

Introduction of Champion Product Approach

**Based on Experience in Export Promotion in Ethiopia
Ver. 2**

February 2017



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Japan International Cooperation Agency

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Introduction

Ethiopia is located in the northern part of the African continent and is near Europe and the Middle East. Because of this geographical advantage, the country has recently maintained GDP growth of more than 10% and has made efforts to promote manufacturing industries. Since 2009, the Ethiopian government, which is highly interested in Asian countries' development experience, has continued dialogues regarding industrial policies with the Japan International Cooperation Agency (JICA).¹ Through the dialogues, the Ethiopian government learned concreted measures from Japan and other Asian countries that achieved remarkable industrial development and now aims to improve the organizational systems and capacities related to Ethiopia's industrial development.

As one of the export promotion methods that contribute to industrial promotion, the Champion Product Approach (hereinafter "CPA") was proposed during the policy dialogues. The CPA places importance on demand- and customer-oriented export promotion. The CPA aims to discover champion products' that are unique (Only One) and high-quality (Best One) and reflect Ethiopia's culture and historical background (hereinafter "Champion Products") and to enter overseas premium markets." Through the CPA, Ethiopia is expected to improve its image and further increase exports. In Ethiopia, the activities for Phase 1 were carried out from May 2013 to February 2014, including a study for establishing the concept of the CPA and verifying the effectiveness of the CPA. In Phase 2, which was carried out from November 2014 to March 2017, brand development, product development, and promotional activities were carried out through the CPA in the leather sector, which had been selected based on market research. As a result, many business negotiations were held with Japanese companies, and some Ethiopian companies received orders. These achievements are based on cooperation between the Ethiopian government and industrial associations, their strong commitment, and Ethiopian companies' changes in their views.

This document summarizes the trial efforts for the CPA in Ethiopia and facilitates the use of the CPA for other countries' efforts to promote exports. The target readers are government officials engaged in policy making of export promotion and its implementation, managers of industrial associations and other private intermediate organizations, and executives and employees of private companies. Such government officials and persons from industrial associations are expected to have discussions about the CPA based on a common understanding and their use

¹ The Japanese organizations—organizations such as JICA and the National Graduate Institute for Policy Studies—have held the policy dialogues to continue discussions about Ethiopia's industrial development. They have so far carried out various studies and exchanges of opinions concerning the extension of *kaizen* and the promotion of foreign companies' investments.

of the CPA for practical activities. Persons from the private intermediate organizations and general companies who read this document can gain practical knowledge used for daily operations related to branding and promotion.

This manual describes each step of the process to make it possible to choose the CPA's process in response to situations and necessity. We will be glad if the market research we explain in this document and the resultant view on the selection of a sector will be somewhat useful for the readers engaged in export promotion.

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Abbreviations and Acronyms

CPA	Champion Product Approach
EIC	Ethiopian Investment Commission
ELIA	Ethiopian Leather Industries Association
ITIA	Imabari Towel Industrial Association
JICA	Japan International Cooperation Agency
JIS	Japanese Industrial Standards
LDC	Least Developed Countries
LIDI	Ethiopia Leather Industry Development Institute
POP	Point-of-purchase advertising
QCD	Quality, cost, delivery
SNS	Social networking service
SNV	The Stichting Nederlandse Vrijwilligers (Netherlands Development Organization)
VM	Visual Merchandising

PART 1. CONCEPT OF THE CHAMPION PRODUCT APPROACH

1. WHAT IS THE CHAMPION PRODUCT APPROACH?

The champion product approach (CPA) is a strategy for promoting export through discovering of unique (only one) and high-quality (best one) “champion products” that reflect a country’s culture and historical background, and selling of those products at overseas premium markets, thereby improving the images of the products and the country. And it results in increasing the country’s exports, which is the ultimate goal. The CPA can be positioned in a logic model as shown in the following figure.

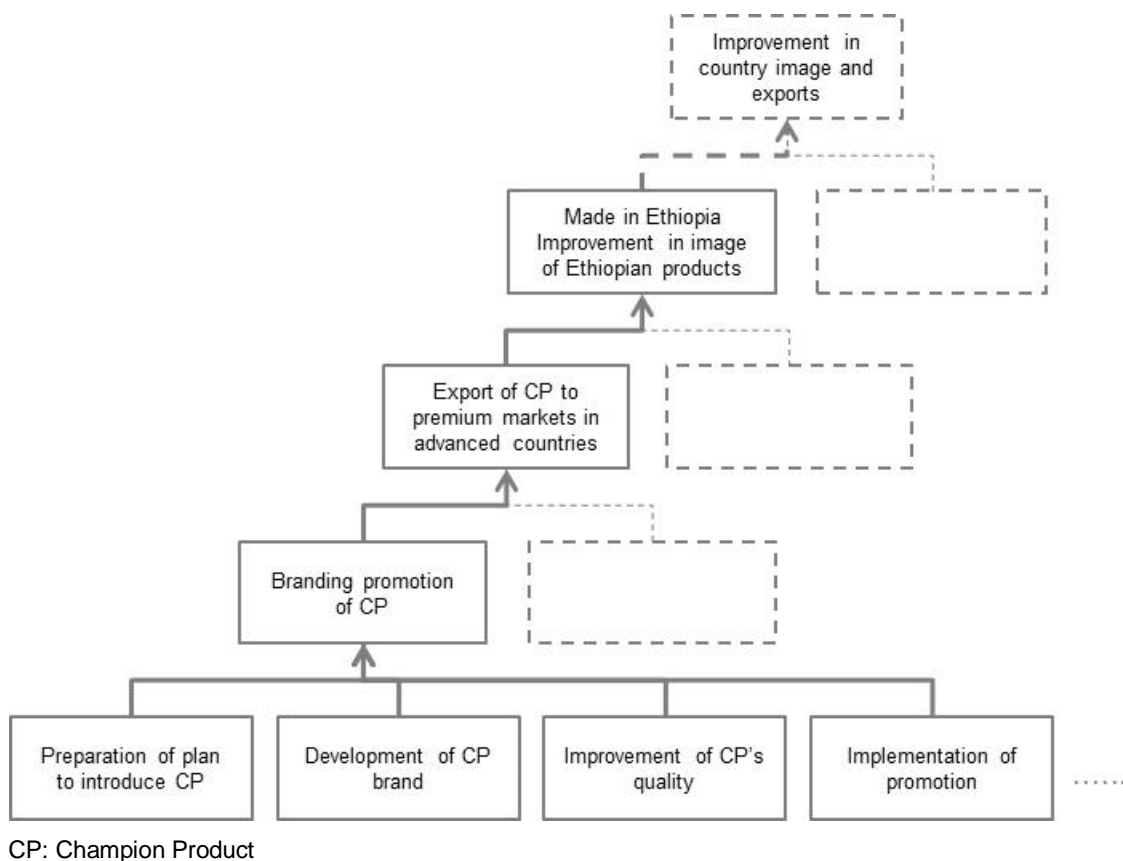


Figure 1. Logic model of the CPA

1.1 Position of the CPA in General Measures for Export Promotion

Though measures for export promotion differ from country to country, they are usually carried out by each country’s government and can be summarized according to the framework shown in Figure 2.

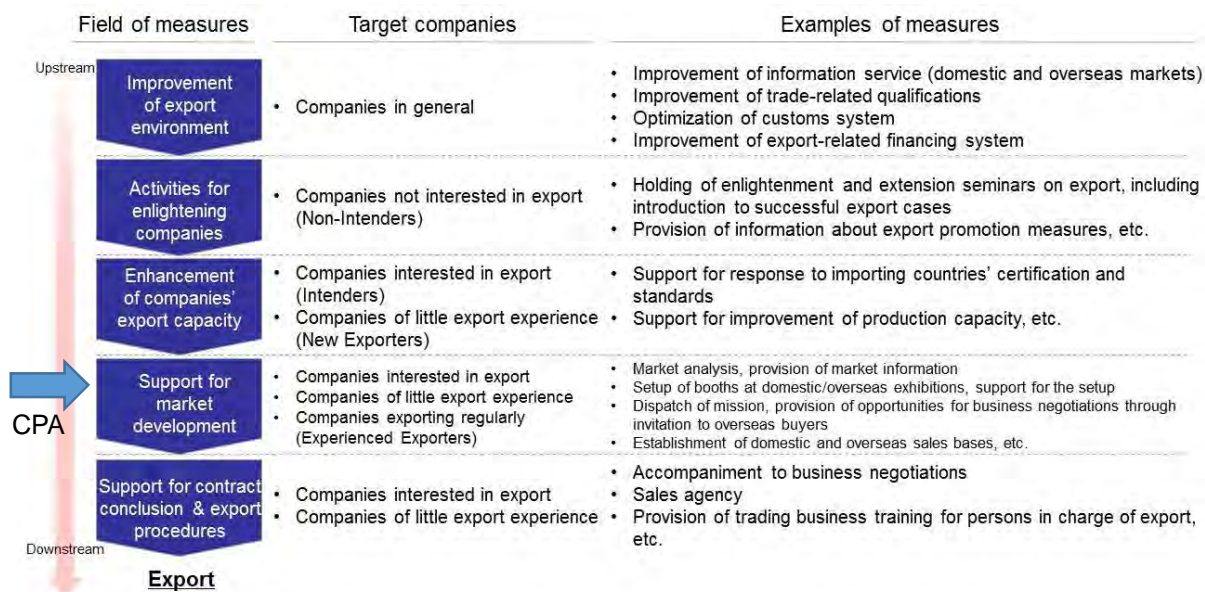


Figure 2. Framework for general export promotion measures

The CPA can be regarded as a part of a “support for market development” arrowed in the above framework.

1.2. The CPA's Characteristics

1.2.1 Market-oriented

The CPA directly acts on markets through the communication power of brands and the promotion of products. The CPA is characterized by encouraging companies to shift their strategy from product-out to market-in. In other words, it is important to continue to create products suitable for needs based on the understanding of markets and the identification of points to be improved; that is, to shift the strategy from selling products (product-out) to produce things selling well (market-in).

The CPA adjusts and integrates subsequent support actions based on the chosen brand after the establishment of the sector brand. Partner companies are also selected based on a concept of the sector brand, and promotional activities are carried out by concept integration.

The CPA emphasizes sector branding for two reasons. The first is because the CPA aims to improve a country's image, and it is not aimed at the promotion of a specific company. The second is that only a few companies in the developing world can currently enter competitive overseas premium markets smoothly, and an individual company does not have a competitive advantage. Thus, via the integration of each company's products into the bottom of the sector brand, the CPA is designed to develop a branding strategy, create additional value, and enhance competitiveness, which are difficult to address for an individual enterprise.

1.2.2 Supplementation with other support approaches

The CPA can supplement other approaches (such as the value chain approach) without competing with them (see Figure 3). In Ethiopia, various donors gave support to value chains within each sector or in a cross-sectoral manner. For example, to improve the quality and productivity of companies, JICA endeavored to promote *kaizen* in Ethiopia and many other countries. In addition, SNV,² a support organization in the Netherlands, gave business and sector development technologies to intermediaries in value chains in the honey field.

Because such support is effective, it has so far contributed to the development of sectors and an increase in employment opportunities. The combination of these approaches and the CPA will make it possible to increase development contributions.

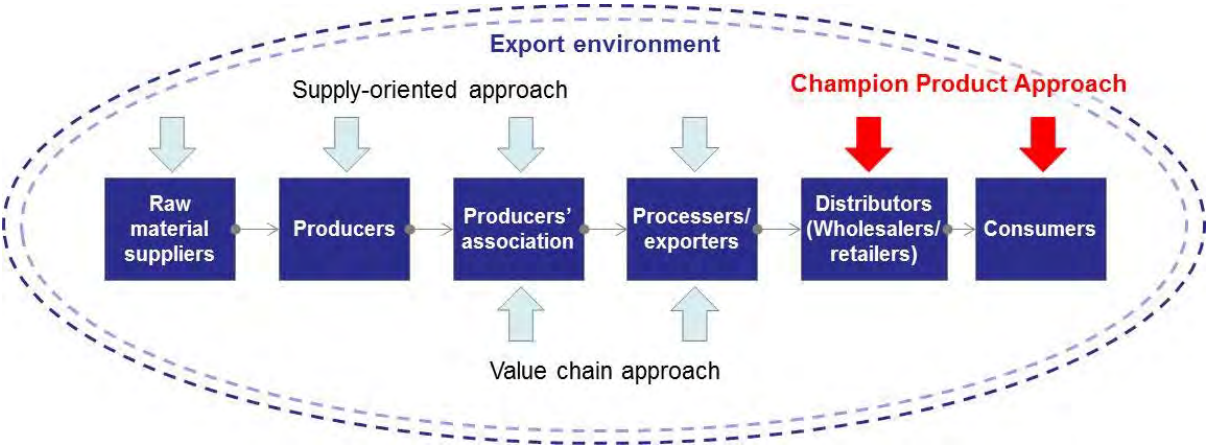


Figure 3. The CPA’s position in the value chain

² The Sticing Nederlandse Vrijwilligers (Netherlands Development Organization), which was founded in 1965.

2. TEN STEPS OF THE CPA

If a country exports a value-added product, it is essential to research the target foreign market and identify market needs. After that, in domestic industries, the country should find a product that satisfies the market's needs. However, if the country sells a product in a global market as a final product, it is important to identify the needs with regard to its design demanded, color, and quality carefully; in the CPA, take into account whether the product is unique and high-quality, whether the product has a story attractive to consumers, and what value the story can produce.

To introduce and carry out the CPA, it is necessary to follow these ten steps in this order:

1. Plan the CPA implementation.
2. Choose potential target sectors.
3. Set a target market.
4. Decide a target sector.
5. Develop a champion product brand.
6. Select partner companies.
7. Conduct promotion.
8. Understand market.
9. Brand management.
10. Review the CPA flow.

1. *Plan the CPA implementation.*

The first step is the preparation of a plan to introduce the CPA. The plan includes the construction of an implementation system, activity contents and scheduling, and setting an objective for each phase. This plan can be flexibly revised during the activity implementation.

2. *Choose potential target sectors.*

Select some potential domestic products and industries that have a cultural, historical, or geographical value and are likely to be recognized as excellent in quality (or have already been recognized as such) in the overseas market.

3. *Set a target market.*

Set a target market, such as a country or a region. After that, analyze what needs the market has, what rivals exist in the market, and what barriers are expected in the market.

4. *Decide a target sector.*

Decide a target sector based on the target market analysis result.

5. *Develop a champion product brand.*

Carry out sector branding based on the characteristics of the market found from the target market analysis result.

6. Select partner companies.

Select partner companies that will carry out promotional activities through the use of the developed sector brand.

7. Conduct promotion.

Promotion is actually carried out in the target market. At this step, promotional activities are carried out, including developing pamphlets, websites, and other promotional tools and participating in trade shows.

8. Understand Market.

The CPA is a continuous process and is carried out for a long time, repeating trials and errors. To conclude export contracts and change the country's image, it is necessary to continue improving the project itself, including branding, in addition to product pricing, distribution, and promotion.

9. Brand management.

Establish the brand management system during discussion among stakeholders and maintain the brand, so that the value promised through the brand can always be given to consumers.

10. Review the CPA flow.

The process of the CPA itself should be reviewed. The last step consists of reviewing the 9 processes above and the improvement for the next cycle of the approach.

Column. Outline of the CPA Introduction in Ethiopia

The CPA introduction in Ethiopia was recommended by the Japanese side during industrial policy dialogues between the Ethiopian government and Japanese government held in 2012 and was attempted in 2013. The figure below summarizes the activities during Phase 2, which began in 2014, according to the steps described in this text.

