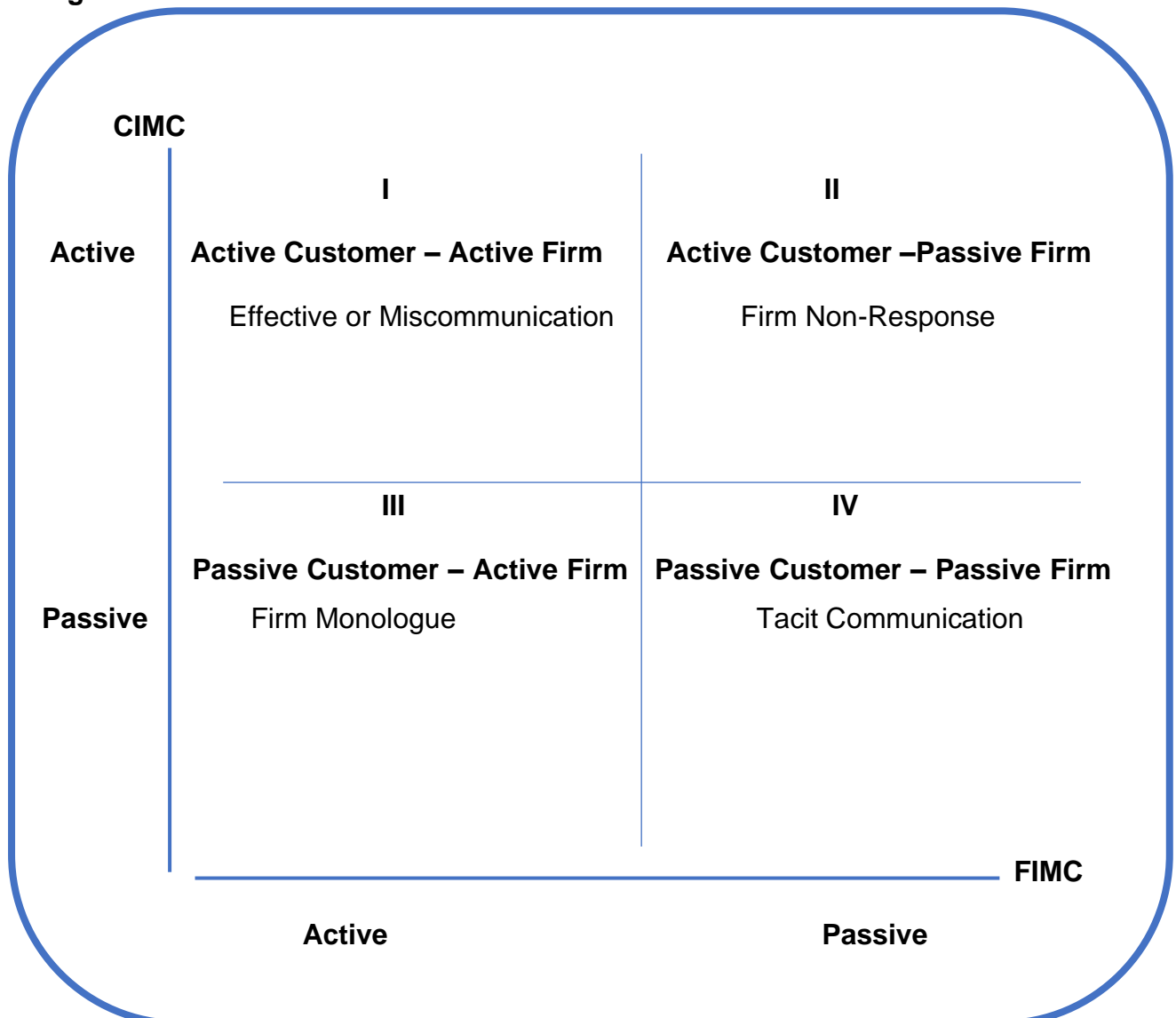
Similar to the planned brand contacts-in-use, passive customer – active firm is also evident in the components of product brand contacts-in-use. The FIMC model shows that the study firm designs product packaging in order to influence customers' purchasing decisions apart from its functional value. For instance, the bottle colour, size, and its back and neck labels are brand contacts-in-use on which the firm is active. However, the customers are passive as these brand contacts-in-use are not evident in CIMC model.

Furthermore, passive customer – active firm is also evident in the case of service brand contacts-in-use. The study firm actively engages and uses different brand contact in the service process to influence customers' purchasing decisions. As shown on FIMC, the employees of the firm such as sales executives, sales trainees and distribution agents are assigned with the role to influence customers' purchasing decisions. However, customers are passive on these platforms as shown in CIMC model.

6.4.4. Passive customers – Passive firm

The fourth type of communication is labelled as tacit communication (see quadrant IV in the graph). This type of communication has not been previously discussed in the marketing communication literature except in the invisible communication concept of Finne and Strandvick (2012). In tacit communication both parties are passive but the structure for communication is present because of an existing relationship (Finne & Strandvick 2012). A good example of this is CSR in which both the firm and the customers are passive though the modality is present. The other example is that when the firm associate Habesha Logo with Lucy, but this brand association is hidden to customers (see section 5.2.2.2.) The following model summarises all the above points.

Figure 6.3. Brand contacts-in-use matrix



6.5. CHAPTER REVEIW

Three conclusions can be driven from all the concepts made up to this point in this chapter. The concepts emerged from the models of CIMC, FIMC and brand contact-in-use matrix are reviewed as follows.

The CIMC model shows that customers' purchasing decisions are influenced by one or more brand contacts-in-use originated from various senders. When the mind-set is changed from the company as a sole origin of brand contacts to the brand contacts originate from any sources, the concept of brand origins-in-use comes to point. Further, when the mind-set is altered from sources of messages to the value of brand contacts, the new concept emerge in IMC is brand contacts-in-use. These concepts imply that planned, product, service and unplanned brand contacts-in-use may originate from various senders such as the focal company, competitors, society and physiological needs.

Additionally, brand contacts-in-use are discussed from the temporal and connectivity dimensions. The planned, product, service and unplanned brand contacts-in-use can be placed on the continuum of temporal dimensions such as the past, present experiences and future expectations. In addition, this concept can be seen from atomistic and communal dimensions of the connectivity concept. This is a 360-degree change of view of sources of brand message to brand origins-in-use and brand contacts-in-use. Therefore, importantly, a change from integration to integration-in-use is evident.

Further insights are achieved by collating CIMC and FIMC models in the model of brand contacts-in-use matrix. First, there are brand contacts where customers and the firm are active which results for effective communication and/or miscommunication. Second, there are sources of brand message where customers and firm are passive which results for tacit communication. Third, there are brand contacts on which the customers are active, but the firm is passive. On the other hand, fourth, there are brand contacts on which the customers are passive, but the firm is active. These inform the strategic integration of marketing communications.

CHAPTER 7: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

7.1. CHAPTER PREVIEW

This chapter summarises the major findings of the study and answers the research questions of this study. It goes further to highlight the theoretical and methodological implications of customer integrated marketing communication model (CIMC), firm integrated marketing communication model (FIMC) and brand contacts-in-use matrix emerge from the findings of this study. The theoretical, practical and methodological contributions of the work are discussed. This is followed by a discussion of the limitations of this study. The recommendations based on the conclusions are presented. Further, directions for future academic studies in the domain of integrated marketing communication (IMC) are discussed. Finally, practical implications are pointed out for industries.

7.2. SUMMARY OF THE MAJOR FINDINGS

The major findings from the customers' focus groups discussions and interviews with marketing communication practitioners reveal that brand contacts have value to the customers and the firm. Discussions of the findings based on the data yielded two comprehensive models: CIMC and FIMC. The findings are summarised below to answer the research questions framed in the first chapter of this report.

7.2.1. Research Question 1: How do customers perceive, integrate, and assess the value of brand contacts in their purchasing decisions?

In Chapter 5, the findings show perceptions of customers regarding the value of brand contacts to their purchasing decisions based on codes, subthemes and themes that emerge from the focus groups discussions. The discussion reveals how customers integrate and assess the value of brand contacts in their purchasing decisions. Temporal and connectivity dimensions in the conceptualisation of brand contacts-in-use are further identified. Constructs and related concepts are drawn from the data set and are also incorporated into the CIMC model.

Brand contacts that have value to customers in their consumptions of Habesha Beer originate from various senders, both external and internal to the customers. These

could originate from the focal company – Habesha Breweries in this case – or from a host of alternative origins such as competitors, society or other customers. Furthermore, customers' purchasing decisions could be influenced by brand contacts that are internal to the customer such as physiological needs. The origins of brand contacts-in-use are found to be both individual and communal.

In addition to the connectivity dimensions, brand contacts-in-use own temporal dimensions in the past, present and future. For instance, customers' memories of brand contacts from the 'past', such as advertisements have value in determining their consumptions. On the other hand, 'present experience' in the temporal dimensions could manifest during moments of truth and non-social hedonic needs originating in the firms' product sources. Customers' expectations of brand contacts such as improvements in the alcohol content, corporate social responsibility (CSR) and packaging are examples of 'future' sources on the continuum of temporal dimensions.

It is important to underscore that customers integrate brand contacts-in-use from various brand origins-in-use. More specifically, planned, product and service brand contacts-in-use originate from Habesha Breweries, competitors, society, and physiological needs. These origins and their corresponding brand contacts-in-use are integrated by customers. Customers integrate brand contacts-in-use that are communal but also brand contacts-in-use that originate from customers themselves. Integration (integration-in-use) is discovered to be more extensive as reported by key dimensions of the Nordic School's theories.

It does, therefore, appear that customers integrate brand contacts that originate as brand origins-in-use from various senders. This defines the expected value of customers' purchasing decisions. According to the concept of brand origins-in-use, brand contacts (-in-use) originate with the focal company in addition to other origins such as competitors, society, customers, and physiological needs. Brand contacts-in-use from these origins could be taken from the perspective of temporal dimensions, as past, present experiences and future expectations. Furthermore, components and integration of origin-in-use and their corresponding brand contacts-in-use can be taken from individualistic and communal dimensions in the

conceptualisation of connectivity. This calls for a broader perspective of IMC which is also evident in the propositions of the Nordic School. Unlike the conventional IMC with a limited perspective to sources of brand message, the current study takes a comprehensive perspective to integration of brand contacts-in-use warranted by temporal and connectivity dimensions.

To sum up, in addressing Research Question 1, the study summarises that customers perceive, integrate and assess brand contacts in terms of connectivity dimensions (individualistic and communal) and temporal dimensions (past, present and future).

7.2.2. Research Question 2: What is the value of brand contacts used by the firm to influence customers' purchasing decisions?

The second research question is formulated to understand brand contacts which have value-in-use to the firm. To this end, brand contacts-in-use were explored through in-depth interviews with the marketing communication practitioners of Habesha Breweries. Planned, product and service brand contacts are valuable brand contacts points used as the brand contacts-in-use by Habesha Breweries. The findings report the corresponding components of each brand contacts-in-use as presented and discussed in Chapter 6, section 6.3.

The study firm uses various sources of brand message which are valuable to influence customers' purchasing decisions. The firm plans and uses various brand contacts as marketing communication instruments. Furthermore, the firm attempt to influence customers through messages emerging from its offerings. The communication elements in the service process through its employees are also valuable to the firm for the same purpose. Added to these, the firm's integration of components of planned, product and service brand contacts-in-use is evident in the findings.

In sum, to answer Research Question 2, the study reveals that planned, product and service are valuable brand contacts used by the firm to influence customers' purchasing decisions.

7.2.3. Research Question 3: What congruency exists between brand contacts originating from Habesha Breweries and brand contacts perceived as valuable in customers' purchasing decisions?

In the preceding sections, brand contacts-in-use from the customers' perspective and brand contacts-in-use from the firm's perspective are summarised. To address Research Question 3, these findings are collated, and their congruency assessed. A comparison of the two models identified in Research Question 1 and Research Question 2 indicates that there are valuable brand contacts in which both the customers and the firm are active. Where this occurs, effective or ineffective communication between the customers and firm exists on the selected platforms. Besides, it is also evident that both customers and the firm are in some cases passive even though brand contacts are established. Furthermore, the findings show that there are brand contacts-in-use in which customers are active but the firm being passive. This is in most cases related to unplanned sources-in-use which leads to communication invisible to the marketer. The comparison also shows that there are brand contacts in which customers are passive and the firm is active. In such cases marketer monologue is evident.

Finally, in addressing Research Question 3, the study reports that brand contacts originating from the firm are congruent and incongruous with brand contacts perceived as valuable in customers' purchasing decisions in the conditions of 'customer active – firm active', 'customer passive – firm active', 'customer active – firm passive', and 'customer passive – firm passive'.

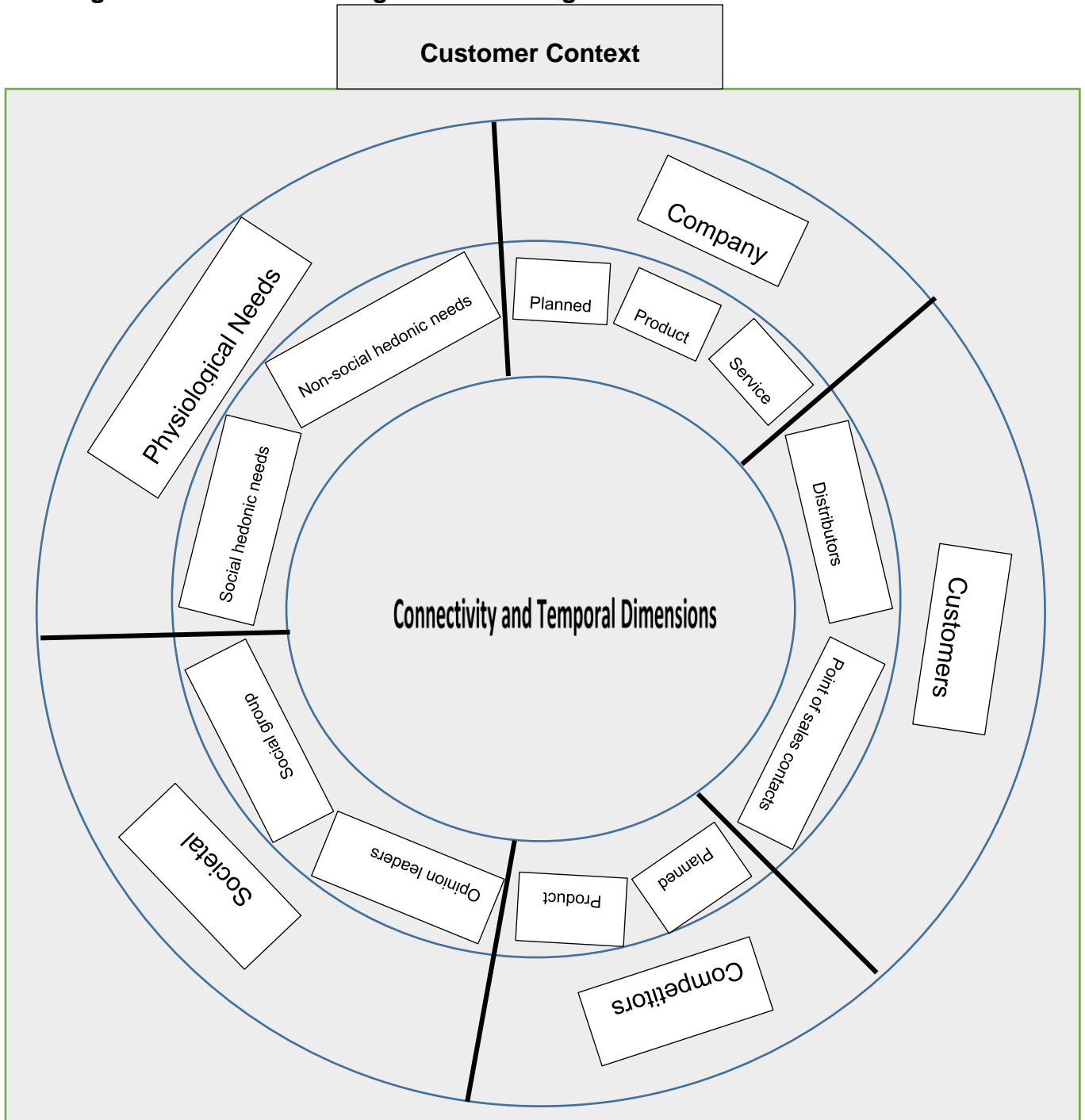
7.3. THEORETICAL AND PRACTICAL APPLICATIONS OF THE MODELS

7.3.1. Customer integrated marketing communications model (CIMC)

The CIMC model discussed in this study and depicted in Figure 7.1 in a general form not specific to the Habesha Breweries case, has both theoretical and practical applications. New constructs and concepts modelled in the CIMC can be applied to theoretical and conceptual frameworks of IMC. Here, it is important to note that the CIMC model and its foundational constructs and concepts are not entirely grounded in conventional IMC frameworks, but they are rather evident in those of the Nordic

school, as with communication-in-use of Finne and Grönroos (2017), image-in-use of Rindell (2013), and Finne and Grönroos (2009), and the connectivity dimensions of Angelopulo (2016). The following is the evolved generic model of customer integrated marketing communication.

Figure 7.1. Customer Integrated Marketing Communication Model



In the CIMC model, some revision of the mind-set that guides traditional marketing communication and even conventional IMC is evident. The model suggests a changed mind-set, from IMC as sources of brand message, to IMC as brand origins-in-use and brand contacts-in-use. Further advocates customer-driven communication and customers' integration of brand contacts that origins from various senders that impacts customers' purchasing decisions.

Further, the CIMC model proposes that to make purchasing decisions customers integrate of a few or numerous brand contacts from brand origins-in-use. The origin of such brand contacts can be senders such as the company, customers, competitors, societal and physiological needs – the outermost circle in the model. Brand origins-in-use refers to what a customer makes out of the various origins which he or she is contacted to. In other words, what is the value of origins/senders to the customers' purchasing decisions, according to their perception?

The inner circle of the model contains various brand contacts influencing customers' purchasing decisions (brand contacts-in-use). This is the value to the customer of what he or she perceives as brand contacts. For instance, customers' purchase decisions are influenced by distributors (e.g. hotel owners) and point of sales contacts such as customers. In addition, origins may encompass how opinion leaders (cultural, religious and political leaders) and social groups (e.g. sports groups) in a society influences purchasing decisions. Further, social and non-social hedonic needs origins from physiological needs are valuable. Importantly, planned, product and service brand contacts-in-use from the focal company, and planned and product brand contacts from the competitors have an impact on customers' purchasing decisions.

Critical brand contacts-in-use from the total time span of past and present experiences to future-oriented goals and expectations, and individual and communal brand contacts-in-use form part of the customer-driven IMC process. For example, communal connectivity factors such as distributors, point of sales contacts, opinion leaders and social groups are valuable. Additionally, social and non-social hedonic needs are individual factors in the dimension of connectivity.

On this basis, customer-driven view of the CIMC model helps communication researchers and practitioners in the study and implementation of IMC. The comprehensive and holistic nature of the model yields new insights to future studies which may attempt to develop a more comprehensive and working understanding of marketing communication in the contemporary world and create customer-focused IMC models. On the other hand, this model by itself informs firms of deeper and more individual-based insights into the customer's life, ecosystem and logics and a starting point that informs the firm on how to plan and implement IMC strategy in alignment with customers.

7.3.2. Firm integrated marketing communication model (FIMC)

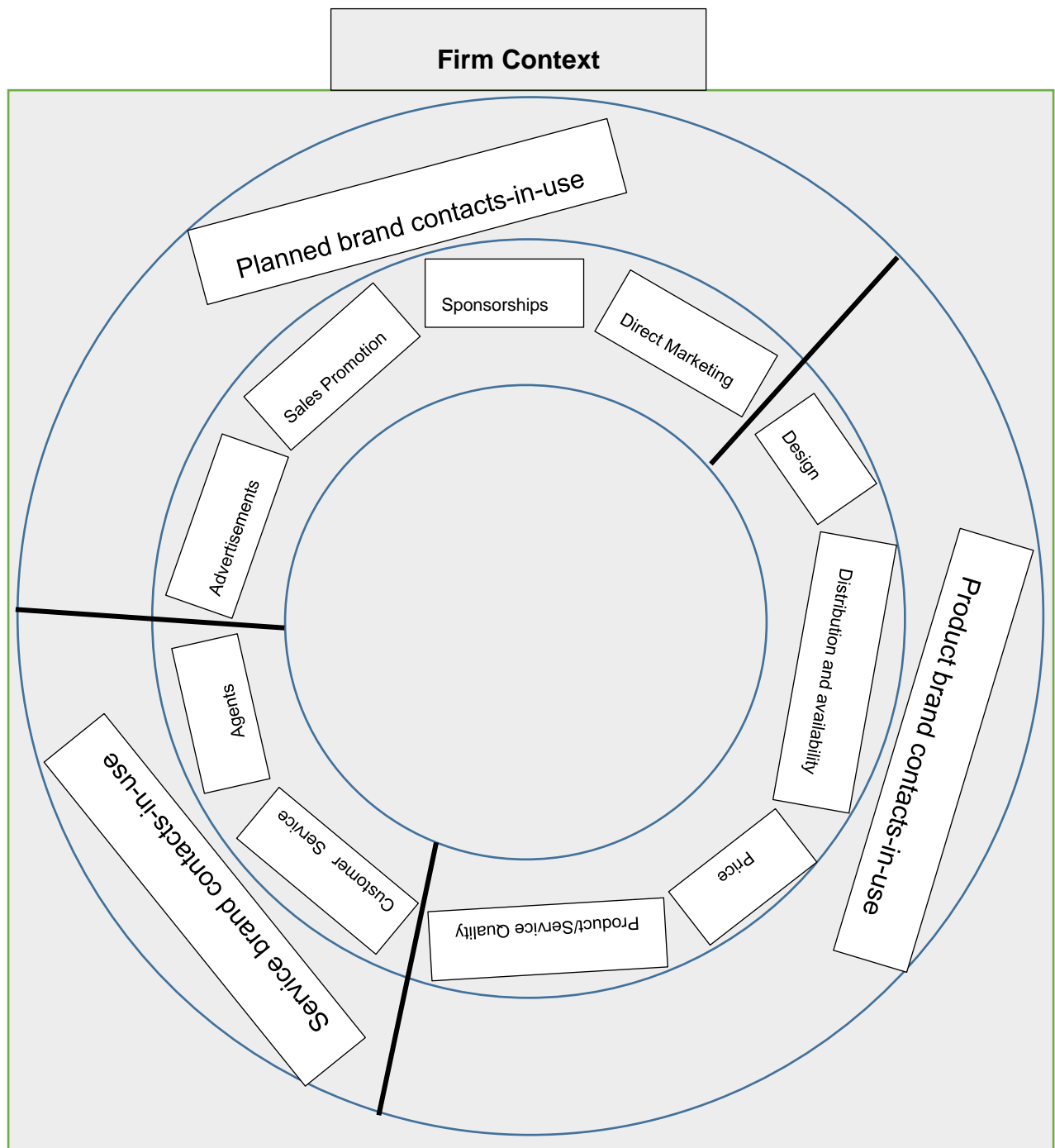
Similar to CIMC model, FIMC has both theoretical and practical applications. The theoretical application of FIMC is the turnaround from the integration of communication instruments to the integration of brand contacts-in-use. Unlike the conventional IMC which advocate the integration of marketing communications, the perspective adapted here signifies the integration of planned, product and service brand contacts-in-use. Such an inclusive outlook from mere integration of communication instruments to the brand contacts-in-use implies a new approach from the inside-out perspective of IMC.

The FIMC model implies that the firm integrates few or numerous brand contacts-in-use. This is illustrated in the outermost circle in the model such as planned, product and service. Brand contacts-in-use originate from these sources of brand message may influence each other and merge customers' integration process. This integration process is 'integration-in-use' which in turn influences what value of brand contacts (as value-in-use) is formed by the customers.

The model indicates that various components of sources of brand message (in the outermost circle) are brand contacts-in-use which firms apply to influence customers' buying decisions. The practical implication of this is that firms may employ planned brand contacts-in-use such as advertisements, sales promotions, sponsorships direct marketing, and digital communication. In addition, design, price, distribution/availability and importantly, product/service technical qualities are product brand contacts important to influence customers' purchasing decisions.

Furthermore, in the service process firms must consider, but not necessarily limited to, customer service representatives and agents to influence decision-making. Figure 7.2 below summarises the suggested model.

Figure 7.2. Firm Integrated Marketing Communication Model



The practical application of FIMC model is found to be evident in the firm's IMC practices. This model shows that brand contacts which are used by the firm to

influence customers' purchasing decisions. The empirical investigation of brand contacts-in-use and its modelling in the context of the firm are observed in the practices of IMC. The empirical evidence from the study firm is helpful to inform the current practice of the firm in a different approach. The model acts as a benchmark to collate with the evidence of customers' integration of marketing communication and to inform strategic planning and implementation of IMC. This is evident in the following section.