Procedure	Activities
Plan the CPA implementation	<ul style="list-style-type: none"> In November 2014, ICCPA was founded with the participation of EIC, LIDI, ELIA, the Ministry of Foreign Affairs, Ministry of Industry, and Ethiopian Chamber of Commerce and Industry. At the kick-off meeting, details of activities and the schedule were examined and the role of each organization was discussed. The representatives of the organizations signed MOU.
Choose potential sector	<ul style="list-style-type: none"> During CPA Phase 1, which was carried out by JICA in 2013, six sectors were recognized as having potential as champion products and were chosen as potential sectors: coffee, textile, leather, jewelry, farm products (including rose and honey), and tourism.
Set a target market	<ul style="list-style-type: none"> Japan, which is one of the world's most eminent high-end markets, was chosen as the target market. Regarding the above six sectors, trends were researched in the Japanese market. Concretely, trade statistics were examined and interview surveys on buyers were conducted at international exhibitions.
Decide a target sector	<ul style="list-style-type: none"> Of the six sectors, leather and textile were recognized as highly potential. Regarding both, detailed research was carried out concerning competition, market oligopoly, market tendency, easiness of adopting a branding approach, etc. As a result, leather, especially sheep leather, was chosen as the target sector.
Develop a sector brand	<ul style="list-style-type: none"> A brand workshop was held within ICCPA to examine what value, brand name, and brand logo should be advertised. As a result, a brand named Ethiopian Highland Leather started. A website was opened and sales promotion materials, such as pamphlets and posters, began to be prepared.
Select partner companies	<ul style="list-style-type: none"> Knowledgeable experts visited about 30 companies chosen from LIDI's list of leather manufacturers in Ethiopia by recommendation of ELIA and UNIDO. Eight companies are selected in terms of CP quality, exportability, and managers' vision.
Conduct promotion	<ul style="list-style-type: none"> In July 2015, Ethiopia's apparel industry participated in IFF, one of the largest apparel exhibitions in Japan. Several participating companies concluded contracts with Japanese companies, receiving Japanese designers' support in design and providing a display by a method using VMD theory.
Market understanding and identify gaps	<ul style="list-style-type: none"> An intermediate wrap-up meeting was held to discuss what points to improve based on buyers' comments and experience in cancelled transactions. The design and quality of products were improved and the products were exhibited again at IFF in 2016. During IFF, opportunities for business negotiations were gained more than last time.
Review the CPA flow	<ul style="list-style-type: none"> At the end of Phase 2, outcomes, issues, and recommendations for the future were reported. In addition, a seminar was held with the participation of main stakeholders to evaluate the two-year activities.

PART 2. TEN STEPS OF THE CPA AND ACTIVITIES

1. PLAN THE CPA IMPLEMENTATION

Point!

This step decides who, what, and when:

- ✓ Construction of an implementation system (who).
- ✓ Examination of activities (what).
- ✓ Preparation of implementation schedule (when).

1.1. Construction of an implementation system

The CPA is a comprehensive approach in that the government, an industry, and private companies cooperate to make marketing efforts. Because several companies and organizations participate in activities, and because the government and the industry cooperate to manage a brand and arrange activities, it is important to construct an implementation system for not only making decisions but for carrying out activities. The role of the system is to lead the activities in each step and coordinate the cooperation between companies and related organizations. To fulfil this role, it is necessary to consider the following points when constructing the implementation system:

1. construction of an implementation system for cross-sectoral activities;
2. transfer of leadership to a private intermediate organization and cooperation in training; and
3. securing budgets and human resources to become an actor.

1.1.1 Securing budgets and human resources to become an actor

The establishment and operation of an implementation system requires a group of full-time staff members and a budget for activities. During the first CPA implementation (Phase 1), which was carried out in Ethiopia in 2013, a taskforce was formed with the participation of public and private members. However, the taskforce did not include a full-time member in charge of the CPA. As a result, the taskforce only played a role as an advisory committee rather than an implementation system. Based on this lesson, in Phase 2, which began in 2014, the Implementation Committee of the CPA was formed and, as strong driving organizations for the CPA, the Ethiopian Investment Commission (EIC), the Ethiopian Leather Industry Association (LIDI), and the Ethiopian Leather Industries Association (ELIA) appointed persons in charge to establish a substantial implementation system.

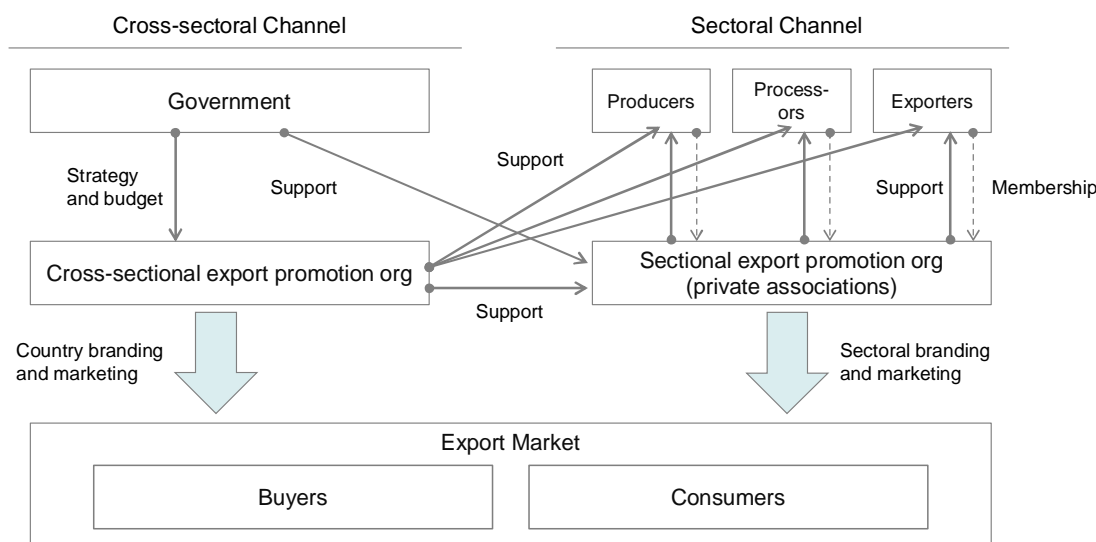
1.1.2 Close cooperation with private intermediate organizations, etc.

Although the CPA will be carried out under the government's leadership at the beginning of its introduction, it has been assumed that private partner organizations such as producers' associations and other private intermediate organizations will be engaged or nurtured in the CPA and, after the end of a certain period, such private intermediate organizations will take the leadership in promoting the CPA. For details, see Column 2 below.

It seems the CPA often begins under the government's leadership at an early stage. The government constructs an implementation system for leading the CPA activities, and the organization founded for the system develops a brand, selects prospective champion products, and proceeds with promotion through several media. In the long-term viewpoint, however, it is desirable to shift leadership from the government to private intermediate organizations, which should independently maintain and manage the brand created by the CPA.

Japan has the JAPAN Brand Development Assistance Program, an export promotion measure similar to the CPA. Like the CPA, the program aims to improve the country's image by promoting the JAPAN brand through specially selected products. However, it differs from the CPA in the degree of the government's participation and the role of private organizations. First, the government gives assistance only in maintaining and managing the JAPAN brand logo and financing adopted projects. Second, the role of private intermediate organizations is far more significant than that under the CPA. Applications for the JAPAN brand can be filed only through private intermediate organizations, such as producers' associations and chambers of commerce and industry. Private intermediate organizations also play an important role in promoting cooperation between companies within a sector or category or supporting the strategy planning. Such an approach can be taken in Japan because private intermediate organizations (and the private companies that support them) are mature and have strong management capacity.

Such public-private cooperation in the export promotion can be arranged, as shown in the figure below.



Source: Prepared by FASID based on Japan Ministry of Agriculture, Forestry, and Fisheries (2012, 198)

Figure 4. General structure for export promotion

The CPA should aim to be such a form of public–private cooperation from the long-term viewpoint. This is why the CPA should have a close cooperative relationship with the private sector, such as private intermediate organizations, from the outset.

Such public–private cooperation cannot be achieved only by the government’s adoption of the CPA. In addition to the CPA, the government should carry out a program for supporting the development of private intermediate organizations.

1.1.3 Cross-sectorial approach

The CPA is expected to bring about a positive impact on the overall image of a country’s products. However, it is not effective to launch the CPA activities in many sectors within the constraints of budgets, time, and man power. By creating an advanced case and expanding the achievements and methods learned from the case to other sectors, such cross-sectorial approaches will raise the level of products and improve the product’s image. Eventually, it will lead to larger impact.

Looking forward to the future developments, it is beneficial to involve organizations related to the export promotion in the activities.

1.2 Draw up activity plans

After the implementation structure and its body are well organized, consider the next activities. For instance, in the step to implement a promotion, a company will give shape to the kind of promotion it will do. Then, the company will plan whether to create a brochure, whether to do a promotion through website and social networking service (SNS), which exhibition would be

appropriate if it puts up a display booth, whether to send a person in charge of the promotion and mission, and whether to open a pilot shop. All choices are made for a more effective approach toward the target market in light of budgets and implementation structure capabilities.

1.3 Decide an implementation schedule

After activity plans are created, set out a schedule in line with the activity. The schedule is decided in chronological order, taking the following factors into account: whether working sequence is appropriate, and whether the schedule is feasible within the time and resource limits. If you are willing to run a booth at an exhibition, start preparing for the exhibition preferably a year or six months out, at the latest. (See Appendix I: Sample CPA Implementation Schedule (Ethiopian case) and Appendix II: Sample Preparation Schedule for a Trade Show.) (Also see Appendix III: Trade Show Database and Appendix IV: Points for Selecting a Trade Fair.)

2. CHOOSE POTENTIAL TARGET SECTORS

Point!

Choose some potential domestic products and industries that have a cultural, historical, or geographical value and are likely to be recognized as excellent in quality (or have already been recognized as such) in the overseas market. At this point in time, it is unnecessary to narrow down the number of sectors to one. Select products from several sectors and compare them based on the below-described analysis at the target market.

- ✓ Examination of uniqueness.
- ✓ Examination of quality.
- ✓ Attention to materials.
- ✓ Concentration on a prospective sector.

2.1. Examination of uniqueness

When choosing a target sector, it is necessary to pay attention to product uniqueness first. Consideration should be given to not only products deep-rooted in the country's history and culture but to farm products unique to the country and unique to tourism by the use of natural views and historical structures.

2.2. Examination of quality

How about product quality? Do products have enough quality to make them compete with other countries' products in global markets? Analysis should be carried out not only from the qualitative viewpoint but from the quantitative viewpoint, such as statistics on export amount and the nutritive values of farm products.

2.3. Attention to materials

Are materials unique and high quality? If most of a product's materials are imports, it cannot be said that the product is a country's champion product. When choosing a target sector, it is important to check whether raw materials are unique and high quality.

2.4. Concentration on promising sector

Is any product insufficiently recognized as your country's unique product, even if it has been circulated in the international market? These products are promising sectors to implement the CPA approach.

■ Case 1: The CPA in Ethiopia (choose a target sector)

When an attempt was made to introduce the CPA into Ethiopia, leather, textile, processed farm products (including coffee), jewelry (accessories and jewels), and tourism were examined as target sectors. All of these sectors are consistent with the Ethiopian government's industrial development strategy. In addition, because these sectors include many companies with experience in exporting products, they have superiority as potential targets of development measures.

However, if the target market is Japan, prospects differ among sectors. Some sectors may infiltrate the market earlier than other sectors. For example, Japanese apparel manufacturers have been struggling with stiff competition in Japan and are seeking something that can differentiate them from rivals. Therefore, dealing with these companies may give an opportunity for providing that something. In the case of roasted coffee, however, because tariff barriers are relatively high, it seems to take a lot of time to enter the Japanese market. Though Ethiopia receives higher added value from the export of roasted coffee than the export of unroasted coffee, the need for roasted coffee is low in Japan because the freshness of roasted coffee decreases rapidly.

3. SET A TARGET MARKET

Point!

When branding a domestic product and exporting it with an added value, it is important to research the target market and identify the need for the product.

- ✓ Choose a target market (country or region).
- ✓ Research the target market.

3.1. Setting a target market (country or region)

First, choose a target market; that is, decide what country or region is suitable for carrying out promotional activities. When setting a target market, it is important to judge whether the champion product has superiority in that market.

Of course, the consumer characteristics differ among markets and, therefore, consumers' needs differ among them. For example, according to the market research conducted in Japan in 2013, Japanese consumers place importance on excellent materials and ingredients, safety and cleanliness, and "story" more than quality and price. One of Japanese buyers interviewed in the research explained, "Since the collapse of the bubble economy in 1991, 'environment-friendly,' 'organic,' and 'fair trade' have become market keywords." This shows markets exist in various situations. When entering a new market, it is necessary to give full consideration to market characteristics.

To choose a target market, it is necessary to distinguish domestic industries from the overseas market. Domestic industries should be examined from the exporting country's situation, including the government's development policy, the priority order specified in the policy, and the preparation status for the private sector's export. The overseas market should be examined from the situation of the target market, including the market size and the market accessibility (physical distance, the existence of tariff barriers, and the availability of information on the target market).

3.2. Research the target market

Conduct research as to whether it is possible to enter the market for the target sector chosen in the step described in 2 above. Concretely, conduct research concerning the physical distance to the target market, the existence of tariff barriers, trade with third countries, the availability of information, market orientation, etc.

If there are many target sectors, conduct rough research based on information gained on the Internet, narrow down the target to several highly potential sectors, and gather more detailed information.

If there is a highly potential sector, it is impossible to choose a target market from the viewpoint of what market highly needs the sector, is easy to enter, and is likely to develop.

4. DECIDE A TARGET SECTOR

Point!

Decide a target sector based on the target market research results. What kind of needs can the product satisfy in the market? What story can be told? What value can be offered to consumers? Check these questions.

- ✓ Examination of champion products that satisfy market needs.

4.1. Examination of champion products that satisfy market needs

Based on the market research results described in 3.2, decide a sector that satisfies market needs (that is, a champion product). Market trends, trade regulations, and third-country products' oligopoly in the target market are important for choosing a champion product. However, what is most important is whether the champion product can satisfy (or has satisfied) consumers' needs in the target market?

Market research and the results offer many hints as to whether products that already exist in the target market should be replaced with a higher-quality or less-expensive product of your country, whether a champion product should be offered as a new product, etc.

However, there are several basic methods for grasping market needs and consumers' needs.

- (1) The collection of information at trade shows; observation for checking what products are exhibited and liked by visitors.
- (2) Information from the target country's embassy in your country.
- (3) The examination of trade statistics.
- (4) Interviews with companies that have already entered the target market.
- (5) Information from economic journals, newspapers, and websites.

■ Case 2: The CPA in Ethiopia (decide a target sector)

During the conduct of the CPA in Ethiopia, research on the target Japanese market was carried out concerning the five sectors found to have potential by domestic research. To carry out the market research efficiently, the research was divided into two stages: (1) a quick review and (2) detailed research.



Figure 5. Procedure for deciding a target sector when Ethiopia introduced the CPA

(1) Quick review

The quick review consisted of a review of documents; interview surveys at trade shows; and a comparison of Ethiopian leather, textile, jewelry, processed farm products, and coffee beans, according to three criteria.

- Is it suitable for the CPA concept? That is, does it have uniqueness and originality as an Ethiopian product?
- Is it easy for branding and promotion to produce effects? (Has it already been branded?)
- Is it competitive in Japan, the target market? (Has a similar product from another country monopolized the market with less than half the price?)

Table 1. Results of quick review

Criteria	Leather	Textile	Agro product		Jewelry
	Leather product/ material	Textile product/ material	Honey	Coffee, raw bean	Opal
Concept of the CPA	○	△	△	○	○
Branding effect	○	○	○	×	○
Competitiveness in the Japanese market	○	△	×	○	×

(2) Detailed research, choice of target sector

The leather sector and the textile sector were high evaluated in the quick review. Both sectors were analyzed in terms of distribution structure in Japan, market size, market growth, customer

characteristics, and need trends. As a result, it was found that Ethiopian leather - in particular, sheep leather - has high potential in the Japanese market.