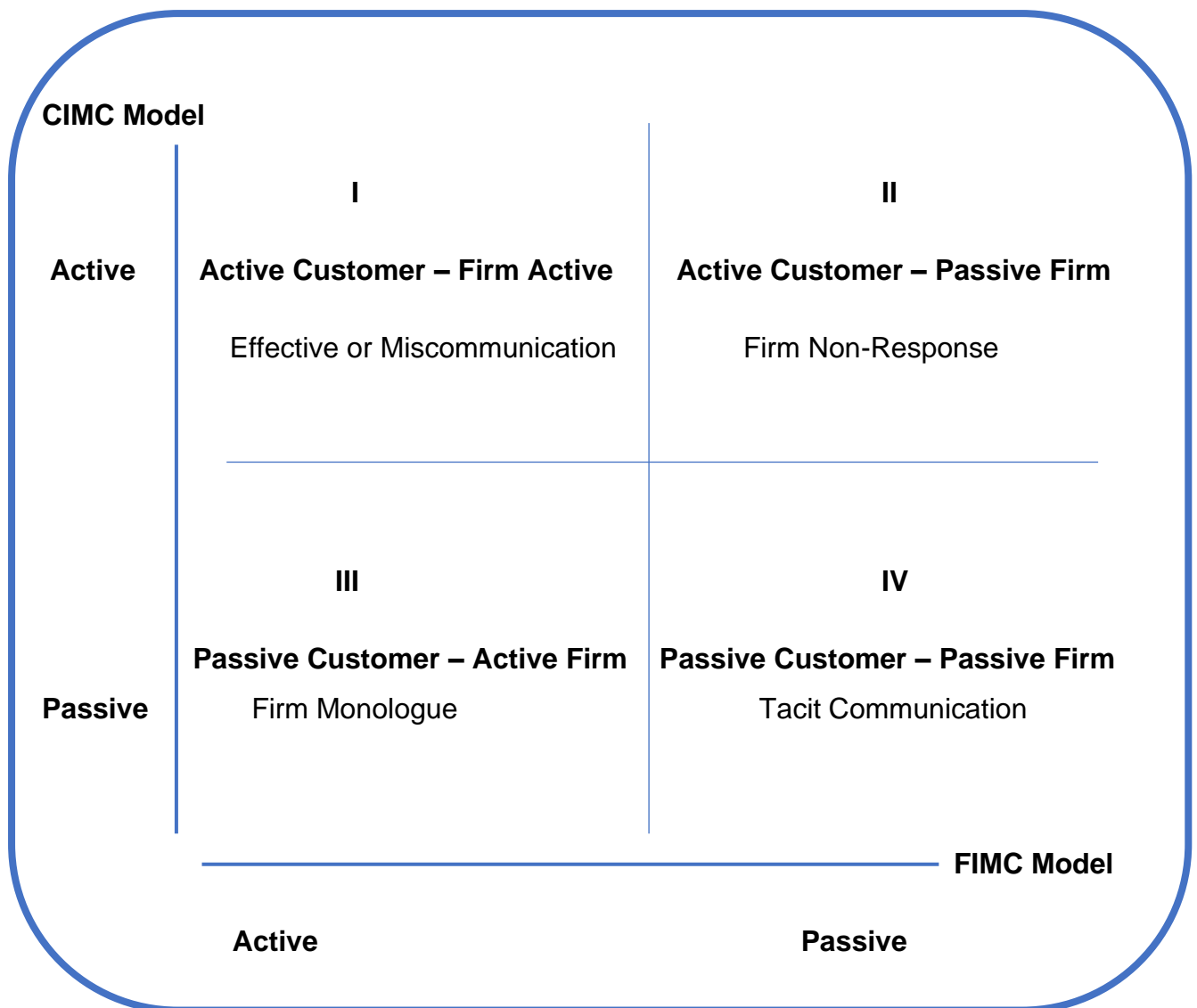
7.3.3. Brand contacts-in-use matrix

The practical and theoretical applications of CIMC and FIMC are enhanced in the systematic comparison of the two models in the brand contacts-in-use matrix. This model suggests how the firm strategically integrates marketing communications in practice and a unique insight into the communication process. In other words, brand contacts-in-use matrix informs strategic integrated marketing communication (SIMC).

One of the theoretical implications of brand contact-in-use matrix is the argument that challenges the study of IMC from customers or a firm perspective. The limitations associated with either perspective is briefed in the model. The study of IMC which overlooks either customers or company perspective yields a partial view of integration and communication process. Thus, adoption of the idea that customers take an active role in their communication and interaction with the firm, and the suggestion that middles company perspective of IMC are important to understand the concept holistically.

When CIMC and FIMC are compared, new concepts of communications are emerging in addition to the concepts developed in either model. In other words, the concepts of miscommunication, marketer monologue, tacit communication and invisible communications are outcomes of the comparison of CIMC, and FIMC. It sounds appropriate if these concepts are applied in the theoretical frameworks of IMC in any study context. This is the other theoretical application of brand contact-in-use emphasised in the current work.

Figure 7.3. Brand contacts-in-use matrix



This model implies that, at all levels in the company, it is vital to shift from delivering messages to receivers to a strategy which includes a deeper understanding of how customers make purchasing decisions according to their integration of brand contacts-in-use. This involves moving towards creating a true dialogue between company and customers. This assumption leads not only to a better market understanding but also to a greater customer communication behaviour that results in effective customers' relationships and consequently impacts higher profitability.

The communication activity matrix presented in the current study here can be used as tools in shaping the strategy of IMC. However, the key managerial challenge is to

be able to collect relevant information about brand contacts. Such information cannot be collected without being able to pose the most relevant question such as where customers are active and where they are passive, and where the firm is active and passive. Furthermore, the firm must clearly identify whether communications with the customers are active, tacit, invisible, or monologue.

7.4. CONTRIBUTIONS OF THE STUDY

This section focuses on theoretical, methodological and practical contributions of the model that emerge from this study. To remind, empirical findings are accessed from the beer industry in Ethiopia where no research into IMC was conducted and in a broader African environment where such findings are scarce. This section begins with a practical contribution.

7.4.1. Practical contribution

The most critical issue in the ongoing evolution of IMC is how the marketer can understand, explain or manage the perceived integration among sources of brand message (Finne & Grönroos 2017; Kitchen 2017; Batra & Keller 2016; Keller 2016; Kitchen & Schultz 2009). In the same vein, Kitchen et al (2004b) question whether companies ever get IMC. In response to this, this study reviews and specifies the concepts of brand origins-use, brand contacts-in-use, integration-in-use, and relates them to the strategic integration of marketing communications which guides the practice of IMC.

The models and matrix in this study propose direct insights into the practice of IMC at Habesha and the brewing industry in Ethiopia. In Ethiopia, mass media advertisements and sales promotions activities of alcohols are prohibited legally. In response to this problem, this study offers important brand contacts other than planned sources of brand message valuable to influence customers' purchasing decisions. This is evident in the CIMC and FIMC models which informs the practice of IMC at Habesha Breweries and for other brewing industries in Ethiopia.

Further, brand contacts-in-use matrix is a guideline that signifies strategy of integration of marketing communications. The model implies that invisible communication constitutes a managerial challenge as it is often unrecognised by the

management. Moreover, it points out that there is a need to develop methods to reveal the existence and effects of invisible communications as well as the creation of guidelines for managerial practice.

7.4.2. Theoretical contribution

Addressing uncovered areas in IMC research is important for its theoretical foundations and establishment on a broader level. It is interesting to note that the largest number of academic studies of IMC has developed so unevenly around the globe (Šerić 2016; Schultz & Patti 2009). Thus, some recent voices have called for further empirical evidence in new research settings with theoretical contributions to consolidate the paradigm (to mention few, Kitchen 2017; Šerić et al 2016; Šerić et al 2013; Delgado-Ballester, Navarro & Sicilia 2012). Research on IMC in different settings is the first step in developing information that would be required to verify and articulate its conceptualisation and theorisation. Thus, developing an IMC theory base and its evolution is vital (Šerić et al 2015; Kitchen et al 2008).

The theoretical contribution of this study to IMC and marketing communications emerges from the Ethiopian beer context where IMC has not so far been studied. The study offers three models known as customer integrated marketing communication (CIMC), firm integrated marketing communication (FIMC) and brand contacts-in-use matrix. These models incorporate the fundamental perspectives and theories of IMC, and the Nordic School, and insights derived in the empirical work of this study. Further, in the synchronisation of the findings from the customers and the firm.

The comprehensive model of CIMC and the resulting concepts are important contributions to the field of IMC. The CIMC model responds to Mick and Buhl (1992) who argue for the existence of limited knowledge on what customers perceive as valuable sources and modelling concepts based on customers' perspective. Furthermore, the exploration of unplanned brand contacts-in-use and their corresponding components such as physiological needs, society and competitors offer unique insights into brand perceptions in IMC. The central idea of this study is that customers integrate not only brand contacts-in-use that originate from the focal company but may also be external such as sources from other customers,

competitor and/or society. This may also be extended to physiological needs which are internal to customers. These findings enhance the originality of the present study.

Added to these, the theoretical contribution of this study lies on the constructs of FIMC which are neither discussed in existing literature nor found in previous empirical studies. The model includes constructs derived from Habesha Breweries, but not evident in the IMC literature. For instance, refrigerators, thermochromic, modelling girls, music band, miscellaneous items and complementary goods (such as glassware, refrigerators and crates) are hardly mentioned as the components of IMC. Additionally, corporate social responsibility (CSR) is also emergent as the planned sources of brand message.

Moreover, an interesting theoretical contribution of the present study emerges when CIMC and FIMC models are collated. When the two models are collated and systematically discussed a new model called brand contacts-in-use matrix emerges. This study contributes to IMC and Nordic school research by introducing the model of brand contacts-in-use matrix which is not evident in IMC literature. The model extends the concepts of invisible communication which is important in the understanding and implementation of IMC. Concepts such as effective/miscommunication, tacit communication, marketer monologue and firm nonresponse leads to a deeper understanding of IMC. These are helpful in accentuating several theoretical implications such as the need to widen understanding of customers' meaning creation, actions and reactions.

This study is cross-disciplinary as it further introduces additional sources of brand message and brand contacts and integrates isolated perspectives of IMC. It further synthesises them with the theories and perspectives of the Nordic School. These three fundamental concepts of IMC are reformed when they are synchronised with CDL, open source logic and value-in-use. The outcomes of such synchronisation are visible in the new concepts of the present study such as brand origins-in-use, brand contacts-in-use and integration-in-use. For instance, the new concept of brand origins-in-use challenges and widens the concept of the source of brand message. Specifically, the newly introduced concept of brand contacts-in-use challenges the

older concept of brand contacts. Furthermore, the concept called integration-in-use is unique and modifies the older concept of integration. In sum, it is possible to conclude that such theoretical transformation emerges from the synthesis of IMC with the Nordic school theories.

In sum, this study gives a current and inclusive view of the evolution of IMC by introducing and integrating new concepts and constructs from the context of the study. It expands on the conceptualisation of IMC by introducing the concepts such as brand origins-in-use, brand contacts-in-use, and integration-in-use and their corresponding constructs.

7.4.3. Methodological contribution

It is important to note that IMC is profitable from Nordic School research and vice versa. The theoretical framework of this study systematically combines conceptual and methodological issues of IMC with the Nordic school for a broader understanding of the integration of marketing communications. This is in harmony with the arguments of Finne and Grönroos (2017), Finne and Strandvick (2012), and Grönroos (2008). These two research traditions are integrated for the fact that value and communication are interrelated, and marketing communications activities must be valuable to customers' purchasing decisions (Finne & Grönroos 2017; Grönroos 2008; 2006). This study synchronised IMC and the Nordic School research tradition which is not used at all in most studies as claimed by Finne and Grönroos (2017). The outcomes of this methodological integration are the CIMC, FIMC and brand contacts-in-use matrix in which theories from both traditions are evident.

7.5. LIMITATIONS OF THE STUDY

The limitation of this study can be seen from the generalisability of the findings. It is important to recall that the methodological foundation of this study is deep-rooted on the interpretivist research paradigm. Subscription to this paradigm guides the selection of participants who can give a diversified and detailed idea of the issue under investigation. It aims to generate new concepts from the context of the study rather than a primary focus on testing and validating concepts and constructs in the context.

Furthermore, the findings are not generalisable to other customers and companies in the Ethiopian beer market setting. The constructs, concepts and models developed in this study are conceptual and should trigger future empirical grounding. The study concentrates on conceptual analysis, offering various practical illustrations rather than a quantitative extension of analysis and discussion of constructs under investigation. It would have been complete and comprehensive if the findings were validated on a large scale.

This study is also limited in terms of methodological design. The findings are limited to one study industry – Habesha Breweries – in one geographical location – Ethiopia. This case study type of design in this study is more holistic and comprehensive if multiple cases were also considered. Comparative perspective would be applied if other beer companies and their respective customers are included in the study. In such a case, new concepts in IMC could emerge from the comparative methodology. Attempts are made to consider multiple cases of study. This was impractical due to lack of access to data from other companies such as Heineken and St George Breweries.

7.6. RECOMMENDATIONS FOR FUTURE RESEARCH

When thinking about the strategic management of IMC, it is important to develop a better understanding of how customers through integration and sense-making process form origin-in-use and its corresponding brand contacts-in-use. Moreover, how these transforms into the value of communication is centrally important. Consistent with Finne & Grönroos (2017), IMC research must accept that the receiver has become active part in the communication process – in relative terms, although not in absolute terms, – the role of one sender has decreased considerably and the marketing communication process does not function as it used to.

Further research on traditional marketing communication instruments from a value of communication perspective is also a key focus. It is not possible to overlook the role of traditional marketing communication tools in the contemporary market contexts, even if its role is declining. This calls for different approaches to understanding communication. Identifying which instrument can be used and how this instrument

can be used effectively to generate the demanded value of communication is an important issue.

In conclusion, based on integration-in-use, how the value of communication is formed for an individual customer and through which processes origin-in-use and the resulting sources-in-use are formed for him or her are the key issues to be studied. The view adopted here is outcome-oriented; however, for a greater understanding process-oriented view of IMC is important. It is important that the combination of big data and neuromarketing can push customer insight towards new knowledge about customer-integrated communication. In addition, the CIMC and FIMC modelling must be quantitatively validated which may further include or preclude emerged concepts and constructs.

There is a need for a shift in focus from how companies as senders of messages involve customers in their processes to engage customers with the company in the context of their ecosystem and messages generated by sources other than the company. Hence, from the company's perspective, it is a question of how customers engage themselves with the company's messages, and how messages from other sources change, reinforce or distort this. Thus, it is important to critically compare brand contacts from both perspectives.

Instead of sending messages, companies should focus on how to facilitate the formation of customers' value from their individual brand contacts-in-use. It is also possible through interactive dialogue with customers, engage directly with their communication value formation, and thereby directly influencing their brand contacts-in-use. Companies should find ways to facilitate customers' perceptions and sense-making in the best possible manner.

Further insights can be achieved by connecting the value of customer-based brand contacts-in-use with both their company relationship history and future expectations and culturally situated and personally driven contexts (Edvardsson & Strandvik 2009). It is also important to approach brand origins-in-use, brand contacts-in-use and integration-in-use from the uniquely developed connectivity dimensions located in the work of Angelopulo (2014). Relationship communication also pinpoints the

essential features of invisible communication because it captures customers' view of communication over time and context (Finne & Grönroos 2009).

Added to focusing on sources of brand message, research should focus on brand contacts-in-use, the types of brand contacts-in-use customers are exposed to, how customers perceive various types of brand contacts and how they integrate brand contacts-in-use and make sense of them. Consequently, further research is needed on customer ecosystems and customers' everyday life as well as on how the customers' ecosystem influences brand origins-in-use, brand contacts-in-use and collectively integration-in-use.

More importantly, future research should pursue a broad-based, quantitative format that allows generalisable findings that confirm or refute the findings of a small-scale qualitative study undertaken in this work.

7.7. CONCLUDING REMARK

Two important points covered in the preceding two chapters are findings and discussions in Chapter 5 and Chapter 6, respectively. It is vital to recall that Chapter 5 focused on the presentation of empirical findings. The findings were presented in terms of codes, subthemes, and themes along with their quotations from the participants. The codes which comprise of the themes and the subthemes which in turn built the core themes are identified and presented while clearly substantiated by the participants' quotations in order to make meaning. Furthermore, deepening and extending findings for further understanding of IMC was important. For this matter, Chapter 6 is devoted to detailed and extended discussions of the findings. The findings are critically discussed from different theoretical orientations which yielded new concepts in the domain of IMC.

The development of brand contacts which are internal and communal to customers and further brand contacts from the past, present, and future expectations are summarised. This turnaround of IMC developed and discussed in the present study is natural and possible to achieve in practice. It is important to note here that the switch of communication management from an aggregate and company-driven level

towards an individual customer-driven level is demanding for marketing communications managers and researchers.

Traditionally, communication has been in the sender-message paradigm. The receiver is considered as an object in the communication process. However, when seen as equal parties, both marketer activity and customer activity must be considered. This can be done by using a two-dimensional matrix, in this work known as brand contacts-in-use matrix, in which both the marketer and customer in the relationship can be either active or passive. The matrix facilitates a discussion of different types of communication and gives a nuanced picture of the communication process. It also helps to define and understand the concept of invisible communication.

In service theories of the Nordic School, it has often been proposed that a key characteristic of managing services is the need to focus on the interactions with the customer. It is not important to argue that this should not be the case, as long as it is understood to include all interactions. In this study, the suggestion is that those interactions that are not seen by the company might be equally or even more decisive in influencing the customers' purchasing decisions than those that are seen. Even when an interaction is planned and managed, the outcome in terms of influencing customers' purchasing decisions could be different from the intention. Therefore, it makes sense to start from how customers structure their image of a company, what sources of brand message they contacted (not what the company pays attention to) and why, as well as how brand contacts are related in terms of temporal, and the connectivity dimensions.

From a managerial point of view, this study emphasises that if the assumption that everything about the company communicates is accepted, it is important to understand communication more broadly than has been done in traditional planned communication. It is crucial to acknowledge that different forms of explicit communication may lead not only to achieving planned results but also to yielding unplanned outcomes. A shift from the traditional IMC which focuses on opportunity-to-see communication activities and explicit customer behaviour to customer activities and meaning creation necessitates a broader view of communication

activities and IMC. A common practice in marketing communication has been to focus on the quantity of contacts with the customer. What this study sees as essential is, however, the need to recognise the quality of the contacts as well as valuable brand contacts.

To sum up, the challenges to marketing communication practice includes the ability to see marketing communication in all its forms with the eye of the customer. Also, the challenge is to meet customers' demands, collect relevant customer information, create the means to gain influence at contact points and making sense of all these. The other challenge is that while in general marketers appear to believe that the current marketing activities (marketing campaigns) constitute the main influence on customers' behaviour, in facts there is a multitude of contacts over time and connectivity that create responses.

The conclusive remark of this study is that IMC is the development of marketing communication. The concept is in the process of evolution due to changes and developments in communication and marketing context. The exponential growth of customers' power in the communication process and purchasing decisions are factors in the evolution of IMC. These challenge the establishment of IMC as a concept and created difficulties in its practical application. It must be recognised that customer communication behaviour is the starting point in planning and implementing IMC. As a result, IMC must be strategic by considering brand contacts-in-use from both customers and company perspectives – in the similar approach of brand contacts-in-use matrix – derived in this study.

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APPENDIX 1

Focus Group Discussion Guide with Habesha Beer Customers

Invitation Letter for Participants

Dear Habesha Beer Customers:

I would like to say welcome. I'm very grateful that you are taking part in this study. My name is Samson Mekonnen. This group discussion is part of the requirements for a PhD research project under the supervision of Professor George Charles Angelopulo at University of South Africa. The project aims at understanding marketing communications as perceived and practiced by Habesha Beer customers in Ethiopia. The study intends to enhance quality and customer-oriented communication between you, the customer, and the company. The points of discussions concentrate on more general questions to more specific questions (sources of brand message) pertaining to this study.

There are no wrong answers but rather differing points of view in the discussion. Please feel free to share your point of view even if it differs from what others have said. Keep in mind that we're just as interested in negative comments as positive comments, and at times the negative comments are the most helpful. We will be recording this session, but it is purely for academic research purposes. We will need this to write down the text for this study. The information you provide will be kept confidential and will be used for this research purpose ONLY. Your identity will not be revealed in any publications that result from this study. Individual data will be stored securely and will be available to people involved in this research work confidentially. No reference will be made in the written reports that could link you to the study.

You were invited because you are customer of Habesha Beer, so it is believed that you're familiar with Habesha Beer. Please note that for legal reasons, this group discussion is allowed to individuals aged 18 and above. This group interview should last approximately an hour to an hour and a half, and you can leave at any point. But I strongly believe you will stay till the end of the discussion. For ethical reasons, we

ask you to please sign the informed consent form. Would anyone like to ask any questions relating to this focus group before we start?

Well, let us begin.

Let us find out some more about each other by going around the table. Please, tell us your name and where you live.

- **General Questions:**

1. What do you think of the beer market in Ethiopia?
2. What changes have you noticed in the market?
3. What do you think of the promotional activities of the beer companies?
4. Which brand/brands are your favourite in the beer industry? What do you like best about the brands? Please explain.
5. Do you only drink Habesha Beer or other beer brands as well? About what proportion? 50/50? 30/70? 70/3?

Narrowing the focus to Habesha Beer:

- **Planned Sources of brand message**

Advertising and Public relations

1. Which media channels do you listen/read/watch advertisements that could persuade you to purchasing Habesha Beer?

Probe:

- Broadcast advertising such as **Television, Radio, Internet, and Social Media.**
 - Printing media advertising such as **newspapers and magazine?**
 - **Others**
2. Have the Habesha Beer advertisements on **transit vehicles and billboards** attracted you? If your answer is yes, what are those features that have attracted? Have these advertisements influenced your purchasing decisions?
 3. Have you ever seen or read posters of Habesha Beer? Have these **posters** influenced your purchasing decisions?
 4. Have you ever seen or read pamphlets of Habesha Beer? Have these **pamphlets** influenced your purchasing decisions?
 5. When you get served in a **hotel/bar/ grocery** what **advertising inputs** have you noticed? Could these inputs influence your purchasing decisions towards the Habesha Beer?

Probe: Which one of the following features have you ever seen before?

- High-tech Habesha **Beer refrigerators** shelving Habesha beers.
- **Furnitures decorated** with Habesha Beer advertisements.
- Habesha Beer advertisements on traditional **leather art works hanging in walls** of bars/hotels.
- **Glasses** advertising Habesha Beer in bars/hotels.
- The **jackets, shirts and caps** that bar attendants and sales personnel wear.

Probe: What additional features have you ever seen?

6. What **feeling** do you have towards the advertisements of Habesha Beer that you have just discussed about?

Probe: In relation to your personal preference, culture, religion and etc.

7. Have you ever heard of **news report** on Habesha Beer on different mass media? On **which media channels** have you got such news? Has this news influenced your choice towards the Habesha beer?

Sales promotion

8. What **promotional incentives** have you observed so far as you consume the product? Have these incentives influenced your purchasing decisions?

Probe:

- Different forms of **free coupons** for drawing like a lotto game.
- **Free beer offers** during purchasing the product.
- Product **price** discount.
- Invitation to taste the **beer for free**.
- **A return** in case of some product defection.
- Competition among customers on certain activities for **prize**.
- **Others**

9. What do you think of the rewards offered as promotional incentives in terms of their type and amount?

Sponsorship

10. What activities or events are frequently sponsored by Habesha Brewery? Do you think that these sponsorship activities influenced your purchasing decisions?

Probe:

- **local sport clubs**
- **annual events** such as national, regional and local events/celebrations
- **social festivals**
- **religious festivals**
- **political events**
- **indigenous cultural activities**
- **others**

11. How do you perceive the sponsorship activities carried out by the company?

Corporate Social Responsibility

12. What activities are there the company fulfils its social responsibility? Have these activities of the company influenced you to choose its product?

Probe:

- **preserving the environment**
- **protecting the wildlife**
- **helping the poor**
- **helping the farmers producing and selling barley to the company**
- **others**

13. How do you perceive the commitment of the company in fulfilling its social responsibility?

- **Product sources of brand message**

14. What characteristics have you observed on **the product package** of Habesha Brewery? Have these characteristics influenced you to choose the Habesha product?

Probe:

- **the size, shape and handling**
- **eco-friendliness**
- **colour**
- **others**

15. How do you perceive the external features of the product package?

16. What sort of information have you noticed on the product label? Have the data influenced you to choose the product?

Probe:

- **symbol**
- **figure**
- **text**
- **others**

17. How do you perceive the product label?

18. What good qualities does the product have? Have these qualities met your expectations and led you to choose the product?

Probe:

- **ingredients**
- **alcoholic content**

- **colour**
- **taste**
- **others**

19.Is Habesha beer affordable for you? Is it because of its affordability that you prefer the product?

20.What health concerns do have as you drink a beer? Are these health concerns maintained conveniently in the product? Is this the reason that you have chosen Habesha Beer?

- **Service sources of brand message**

21.Which delivery personnel do you frequently contact with? How do these delivery personnel promote the product? Have they influenced your choice towards the product?

Probe:

- **Habesha Beer van drivers**
- **loading and unloading labourers**
- **cashiers**
- **salespersons**
- **others**

22.Where and when do you frequently prefer to drink Habesha Beer? Is the product available as per your preference of place and time? Does this influence your choice of the product?

Probe:

- **Company owned beer houses**
- **Outdoor open-air beer garden**

- **At home**
- **Private bars and restaurants**
- **Day time/evening**
- **Others**

- **Unplanned Communication**

23.What sort of inconveniences you've had with other beer brands? Have such incidents led you to choose Habesha Beer?

Probe:

- **inappropriate advertisements, sales promotions, sponsorships and other communication strategies.**
- **the product contents, packaging and price**
- **product unavailability**
- **media news**
- **personal communication**
- **online communication**
- **salesperson**
- **Others**

24.Do you usually hold discussions about different beer brands with your friends? Have these discussions influenced you to drink the Habesha beer? How do you hold these discussions?

Probe:

1. **social media**
2. **face to face**
3. **public ceremony**
4. **others**

25.Do you think that public figures in your community encouraged you to drink Habesha beer?

Probe:

- **elders**
- **clan/cultural leaders**
- **religious leaders**
- **politicians**
- **celebrities**
- **others**

26. Do you think that any social group you belong to motivated you to drink Habesha beer?

Probe:

- **Political group**
- **sport group**
- **art group**
- **others**

27. Do you think that Habesha Beer product communication is culturally appropriate? Is this a reason you prefer Habesha beer?

Probe:

- **national culture**
- **identity**
- **language**
- **rituals**
- **others**

28. What do you think about Habesha Beer products communications in relation to political issues? Does this influence your choice of the product?

29.How do you perceive Habesha Beer products communications from the perspective of the history of the country? Does this influence you to be its customer?

Probe:

- **promoting historical sites**
- **celebrating historical events**
- **others**

30.Do you think that Habesha Beer products meet the legal requirements of the country? Does this affect your choice?

Probe:

- **law enforcement bodies**
- **government regulation on advertisement**
- **others**

- **Questions related to Integration**

31. Of all the things we discussed, what are the most important factors that influenced you to purchasing Habesha Beer?

32.Would you please explain how do you integrate these factors?

Probe:

- The answer to question number 30 will be probed in greater detail.
- After a brief oral summary of the integrated perspective, is this an adequate summary of your discussion on how do you match these factors?
- Do you agree to this summary?

33. In general, what image is formed in your mind about “Habesha beer”?
Please, explain your perception in detail.

- **Summary question**

34. After the brief oral summary, the question asked is: "Is this an adequate summary of the discussion you we have so far?" Have we missed anything?

Thank you so much for your participation!

APPENDIX 2

In-depth Interview Guiding Questions for Habesha Breweries Marketing Communication Practitioners

Invitation Letter for Participants

Dear Marketing Practitioners:

I would like to say welcome. I'm very grateful that you are taking part in this study. My name is Samson Mekonnen. This group discussion is part of the requirements for a PhD research project under the supervision of Professor George Charles Angelopulo at University of South Africa. The project aims at understanding marketing communications as perceived and practiced by Habesha Beer marketing practitioners. The study intends to enhance quality and customer-oriented communication between you, the company, and the customers. The points of discussions move from general to specific questions pertaining to this study.