The sheep leather only produced on the Ethiopian Highlands is soft, thin, and strong. Though the quality is excellent and world-famous, it is not well-known in the Japanese market. In addition, the market is not monopolized by inexpensive Asian products, and there is a chance to enter the market. These facts became clearer during the detailed research. As a result, Ethiopian sheep leather was chosen as the target sector for the CPA.

Table 2. Points of detailed research

Viewpoint	Surveying matters	Surveying contents
Market	Distribution structure	<ul style="list-style-type: none"> • Situation of value chains of suppliers, wholesalers, and retailers in the target sector • Clarification of direct target customers
	Market size & growth	<ul style="list-style-type: none"> • Quantitative estimation based on consumption, shipping, import, and other volumes • Qualitative evaluation if quantitative estimation is difficult
	Customer characteristics, trend in needs	<ul style="list-style-type: none"> • Characteristics of end users, trend in needs, and characteristics of direct target customers (wholesalers, retailers) (such as QCD-related requirements)
Competition	Situation of competition	<ul style="list-style-type: none"> • Situation of competition based on the number of competitors and the situation of shares • Possibility of creating a niche market by differentiation
	Situation of entry barriers	<ul style="list-style-type: none"> • Existence /nonexistence and degree of entry barriers based on trade barrier (tariff/non-tariff), legal regulations, exclusive distribution channels, the above-described situation of competition, etc.
Suitability for CPA	Uniqueness as Ethiopian product	<ul style="list-style-type: none"> • Whether is the product deep-rooted in the country's culture and history?

Table 3. Result of the detailed research

Viewpoint	Leather sector	Textile sector
Market	Distribution structure: Targets are wholesalers and manufacturers.	Distribution structure: Targets are wholesalers and trading companies.
	Market size and growth A Demand for imported products is increasing, and the share tends to expand.	Market size and growth B The share of imported goods is high, but the market is levelling off or on a downward trend.
	Market characteristics B Though high quality is demanded, unique material gives a chance to satisfy needs.	Market characteristics B Though high quality is demanded, there is a chance to satisfy needs, depending on the branding method.
Competition	Situation of competition A Regarding sheep leather, the market is not quite as oligopolistic, and Ethiopian products have price competitiveness.	Situation of competition C Ethiopian textile products are expensive. Possibility of entry is low.
	Entry barriers C Though LDC preferential tariff is applied, there are problems related to distribution, such as a small transaction volume.	Entry barriers B Though LDC preferential tariff is applied, it is difficult to enter the market, given difference in price competitiveness.
Suitability for CPA	Uniqueness as an Ethiopian product A It is easy to find uniqueness because of unique weather and climate.	Uniqueness as an Ethiopian product C It is difficult to find uniqueness because many ethnical textiles made in developing countries exist in the market.

* The two potential sectors were evaluated in three grade (A,B,C) with viewing from three points (market, competition, and suitability for CPA).

5. DEVELOP A CHAMPION PRODUCT BRAND

Point!

Branding activity starts from developing a brand. In the process, it is important to clarify the promise (Brand Promise) with consumers concerning the unique value (functional value, emotional value) of the product and attractively communicate it to stakeholders and consumers. The process of developing a brand can be divided into the following four steps::

- ✓ Clarify the Brand Promise (the unique value of the brand, the promise with consumers).
- ✓ Create a consistent vision and system based on the Brand Promise.
- ✓ Internalize the Brand Promise (inner branding).
- ✓ Communicate the Brand Promise to consumers (outer branding).
- ✓ Register a Trademark

5.1. What is a brand?

In a mature market, such as an advanced country (especially the target premium market for Champion Product A), consumers do not purchase a product only because of its function. In such a market, consumers tend to think it natural for a product to be functional and buy a product because it has an attractive value produced from the uniqueness of the product, thinking “who made it,” “how it was made,” and “what makes me feel like.”

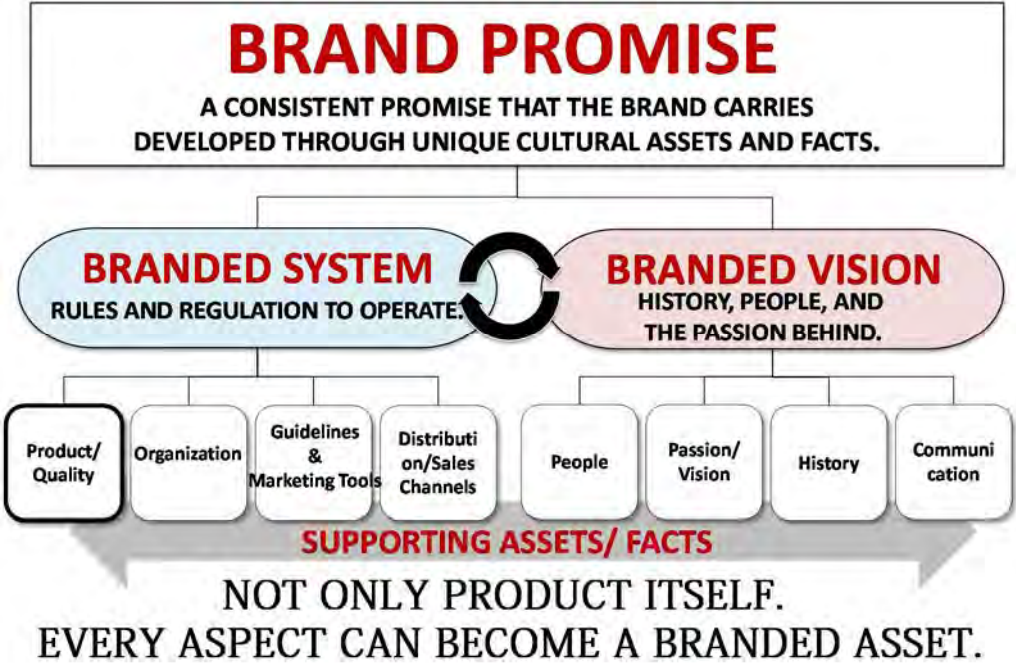
A brand is the consumer-attracting unique value (promise) of a product converted from its functional and emotional charm. A brand not only serves as a mere logo or label but produces added value, serves as marketing guidelines for producers and sellers, differentiates the product from others, and plays a role as a reason for choice for consumers.

<Purposes and functions of a brand.>

1. It shows an ideal image and gives a vision for producers' activities.
2. It serves as a criterion for product development, market introduction process, and marketing activities.
3. It shows the functional, emotional, and self-expressional value offered to customers to create a reason for choice.
4. It defines intangible property that gives long-term differentiation from competitors.

Brands are used for not only general companies' products but improvement of corporate value and recent regional revitalization. When a regional brand is developed, sources for additional values may be created from all facts, such as the production system, the distribution

mechanism, the cultural background, and producers' eagerness and attitudes toward manufacturing. It is necessary to collect information on the charms of the brand and analyze those charms from various aspects to identify the charm that can become the brand's unique value.



Source: Created by the survey mission.

Figure 6. Elements of a brand

Branding begins with the identification of various facts concerning the product and the definition of the unique value (Brand Promise). After that, consideration and reconsideration should be given to the establishment of a common vision and an operation method to produce the value.

The following are explanations regarding the steps of the brand development process:

5.2. Clarification of Brand Promise

The unique brand value elements may include not only the functionality of the product itself but the brand's operation method and the producer's vision, such as the place the product was created, the quality control method, the place's history, and the producer's details. First, collect information about the country/region where the product was created and the charms and assets unique to the sector or the product, and clarify the attractive elements (discovery of uniqueness). Based on the uniqueness, consider what value can be delivered to consumers (conversion to value). The unique brand value (i.e., Brand Promise), promised by all stakeholders, plays a primordial role for branding.

5.2.1 Discovery of uniqueness

Though it is difficult to discover uniqueness, there are several viewpoints for the discovery. First, pay attention to resources in the country/region. Are there any unique natural resources in your region? Does the history or the culture have any characteristics different from that of any other region? Religions, ethnical characteristics, or eating habits may be related to the uniqueness of the product.

Next, uniqueness can be considered based on the production or processing method (operation) common to the sector or the product. Even if there are similar resources in other regions or countries, the product may be unique if the production or processing method differs. For example, if a farm product is cultivated organically, this method can become unique. In reality, organic cotton, which is cultivated organically, is attracting attention in the apparel industry in Japan.

Uniqueness can also be discovered from the viewpoint of who is carrying out the operation. For example, if the person who produces or processes the product has excellent skills and history, like a master who creates Japanese handicraft, an item can be called unique.

In addition, external viewpoints familiar to the target market and country are important for discovering uniqueness attractive to the foreign market. Matters that foreigners feel are unique - such as the country's habits and history - are likely to be overlooked by the country's people as ordinary matters. On the other hand, matters thought to be valuable in a country may be thought to be ordinary matters in another market. Because viewpoints of external persons lead to the discovery of objectively attractive uniqueness, use them positively for the brand development process.

5.2.2 Development of Brand Promise (conversion to value)

Next, based on the uniqueness, consider what value should be delivered to consumers, how a promise should be made with consumers, and how it can be delivered to them. In other words, it is necessary to convert the uniqueness to a value recognized by consumers.

For example, if a product is made by a highly skilled worker, this fact is unique, but there is no promise. In this case, it is necessary to make a promise, such as "a high-quality, handmade, and warm product made by a skilled and experienced worker." In another case, even if the fact that coffee originated in Ethiopia is unique, the fact itself does not have a value that can be offered to consumers. Unless it is possible to offer coffee made from a special seed that can be cultivated only in the country of origin, the coffee cannot give a Brand Promise in terms of value.

■ Case 3: Branding in Ethiopia (development of Brand Promise)

(1) Brand promise of total champion products (“Creativity in Motion”)

When efforts were made to apply the CPA to Ethiopia, attention was paid to the fact that human beings originated in Ethiopia; that is, manufacturing and creativity originated there. Efforts were made to find value in not only the fact that various farm products - such as coffee and honey - originated in Ethiopia but the uniqueness of Ethiopia itself - the ceaselessly inherited manufacturing and creativity that impelled Ethiopia to achieve the highest economic growth among African countries. The brand “Creativity in Motion” was created as a result of attention to Ethiopian people’s diligence, enthusiasm, and pride and the characteristics and uniqueness of the present industries in Ethiopia, where technology and traditional craftsmanship coexist.

Table 4. Brand promise of Creativity in Motion

<p>The Cradle of Mankind. Ethiopia. The land where mankind first started creation.</p> <p>Delicate hands were gifted only to humans. This precious gift has been used to create things that never existed.</p> <p>Even now, the land brims with the passion to create something new, With the pride that we have seen the very beginning.</p> <p>A new challenge for Africa’s largest growing nation begins.</p> <p>Creativity in Motion. ETHIOPIA</p>
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(2) Development of brand promise in sector brand

The brand “Ethiopian Highland Leather” was developed from the Brand Promise of “the world’s highest-quality sheep leather produced on a mysterious highland in Ethiopia, where human beings originated.”

Table 5. Brand promise of Ethiopian Highland Leather

<p>Light, thin, and soft. Yet, strong and durable. The superior quality of sheep leather is not like any other.</p> <p>Highland Leather can only be made from the skin of a special sheep bred in the Ethiopian plateaus at an altitude over 3000 meters, and neatly finished by experienced craftsmanship of Ethiopian tanners.</p> <p>Highland Leather will dramatically transform what is possible with leather, ways to enjoy leather, and our lives with leather.</p> <p>World’s highest quality sheep leather. Proudly Made in the Highlands of Ethiopia</p>
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Like this, after a brand is specified, the development of the Brand vision is shared among all stakeholders from production to sales, and the Brand system, along with consistent rules and operations, is developed to embody the promise.

5.3. Development of consistent vision and system based on the Brand Promise

After specifying the Brand Promise is the unique value of a brand, common vision and scheme are formed so the brand is operated in a consistent and continuous manner. The promise of the brand is embodied among consumers as the Brand vision (will) and the Brand system (scheme). These are then shared among stakeholders and operated consistently.

5.3.1 Development of Brand Vision (the purpose shared among stakeholders)

The brand vision is a will of the brand that should be shared among all stakeholders involved in the brand's value chain. By sharing the same will among those who engage in the brand, a common motivation is generated in maintaining and fostering the brand.

■ Case 4: Branding in Ethiopia (development of brand vision)

In Ethiopian Highland Leather, the brand vision was specified as follows.

1. We Create a New Standard.
「Ethiopian Highland Leather」 aims to create a new demand for leather in the global premium market.
2. We Create with Craftsmanship and Pride.
「Ethiopian Highland Leather」 should be a showcase of our craftsmanship and pride. Every aspect of the brand from production, sales channels, to promotion should be handled with passion to bring our craftsmanship to life.
3. We Create 'New Ethiopia'.
「Ethiopian Highland Leather」 is an important piece of Ethiopia's export strategy to uplift the image of 'Made in Ethiopia' and to contribute as an endorser of the country's rapid growth.

5.3.2 Development of the Brand system (consistent rules/operations)

The Brand system is the scheme of rules and operations formed in a value chain of the brand to fulfill the brand's promise.

Even if the Brand Promise is clarified, a brand - that is to say, an emotional bond with consumers - cannot be built unless the promised value is provided continuously. To do so, consistent response (rules/operations) from production to sales based on the Brand Promise is necessary. In the rules/operations, not only is a product itself the target of the brand but things like production and distribution methods, quality control, and sales methods are included

for consideration. For example, there is a famous beef brand in Japan, *Kobe-gyu*. Very strict certification standards exist for a product to be approved as *Kobe-gyu*, and thorough quality control is required to satisfy these standards. By setting rules and carrying out operations thoroughly based on the rules, it is possible to provide the *Kobe-gyu* value for customers on a continuous basis.

5.4 Internalizing the Brand Promise (inner branding)

An explanation was made that for effective branding, it is important to provide the value promised by a brand in a consistent manner by forming the Brand vision and the Brand system (rules/operations) consistent with the Brand Promise. To operate the brand actually and effectively, it is also necessary to transmit the brand to people who engage in the value chain from brand production to brand sales;; that is to say, the transmission of the brand internally (inner branding).

The inner branding refers to delivering the brand to stakeholders on the side that provides a product - such as people who make that product and company staff - and to sharing the value among them. To observe the rules/operations consistent with the brand's concept and to continuously provide the promised value to target consumers, it is necessary for the Brand Promise and rules/operations to be firmly shared internally and internalized.

In the Ethiopian CPA, efforts were made so the process of developing the brand itself would become a process of internalization by sharing the development process among those related to the brand from the development stage of the brand and by carrying out workshops. In addition, for Ethiopian Highland Leather, a brand book was produced as a tool for promoting the internalization of the brand's concept.

■ Case 5: Branding in Ethiopia (creation of brand book)

The brand book - in which common recognition and rules regarding the handling of the brand in all promotional activities are manualized - is for understanding and sharing the brand value. A brand book is used by various brands as an effective inner branding tool. The brand book supports consistent brand management by documenting various rules about the brand concept and the brand. As with the brand book of Ethiopian Highland Leather, the vision, story, management system, quality control standards, etc., of the brand were stated in the brand book while igniting discussions with companies in the Ethiopian leather industry.

The composition of the Ethiopian Highland Leather brand book is as follows:

- (1) Introduction: What this book is for
- (2) Our Story: Brand history
- (3) Our Vision: Brand vision

- (4) Our Logo: Handling of logo (logo manual)
- (5) Brand Visual Kit: Visual kit
 - * Tools for unifying the view of the world of the brand, such as visuals, leaflets, and posters.
- (6) How We Manage Our Brand: Brand maintenance and management policy

Brand Visual Kit

Printed Materials

Posters-A1: W420xH594



Posters-A2: W420xH594



Our Logo



Color Scheme



*The basic 3 colors will be BLACK/GRAY/WHITE, but the logo color should be adjusted accordingly.

How We Manage Our Brand

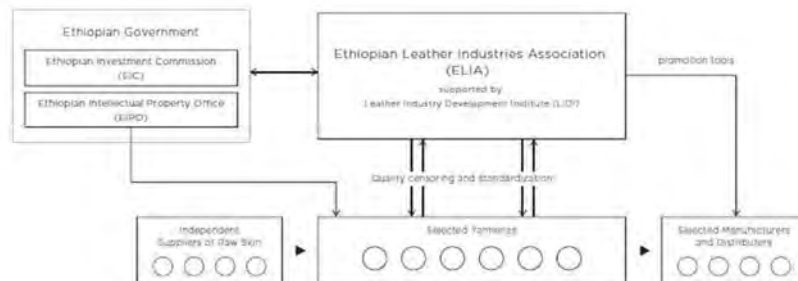


Figure 7. Ethiopian Highland Leather brand book (excerpt)

5.5 Delivering the Brand Promise to consumers (outer branding)

For brand development, in addition to the brand concept and rules/operations supporting it, it is necessary to deliver the brand concept to consumers correctly. Here, an explanation is made concerning the methods of developing brand elements serving as media. Brand elements mean media for delivering the brand concept to consumers, and they refer to the brand name, logo, copy, and brand story.

When developing these brand elements, attention is paid regarding whether the promise the brand concept intended can be expressed symbolically. Since brand elements are media for delivering the brand concept to target consumers, an erroneous message is delivered to the target consumers if the brand elements are not consistent with the brand concept.

■ Case 6: Branding in Ethiopia (decide a brand element)

Brand elements used in the Ethiopian Highland Leather sheep leather brand are as follows. These brand elements were used for promotions at trade shows and product promotion in Japan, where marketing started.

(1) Determination of brand name and logo

A brand name and the logo have the role of exposing the value unique to the brand. In developing a brand name and logo for Ethiopian sheep leather, the brand name “Ethiopian Highland Leather” was adopted, since the quality of Ethiopian sheep leather originates from the unique Ethiopian geography, or the highlands. Further, regarding the logo, using the characteristic landform of Ethiopia as a motif was aimed at creating a mark from which the differentiation can be identified at a glance.

Brand name of Ethiopian Highland Leather:

Ethiopian Highland Leather

Since the highlands are a geographical characteristic of Ethiopia and the sheep raised there are linked to the characteristics of thin, light, and soft Ethiopian sheep leather, the brand name “Highland Leather” (= leather made in the highlands) was developed.



Figure 8. Ethiopian Highland Leather logo

The logo design uses the highlands characteristic to Ethiopia as a motif, and a characteristic of the brand is expressed visually. Many logos of existing leather brands give us a heavy and dignified impression, whereas the uniqueness of Ethiopian sheep leather is expressed by adopting a sophisticated design, expressing the lightness of Ethiopian sheep leather.

(2) Copy and brand story

A copy³ and a brand's story have the role of delivering the Brand Promise to consumers in a consistent and easily understandable manner. A catch copy usually expresses the unique brand value in an easily understandable manner at a first glance and is used in various promotion tools. The brand story is used for leaflets, websites, and press releases to initiate deeper understanding and interest for the facts unique to the brand, such as the roots and the geographical characteristics of the brand that serve as the unique brand value and the wish of persons who make the products.

In the promotion of Ethiopian Highland Leather, the catch copy and brand story were developed to deliver the unique brand value. (Table 6.)

Table 6. Ethiopian Highland Leather catch copy

Light, thin, and soft. Yet, strong and durable. World's highest quality sheep leather. Proudly Made in the Highlands of Ethiopia
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Moreover, the logo is also made in such a manner as to be consistent with this message. It expresses functional characteristics of Ethiopian Highland Leather and the value generated

³ "Copy" refers to the information expressed by the text in an advertisement (e.g., catch copy, explanatory text).

from the characteristics—the world's highest quality leather. The functional characteristic's intention is to change the thick, heavy, and hard images of leather to the above.

In the brand development of Ethiopian Highland Leather, six stories were developed in which unique values of the brand are summarized to communicate the characteristics of the brand in a consistent manner. The brand's stories were created in tune with the brand's concept and were designed so the consistent value is delivered. Out of the six stories, three stories are introduced below. (Table 7.)

Table 7. Ethiopian Highland Leather brand stories

<p>3.5 Million Years Ago Ethiopia, the Cradle of mankind.</p>	<p>Ethiopia is the birthplace of humanity. The land where humans first began creation. In producing new inventions like coffee one after another, Ethiopia has always created new things that had never existed in the world. Ethiopia's versatile wisdom and dependable techniques for craftsmanship have been passed on for generations, supporting the country to become Africa's largest growing country of the last decade. Highland Leather is a crystallization of the pride, enthusiasm and craftsmanship of Ethiopians, a flagship industry of Africa's largest growing country.</p>
<p>26 Million Sheep The largest population of sheep in Africa.</p>	<p>Ethiopia's sheep population is 26 million. That is a world-class figure, and the highest in Africa. Sheep is a very familiar part of life for the people of Ethiopia, supporting people's lives in various ways. Sheep Leather has historically been one of the major industries of Ethiopia. Out of the millions, only a handful with the very best quality skin becomes labeled as Highland Leather, to be delivered to the rest of the world.</p>
<p>3000 Meters Ethiopia's highlands have bred a special type of hair sheep.</p>	<p>Ethiopia is blessed with a pleasant climate, even though its highlands are over 3,000 meters in elevation. Since sheep raised in Ethiopia have no need to protect their bodies from bitter cold, they are distinguished by their incredibly thin skin. This sheepskin is so thin, that it can be fashioned into sheep leather unlike any other in the world.</p>

5.6 Brand trademark registration

In carrying out the outer branding of a brand, trademark registration is indispensable to avoid risks of infringing upon or damaging future brand value. Trademark registration prevents fake or similar products of the brand from going on the market and makes it possible to exercise legal force. Since priority is given to a trademark registration whose application date is earlier, application at the earliest possible date after deciding the brand name and logo leads to risk avoidance. Here, an explanation is made concerning the procedures for trademark application and the points of consideration.

5.6.1 Procedures for trademark registration

In registering a trademark, three steps exist: 1) preliminary research, 2) application for a trademark, and 3) trademark registration.

(1) Preliminary research

After examining target registration countries and registration categories, the existence and/or nonexistence of similar trademarks is confirmed through a simple research. In registering a trademark, a prior consensus is formed among the persons concerned regarding in which international trademark category the application is filed.

(2) Application for a trademark

When an applicant (name and address in a register), a target country, and application category are determined, an application is filed with a relevant organization of the target country through an attorney. If more than one country is targeted, utilization of the Madrid Agreement is examined. This agreement is the filing system for supporting the establishment of trademark protection overseas and the system for supporting international trademark management through a single procedure. It is possible to request trademark protection for member countries through a single procedure by filing an application for international registration.

(3) Trademark registration

After filing an application, a decision on trademark registration is informed. This occurs after waiting a certain period for the opposition to the grant the trademark registration, and registration becomes possible. Trademark registration is established by paying a registration fee.

Points of consideration

In registering a trademark, it is better to examine and agree on the following points if more than one related company or organization exists.

(1) Cost burden clarification

A person who bears cost in each phase of preliminary research, application, and registration is determined in advance.

(2) Management system

Before filing an application, it is necessary to examine and form a consensus concerning who is the applicant, how a registered trademark is managed, and who determines the acceptance or rejection of use.

6. SELECT PARTNER COMPANIES

Point!

In this chapter, the roles of partner companies that spread a brand in the market and the selection methods are explained.

- ✓ Understand the partner companies' roles.
- ✓ Decide the partner companies' selection criteria.
- ✓ Decide the partner companies' selection methods.
- ✓ Start producing products with partner companies.

6.1. Partner companies' roles

A product on which a brand logo is attached needs to have value matching the Brand Promise. To be so, it is necessary to select companies that can produce products while not damaging the value promised by the brand. The CPA calls such companies partner companies.

■ Case 7: The CPA in Ethiopia (roles of partner companies)

In the example of Ethiopia, sheep leather itself was selected as a product to be branded through the CPA. In addition, to spread the characteristics of thin, strong, and soft leather, which are characteristics not found in other leather, in the Japanese market with the value promised by Ethiopian Highland Leather, partner companies (tanners) were required to maintain the following roles.

“Thin, strong, and soft sheep leather is a promise of the brand and is produced with the quality required by the Japanese market.”

Ethiopian Highland Leather is a brand of high-quality sheep leather made in Ethiopia. To stimulate the needs of Japanese consumers, however, the cooperation of companies who make products using Ethiopian Highland Leather (material) is necessary. In the example of Ethiopia Highland Leather, companies who make bags and other products were added as partner companies (manufacturers). Accordingly, the following roles were added.

“Ethiopian Highland Leather products that express the thin, strong, and soft characteristics and the uniqueness of Ethiopia made to the quality required by the Japanese market.”

Partner companies are required to resonate with consumers in the target market and to make products that stimulate consumers' needs. For partner companies, the techniques of making high-quality products accepted by the premium market are required.

6.2. Decision regarding selection criteria

To ensure the consistency between products made by partner companies and the value the brand promises, clear rules are necessary in selecting partners.

Moreover, the selection process is also clarified. The CPA is an approach led by a government or producers' association. Similar to when a target sector was selected, transparency consideration is necessary to make selected companies aware of their responsibilities and to make rejected companies understand clearly why they were not selected. The selection criteria of partner companies must be as specific as possible. That is to say, products referred to as high quality should be specified, and in the selection criteria, high quality should be defined from specific perspectives. Documenting. D such selection criteria also leads to securing fairness and transparency.

■ Case 8: The CPA in Ethiopia (selection criteria of a partner company)

The following selection criteria were set forth for the example of Ethiopian Highland Leather.

Table 8. Selection standards for partner companies

Viewpoint	Surveying matters	Surveying contents (classification of partner companies that are subject to the survey)
Market Competitiveness	Originality Uniqueness	<ul style="list-style-type: none"> Existence/nonexistence of products using sheep leather materials or sheep leather (tanners, makers) Existence/nonexistence of the style of Ethiopia in the design (makers) Adoptive power to product development delivering the brand value (tanners, makers)
	Quality	<ul style="list-style-type: none"> Quality of products (existence/nonexistence of potential possible to improve through technological guidance by experts in anticipating the advancement into the Japanese market) (tanners, makers) Response to chemical regulations in the European market (tanners)
Company vision	Company vision Approval to CPA concept	<ul style="list-style-type: none"> Company philosophy, environmental consideration (tanners, makers) The sense of resonance toward CPA concept, willing to change the image of Ethiopia, by companies and company managers (tanners, makers)
Feasibility	Production capability	<ul style="list-style-type: none"> Company-scale, the degree of adequacy of facilities and output, etc. (tanners, makers)
	Export experience	<ul style="list-style-type: none"> Existence/nonexistence of overseas export experience, especially to markets of advanced countries (tanners, makers)

6.3. Selection method determination

In addition to selection criteria, selection methods are determined. The methods describe how to find partner companies. The selection methods include open recruitment, recommendations

from related organizations, and company visits by an implementation organization or a combination of these.

Attention is paid to inclusiveness and fairness for the selection methods. Inclusiveness means to find partner companies objectively and as widely as possible. In case of open recruitment to maintain fairness, information is publicized widely enough that information is not concentrated only on certain companies. In addition, if selection is made through the recommendation by a producers' association or other private intermediate organizations, consideration is also given to companies that do not join in these organizations.

■ Case 9: The CPA in Ethiopia (selection methods of a partner company)

In the example of Ethiopian Highland Leather, companies were introduced from the following related organizations, a hearing was made by visiting individual companies, and partner companies were selected.

- (1) Among companies registered in LIDI, which is an organization under the Ministry of Industry, companies are selected by the ELIA (a leather producers' association).
- (2) Companies subject to the Women Entrepreneurship Development Project in the leather sector - which the United Nations Industrial Development Organization (UNIDO) is working on and continuing its 20-plus year support for the leather sector in Ethiopia - may be chosen.
- (3) Companies in the same trade recommended by companies visited may be chosen.
- (4) Companies selected by an editing production company that edits and publishes inflight magazines of Ethiopian Airlines and English magazines for wealthy individuals and have experience in publishing articles featuring leather products in such magazines in the past may be chosen.

6.4 Collaborative creation of products

It is believed a vast majority of the partner companies do not have enough knowledge.

■ Case 10: The CPA in Ethiopia (Support to product development of partner companies)

The Japanese market demanded a high-quality product using thin, durable, and soft Ethiopian Highland Leather, expressing the uniqueness of Ethiopia. Ethiopian enterprises were required to create such products. At the beginning, no Ethiopian company understood the level the Japanese market demanded. Product creation was launched under such a situation, with the support of a Japanese expert who experienced developing a leather product as a designer.

First, a workshop was held to learn about which methods and designs would be suitable to create sheep leather products with thin, durable, and soft characteristics. Then, product

specification was determined through the exchange of views with a Japanese expert about the ways local companies incorporated the techniques and design into a product.

For example, a company whose main product is bag made an extension bag and tote bag. A shoe factory produced moccasins and slip-on shoes, and a leather jacket manufacturer created a jacket with a feminine silhouette and a parka.



Figure 9. Products developed by partner companies in Ethiopia
(Left: Shopping bag, center: moccasin shoes, right: jacket)

7. CONDUCT PROMOTION

Point!

- ✓ Promotion activities are carried out in accordance with the target by using various methods and media.

7.1. Communication of the brand through promotional activities

Promotional activities mean companies deliver the promised value to consumers or buyers through products. The activities include advertisements using magazines, newspapers, other media, websites, products, events, publicity, store design, and POP. Out of these, the method used is selected and combined so the value is delivered to target buyers or consumers. To do so, confirmation is made anew regarding who the target buyers or consumers are and what brand products are targeted.

■ Case 11: The CPA in Ethiopia (Implementation of promotion activities)

In the case of an Ethiopian Champion Product targeting the Japanese market, a press release was given to Japanese media to inform activities, and the company participated in a Japanese trade show. Through the combination of methods and consideration on an order like this, effective promotion was possible and was carried out. In addition, colorful and diverse variations were stressed in the display at the trade show, targeting young women highly interested in fashion.

Table 9. Types of typical promotional activities and their characteristics

Target	Methods of promotion
Consumers	<ul style="list-style-type: none"> • Store design, POP and signs in the store • Product package • TV CF, advertising in websites and transit advertising, etc. • Publicity (coverage through mass media such as TV, radio, newspapers and magazines) • Website (information about company and products)
Buyers	<ul style="list-style-type: none"> • Events and trade shows (exhibition of products and distribution of brochures and samples) • Publicity (coverage through mass media such as TV, radio, newspapers and magazines) • Website (information about company and products)

Examples of major promotional activities are introduced below.

- (1) Leaflet
- (2) Poster, stand banner, tag, and hot stamping

- (3) Website and SNS
- (4) Trade show
- (5) Publicity
- (6) Promotional video

(1) Leaflet (for buyers and consumers)

Leaflets can play a large role in promotional activities, even in today's Internet era. While exhibiting products at a trade show, leaflets in particular become an important tool for impressing potential customers with the products, delivering a story behind the products and encouraging their examination. The leaflets appeal visitors due to attractive visuals and can be referred to later at home, where customers can make considerations.

For the CPA in Ethiopia, leaflets were produced and distributed at a trade show. On that occasion, some ingenuities were applied regarding the following points. To make people actually feel the leather's comfort through touch, actual sheep-leather samples were enclosed in the leaflets (See Figure. 10).

1) Design ingenuity

- Design from which a sense of ease, trust, and brand quality can be conveyed, even for a person who encounters the product for the first time.
- Visuals and colors (green landscape and rich colors, etc.) erase negative images of Ethiopia (poverty and starvation). (Page3, 17 etc. of the leaflet)
- Utilization of visuals, such as a growing environment, embody the value of the material itself. (Page4, 9 of the leaflet)
- Enclosure of a leather sample makes people actually feel the texture of the leather by touching it. (Page19 of the leaflet)

2) Expression ingenuity

- Short and understandable key words that impress the characteristics of Ethiopian Highland Leather. (Page 6, 8, 10, 12, 14, 16 of the leaflet)
- Sentences appealing to readers' emotions while delivering the brand's story adequately. (Page 2, 4, 6, 8, 10, 13, 14, 16 of the leaflet)

3) Print ingenuity

- Design that can be printed locally (fine-tuning so that characters are not hidden even if stapled, etc.).
- Submission in formats that can be printed locally.