There are no wrong answers but rather different points of view in this discussion. Please feel free to share your point of view even if it differs from what others will have said. Keep in mind that we're just as interested in negative comments as positive comments, and at times the negative comments will be the most helpful. We will be recording this discussion which will be later transcribed and used purely for academic research purposes. The information you provide will be kept confidential and will be used for this research purpose ONLY. Your identity will not be revealed in any publications that proceed at the end of this study. No reference will be made in the written reports that could link you to the study.

You are invited because you work in the marketing department at Heineken Breweries, so it is believed that you are familiar with the marketing strategies of Habesha Beer. This group discussion will last for approximately an hour and a half, and in case you should leave due to any inconvenience you can do so at any point of this discussion.

Nonetheless, I strongly believe you will passionately stay till the end. For ethical reasons, we kindly request you to sign the informed consent form. Now, before we commence the discussion if you have a question, comment or suggestion, you are welcome.

Guiding Questions

- **General Questions:**

1. What do you think of the beer market in Ethiopia? What changes have you noticed in the market in the last three years or so?
2. Do you think that your communication strategy is different from other beer companies? If yes, would you please explain it?
3. Are different objectives set for each of the promotional mix elements? Are they intended to contact customers, to sell your product, or other?
4. Do you have communication strategies which is targeted to specific customers? Would you explain this?
5. What are the challenges or complaints you faced when you communicate customers so far?
6. Have you communicated customers or consumers to address all these complaints? Or, is there a moment you intentionally kept silent?

Probe:

- **Artistic advertisement**

- **Brand image distortion, "Mikegna"**
- **Customers complaints on absence of coupon during intense competition.**
- **Silence after a delivery breakdown, or in the case of product shortage.**

- **Narrowing the focus to Habesha Beer**

- **Planned sources of brand message**

Advertising and Public relations

1. Which media channels do you use to advertise Habesha Beer? What is the main theme of the advertisements you made on these media channels?

Probe:

- Broadcast advertising such as **Television, Radio, Internet, and Social Media.**
 - Printing media advertising such as **Newspapers and Magazines?**
 - Others
2. Are the Habesha Beer advertisements posted on **transit vehicles and billboards**? If your answer is yes, what are the features on these placements?
 3. Do you use posters to advertise Habesha Beer?
 4. Do you use pamphlets to advertise Habesha Beer?
 5. What advertising inputs have you already made available in **a hotel/bar/grocery?**

Probe: Which one of the following features have you ever used before?

- High-tech Habesha **Beer refrigerators** shelving Habesha beers.
- **Furniture's decorated** with Habesha Beer advertisements.
- Habesha Beer advertisements on traditional **leather art works hanging in walls** of bars/hotels.
- **Glasses** advertising Habesha Beer in bars/hotels.
- The **jackets, shirts and caps** that bar attendants and sales personnel wear.

Probe: What additional features have you ever used?

6. Have the advertising channels you have used so far enabled you to attain your sales objectives? How successful do you think you are because of these advertisements?

Probe:

- Sales objectives
 - Influencing customers' personal preference
 - Are they in harmony with customers' culture, religion etc.
 - Other
7. Have **news reports ever appeared** about Habesha Beer on different mass media? On **which media channels** have such news reports been made?
 8. Do you think such news reports have influenced customers' choice towards the Habesha beer?

Sales promotion

9. What **promotional incentives** have you employed so far as you sell the product? Do you have incentives which have attracted more customers?

Probe:

- Different forms of **free coupons** for drawing like a lotto game.
- **Free beer offers** during purchasing the product.
- Product **price** discount.
- Invitation to taste the **beer for free**.
- **A return** in case of some product defection.
- Competition among customers on certain activities for **prize**.
- Others?

10. How often and in what situation do you make promotional incentives available? What reasons do you have?

11. How attractive are these promotional incentives in terms their types and amounts?

12. Have these incentives influenced customers' purchasing decisions? How?

Sponsorship

13. What activities or events are sponsored by Habesha Brewery? How often and when do you provide the sponsorships? What reasons do inspire your sponsorship activities?

Probe:

- **local sport clubs**
- **annual events** such as national, regional and local events/celebrations
- **social festivals**

- **religious festivals**
- **political events**
- **indigenous cultural activities**
- **Others**

14. What has your company benefited from the sponsorships you have carried out so far?

Corporate Social Responsibility

15. Do you think that these sponsorship activities influenced customers' purchasing decisions? Does the company engage in fulfilling its social responsibilities? If so, what situations have you so far engaged in?

Probe:

- **preserving the environment**
- **protecting the wildlife**
- **helping the poor**
- **helping the farmers producing and selling barley to the company**
- **others?**

16. Have you tried to assess the impact of your intervention and how successful are you?

17. Have your engagements in social responsibilities activities influenced customers' purchasing decisions?

Direct Marketing

18. How do you directly communicate your customers? For instance, via their mails, telephones, the internet address etc.

Probe:

- **Direct mail (postal service)**
- **Telemarketing (direct telephoning)**
- **Websites (Habesha beer Website)**
- **Microsite (small cluster of Web page)**
- **Search ads (using search engines)**
- **Display ads (photo ad on the internet)**
- **Interstitials (adds displayed at transition points in flow of app)**
- **Internet-specific ads and videos**
- **Online Sponsorships**
- **Online communities (Habesha Beer online social group)**
- **Email (direct mail to and from Habesha Beer)**
- **Mobile marketing (Message through mobile phone)**
- **Others**

19. Have you found these direct communication facilities successful in influencing customers' purchasing decisions?

- **Product sources of brand message**

20. Would you tell me about Habesha beer packaging (external features of the packaging such as eco-friendliness, size, colour etc)?

Probe:

- **shape and handling**
- **others**

21. What were your intentions of these packaging features?

22. What features of these packaging you think influenced customers to choose the beer?

23. What sort of information have you put on the product label? What intentions did you have when you were organizing the product label?

Probe:

- **Symbol/logo**
- **figure**
- **text**
- **other**

24. Do you think data on the product label influenced customers to choose your product?

25. How do you describe the **logo** on the product packaging? What is your reason to prefer your logo? How is that associated to customer?

26. What is the quality of your product in terms of composition, ingredients etc? What factors do you consider from customers behaviours in this regard?

Probe:

- **ingredients**

- **alcoholic content**
- **colour**
- **taste**
- **other**

27. Which of these product qualities met customers' expectations and led them to choose your product? Would you explain the reason?

28. Do you think your product worth more than its current price? What factors do you consider when you set the price?

Probe:

- **customers purchasing power**
- **competitors' price**
- **other**

29. Do you think that the price of your product has influenced customers to buy Habesha beer?

30. What health concerns do you consider in your product? Are these health concerns maintained conveniently in the product? Do you think that this influenced customers to choose Habesha beer?

- **Service source of brand message**

31. During the distribution of your product what is the role of your delivery personnel? How do these delivery personnel promote the product?

Probe:

- **Habesha Beer van drivers,**
- **loading and unloading labourers,**
- **cashiers**
- **salespersons**
- **Other**

32. Among your sales personnel, who do effectively influenced customers to buy your product?

33. Where and when do you sell/distribute your product? Is the product available as per customers' preferences?

Probe:

- **company owned beer houses**
- **outdoor open-air beer garden**
- **at home**
- **private bars and restaurants**
- **others**

34. Do you think product availability and place influence customers choice of the product?

- **Unplanned source of brand message**

35. What shortcomings have you noticed with other competing beer brands? Do you think that this has contributed to the sales of your product?

Probe:

- **inappropriate advertisements, sales promotions, sponsorships and other company's communication strategies**
- **the product contents, packaging and price**
- **product unavailability**
- **media news**
- **personal communication**
- **online communication**
- **salesperson**
- **Others**

36. Have you noted customers discuss about your brand? Do you think that these discussions increased your sales? How do they hold their discussion, and do you have facilitated deliberately?

Probe:

- **social media,**
- **face to face,**
- **public ceremony**
- **others**

37. Do you think that public figures in the community encouraged customers buy your product? If yes, are they recruited by the company?

Probe:

- **elders**
- **clan/cultural leaders**
- **religious leaders**
- **politicians**
- **celebrities**

- **Others**

38. Have you noted any social group in the community that motivated customers to drink Habesha beer? If yes, are the group organised by the company for the same purpose?

Probe:

- **political group**
- **sport group**
- **art group**
- **other**

39. How do you ensure that your product communication is culturally appropriate to customers? Do you think that this is a factor that influenced customers purchasing the product?

Probe:

- **national culture**
- **identity of the customers**
- **language**
- **rituals**
- **religion**
- **other**

40. What do you think about your products communications in relation to political issues? Do you think this influenced customer choice of the product?

41. How do you perceive your products communications from the perspective of the history of the country? Do you think these influenced customers to buy your product?

Probe:

- **promoting historical sites**
- **celebrating historical events**
- **other**

42. Do you think that your product meets the legal requirements of the country?
Does this influence customers product choice?

Probe:

- **law enforcement bodies**
- **government regulation on advertisement,**
- **limiting underage sales (under 21 sales prohibition)**
- **other**

A. Questions related to integration

43. Of all the things we discussed, what are the most important factors that influenced customers to purchasing your product?

44. Would you explain how do you match these factors?

Probe:

- The answer to question number 30 will be probed in greater detail.

- After a brief oral summary of the integrated perspective, is this an adequate summary of your discussion on how do you match these factors?

45. In general, would you describe the image of the brand that you want to create in the mind of customers?

- **Summary Questions**

46. Is there any written information about your marketing communication strategies, budget allocation, etc. which you can give to me?

47. Are there any questions you want to ask me or is there anything to add?

Thank you very much for your participation!

APPENDIX 3

Focus Group Discussion Guide with Habesha Beer Customers (Amharic version)

ለ ህበሻ ቢራ ቋሚ ደንበኞች

የቡድን ውይይት ውስጥ ለሚሳተፉ ፈቃደኛ ተሳታፊዎች

ለተከበራችሁ የህበሻ ቢራ ቋሚ ደንበኞች

ከሁሉ በፊት ወደዚህ የቡድን ውይይት ክፍል እንኳን በደህና መጣችሁ። በዚህ የቡድን ውይይት ለመሳተፍ ፈቃደኛ በመሆናችሁም ልባዊ ምስጋናዬን ላቀርብላችሁ እወዳለሁ። የዚህ ውይይት አስፍላጊነቱ በፕሮፌሰር ጆርጅ ቻርለስ ኤንጀሎፕሎ አማካሪነት በደቡብ አፍሪካ ዩኒቨርሲቲ እየተካሄደ ላለው የሶስተኛ ዲግሪ ማሙያ ጥናት ግብአት የሚሆኑ ሀሳቦችን ለመሰብሰብ ነው። የጥናቱ ትኩረትም በሃበሻ ቢራ የግብይት ባለሙያዎች ግንዛቤ የተሰጠውንና እየተገበሩ ያሉትን የግብይት ተግባቦቶችን ለመረዳት ነው። በተጨማሪም ጥናቱ ጥራቱን የጠበቀና ደንበኛ ተኮር ተግባቦት ይዳብር ዘንድ አስተዋጽዖ ይኖረዋል።

በዚህ ውይይት ወቅት የትኞችንም ተያያዥ ሃሳቦች አወንታዊም ይሁኑ አሉታዊ ያለገደብ ያነሱ ዘንድ ይበረታታሉ። በተለይም አሉታዊ ሃሳቦች ያለገደብ ይሰነዘሩ ዘንድ የዚህ ጥናት ባለቤት ያበረታታል። ውይይቱ በቀጥታ በመቅረጸ ድምጽ የሚያዝ ሲሆን በቀጣይነትም ወደ ጽሁፍ ተገልብጦ ለዚህ ጥናት ግብአት ይደረጋል። ከቡድን ውይይቱ የሚሰበሰበው መረጃም ወደጥናቱ ሲካተትም ሆነ ከጥናቱ መጠናቀቅ በኋላ በሚኖሩ ህትመቶች የተሳታፊዎች ማንነት በጥብቅ ሚስጥራዊ እንዲሆን ይደረጋል።

እርስዎ ለዚህ የቡድን ውይይት በተሳታፊነት የተጋበዙት የህበሻ ቢራ ቋሚ ደንበኞች ስለሆናችሁ ና የግብይት አተገባበር ሂደቶችን በጥልቀት ያውቋቸዋል በሚል እምነት ነው። ይህ የቡድን ውይይት ለአንድ ሰዐት ተኩል ያህል የሚቆይ ሲሆን ውይይቱን እንዲያቋርጡ የሚያስገድድ ሁኔታ ቢያጋጥምም ማቋረጥ ይችላሉ። ሆኖም የእርስዎ ተሳትፎ በጣም አስፈላጊ ስለሆነ የቡድን ውይይቱ እስኪጠናቀቅ ንቁ ተሳትፎዎን በትህትና እጠይቃለሁ። ከምርምር ሙያ ስነምግባር አኳያ በፈቃድዎ በቡድን ውይይቱ መሳተፍዎን የሚያመላክተውን ችግር ይሞሉ ዘንድ በአክብሮት እጠይቃለሁ።

ወደ ቡድን ውይይቱ ከመግታችን በፊት ጥያቄ ሃሳብ ወይም አስተያየት ካለዎት በቅድሚያ ያነሱ ዘንድ ይጋበዛሉ።

1. እድሜዎን ልግልጹልን ይችላሉን?
2. የዚህ ድርጅት ምርትን በመጠቀም ምን ያህል ጊዜ አስቆጠሩ?
3. ጠቅላላ ጥያቄዎች
4. በኢትዮጵያ ውስጥ ስላለው የቢራ ግብይት ምን አስተያየት አለዎት? በገበያው ውስጥ ምን አይነት ለውጦች አሉ?