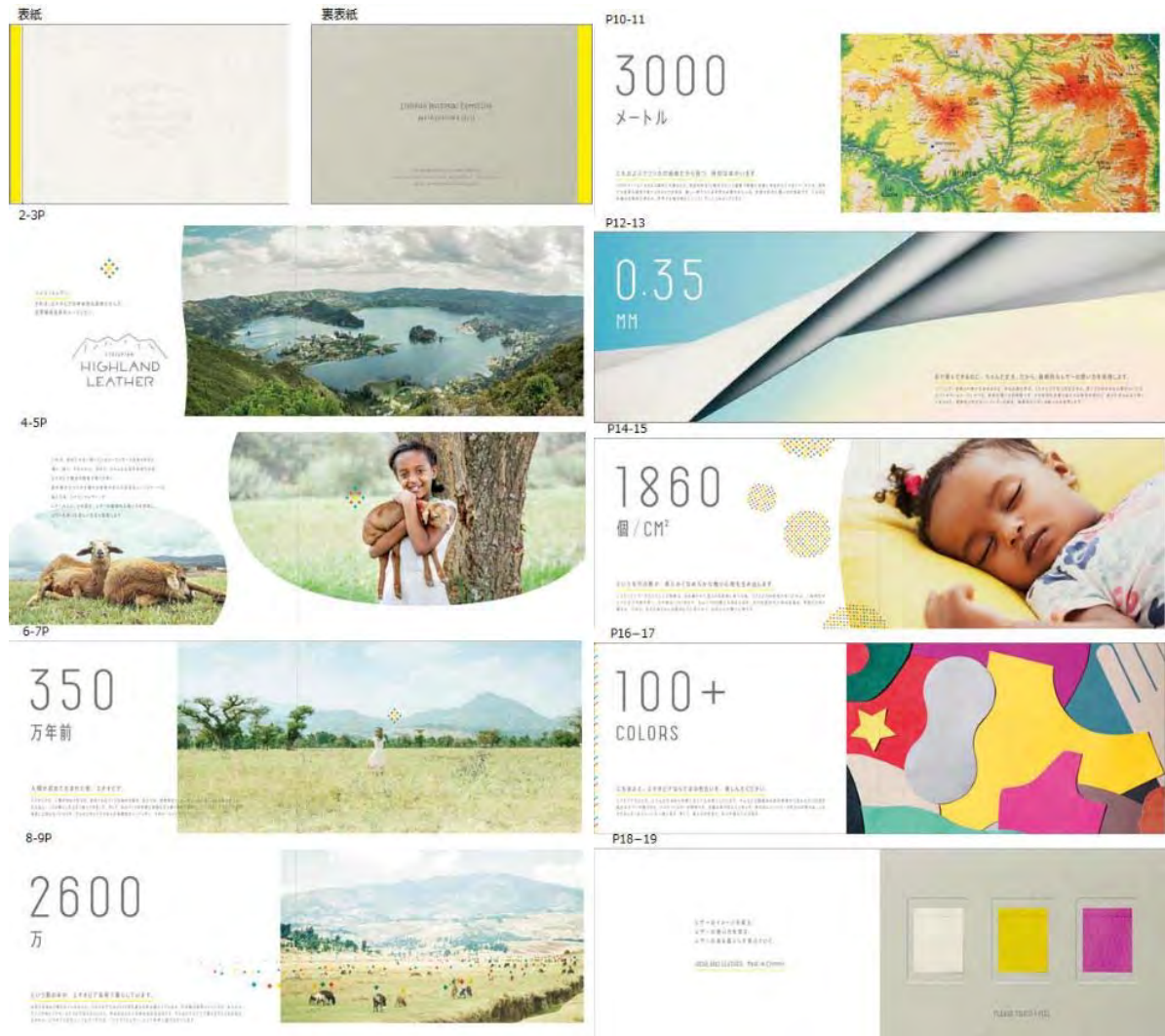


Figure 10. Ethiopian Highland Leather leaflet

(2) Poster, stand banner, tag, and hot stamping

1) Poster

A poster serves as the most basic tool posting at a trade show or store. The design must be matched with the brand image, as a matter of course, and some ingenuities, such as design and colors, are necessary to catch people's eyes at the storefront. For example, some ingenuities were applied, such as using silver on the background, which is rare in Ethiopia, so that the poster stood out at the storefront, while showing the new sheep leather possibilities.

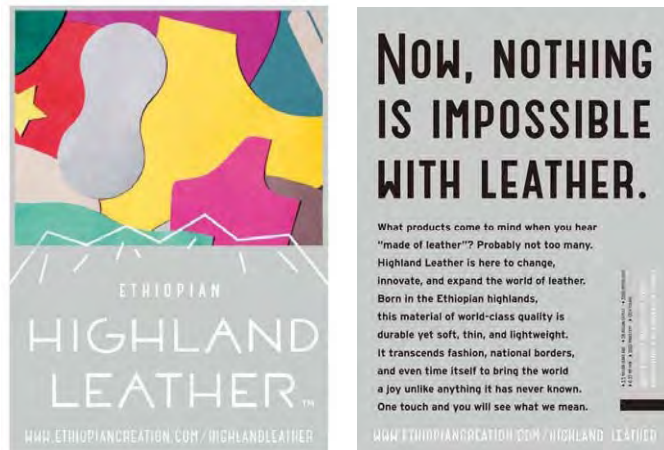


Figure 11. Ethiopian Highland Leather poster

2) Stand banner

A self-supporting stand banner was created in Ethiopia as a sign at a trade show or booth. Since the size is large enough to give a visual impact, it is possible to deliver the brand's concept to those who do not pick up the leaflet. In addition, since a stand banner is portable and can be used at any place and as many times as needed, it has high utility value.



Figure 12. Ethiopian Highland Leather banner

3) Tag

In addition, a tag that simply delivers the brand value was created with the product. After a person buys the product and takes it home, he/she can look back at the brand concept on the tag and feel the value of the product obtained anew.



Figure 13. Ethiopian Highland Leather tag

4) Hot stamping

A hot stamp was created so the Ethiopian Highland Leather logo could be branded on the products. By branding the logo on the brand's material beside the brand logo for each maker, it becomes clear that the material itself is a brand, and unlike a leaflet, poster, or tag, a user can feel the brand close to him/her when he/she wears/has it.



Figure 14. Hot stamping

(3) Websites and SNS

In addition to leaflets and other printed materials, it is possible to transmit information in real time toward more target audiences by using the Internet. In particular, Internet mediums are effective in cases where a budget is limited and posting advertisements to mass media, such as radio and newspapers, are not possible. In addition, a combination with Internet advertisements makes it possible to directly reach people potentially interested in products. The most general public relations activities on the Internet are company websites.

In Ethiopia's case, we created a website based on prerequisite conditions: (1) updating and maintenance are possible in Ethiopia through using a universal platform, and (2) the design must be one foreseeing future extendibility.

In recent years, however, Facebook and other free SNS are actively used, and public relations activities can now be carried out more easily than through personal websites and with less of a budget. Some partner companies in Ethiopia transmit information for customers by using Facebook. The merits and demerits of using Facebook and other social media are as follows.

[Advantages of SNS.]

1. It is possible to start with low budget (server usage fee or domain registration fee does not incur).
2. It is possible to update information easily.
3. Information is spread quickly to service users.
4. It is possible to analyze access situations easily.
5. If more than one concerned party exists, various collaborations among the parties are possible.

[Disadvantages of SNS.]

1. Frequent updates are required (to attract many users).
2. Content management is necessary (to protect the site from malicious intentions).
3. Attractive posts needs to be continued to maintain reach power.
4. If more than one concerned party exists, the management and responsibility scope needs to be clarified.

(4) Trade show

1) Decision to exhibit at trade shows

When exhibiting at a trade show, it is important to clarify the target audience first and select a trade show visited by that audience. A trade show with many visitors may not necessarily be good. It is necessary to investigate and identify trade shows visited by many people with the power to make decisions among the audience (buyers) your product targets. Information on trade shows is obtainable from the Internet, commercially available trade show guidebooks, and producers' associations. In addition, materials—including past performance data—are distributed for many trade shows and are useful as a reference. When candidates of trade shows matching your target audience are in place, a comparison is made by setting several criteria similar to when the target sector or partner companies were selected.

2) Budget decision

After deciding the purpose of participating at a trade show, a budget is estimated. An examination is made regarding what total budget per trade show, such as exhibition cost, booth design, and cost of personnel, is appropriate within the framework of the annual public relations promotion expenses. It is necessary to form an annual plan concerning how much money can be spent for promotional activities or exhibition to trade shows within the annual CPA budget,

as well as concerning the number of exhibiting times and exhibiting content. Since trade shows are effective through repeated participating, the budget range allowable to participate in the following year and onward is appropriate.

3) Scheduling

When an exhibited trade show is decided, a schedule for the exhibition is formed. To achieve success at a trade show, a detailed plan is required to be formed by dividing the show period into three parts: preparation, during implementation, and after the trade show.

Table 10. Example of schedule for the exhibition at a trade show

Period	Preparing matters	Preparing contents
Preparation	Implementation system	<ul style="list-style-type: none"> • Selection of trade shows and application for exhibition • Recruitment and selection of participating companies • Formulation of booth design and visitor flow plan • Sending invitations to customers and potential customers (collaboration with an embassy of own country at a destination) • Preparation of visitor questionnaires • Securing air tickets and accommodation (the implementation system makes arrangement collectively)
	Participating companies	<ul style="list-style-type: none"> • Design and production of exhibition samples • Preparation of company brochures and catalog of exhibiting products • Preparation for visa and procedures for taking out samples (such as invoice)
During implementation	Implementation system	<ul style="list-style-type: none"> • Response to customers • Participation to seminars of trade show organizer • Market research (market trend research at the venue of trade shows, etc.) • Implementation of questionnaire survey
	Participating companies	<ul style="list-style-type: none"> • Business negotiation with customers and visitors • Visit to business partners and potential customers, etc. • Market research (market trend research at the venue of trade shows, etc.)
After trade show	Implementation system	<ul style="list-style-type: none"> • Compilation of questionnaire survey • Sending appreciation letters to visitors • Holding of wrap-up meeting
	Participating companies	<ul style="list-style-type: none"> • Sending appreciation letters to visitors • Continuation of business negotiation • Participation to wrap-up meeting

4) Booth preparation

Prior to a trade show, there are various things to do, including deciding a personnel allocation plan, shipping arrangement, and sending invitations with enclosed information about exhibiting companies to potential customers. Among these, the booth design preparation and the selection of displayed products is particularly important. The booth is structured to attract people’s eyes in a large venue and to make them stop, see, and want to hear product explanations. The booth design must be consistent with the brand concept.

Securing a good location within a venue is also important in attracting visitor attention. A spot in front of a main entrance and facing major visitor flow (high-traffic pathways) are good

locations where people are easily attracted. At the time of applying for a trade show, a booth with a good location is selected.

5) Booth operation

At a trade show, do not just wait for visitors to speak to you. Talk proactively. In addition, a booth must be always kept clean and organized. Displayed products must be organized neatly. In addition, a positive attitude when actively talking to visitors is necessary, instead of just sitting and waiting in the booth.

6) Opinions from/questionnaire to visitors

Responses from visitors are compiled. Either hearing answers or offering questionnaires is a good way to get responses. Questions presented in the questionnaire are kept short and simple, with content that allows you to hear opinions from many people. Aside from a questionnaire, opinions, questions, and inquiries from visitors while talking with them are responded to immediately, and records are frequently kept.

7) Follow-up after trade show

The exhibition at a trade show is a start to business negotiations with buyers met at the show. For inquiries, contact information must be recorded, and follow-ups should be made without fail later on. In addition, a wrap-up meeting is held with persons who participated in the exhibition based on the information above. The results of the meeting are recorded for future promotional activities, such as the next exhibition.

8) Business template development

Buyers interested in products always ask for specific information. In these cases, it is important to inform the buyer of specific transaction information (including unit price, delivery time, and minimum order quantity) by preparing such information beforehand. Materials for explaining the product, copies of certificates a company acquires, export experience, production capacity of the plant (the number of employees), and other information are prepared and compiled in an information sheet. A template is shown in appendix V.

■ Case 12: The CPA in Ethiopia (trade show)

For Ethiopian Highland Leather, unless visitors visit the booth and touch the leather, the value the brand promises—thin, strong, and soft—cannot be delivered. Therefore, by utilizing rich color variations of the material, a display was arranged based on partner companies' products, showing ten vivid colors so visitors feel like stopping at the booth.

An eye-catching, beautiful, and comfortable display has a rule. If an already established theory of visual merchandising (VM) is followed, the promotion's effectiveness can be enhanced (see

Appendix VI). As shown in the following photos, colors and space were arranged three-dimensionally in the display in Ethiopia.

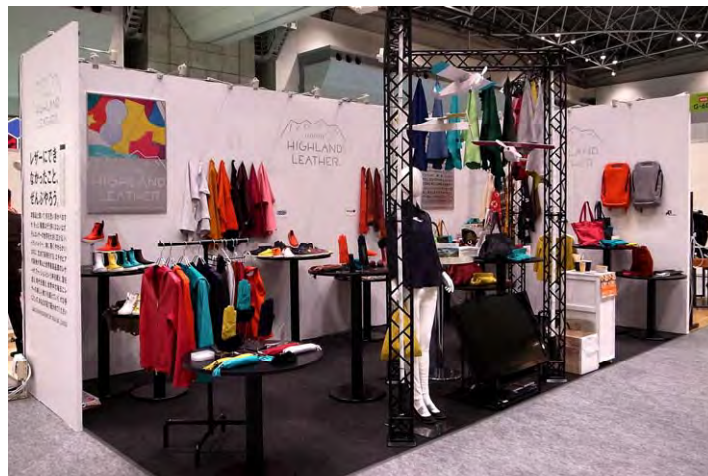


Figure 15. Ethiopian Highland Leather booth

Ethiopian companies participated in the trade show could get many sample orders from Japanese buyers. Many of the orders be gotten through information exchange via email and so on. Efforts of careful follow-up during and after the exhibition led to such fruitful achievement.

(5) Publicity

Publicity means to transmit information regarding products via TV programs, newspapers, magazines, and websites in the way that mass media report them as a news story. Publicity should be used effectively, because it is basically free in many cases.

For coverage by TV stations or newspaper companies, sending press releases to each media actively is necessary, instead of waiting to be reported on. In issuing a press release, the timing and newsworthiness are important. A story is assembled by imagining how the topic is introduced in the news so the question regarding why news about Ethiopia needs to be covered at this time can be answered.

Refer to the following concerning how to write a press release.

1) Let's write an attractive catch copy

A sincere catch copy delivering the attractiveness of product is the most important part of a press release. What kind of catch copy do you feel the most attractive for reporters? Let's include a timely story that may potentially become news.

For a story to be introduced as news, linking the story with current affairs is effective. For example, a good introduction is written by including news like the holding of Tokyo International Conference for African Development (TICAD) in African countries, starting a

direct flight service for Ethiopia Airlines, and reporting an Ethiopian long-distance runner winning, and matching the content of the release to your product to a certain degree.

2) Let's write a story about product in the body of the copy (body text)

A reporter is looking for an attractive story about the product that could draw attention among readers.

3) Let's write by clarifying the 5W1H

Who, what, when, where, why, and how are described clearly.

4) Contact information

This is the most basic of basics. It is a good idea to include necessary reference information, such as websites and video links, in addition to the organization's name, the department in charge, and the name of person in charge, as well as any telephone numbers.