5. በኢትዮጵያ ውስጥ የሚገኙ የቢራ አምራች ድርጅቶች ደንበኞቻቸውን ለማብዛት የሚጠቀሟቸው ዘዴዎች ምንድናቸው ብለው ያስባሉ?
6. ከ ቢራ ምርቶች ውስጥ የእርስዎ ተመራጭ ለመሆን የበቃው ምርት ምክንያቶቹን ሊገልጹልን ይችላሉን?

ሀበሻቢራ ተኮር መጠይቅ

ሀ: የታቀደ ተግባብት

ማስታወቂያና የህዝብ ግንኙነት

1. የሀበሻ ቢራ ሲተዋወቅ በየትኛው የመገናኛ ብዙኃን በአብዛኛው ጊዜ ይከታተላሉ?

መነሻ:

- የብዙሃን መገናኛዎችን ማለት እንደ ቴሌቪዥን ሬዲዮ ኢንተርኔት እና ማህበራዊ ገጾችን
- የህትመት ማሰራጫዎችን ማለት ጋዜጦችንና መጽሔቶችን
- ሌሎች

2. የእነዚህን ማስታወቂያዎች ይዘቶች እንዴት ይገልጹታቸዋል?
3. የ ሀበሻቢራ ማስታወቂያዎች በምርት ማከፋፍያ መኪኖች ላይ በአደባባይ ላይ ለእይታይቀርባሉ? እነዚህ ማስታወቂያዎች ቀልብ ሳቢ ሆነው አግኝተዋቸዋልን? ከሆኑስ በምንምክንያት?
4. እነዚህ የማስታወቂያ አይነቶች እናንተ የ ሀበሻ ቢራን እንድትገዙ አድርገዋልን? ምክንያቶቻቸው ምንድንናቸው?
5. የሀበሻቢራን የሚያስተዋውቁ ተለጣፊ እና በራሪ የመረጃ ወረቀቶች በቅርባችሁ አይታችሁ ታውቃላችሁ?
6. እነዚህ የማስታወቂያ አይነቶች እናንተ የሀበሻቢራን እንድትገዙ አድርገዋልን? ምክንያቶቻቸው ምንድንናቸው?
7. በ ሆቴሎች ቡና ቤቶች ላይ ግሮሰሪዎች ውስጥ ምንአይነት የሀበሻቢራ ማስታወቂያዎችን አስተውላችኋል?

መነሻ:

- የሀበሻቢራ የሚቀመጥባቸው ዘመናዊ ማቀዝቀዣዎች
- በሀበሻቢራ ማስታወቂያዎች ያጌጡ ማስተናገጃዎች(ወንበር ናጠረጴዛ)
- የሀበሻቢራን የሚያስተዋውቁ በግድግዳላይ የሚሰቀሉ ከቆዳ የተሰሩ የስእል ስራዎች

- የምርቱ አርማ ያሉባቸው መጠጫዎች
- አስተናጋጆች ና የሽያጭ ሰራተኞች የሚያደርጓቸው ጃኬቶች ሽሚዘችናኮፍያዎች
- ሌሎች

8. እነዚህ ማስታወቂያዎች ከናንተ ከተጠቃሚዎች አኳያ ምን ያህልው ጤታማናቸው?
መነሻ:

- የተጠቃሚዎችን ምርጫ በመሳብ
- ከተጠቃሚዎች ባህሪይህማናት እና የመሳሰሉትጋርበመናበብ
- ሌሎች

9. እነዚህ የማስታወቂያ አይነቶች እናንተ የሀበሻቢራን እንድትገዙ አድርገዋልን? ምክንያቶቻቸው ምንድንናቸው?

10. ስለ ሀበሻቢራ በመገናኛ ብዙሃን የቀረቡ የዜና ዘገባዎችን ሰምታችሁም ሆነ አይታችሁ ታውቃላችሁ? በየትኞቹ የመገናኛ ብዙሀን?

11. እነዚህ የዜና ዘገባዎች እናንተ የሀበሻቢራን እንድትገዙ አድርገዋልን? ምክንያቶቻቸው ምንድንናቸው?

የ ሽያጭ ማነቃቂያ

12. እንደ ሀበሻ ቢራ ደንበኝነታችሁ ድርጅቱ እስከ አሁን ምን አይነት የሽያጭ ማነቃቂያዎችን (SALES PROMOTION) ሲጠቀም አስተውላችኋል?

መነሻ:

- የተለያዩ የዕጣ ማጫዎቻ ነጻ ትኬቶች
- በግዢ ወቅት የሚቀርቡ ከክፍያ ነጻ የቢራ ምርቶች
- የሽያጭ ዋጋ ቅነሳ
- ነጻ የቢራ ቅምሻ ግብዣዎች
- የቁሳቁስ እና አልባሳት ስጦታዎች
- ችግር ያለባቸውን የምርት እሽንችን መቀየር
- ሽልማት በሚያስገኙ ውድድሮች ላይተጠቃሚዎችንማሳተፍ
- ሌሎች

13. የሽያጭ ማነቃቂያዎች የሚቀርቡት በምን ያህል ጊዜ እና በምን አይነት አጋጣሚዎች ነው? ምክንያቶቻችሁ ምን ሊሆኑ ይችላሉ?

14. እነዚህ ማነቃቂያዎች በ አይነት ና በ መጠን ለናንተ ለደንበኞች ምን ያህልማራኪ ናቸው?

15. እነዚህ የሽያጭ ማነቃቂያዎች እናንተ የ ሀበሻቢራን እንድትገዙ አድርገዋልን? ምክንያቶቻቸው ምንድንናቸው?

ስፖንሰርሽፕ

16. የሀበሻቢራ ስፖንሰር የሚያደርጋቸው ዝግጅቶች ወይም አጋጣሚዎች የትኞቹ ናቸው? ስፖንሰርሺፖቹ ተፈጻሚ የሚሆኑት መቼ እና በምን ያህል ጊዜ ነው?

መነሻ:

- የስፖርት ቡድኖች
- ብሄራዊ ክልላዊ ና አካባቢያዊ አመታዊ በአላት
- ማህበራዊ መዝናኛዎችን
- ሀይማኖታዊ ክብረ በአላትን
- የፖለቲካ ስነ ስርአቶችን
- አገር በቀል ባህላዊ ስነስርአቶችን
- ሌሎች

17. እነዚህን እስፖንሰርሺፖች ከእናንተ ከደንበኞች ፍላጎት አኳያ እንዴት ይታያሉ?

18. እነዚህ እስፖንሰርሺፖች እናንተ የሀበሻቢራን እንድትገዙ አድርገዋልን? ምክንያቶቻቸው ምንድን ናቸው?

19. የ ሀበሻ ቢራ ማህበራዊ ሀላፊነቱን ለመወጣት የሚሳተፍባቸው እንቅስቃሴዎች አሉን? ካሉ ስ ምንድን ናቸው?

መነሻ:

- የአካባቢ ጥበቃ
- የዱር እንስሳት ጥበቃ
- ሰብአዊ እርዳታ
- ገበሬዎች ለፋብሪካው ግብአት የሚሆኑ የእርሻ ምርቶችን እንዲያመርቱ መርዳት
- ሌሎች

20. የ እነዚህን እንቅስቃሴዎች አስተዋጾዎች እናንተ እንደ ሀበሻ ቢራ ድንበኞች እንዴት ታይዎችኋላችሁ?

21. እነዚህ የሀበሻቢራ ተሳትፎዎች እናንተን የምርቱ ድንበኞች እንድትሆኑ አድርገዋል ብላችሁ ታምናላችሁን? ምክንያቶቻቸው ምንድን ናቸው?

ቀጥተኛ ግብይት

22. የሀበሻቢራ ከእናንተ ከደንበኞቹ ጋር ቀጥተኛ የግብይት ተግባቦት (DIRECT MARKETING) የሚያካሂደው እንዴት ነው?

መነሻ:

- በፖስታ
- በስልክ ግብይት (በጽሁፍ እና በድምጽ)

- በድረጅቱ ድረገጽ
- ኢንተርኔት ላይ በሚወጡ የጽሁፍ የምስልና የድምጽ ማስታወቂያዎች
- የኢንተርኔት ላይ
- የኢንተርኔት ላይ የሀበሻቢራ ማህበረሰብ
- ኢ-ሜል
- ሌሎች

23. እነዚህን ቀጥተኛ የግብይት ማከናወኛ ዘዴዎች እናንተ ደንበኞቹ ምርቱን እንድትገዙ በማድረግ በኩልምን ያህል ውጤታማ ናቸው? ምክንያቶቻቸው ምንድን ናቸው?

ለ. የምርት ተግባቦት

24. የ ሀበሻ ቢራ ምርት ማሸጊያ ላይ ያስተዋላችኋቸው ውጫዊ የገጽታ መገለጫዎች ምንድን ናቸው?

መነሻ:

- ውጫዊ ገጽታ (ቀለም ቅርጽመጠን)
- ለአካባቢ ተስማሚነቱ
- ለአያያዝ ምቹነት
- ሌሎች

25. ከ ሀበሻ ምርት የማሸጊያ ገጽታዎች አኳያ እናንተ ደንበኞቹ ምርቱን እንድትገዙ በማድረግ በኩል ምንያህል ውጤታማ ናቸው? ምክንያቶቻቸው ምንድን ናቸው?

26. በ ምርቱ መገለጫ ላይ ምን አይነት መረጃዎች አስተዋላችሁ?

መነሻ:

- መለያ ምልክት
- ቁጥር መገለጫዎች
- ጽሁፍ
- ሌሎች

27. በምርት መገለጫው ላይ ያሉት መረጃዎች እናንተ የሀበሻ ቢራን እንድትገዙ አድርገዋልን? ምክንያቶቻቸው ምንድን ናቸው?

28. በ ሀበሻ ቢራ ማሸጊያ ላይ ያለውን መለያ ምልክት (LOGO) እንደ ደንበኛ እንዴት ትገልጹታላችሁ? ከደንበኞች ፍላጎት አኳያ እንዴት ታዩታላችሁ?

29. ከምርቱ መለያ ምልክት (LOGO) አኳያ እናንተ ደንበኞቹ ምርቱን እንድትገዙ በማድረግ በኩል ምንያህል ውጤታማነው? ምክንያቶቻቸው ምንድን ናቸው?

30. ከናንተ ከደንበኞች አይታ አኳያ የ ሀበሻቢራ ጥራቱን የጠበቀ መሆኑን ማሳያዎቹ ምንድንናቸው?

መነሻ:

- የምርትግብአቶች
- የአልኮልመጠን
- ቀለም
- ጣእም
- ሌሎች

31. የ ሀበሻ ቢራ ምርት ጥራት እናንተ ደንበኞቹ ምርቱን እንድትገዙ በማድረግ በኩል ምንያህል ውጤታማ ነው? ምክንያቶቻቸው ምንድን ናቸው?

32. እናንተ እንደደንበኛ የሀበሻቢራ የመሸጫ ዋጋ ትመና ላይ ምን አይነት ጉዳዮች ከግምት ውስጥ ገብተዋል ብላችሁ ታስባላችሁ?

መነሻ:

- የደንበኞች የመግዛት አቅም
- የተወዳዳሪ መሰል ድርጅቶች ምርት ዋጋ?
- ሌሎች

33. የዋጋ ተመኑ እናንተ የሀበሻቢራን እንድትገዙ አድርጓልን? ምክንያቶቻቸው ምንድን ናቸው?

34. የቢራ ምርትን በምትጠቀሙ ወቅት ጤናችሁን ከመጠበቅ አኳያ ምንጉዳዮችን ከግምት ታስባላችሁ? እነዚህ የጤና ጉዳዮች በሀበሻ ቢራ ምርት ተሟልተዋልን?

35. ለጤና ጉዳዮች ትኩረት በመሰጠታችሁ እናንተ የሀበሻቢራን እንድትገዙ አድርገዋልን? ምክንያቶቻቸው ምንድን ናቸው?

ሐ. የአገልግሎት ተግባራት

36. የሀበሻቢራን በማሰራጨት ስራ ላይ የሚሳተፉ የአቅርቦት ሰራተኞችን አይታችሁ ታውቃላችሁ?

መነሻ:

- የምርት መጫኛ መኪኖችን የሚያሸከረክሩ
- አውጪ ና አውራጆች
- ገንዘብ ተቀባዮች
- የሽያጭ ሰራተኞች
- ሌሎች

37. እነዚህ የአቅርቦት ሰራተኞች የሀበሻ ምርትን እንዴት ያስተዋውቃሉ?

38. እነዚህ የአቅርቦት ሰራተኞች እናንተ የሀበሻቢራን እንድትገዙ አድርገዋልን? ምክንያቶቻቸው ምንድን ናቸው?

39. የሀበሻቢራ ምርትን የት ና መቼ መጠቀም ትፈልጋላችሁ?

መነሻ:

- በድርጅታችሁ ባለቤትነት ያሉ የቢራ መጠጫ ቤቶች
- የአደባባይ የቢራ አቅርቦት
- በ የመኖርያቤቶች
- በግል ቡናቤቶች ና ሆቴሎች
- ሰአት እና ወቅት
- ሌሎች

40. ምርቱ ከ እናንተ የጊዜ እና ቦታ ፍላጎት ወይም ምርጫ መሰረት ተደራሽ ነው?

41. የሀበሻ ቢራ ምርት ተደራሽነት እናንተ የሀበሻቢራን እንድትገዙ አድርጓልን? ምክንያቶቻቸው ምንድን ናቸው?

ያልታቀዱ የተግባቦት ምንጮች

42. ሌሎች የቢራ ምርቶችን ትጠቀሙ ከ ነበረ የመጠቀም ፍላጎታችሁን ያስተጓጎሉ አጋጣሚዎች ናሯችሁ ያውቃሉን?

መነሻ፤

- ለናንተ ተገቢ ያልሆኑ ማስታወቂያዎች የሸያጭ ማነቃቂያዎች ና እስፖንሰርሺች
- የምርት ጥራት አስተሳሰብ ና የምርትዋጋ
- የምርት ተደራሽነት
- ሌሎች

43. በሌሎች የቢራ ምርቶች ያጋጠሟችሁ መስተጓጎሎች እናንተ የሀበሻቢራን እንድትገዙ አድርገዋልን? ምክንያቶቻቸው ምንድን ናቸው?

44. ከጓደኞቻችሁ ጋር ስለተለያዩ የቢራ ምርቶች በተለያዩ አጋጣሚዎች ትወያያላችሁ?

መነሻ፤

- ማህበራዊ መገናኛዎች
- የፊት ለፊት ውይይቶች
- የህዝብ በአላት ላይ
- ሌሎች

45. እነዚህ ውይይቶች እናንተ የሀበሻቢራን እንድትገዙ አድርገዋልን? ምክንያቶቻቸው ምንድን ናቸው?

46. በማህበረሰባችሁ ውስጥ ያሉ ታዋቂ ግለሰቦች የሀበሻ ቢራን እንድትጠቀሙ ያበረታቷችኃል? ከሆነስ በምን ምክንያት?

መነሻ፤

- የእድሜ ባለጸጋዎች
- የጎሳ፡ ባህላዊ ወይም ሀይማኖት መሪዎች
- ፖለቲከኞች
- ዝነኞች
- ሌሎች

47. እናንተን በ አባልነት ያቀፉ የትኞች ማህበራት የሃበሻ ቢራን እንድትጠቀሙ አበረታቷችኋል?

መነሻ፤

- የፖለቲካ ማህበራት
- የስፖርት ማህበራት
- የስነጥበብ ማህበራት
- ሌሎች

ማጠቃለያ

48. ከሀበሻቢራ ምርት ጋር የተያያዙ ጉዳዮች ከዜጎች ባህል ሀይማኖት ፖለቲካና ታሪካዊ እሴቶች አኳያ የላቸው ተግባራትንና ተቃርኖዎችን ብትገልጹልኝ።

መነሻ፤

- ማስታወቂያዎች
- የስፖርት ስርጭትና የሽያጭ ማነቃቂያዎች ስርጭትና ተደራሽነት
- የምርቱ ማሻሻያ፡ ሎጎ፡ ጣእም፡ ዋጋ፡ ቀለም
- የምርት ስርጭትና ተደራሽነት
- የድርጅቱ የሽያጭና የስርጭት ሰራተኞች
- የማህበራዊ ሃላፊነቱ ተደራሽነትና ስፋት

ለቆይታችን ልባዊ ምስጋና አቀርባለሁ

APPENDIX 4

In-depth Interview Guiding Questions for Habesha Breweries Marketing Communication Practitioners (Amharic version)

በ ቃለ ምልልስ ውስጥ ለሚሳተፉ

ለተከበራችሁ የህበሻ ቢራ ግብይት ባለሙያዎች፤

ለ ቃለ ምልልስ ፍቃደኛ ስለሆኑ በቅድሚያ አመሰግናለሁ።

የዚህ ቃለ ምልልስ አስፈላጊነቱ በፕሮፌሰር ጆርጅ ቻርለስ ኤንጅሎፕሎ አማካሪነት በደቡብ አፍሪካ ዩንቨርሲቲ እየተካሄደ ላለው የሶስተኛ ዲግሪ (PhD) ማሟያ ጥናት ግብአት የሚሆኑ ሀሳቦችን ለመሰብሰብ ነው። የጥናቱ ትኩረት በ ህበሻ ቢራ የግብይት ባለሙያዎች እየተተገበሩ የነበሩትንና ያሉትን የግብይት ተግባቦቶችን ለመረዳት ነው።

በተጨማሪም ጥናቱ በናንተ በደንበኞች ና በድርጅቱ መካከል ጥራቱን የጠበቀና ዉጤታማ የሆነ ደንበኛ ተኮር ተግባቦት ይዳብር ዘንድ አስተዋጽዖ ይኖረዋል። በዚህ ቃለ ምልልስ የትኞችንም ተያያዥ ሃሳቦች አወንታዊም ይሁኑ አሉታዊ ያለገደብ ያነሱ ዘንድ ይበረታታሉ። በተለይም አሉታዊ ሃሳቦች ያለገደብ እንዲነሱ ይበረታታል። ቃለ ምልልሱ በቀጥታ በመቅረጸ ድምጽ የሚያዝ ሲሆን በቀጣይነትም ወደ ጽሁፍ ተገልብጦ ለዚህ ጥናት ግብአት ይውላል። ከቃለ ምልልሱ የሚሰበሰበው መረጃም ወደ ጥናቱ ሲካተትም ሆነ ከ ጥናቱ መጠናቀቅ በኋላ በሚኖሩ ህትመቶች የተሳታፊዎች ማንነት በጥብቅ ሚስጥራዊ እንዲሆን ይደረጋል።

እርስዎ ለዚህ የቃለ ምልልስ በተሳታፊነት የተጋበዙት በህበሻ ቢራ ማምረቻ ድርጅት ውስጥ በመስራትዎ ብቻ ሳይሆን የድርጅትዎን የግብይት አተገባበር ሂደቶችን በጥልቀት ያውቋቸዋል በሚል እምነት ነው። ። ከህግ አኳያ ለዚህ ቃለ ምልልስ ተጋባዥ ድንበኞች እድሜያችው ከ 18 አመት በላይ መሆን እንዳለበት ልብ ሊባል ይገባል። ይህ ቃለ ምልልስ በግምት ለአንድ ሰዓት ያህል የሚቆይ ሲሆን ውይይቱን እንዲያቋርጡ የሚያስገድድ ሁኔታ ቢያጋጥምም ማቋረጥ ይችላሉ። ሆኖም የእርስዎ ተሳትፎ በጣም አስፈላጊ ስለሆነ ቃለ ምልልሱ እስኪጠናቀቅ ድረስ ንቁ ተሳትፎዎን በትህትና እጠይቃለሁ።

ወደ ቃለ ምልልሱ ከመግባታችን በፊት ጥያቄ ሃሳብ ወይም አስተያየት ካለዎት ያነሱ ዘንድ ዕድሉን ልስጥዎት። በ ቃለ ምልልስ ውስጥ ሊነሱ የሚገቡ ጥያቄዎች መምሪያ ከተሳታፊዎች ጋር የሚያያዙ ጥያቄዎች፤

ከተሳታፊዎች ጋር የሚያያዙ ጥያቄዎች፤

1. በድርጅትዎ ውስጥ በዚህ ወቅት ያለዎትን የስራ ድርሻ ሊነግሩን ይችላሉን?
2. በድርጅትዎ ውስጥ ለምን ያህል ግዜ በስራ ላይ ቆዩ?

ጠቅላላ ጥያቄዎች፤

1. ኢትዮጵያ ውስጥ ስላለው የቢራ ግብይት ያለዎትን አስተያየት ሊነግሩን ይችላሉን? በገበያው ውስጥ ምን አይነት ለውጦችን አስተዋሉ?
2. የሃበሻ ቢራ የግብይት መተግበሪያ ዘዴዎች ከሌሎች የቢራ አምራች ድርጅቶች የተለዩ ናቸው ብለው ያስባሉን ምክንያቶቻችን?
3. የሽያጭ ማስታወቂያ ግብአቶችን በሚያሰናዱበት ወቅት ለእያንዳንዳቸው የተግባቦት አላማ ወይም ግብ ይወጣላችኋል? ግቦችህ የሚያተኩሩት አመለካከት ወይስ ባህሪ ነው ወይስ ሁለቱንም ያካትታሉ?
4. በድርጅትዎ የግብይት ተግባቦት እቅድ ውስጥ የደንበኞች ፍላጎት እንዴት ይስተናገዳል?

ስለ ሃበሻ ቢራ ቀጥተኛ መጠይቅ

ሀ: የታቀደ ተግባቦት

ማስታወቂያና የህዝብ ግንኙነት

1. የሃበሻ ቢራን ለማስተዋወቅ የትኛውን የመረጃ ማሰራጨ ይጠቀማሉ? እነዚህን ማስታወቂያዎች እንዴት ይገልጻሉ?

መነሻ:

- የብዙሃን መገናኛዎችን ማለት እንደ ቴሌቪዥን ሬዲዮ ኢንተርኔት እና ማህበራዊ ገጾችን
- የህትመት ማሰራጨዎችን ማለት ጋዜጦችንና መጽሔቶችን
- ሌሎች

2. የሃበሻ ቢራ ማስታወቂያዎች በምርት ማከፋፍያ መኪኖችና በአደባባይ ላይ ለእይታ ይቀርባሉ? መልስዎ አዎን ከሆነ እነዚህን ማስታወቂያዎች እንዴት ይገልጧችኋል?

3. የሃበሻ ቢራን ለማስተዋወቅ ተለጣፊ እና በራሪ የመረጃ ወረቀቶችን ይጠቀማሉ?

4. በሆቴሎች ቡና ቤቶችና ግሮሰሪዎች ውስጥ ምን አይነት የማስታወቂያ ግብአት ይጠቀማሉ?

መነሻ:

- የሃበሻ ቢራ የሚቀመጥባቸው ዘመናዊ ማቀዝቀዣዎች
- በሃበሻ ቢራ ማስታወቂያዎች ያጌጡ ማስተናገጃዎች (ወንበርና ጠረጴዛ)
- የሃበሻ ቢራን የሚያስተዋውቁ በግድግዳ ላይ የሚሰቀሉ ከቆዳ የተሰሩ የስእል ስራዎች

- የምርቱ አርማ ያሉባቸው መጠጫዎች
- አስተናጋጆችና የሽያጭ ሰራተኞች የሚያደርጓቸው ጃኬቶች ሽሚዞችና ኮፍያዎች
- ሌሎች

5. እስከ አሁን የተጠቀሙባቸው የማስታወቂያ ማዳረሻዎች የሽያጭ ግቦችን እንዲመቱ አስችሎታል? ማስታወቂያዎቹ ምን ያህል ውጤታማ ነበሩ?

መነሻ:

- የሽያጭ ግቦችን በማሳካት
- የተጠቃሚዎችን ምርጫ በመሳብ
- ከተጠቃሚዎች ባህል ሀይማኖት እና የመሳሰሉት ጋር መናበብ
- ሌሎች

6. ስለ ሀበሻ ቢራ በመገናኛ ብዙሃን የቀረቡ የዜና ዘገባዎች ኖረው ያውቃሉን? ካሉስ በየትኞቹ?

7. እንደነዚህ አይነት ዜናዎች የተጠቃሚዎች ምርጫ ላይ ተጽእኖ ያሳድራሉ ብለው ያምናሉን?

የሽያጭ ማነቃቂያ

8. ምርትዎን ለመሸጥ እስከ አሁን ምን አይነት ሽያጭ የማነቃቂያዎችን ተጠቅመዋል? ብዙ ደንበኞችን የሳቡልዎት ማበረታቻዎች የትኞቹ ናቸው?

መነሻ:

- የተለያዩ የእጣ ማጫዎቻ ነጻ ትኬቶች
- በግዢ ወቅት የሚቀርቡ ከክፍያ ነጻ የቢራ ምርቶች
- ዋጋ ቅነሳ
- ነጻ የቢራ ቅምሻ ግብዣዎች
- የቁሳቁስ እና አልባሳት ስጦታዎች
- ችግር ያለባቸውን የምርት እሽጎችን መቀየር
- ሽልማት በሚያስገኙ ውድድሮች ላይ ተጠቃሚዎችን ማሳተፍ
- ሌሎች

9. የሽያጭ ማነቃቂያዎችን የሚያቀርቡት በምን ያህል ጊዜ እና በምን አይነት አጋጣሚዎች ነው? ምክንያቶቻቸው ምንድን ናቸው?

10. እነዚህ ማነቃቂያዎች በአይነትና በመጠን ምን ያህል ማራኪ ናቸው?

11. እነዚህ ማነቃቂያዎች የተጠቃሚዎች የመግዛት ውሳኔ ላይ ተጽእኖ አላቸው ብለው ያምናሉ? ምክንያቶቻቸው ምንድን ናቸው?

ወጪ መጋራት

12. ድርጅትዎ ወጪአቸውን የሚጋራቸው ተግባራት ወይም አጋጣሚዎች የትኞቹ ናቸው ምክንያቶቻቸው? ወጪ መጋራቱስ ተፈጻሚ የሚሆነው መቼ እና በምን ያህል ጊዜ ነው?