(6) Creation of a promotional video

For the CPA implemented in Ethiopia, a promotional video was produced to deliver Made in Ethiopia product attractiveness to consumers and to let them know the unique value of Ethiopian Highland Leather through manufacturing scenes. In addition, efforts were made to improve the country's images by including modern Ethiopian landscapes and lifestyles.

1) Confirmation of the elements you want to deliver

- To form a consensus on a video concept, coordination time was required because there were many stakeholders. Based on the overall concept (LIVELY ETHIOPIA this time), we gave solid consideration while setting priorities, including what should be delivered as a message in this video and what specific scenes should be shot.

2) Ownership improvement

- To enhance the Ethiopian ownership for the video, celebrities with accessible images appeared. Specifically: Mr. Gash Aberra Molla, a cultural figure in Ethiopia; Ms. Hawi Negese, a fashion model; Mr. Abayneh Ayele, a long-distance runner; and others accepted by broader audiences were cast.
- Similarly, for ownership improvement, Ethiopia's prized iconic landscapes and scenes—such as folk dancing, historical heritage, and traditional skills—were included. Such scenes not only deliver the attractiveness of Ethiopia externally but lead to the rediscovery of Ethiopia's attractiveness by Ethiopians.

3) Handling rights

- As with this time, if visitation to iconic landscapes, tourist sites, ruins, airports, and companies for conducting research takes place, press registration and an application for permission to conduct research are necessary. Both must come from the Ministry of Communications and Information Technology. Please begin these procedures early to allow sufficient time to obtain permission for conducting research.
- Since the video is meant to be viewed by a large and unspecified number of audiences, it is best to notify not only the cast but those who appear on streets in advance, because individuals are likely to be identified. Such a notification leads to avoid future risks related to portrait rights. We secured the consent of passersby while shooting, even in Ethiopia. As for music, this time, the video was produced using newly written music, but it may be a good idea to mainly use copyright-free music.

4) Expression check

- When offline editing is complete, it is necessary to show the video to as many people as possible during early stages. This time, Ethiopians were expressed through illustration, and it took time to express “Ethiopianness.” If production proceeds with a crew mainly made of third country members, as with this time, it may be good to check for inappropriate expressions and so on through the perspective of more than one Ethiopian.



Figure 16. Video images of brand video (excerpt)

8. UNDERSTAND MARKET

Point!

Questionnaire surveys and test marketing are very important in seeing the market's response.

- ✓ Let's implement a questionnaire.
- ✓ Let's implement test marketing.

8.1. Questionnaire implementation

The exchange of opinions with visitors and questionnaires made for them, which are obtainable through trade shows, are very good means of gathering information. In a questionnaire, questions are created so what you want to know is obtained. For example, if you want to know consumer attributes, such as "what is the point to which consumers give the highest priority when buying a product?," a question like "At what point do you give the highest priority when you buy a product?" is asked after listing important options, such as the product price, quality, safety, and an explanation of product distinctiveness.

■ Case 13: The CPA in Ethiopia (implementation of questionnaire)

A survey was carried out when the Ethiopian Highland Leather products were displayed at a trade show. A link for the questionnaire form was included in the appreciation email for buyers with whom business negotiations were made in the booth, and their cooperation in taking survey was requested. The following are URLs for the websites on which a questionnaire building tool can be used without charge.

SurveyMonkey

<https://www.surveymonkey.com>

Google Form

<https://forms.google.com/>

8.2. Implementation of test marketing

Test marketing ordinarily means to see consumers' responses by carrying out experimental sales of a new product by limiting the region and the sale period to reduce the risk to a company when selling a new product. Through the test marketing, valuable information, including what type of customer base bought what price range of products and the reasons some products remained unsold, can be obtained.

In implementing test marketing, it is necessary to make a proposal that makes the side providing the venue feel it benefits, as the store accepting such products may become cautious because they may handle products with no sales.

Generally, the profit-sharing ratio——payment made to the store from proceeds at a certain percentage in this case——is favorable to the store. In addition, it may be good to make a proposal while appealing the following points:

- (1) Provision of promotional materials (brochures and posters).
- (2) Sell products limited to the stores that offers the venue.
- (3) Bear the cost of preparing the venue by the implementer's side.
- (4) Issue press releases to mass media from the implementer's side.

■ Case 14: The CPA in Ethiopia (test marketing implementation)

For Ethiopia, test marketing was carried out at a famous department store in Tokyo. Two types of accessories from the same company——simple, unobtrusive, and smaller accessories——sold overwhelmingly better than larger ones. As a result of feedback, this difference was analyzed as “in coordination with simple clothes and shoes, a style that Japanese consumers prefer, simple and unobtrusive accessories are also preferred more.”

9. BRAND MANAGEMENT

Point!

To fulfill the Brand Promise, it is necessary to firmly manage consistent product quality through production methods, distribution routes, quality control methods, and sales methods.

- ✓ A successful image is shared among stakeholders, and the development of a management system is implemented.
- ✓ Persons in charge of brand management are decided:
 - the brand manager (manager of overall brand management, including the appointment of personnel in charge, response to legal affairs, and scheduling regular meetings);
 - the person responsible for quality control (person in charge of formulating quality control standards, inspection methods, and inspection schedules, etc.); and
 - the person responsible for brand delivery (person in charge of planning and implementing promotions and advertisements and drawing up schedules, etc.).
- ✓ An action plan and a schedule relating to brand management are managed.

9.1. What is brand management?

Persons in charge of brand management must always continue asking whether the operation method of the brand (Brand System) functions in a manner fulfilling the Brand Promise; a product, package, the production methods, and the distribution process are in line with the brand, and the quality control and sales routes are matched with the promise. In addition, they are required to manage whether the will and intention of brand (Brand Vision) is messaged in such manner as to fulfil the Brand Promise; whether producers' skills are appropriate; whether their vision or wish is not distorted; and whether the ways of communicating with consumers are effective.

Brand vision: A will of the brand that should be shared among all stakeholders involved in the brand's value chain. By sharing the same will among those who engage in the brand, a common motivation is generated in maintaining and fostering the brand.

Brand system: The scheme of rules and operations formed in the brand's value chain to fulfil the brand's promise.

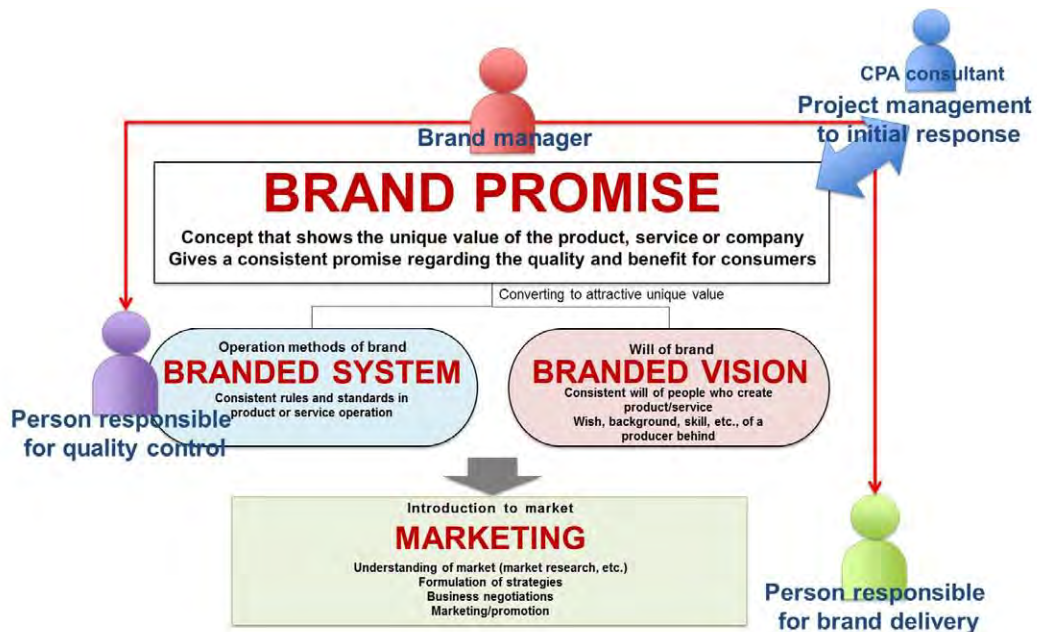


Figure 17. Composition of persons in charge of brand management

9.2. Brand management practices

The first step of the brand management in the CPA approach is sharing a successful image among stakeholders to answer why branding is important and the coordination among stakeholders to answer who manages the brand.

If branding is going to be carried out under the CPA, a large question of “why brand is needed” almost always exists among the stakeholders. The reason such a question is raised is that a successful image may not be shared. Only after sharing images such as “If a brand is created, I will be able to be successful like this,” “Once successful, my successful colleagues and I will become like this,” people who want to experience a taste of success appear, and take initiative to build the management system.

9.2.1 Sharing a successful image

For the sharing of a successful image, successful examples in other brands, other industries, or other countries are useful. To start the CPA, it is necessary to create the hypothetical view of the world where the brand is established based on the examples, and then propose, “Let’s make our brand like this.”

For Ethiopian Highland Leather, after showing examples of Imabari Towel and Harris Tweed (refer to Part 3 “Examples of Successful Brand Management”), a hypothesis of “what would happen if Ethiopian sheep leather products were released into the world like this?” was presented. The successful image of Ethiopian Highland Leather was created by gathering various facts about Ethiopian sheep leather; clarifying the Brand Promise to begin with; not

only clearly stating the Brand Promise as the Vision and the System but developing tools for inner branding - such as a brand book - to internalize the Vision and the System; applying the Brand Promise to the logotype, poster, and other various tools to deliver to consumers; and showing brand-specific objects.

9.2.2 Coordination among stakeholders

The next question that arose when enhancing and promoting the brand was “who should do it?” When one country intends to create a brand for national interest, or when one industry intends to create a brand for the interest of that industry as a whole, the beneficiary is a group, like a nation or an industry organization. If each member of a beneficially group looks at each other but nobody takes initiative, it is a problem. If everyone wants to be a leader and compete with each other, it is also a problem. It is important to have satisfactory procedures concerning who should do what.

To this end, discussion will start with who should respectively play what role. Around the CPA, a government, industry, organization, and company exist as stakeholders, and, in particular, a section in charge of trade promotion, a section in charge of industrial development, and a section in charge of international affairs are related among the government sector. Coordination is how these stakeholders become involved.

A beneficiary in creating a brand should take initiative in the brand creation, and it is necessary for the parties concerned to examine who the beneficiary is and accept this beneficiary.

(1) Stakeholders around the industry brand

In case of an industry brand, an industry organization looks to a beneficiary, and in case of a national brand, a section in charge of international affairs looks to a beneficiary. The story is not that simple, however.

If an industry organization is mature and has a strong power over the industry and the government, it is sufficient that the industry organization takes initiative of the industry’s brand. However, if there is a powerful company among the industry aside from the industry organization, or if industry organizations are divided into more than one group—which should take the initiative—becomes a subject of discussion. In addition, if an industry organization substantially relies on government support, it may be more effective to ask the government to take initiative. In such a case, which entity is more effective differs case by case, and this does not necessarily mean one entity of those stakeholders decides everything. Several stakeholders are more likely to share the roles.

In addition, an initiative may be shifted in relation to the organization’s maturity with the passage of time.

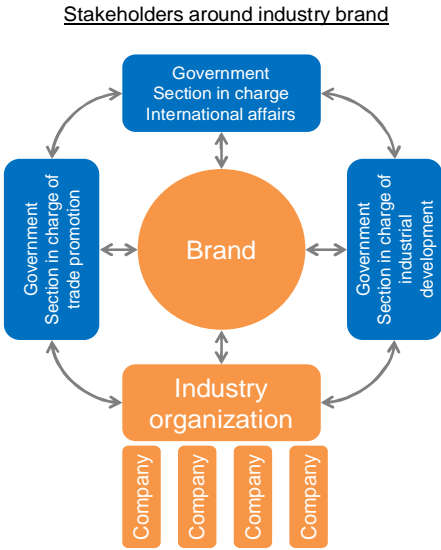


Figure 18. Stakeholders around industry brand

Source: Created by the survey mission

(2) Stakeholders around the national brand

In the case of a national brand, a wide range of beneficiaries exist from the beginning.

There are three types of beneficiary. First one is a section in charge of the government’s international affairs in terms of strengthening a position in foreign diplomacy by raising the national image. Second one is in charge of the government’s trade promotion in terms of improving overall export promotion. Then, last one is in charge of industrial development in terms of “fostering export industries in the country by the national brand.”

Under such circumstances, interagency functions for controlling national-level branding are necessary for smooth promotion. An organization or leader with such functions must develop initiatives related to the brand.

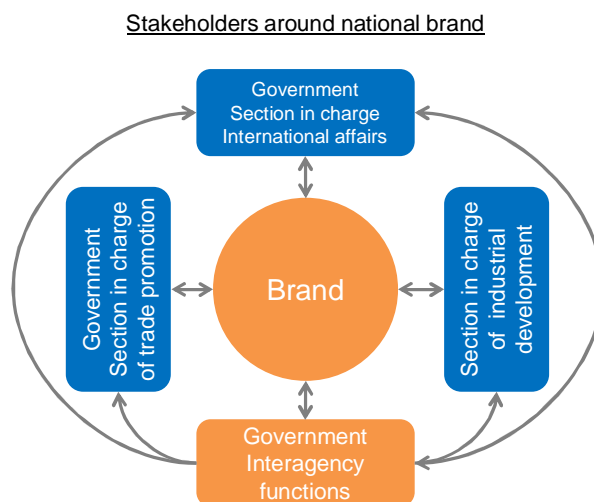


Figure 19. Stakeholders around national brand

Source: Created by the survey mission

9.2.3 Confirmation of persons in charge of brand management

Managers needed for brand management are mainly three people.

(1) Brand manager

To maintain and manage a brand on a continuous basis, there must be a local manager who takes initiatives related to and has firm commitment to all activities. The brand manager is the central figure, and the following capabilities are expected of this person.

- Has a strong attachment to the brand and deeply commits to it
- Identifies necessary parties concerned and is capable of drawing on organizational power
- Is capable of leading quality-assurance and brand-delivery control

(2) Person responsible for quality assurance

In order for a brand to keep its value as the brand, all systems, including product, production, distribution, quality control, and sales methods, must be operated under consistent rules and standards. This is the Brand system. In addition, to maintain quality, will—which includes focus, skills, desire, and history—must be shared among all parties concerned in the Brand system. This is the Brand vision. The person responsible for quality assurance is a manager of the Brand system and the Brand vision as a whole in the value chain. The following capabilities are expected of this person.

- Provides guidance to producers and distributors concerning what should be considered or cared for in the production, distribution, and promotion to maintain, manage, and ensure brand quality
- Verifies that actual products maintain brand quality
- Develops products that meet market needs through collaboration with the person responsible for brand delivery

- Rectifies any violations if found

(3) Person responsible for brand delivery

To support the high added value of a brand, it is important not only to guarantee quality but also to understand the market properly, so the unique value of a product is conveyed to consumers in the right way and is delivered to consumers' hands. The person responsible for brand delivery is a marketing manager, who delivers brand value to the market. The following capabilities are expected of this person.

- Is capable of understanding needs through target-market research and analysis
- Provides feedback related to market needs to the person responsible for quality control and develops a product that meets these needs Coordinates with distributors in the market
- Procures the budget necessary for promotion
- Plans and operates with marketing know-how

It is rare that an organization has three people suitable for these three positions. When starting a brand, hiring experts with rich experience in corporate branding is examined by using subsidies, among others. By starting a brand with such experts, a sustainable system can be built.

(4) First, look for a person who can commit instead of a person who is capable

The most important thing when starting a brand is to appoint a person who commits to the brand and is influential in his/her surroundings as brand manager.

In the case of Ethiopia, The director of ELIA became the brand manager. He has an attachment to the brand and has a strong will to raising the position of Ethiopia's sheep leather as a representative of the industry. Of course, he did not have knowledge of brand marketing; however, he understood the need for quality assurance and the need for brand delivery. In the process of creating the brand with experts, he appealed to his associates in the industry and played a role in asking for governmental cooperation.