መነሻ:

- የስፖርት ቡድኖች
- ብሄራዊ ክልላዊና አካባቢያዊ አመታዊ በአላት
- ማህበራዊ መዝናኛዎችን
- ሀይማኖታዊ ክብረ በአላትን
- የፖለቲካ ስነ ስርአቶችን
- አገር በቀል ባህላዊ ስነ ስርአቶችን
- ሌሎች

13. ድርጅትዎ እስከ አሁን ድረስ ባካሄደው ወጪ መጋራት ምን ተጠቃሚ ሆኗል?

14. ድርጅትዎ የሚያካሂደው የወጪ መጋራት ተግባር የተጠቃሚዎች ግዢ ውሳኔ ላይ ተጽእኖ ይኖረዋል?

15. ድርጅትዎ መሀበራዊ ሀላፊነቱን ይወጣል? በእስካሁኑ ቆይታው ምን አይነት እንቅስቃሴዎች ውስጥ ጉልህ አስተዋጽኦ አበርክቷል?

መነሻ:

- የአካባቢ ጥበቃ
- የዱር እንስሳት ጥበቃ
- ሰብአዊ እርዳታ

- ገበሬዎች ለፋብሪካው ግብአት የሚሆኑ የእርሻ ምርቶችን እንዲያመርቱ መርዳት
- ሌሎች

16. በነዚህ ተሳትፎዎቻችሁ ምክንያት የቢራ ተጠቃሚዎች ላይ ሊኖር የሚችለውን የአመለካከት ለውጥ ለማጥናት ዳሰሳ አድርጋችሁ ታውቃላችሁ? ከሆነስ ምን ያህል ውጤታማ ናችሁ?

17. እነዚህ ተሳትፎዎቻችሁ ተጠቃሚው ምርታችሁን ለመግዛት የሚወስደው ውሳኔ ላይ ተጽእኖ አላቸው ብለው ያምናሉ? ምክንያቶቻቸው ምንድን ናቸው?

ቀጥተኛ ግብይት

18. ከደንበኞችዎ ጋር ቀጥተኛ ተግባቦት የሚያካሂዱት እንዴት ነው?

መነሻ:

- በፖስታ
- በስልክ ግብይት (በጽሁፍ እና በድምጽ)
- በድረጅቱ ድረ ገጽ
- ኢንተርኔት ላይ በሚወጡ የጽሁፍ የምስልና የድምጽ ማስታወቂያዎች
- የኢንተርኔት ላይ ወጪ መጋራት
- የኢንተርኔት ላይ የሀበሻ ቢራ ማህበረሰብ
- የኤሌክትሮኒክስ ደብዳቤ
- ሌሎች

19. እነዚህን ቀጥተኛ የግብይት ማከናወኛ ግብአቶች የተጠቃሚን የመግዛት ውሳኔን በመሳብ በኩል ምን ያህል ውጤታማ ሆነው አገኛቸው?

ለ. የምርት ተግባቦት

20. የሀበሻ ቢራ ምርት ማሸጊያ ገጽታ መገለጫዎች ምንድን ናቸው?

መነሻ:

- ውጫዊ ገጽታ (ቀለም ቅርጽ መጠን)
- ለአካባቢ ተስማሚነቱ

- ለአያያዝ ምቹነት
- ሌሎች

21. ምርቱን ከላይ በገለጹት መንገድ ወይም ገጽታ ይታሸግ ዘንድ መነሻ ምክንያቶች ምንድን ናቸው?
22. ከምርትዎ የማሸጊያ ገጽታዎች አኳያ የትኞቹ ተጠቃሚው በግዢ ወቅት ምርትዎን እንዲመርጥ ተጽእኖ አደረጉ?
23. በምርቱ መግለጫ ላይ ምን አይነት መረጃ እንዲኖር አደረጉ? መነሻ ምክንያቶችዎስ ምን ነበሩ?

መነሻ:

- መለያ ምልክት
- ቁጥር መግለጫዎች
- ጽሁፍ
- ሌሎች

24. በምርት መግለጫው ላይ ያለው መረጃ ተጠቃሚዎች የሀበሻ ቢራን እንዲመርጡ አስችሏል ብለው ያስባሉ?
25. በምርትዎ እሽግ ላይ ያለውን መለያ ምልክት እንዴት ይገልጹታል? ይህን መለያ ምልክት ለመምረጥ ምክንያቶች ምንድን ናቸው? ከተጠቃሚዎች ፍላጎት አኳያ እንዴት ይታያሉ?
26. የሀበሻ ቢራ ምርትን በማቀነባበር ሂደት ላይ ጥራትን እንዴት ነው የምትጠብቁት? ከተጠቃሚዎች ባህሪያት አኳያ ምን ጉዳዮች ታሳቢ ተደርገዋል?

መነሻ:

- የምርት ግብአቶች
- የአልኮል መጠን
- ቀለም
- ጣእም
- ሌሎች

27. ከነዚህ ዉስጥ የትኞቹ የደንበኞቻችሁን ፍላጎት ያሟላሉ? እነዚህ የጥራት መጠበቂያ ተግባሮቻችሁስ ተጠቃሚዎች የናጉትን ምርት እንዲመርጡ አድርጓቸዋል ብለው ያስባሉ?

28. ምርታችሁ ከወቅታዊው የመሸጫ ዋጋ በላይ ያወጣል ብለው ያስባሉ? የመሸጫ ዋጋ ትመና ላይ ምን አይነት ጉዳዮችን ከግምት ውስጥ አስገብተዋል?

መነሻ:

- የደንበኞች የመግዛት አቅም
- የተወዳዳሪ መስል ድርጅቶች ምርት ዋጋ
- ሌሎች

29. የዋጋ ተመናችሁ ተጠቃሚዎች የናገሩትን ምርት እንዲመርጡ አድርጓል ብለው ያስባሉ? ምክንያቶቻቸው ምንድን ናቸው?

30. ከምርታችሁ ጋር በተያያዘ ምን አይነት የጤና ጉዳዮችን ከግምት ታስገባላችሁ? እነዚህን የጤና ጉዳዮች በምርታችሁ ላይ ተንጸባርቀዋል?

31. ለጤና ጉዳዮች ትኩረት በመስጠታችሁ ተጠቃሚዎች ምርታችሁን እንዲመርጡ አድርገናል ብለው ያስባሉ?

ሐ. የአገልግሎት ተግባሮች

32. ምርታችሁን በማሰራጨት ስራ ላይ የሚሳተፉ የአቅርቦት ስራተኞች ሚናቸው ምንድን ነው? እነዚህ የአቅርቦት ስራተኞች ምርታችሁን እንዴት ያስተዋውቃሉ?

መነሻ:

- የምርት መጫኛ መኪኖችን የሚያሸከረክሩ
- አውጪና አውራጆች
- ገንዘብ ተቀባዮች
- የሽያጭ ስራተኞች
- ሌሎች

33. ከእነዚህ የአቅርቦት ስራተኞች መካከል የትኞቹ ተጠቃሚዎች በመሳብ ውጤታማ ናቸው? ምክንያቶቻችሁ ምንድን ናቸው?

34. የሀበሻ ቢራ ምርትን የትና መቼ ያከፋፍላሉ/ ይሸጣሉ? ምርታችሁ በደንበኞቻችሁ የጊዜ እና ቦታ ፍላጎት መሰረት ተደራሽ ነው?

መነሻ:

- በድርጅታችሁ ባለቤትነት ያሉ የቢራ መጠጫ ቤቶች
- የአደባባይ የቢራ አቅርቦት
- በየመኖርያ ቤቶች
- በግል ቡና ቤቶችና ሆቴሎች
- ሰአት እና ወቅት
- ሌሎች

35. በምርታችሁ ተደራሽነት ምክንያት ተጠቃሚዎች የናንተን ምርት ምርጫቸው አድርገዋል ብለው ያስባሉን?

36. የድርጅታችሁን የግብይት ተግባቦት ማስፈጸሚያዎችን የበጀት አፈጻጸሞችን እና ሌሎችንም የሚያሳይ ጽሁፍ ይኖርዎታል?

37. በመጨረሻም መታለፍ የለበትም የሚሉት ጥያቄ ወይም ሀሳብ አልዎትን?

ለቆይታችን ልባዊ ምስጋና አቀርባለሁ

APPENDIX 5

Informed Consent Form

Title of Project: Evidence of Brand Contact in Ethiopian Beer Market: A Nordic School Approach of Strategic Integrated Marketing communication

Researcher: Samson Mekonnen

Email address: 58557997@mylife.unisa.ac.za or samsonme2017@gmail.com

Supervisor: Professor George Angelopulo

Email address: angelgc@unisa.ac.za

1. Purpose of the Study:

This group discussion is part of the requirements for a PhD research project under the supervision of Professor George Charles Angelopulo at the University of South Africa. The project aims at understanding marketing communications as perceived and practiced by Walia Beer customers in Ethiopia. The study intends to enhance quality and customer-oriented communication between you, the customer, and the company. The points of discussions concentrate on more general questions to more specific questions (sources of brand message) pertaining to this study.

2. Procedures to be followed:

Please feel free to share your point of view even if it differs from what others have said. Keep in mind that we're just as interested in negative comments as positive comments, and at times the negative comments are the most helpful. We will be recording this session, but it is purely for academic research purposes. We will need this to write down the text for this study. The information you provide will be kept confidential and will be used for this research purpose ONLY. Your identity will not be revealed in any publications that result from this study. Individual data will be stored securely and will be

available to people involved in this research work confidentially. No reference will be made in the written reports that could link you to the study.

4. Discomforts and Risks: There are no risks in participating in this research beyond those experienced in everyday life.

5. Duration/Time: This group interview should last approximately an hour to an hour and a half, and you can leave at any point. But I strongly believe you will stay till the end of the discussion.

6. Statement of Confidentiality: Your participation in this research is confidential. In the event of any publication or presentation resulting from the research, no personally identifiable information will be shared because your name is in no way linked to your responses.

7. Right to Ask Questions: Please contact Professor George Angelopulo at Angelgc@unisa.ac.za with questions, complaints or concerns about this research.

8. Voluntary Participation: Your decision to be in this research is voluntary. You can stop at any time. You do not have to answer any questions that you do not want to answer. Refusal to take part in or withdrawing from this study will involve no penalty or loss of benefits you would receive otherwise. You must be 21 years of age or older to take part in this research study.

You will be given a copy of this form for your records.

Participant Signature

Date

Researcher Signature

Date

UNISA COMMUNICATION SCIENCE ETHICS REVIEW COMMITTEE

Date 28 August 2019

Dear Mr Samson Mekonnen Hailu

NHREC Registration #: Rec-
240816-052
ERC Reference #: 2019-
COMMSCIENCE-CHS-58557997
Name: S Mekonnen Hailu
Student #: 58557997

Decision:
Ethics Approval from 28 August
2019 to 02 September 2024

Researcher(s): Mr Samson Mekonnen Hailu

Supervisor (s): Prof GC Angelopulo

Department of Communication Science

University of South Africa

Angelgc@unisa.ac.za

012 429 6073

083 989 0034

Working title of research:

**INTERCULTURAL MARKETING COMMUNICATION STRATEGIES OF HEINEKEN AND
BGI ETHIOPIA: A COMPARATIVE PERSPECTIVE**

Qualification: PhD in Communication

Thank you for the application for research ethics clearance by Department of Communication Science Ethics Review Committee for the above mentioned research. Ethics approval is granted for five years.

*The **low risk application** was **reviewed** by the Departmental Ethics Review Committee on **08 August 2019** in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment. The decision was tabled at the Committee meeting on **21 August 2019** for approval.*



The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the **Communication Science Ethics Review Committee**.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.
7. No field work activities may continue after the expiry date (**02 September 2024**). Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

Note:

*The reference number **2019-COMMSCIENCE-CHS-58557997** should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.*

Yours sincerely,

Signature :



Mr Siyabonga M Mfuphi

Ethics Chair :

Communication Science Ethics Review Committee

E-mail: mfuphsm@unisa.ac.za

Tel: (012) 429-8264

Signature :



Dr Suryakanthie Chetty

Ethics Chair : CREC

E-mail : chetts@unisa.ac.za

Tel: (012) 429 6267

URERC 25.04.17 - Decision template (V2) - Approve

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habesha

Habesha Breweries S.C.
Addis Ababa, Ethiopia
Tele: 011 662 56 55 / 011 869 42 91
Fax: 011 663 43 85
P.O.Box 197 Code 1251
E-mail: info@habeshabreweries.com

Date: 26/7/2019

Ref No: HBSC/SM/07/83/2019

To: University of South Africa
South Africa

Subject: Research Site Approval Letter

This letter is submitted to your esteemed university to assure that Mr. Samson Mekonnen Hailu who is studying in your university under the PHD program submitted a proposal to conduct his research in Habesha Breweries under his course given title and accordingly Habesha Breweries has accepted his request and facilitated for him all the means of gathering the information and accordingly he has been gathering all the information related to his course given title from the employees of the company the past months.

Therefore, this is to confirm that Mr. Samson Mekonnen Hailu has been gathering information from Habesha Breweries in the form of interviews. If you have any concerns or need additional information, you may contact Habesha Breweries by sending an official letter to our headquarters which is located at Bole Medhanialem in front of Morning Star Mall.

Sincerely,

Ezra Birhane

National Sales Manager