(5) After starting, foster or recruit a person who is capable

The roles of people responsible for quality assurance and brand delivery can be played by brand manager at the initial stage of starting a brand with the help of experts. Later, in the process of establishing the brand, the system is built, and people with skills of quality assurance and brand delivery are fostered within the OJT (on job training) or procured from outside to work under the brand manager.

9.2.4. Organization and clarification of roles

When coordination among stakeholders progresses through the sharing of an image of success, the roles of brand manager, person responsible for quality assurance, and person responsible for brand delivery, roles necessary for the maintenance and management of the brand, should be clarified by focusing on organization.

9.2.5 Action plan and scheduling

After organization and clarification of roles start advancing, it is necessary to develop the details of the action plan and scheduling. Here, a tip to facilitate this process is to work with realistic, doable objectives. In the stage where budget, personnel, and skills are insufficient, it is important to have attitudes of managing existing staff, thinking what can be done, starting regular meetings by people who can attend, maintaining activities, and accumulating experience gradually.

<Activities to stimulate initial motion>

- (1) Embody “who” and “until when” and conduct progress management for achievement
- (2) Work with realistic, doable objectives
- (3) Ensure that people experience specific successes and difficulties in practice in the field that can be coordinated by this side; ensure that people learn amplifiable lessons
- (4) See issues from comprehensive perspectives and simultaneously examine if there are any solutions to break through current situations
- (5) To respond to issues in the organizational aspect, gather local organizational information and information from other groups as well as search for solutions and alternative measures

In Ethiopia, meetings for sharing images of success among stakeholders were repeated many times. Discussions were repeated many times through styles of workshops and dialogue-oriented lectures in which examples of Imabari Towel and Harris Tweed were learned, a brand logo and poster were created, and the contents of the brand book were examined.

During this process, people or groups taking initiatives began appearing. They are EIC under direct control of the prime minister in a national brand, Creativity in Motion, and ELIA in an industry brand, Ethiopian Highland Leather.

Regarding Ethiopian Highland Leather, an exhibition at a trade show in Japan is regarded as one of the objectives, and, to this end, various activities are in place. First, product development is carried out with an eye towards the show; second, the reality of the world's most strict Japanese quality standards are replicated through actual communications with buyers, which ensures that the importance of working on specific quality assurance is actually felt.

10. REVIEW THE CPA FLOW

Point!

The CPA cycle is not a one-time action but rather a continuous process. Therefore, it is very important to review the implemented contents at each step of the CPA, review the results, and improve the process.

In this section, we reexamine the whole process of the CPA.

10.1. Review the whole CPA process and improve it for the next process

To improve the CPA, positioning of current activities within the cycle is confirmed as are the activities currently carried out, keeping in mind the relationship with processes before and after the current process. In particular, after a cycle is implemented, reexamination geared towards the next cycle is necessary. Given that the market is not static but always dynamic (changing with time), strategies also need to be modified and improved in accordance with the ever-changing market. For example, the brochure design may be considered outdated in several years. At some trade shows, initially targeted people no longer come and participation in such trade shows may not be effective. Review can be made in various ways, such as reexamining all steps or concentrating on matters that greatly differed from expectations.

In the case of Ethiopia, review was made following the participatory style. A seminar was held by bringing together major stakeholders (government officials, people related to private intermediate organizations, and general companies), and discussions on issues related to the CPA and measures to solve such issues took place. Companies that participated in the CPA actually faced the market and received direct responses, which led them to be very perceptive and to develop specific improvement proposals. By sharing these responses among parties concerned, sympathy is developed and is easily connected to the next action.

PART 3. EXAMPLES OF SUCCESSFUL BRAND MANAGEMENT

1. Imabari Towel



Imabari Towel is a brand created by an association of towel producers in Imabari City, Ehime Prefecture, Japan. In Imabari, towel production has been ongoing for 120 years, and the city was the center of Japan's towel-production industry for a long time. However, from the 1990s to the 2000s, inexpensive towels made in China began dominating the market, and the towel industry in Imabari was on the brink of extinction. In response to this situation, an association of towel producers in Imabari promoted a high value-added towel by establishing a brand called "Imabari Towel" and achieved the industry's survival. The central characteristics of the towel are water-absorption capability and softness. A high quality does not merely refer to being fashionable and gorgeous; it also refers to sufficient practical and functional values. This point is one of the reasons why Imabari Towel is evaluated highly in the market. This brand started in 2007 and is growing into an international brand representing the Japanese brands.

1.1. The Brand Promise of Imabari Towel

The Brand Promise of Imabari Towel is presented below. There are seven points that producers discuss with passion and firmly promise to users.

The Brand Promise of Imabari Towel

1. We are well aware of, responsible for and proud of the notion that Imabari Towel products express our dreams and please our customers.
2. We promise to create goods from the customers' point of view.
3. We promise to offer fashionable and original products.
4. We promise to build production centers and use technologies to ensure quality control.
5. We promise to lead the global towel business to improve the quality of towels internationally.
6. We promise to continue sending messages of "thoughtfulness," "hospitality," and "environmentalism" to customers throughout the world.
7. We promise to inform the world of the attractiveness of Imabari and Japan through the creation of excellent towels.

(Source: Imabari Towel official website)

1.2. Brand system and Brand vision of Imabari Towel

To fulfill these promises, the Brand system of Imabari Towel has unique quality standards and brand-certification system, which are managed by Imabari Towel Industrial Association.

Not all towels produced in Imabari are labeled “Certified Imabari Towel products.” Only products meeting various original criteria are labeled “Certified Imabari Towel products.”

Table 11. Quality standards for Imabari Towel products

Test Items		Test Methods	Test-Method Standards
Towel characteristics	Water absorbency	JIS-L1907 / Immersion method	Sinks within 5 seconds * It has to pass both the test as an “unwashed” towel and after the towel has been “washed 3 times”
	Thread-loss rate	JIS-L0217 Washing method #103 (Towel testing method)	Pile: 0.2% or less Untwisted thread: 0.5% or less Shirring: 0.4% or less
	Pile-tear resistance	(Towel testing method)	BT.KT 2.45cN /pile or more FT.WT 2.16cN /pile or more
Dye strength	Resistance to light	JIS-L0842 / Carbon-arc method	Grade 4 or more * Pastel and bright colors: Grade 3 or more
	Laundry	Method No. JIS-L0844 / A-2	Changing and fading colors: Grade 4 or more Stains: Grade 4 or more
	Sweat	Method No. JIS-L0844 / A-2	Changing and fading colors: Grade 4 or more Stains: Grade 3 or more/Grade 4 or more
	Friction	Method No. JIS-L0844 / A-2	Dryness: Grade 4 or more Dampness: Grade 2 or more/Grade 3 or more * There is a 0.5 grade decrease for dark colors and colored prints.
Physical properties	Pull strength	Method No. JIS-L1096 A (Lapelled-strip method)	Vertical: 147N or more Horizontal: 196N or more
	Tear resistance	Method No. JIS-L1096 A (Meulen’s form method)	392.3KPa or more

	Change of dimensions	Method No. LIS-L1096 G (Electric-washing-machine method)	±7% change
Organic composition	Free formaldehyde	Ministry of Health and Welfare Ordinance No. 34 (Acetylacetone method)	Difference of light absorption: 0.03 or less

Source: Imabari Towel official website

Of these, the most distinctive feature is the absorbency test conducted via the sedimentation method. When a piece of towel fabric floats on water, it gradually absorbs water and finally sinks.

Evaluation criteria for water absorption determined by the Japan Towel Inspection Foundation is sinking within sixty seconds. For Imabari Towel, one of the certified criteria is sinking within five seconds. “If a towel does not sink within five seconds after absorbing water, it is not an Imabari Towel.” The development of this criterion is very distinctive and easily understandable. Moreover, the test method offers high demonstration effect at a storefront, for example. The quality of Imabari Towel products is supported by their unique values (facts), which are easy to communicate.

Quality control methods and distribution routes, etc., of Imabari Towel

The Imabari Towel brand is controlled by the Imabari Towel Industrial Association (ITIA). To use the name “Imabari Towel,” authorization from the ITIA is required. Only member companies of the ITIA can produce Imabari Towel products. To mention Imabari Towel, quality standards defined by the ITIA must be met. ITIA membership companies promise the quality of Imabari Towel products for all consumers. The brand's distinctive feature is an outstanding absorption capability. Imabari Towel products must meet the regulations clearly stated in the Terms of Brand Product Certification in Regulations of Imabari Towel Certification Business, and the Imabari Towel Brand Manual.

Source: Excerpt from Imabari Towel's official website

Under the strong leadership taken by the industry groups of towel-related companies in Ehime Prefecture (“Imabari Towel Industrial Association”), only products that meet quality-control standards are authorized to be sold as Imabari Towel products. Furthermore, the brand is strictly managed through a certification system.

The brand system of Imabari Towel functions effectively through a strict certification system, rigorous quality standards (including the sedimentation method with uniqueness and demonstration effects), and exigent governing body that puts the rules into practice.

As described above, the Brand vision is the will of the brand; it should be shared among all stakeholders involved in a value chain of the brand. By sharing the same will among those involved in the brand, a common motivation is generated and focused on maintaining and fostering the brand. Imabari Towel provides its Brand vision (i.e., brand will) as follows.

Brand vision of Imabari Towel

The key phrase is emotional connection. Through Imabari Towel, a “heart-to-heart” bond and relationship will be delivered across the world. We believe this mission should be adopted at the production place of Imabari Towel.

By sharpening our five senses and mind, we will create the world's pre-eminent towel and lead the future as the world's greatest towel producers.

The vision of the production place of Imabari Towel is to contribute to society by providing value that satisfies customers, namely in the form of Imabari Towel products.

We will develop activities that link producers and users with emotion by creating towels that please our customers due to the towel's proven unique capabilities.

As the production place of Imabari Towel, our hope is to have customers fully and joyfully experience our safe materials, which are friendly to customers' bodies and minds. With our towel, customers can take full advantage of their wonderful lifestyles.

Source: Excerpt from Imabari Towel's official website

The above text is filled with producers' focus, skills, vision, and desires. The producers' goal is to “produce a towel that is not just a towel but impresses users with its comfort.” This is represented by the phrase “emotional connection.” In addition, the towel's comfort is captured by the phrase “friendly to customers' bodies and minds,” which means giving comfort not only to the body but also to the mind. In the phrase “by sharpening our five senses and mind,” the company implies that the best skills they have are employed to create the towel's impressive comfort. In the phrase regarding the towel's “customers can take full advantage of their wonderful lifestyles,” the company displays a deep sense of pride in its skills. Also, in the phrases “across the world” and “the world's greatest towel producers,” the vision of dealing with the global market is conveyed. Moreover, in the expressions “create the world's preeminent towel” and “customers can take full advantage of their wonderful lifestyles,” the vision of proposing overall lifestyle, not exclusively towel use, comes across. The expression goes further, namely a desire to “contribute to society.” In particular, the comfort of using the towel is expressed in the word “emotion” instead of merely saying “comfort.” In so doing,

Imabari's strong focus, skills, and desire to be unique are backed by its history. By sharing such this strong persistency and thoughts as the Brand vision among all stakeholders, common motivation is generated and geared towards maintaining/developing the brand.

Thus, Imabari Towel continues succeeding as a brand by being supported by the Brand system and Brand vision as well as by fulfilling its promise to users (Brand Promise).

2. Harris Tweed



2.1. Brand Promise of Harris Tweed

Harris Tweed is a cloth born on Lewis and Harris Island in northwestern Scotland in the eighteenth century. Harris Tweed is characterized by the use of yarns spun from sheep wool and produced on the island. Moreover, they are woven by hand on a handloom. The brand has a history tracing back more than 100 years, and the cloth is still woven using a manual loom. The production method has not changed drastically since its inception.

Recent major trends in textile design have emphasized a brand's name and the production process. Riding such a trend, Harris Tweed attracts attention not only because of its brand name but also its rich backstory (more than 100 years of production in a specific region and so on).

Brand Promise of Harris Tweed

'Harris Tweed' is a real brand – a fabric crafted by local people only in the beautiful islands of Scotland's Outer Hebrides.

(Source: Harristweed.org website)

2.2. Brand system and Brand vision of Harris Tweed

To be a real brand (i.e., a brand whose premium value is recognized around the world), Harris Tweed shares its brand guidelines on its website and states its Brand system and Brand vision in the following text.

Brand Guidelines of Harris Tweed

Why choose 'Harris Tweed'?

'Harris Tweed' is

- a world-famous classic cloth
- handwoven only by the islanders of Scotland's Outer Hebrides
- the world's only cloth with a protected provenance governed by a parliamentary act
- protected by the Harris Tweed Authority – guardians of the world-famous Orb Mark
- made of 100% pure new wool that is dyed, blended, carded, spun, warped, woven, and finished only in Scotland's Outer Hebrides,
- stamped, certified, and guaranteed to be genuine and high quality
- an artisanal cloth that is connected to the wild Hebridean landscape
- providing valuable employment for crofters and weavers in a remote-island economy
- energy efficient to create beautiful and durable as well as practical
- an established luxury brand chosen by famous fashion and interior designers who value its character and timeless classic style

Source: Harristweed.org website

Brand vision of Harris Tweed:

In the above text, the Brand vision (i.e., brand will) of Harris Tweed is expressed with a strong desire to be a “world-famous classic cloth” and “established luxury brand” backed by a venerable history and parliamentary authority. In addition, the story of its producers is strongly expressed to evince the company's focus on handwoven products and craftsmanship; furthermore, weaving is only done by islanders in “the wild Hebridean landscape.”

Moreover, Harris Tweed is constantly maintained by a powerful brand-operation method (i.e., Brand system).

Brand system of Harris Tweed:

There are five characteristics of Harris Tweed's brand-operation method (i.e., Brand system). Harris Tweed continues its success by being a brand backed by a Brand system and Brand vision and by fulfilling its Brand Promise.

(1) Strict quality control—Quality standards are strictly specified by a parliamentary act.

Harris Tweed is the world's only textile protected by a parliamentary act (i.e., the Harris Tweed Act of 1993). The act's purpose is to (1): protect the cloth itself and (2): to protect the surrounding culture. The definitions of Harris Tweed are clearly stated in the act as follows.

- Dyed and spun in the Outer Hebrides
- 100% pure virgin wool
- Handwoven only by the islanders of the Outer Hebrides in their own homes

- Tweed finished only in the Outer Hebrides

(2) Artisan pride—Differentiation from competitors is promoted through a strong focus on handiwork

Producers of Harris Tweed, by complying with the corresponding parliamentary act, voluntarily carry out additional measures of strict quality control. Harris Tweed essentially does not use machines, instead working by hand. Historical records show that in 1974, a trade association found that an artisan spun yarns by partly mechanizing a loom; the person was fired immediately. Strictly observing all processes to protect the Mark leads to overwhelming differentiation from other tweeds.

(3) Integrated brand management—A long-established industry organization manages the brand

The Harris Tweed Authority was established in 1909 and still protects the Harris Tweed brand today, more than 100 years later. Harris Tweed Authority forms a system in which it sends order sheets and design samples to farmers with factories in the Outer Hebrides where workers weave by hand. The farmers deliver cloth to the Authority. The Authority strictly controls the quality of cloth delivered from farmers centrally, only exporting cloth that meets clear the standards established by the Harris Tweed brand. For such cloth, the Mark is attached. As stated above, centralized management of the brand helps maintain quality and, at the same time, prevents fake products from reaching the market.

(4) Proof of brand—The United Kingdom's oldest Orb Mark has been the proof of the brand for over 100 years

The Harris Tweed Orb Mark is a certification label to be given to cloth that meets the quality control of Harris Tweed Authority. This label must be attached to cloth at every three yards. This mark was created in 1910, and it is said to be the United Kingdom's oldest registered trademark. It is also called the permit mark of the British Royal family. This proves that Harris Tweed is a symbolic brand of the British middle class, a brand closely tied to the culture of British gentlemen. The Mark guarantees traceability with a number shown on the lower right section of a tag. Through such control, it is possible to identify a dealer and trace it back to the farmer who actually wove the cloth.

(5) Creating a foundation for handing down skills and techniques

To maintain high quality for over 100 years, it is necessary to foster a culture in which skills are handed down continuously. Although there are currently about 110 artisans who engage in the manufacturing of Harris Tweed in the Outer Hebrides, the average age is 56. Therefore, measures have been taken to ensure that the success of Harris Tweed is passed on to younger

generations, including the creation of opportunities to learn weaving skills and related culture through tie-up with educational institutions (e.g., universities).

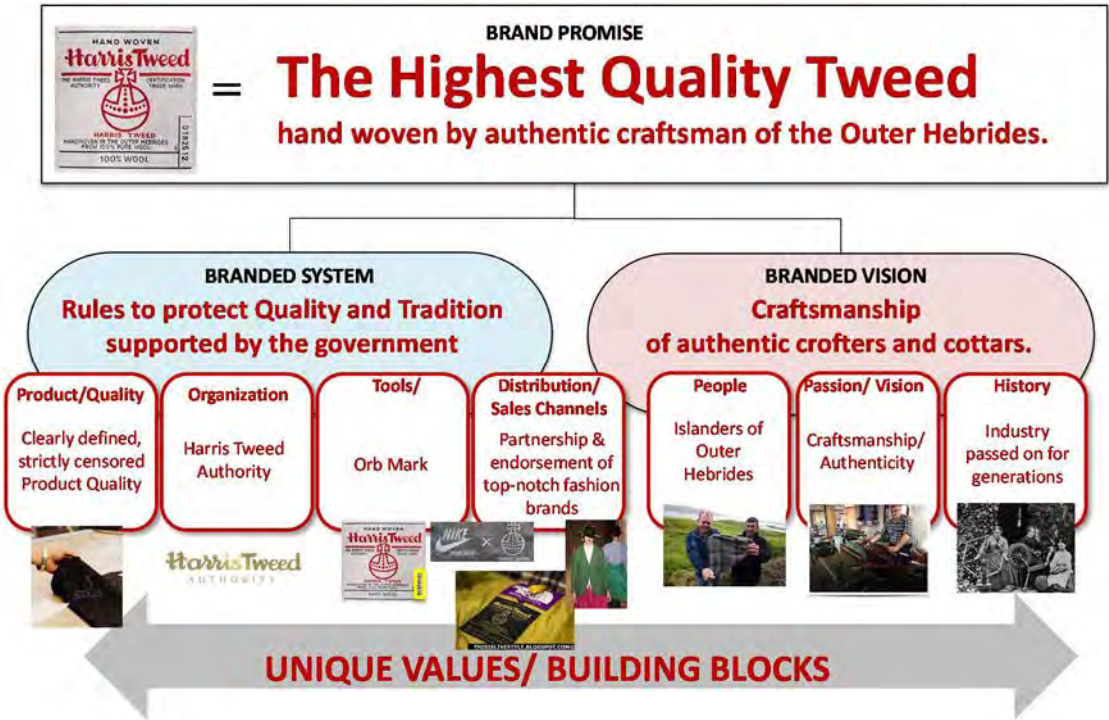


Figure 20. The structural organization of Harris Tweed

APPENDIX

Appendix II: Sample Preparation Schedule for a Trade Show

What you should do	Schedule	Note
Choose and apply to a trade show	12 to 18 months in advance	
Determine booth size	6 to 9 months in advance	
Arrange accommodations (i.e., book a hotel)	9 to 12 months in advance	Reserve a hotel immediately after establishing the size of the booth.
Choose products to showcase	9 to 12 months in advance	Choose items immediately after establishing booth size.
Pay for the booth	Due date set by organizer	
Order transportation for your products	9 to 12 months in advance (after establishing booth size)	Ask the organizer about designating a transportation company.
Order a design and construction company	9 to 12 months in advance (after establishing booth size)	If you need to order extra equipment, check the exhibition manual and contact the organizer as soon as possible.
Plan and develop promotional tools	Completion 1 month before the show	
Determine the specific numbers and kinds of products to be displayed	10 days before delivering products to the transportation company	Communicate specific information to the transportation company in advance.
Insurance for products	From the date when the cargo leaves the stockyard	
Deliver products to the transportation company	Decide the date after meeting with the transportation company	
Deliver products to the trade-show venue	1 to 3 days in advance	Confirm order specifics with the organizer. If the products are delivered too early, they will be at risk of theft.
Arrive at the venue	1 to 3 days in advance	Check your products when they are delivered to the venue.
Showcase products	1 to 2 days in advance	
Supervise staff member's explanations and maintain proper display	During the trade show	
Decide how to handle the product after the trade show	By the evening of the trade show's final day	Sell? Throw away? Send back to Ethiopia? Donate?
Remove products from the venue	The final day	Pack the product on the final day to reduce the risk of theft.
Follow up with the buyers interested in your products	Immediately after the trade show; complete within 1 (one) month	

Source: JETRO (2010). Excerpt from the original table

Appendix III: Trade Show Database

No.	Region	Country	Name of Organization or Website	URL
1	Global		Events Eye	http://www.eventseye.com/
2			m+a Expo Database	http://www.expodatabase.com/
3			FITA	http://www.fita.org/
4			ExpoPromoter	http://expopromoter.com/
5			Bvents	http://www.bvents.com/
6			10times	http://10times.com/
7	Asia	Japan	JETRO (J messe)	http://www.jetro.go.jp/en/database/j-messe/
8		China	ChinaExhibition.com	http://www.chinaexhibition.com
9		China (Hong Kong)	HKTDC	http://www.hktdc.com
10		South Korea	KOTRA	http://www.kotra.or.kr
11		India	ITPO	http://www.indiatrdefair.com
12		Malaysia	MACEOS	http://www.maceos.com.my
13		Philippines	Citem	http://www.citem.gov.ph
14		Singapore	IE Singapore	http://www.iesingapore.gov.sg
15		Thailand	IMPACT	http://www.impact.co.th
16		Vietnam	VIETRADE	http://www.vietrade.gov.vn
17	Europe	France	Promosalons	http://www.promosalons.com
18		Germany	AUMA	http://www.auma.de/en
19		Italy	ITA	http://www.italtrade.com
20			AEFI	http://www.aefi.it/Aefi/site/en/index
21	North America	USA	TSNN	http://www.tsnn.com/

Appendix IV: Points for Selecting a Trade show

Characteristics of the trade show	Target: For general consumers or professional buyers? International or domestic? Theme: Comprehensive or specific?
Performance	How large is the venue? How many participants? What are their profiles? How many visitors? What are their profiles? In some European countries, there are third-party certification systems that evaluate the reliability of an event organizer's report.
Event Organizer	Who is the event organizer? Is it a credible organization?
Qualifications and Fees	Are there any qualifications for visitors? What is the entrance fee? Is it free? When the entrance is free or cheap, the number of general consumers will be large.
Sales Exhibition	Are spot sales prohibited? Generally, trade shows targeting professional buyers prohibit spot sales; this ensures that business deals can be done smoothly by decreasing the number of general consumers.
Information (except for organizer's report)	Do you know someone who participated in the trade shows under consideration? Objective information is very useful for shows evaluation.
Organizer's Promotion Strategy	Do you know how the organizer will promote the event? The promotion strategy has a significant influence on the number of visitors.

Source: JETRO (2010, 8–9). Excerpted and tabulated from the original text.

Appendix VI: Tips for Visual Merchandising

To continuously attract customers, large scale store design or advertisement needs a massive budget. The guidelines below are other effective ways to maintain the shop.

1. Store design (interior, attractive signage, ornamental greens)
2. Merchandising (freshness, quality, price, inventory control)
3. **Merchandise presentation (easy to find, unique pop, VM)**
4. Service (comfortable services and environment [e.g., clean toilets] for customers)

VM is a presentation strategy that highlights the appealing specialties of the store and attributes of the merchandise (freshness, quality, season, variety, material, and price) to increase the store's sales without incurring high costs. VM has three clearly located elements on a sales floor. By learning how to deploy VM, each staff member in a store can organize the sales floor in the same manner, which means that the store image can be maintained exclusively through human resources. VM's three elements are:

VP=Visual Presentation (show window/display stage on sales floor)

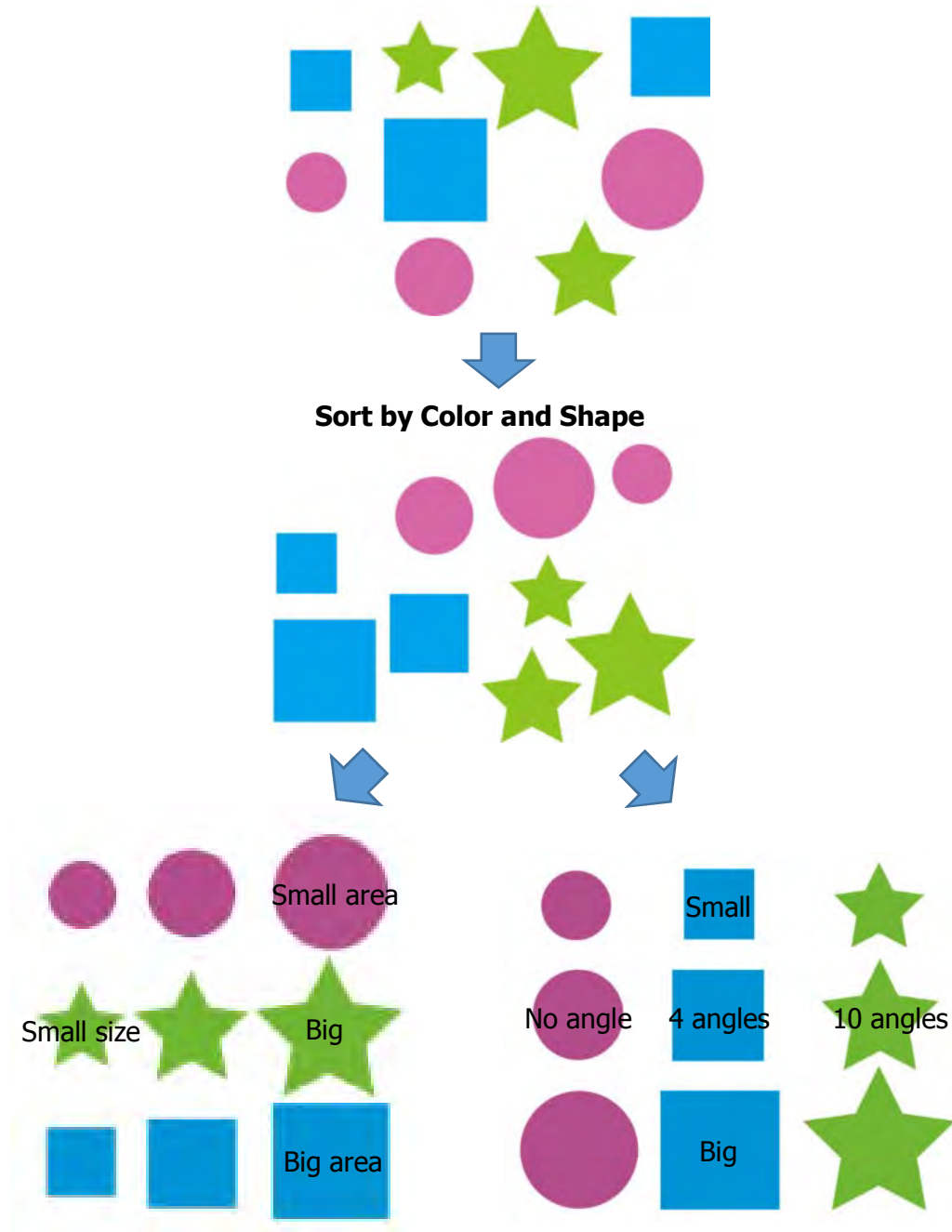
PP=Point-of-Sale Presentation (accentual display spaces on sales floor)

IP = Item Presentation (all space to display products on sales floor)

The basic step of the three elements of VM is to sort and arrange products in a particular manner. For instance, color, shape, size, and angle are useful characteristics when sorting and arranging products.

Before explaining these three elements of VM, the basics of display common to these elements will be provided. The idea is to "to sort and arrange products according to a certain rule." For instance, color, shape, size, and angle are useful characteristics when sorting and arranging products. Products can be beautifully presented by sorting and arranging them according to a certain rule based on these characteristics; this type of display also helps customers select and buy items.

Indistinct Combination of Products



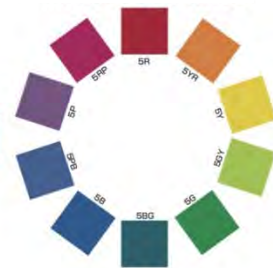
Arrangement 1:

Up to down → Small area to big area in different shapes
 Left to right → Small to big in same shapes

Arrangement 2:

Up to down → Small to big
 Left to right → No angle to multiple angles

Figure 1: Sort and Arrange Product in a Particular Manner



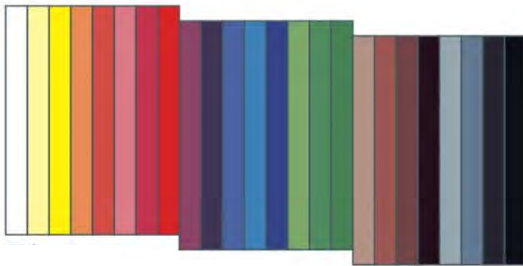
Munsell's Color System

Albert Munsell, an American painter, arranged colors in a particular order according to hue, value, and chroma. This color system has been a popular guideline among VM stylists.



Three Primary Colors

The three primary colors consist of cyan, magenta, and yellow. In the left figure, the center becomes cloudy and dark by mixing the three colors. Thus, in the case of VM, displaying various colors in one corner should be avoided.



Sequence of Warm Color/Cold Color/Neutral Color

Arranging or Grouping by Color and Material



Figure 2: Tips for Color Sorting

■ Visual Presentation

Visual presentation (VP) is mainly showcased on a stage on the sales floor or in a window display. It expresses the concept of the shop by visually presenting messages based on product story or seasonal concept. The purpose of VP is to increase the shop's visit rate (i.e., to attract customers to the shop). It is important to display products in an integrated manner based on the message or theme.



Picture 1 : VP of Ethiopian Highland Leather stand at IFF

In the CPA activities in Ethiopia, Ethiopian Leather Industries Association participated twice in the exhibition in Japan for the promotion of Ethiopian sheep leather. In terms of VP, they showcased some model aircraft made of sheep leather with leather material and leather products to express a message, namely “light, thin, and durable.” In addition, each partner company produced items with 10 colors that were chosen as a theme color; these items were showcased according to the rules of VM.



Picture 2: VP at Sabahar (1)

This is an example of Sabahar, one of the participants in the CPA activities in Ethiopia. The VP theme is “Sabahar Christmas.” The napkins in the glasses resemble a candle’s flame. The theme color is white; other Christmas colors (red, green, moss green) are used as accents.



Picture 3: VP at Sabahar (2)

This is another example of Sabahar’s display. The VP theme is “Ethiopian Hand-spun Silk.” The basket filled with Eri silk cocoons is displayed alongside red flowers made of cocoons. The other flowers are dyed in the same colors as the stalls’ motif.

■Point-of-Sale Presentation

Point-of-sale presentation (PP) is mainly showcased in dead spaces on the sales floor, such as the tops of shelves. PP provides product information and proposes a coordination of products to customers by visually presenting certain products following a theme color and seasonal recommendation. The purpose of PP is to increase the visit rate to the shelves and to make specific proposals. It is important to coordinate PP and item presentation (IP) as a set, so PP can lead customers to the related IP easily.

This is the example of MUYA Ethiopia, another participant in the CPA activities in Ethiopia. Before the VM workshop, they had showcased some cushion covers on the top and middle shelves. On the lowest shelf, some stoles were displayed in a basket made of reeds.

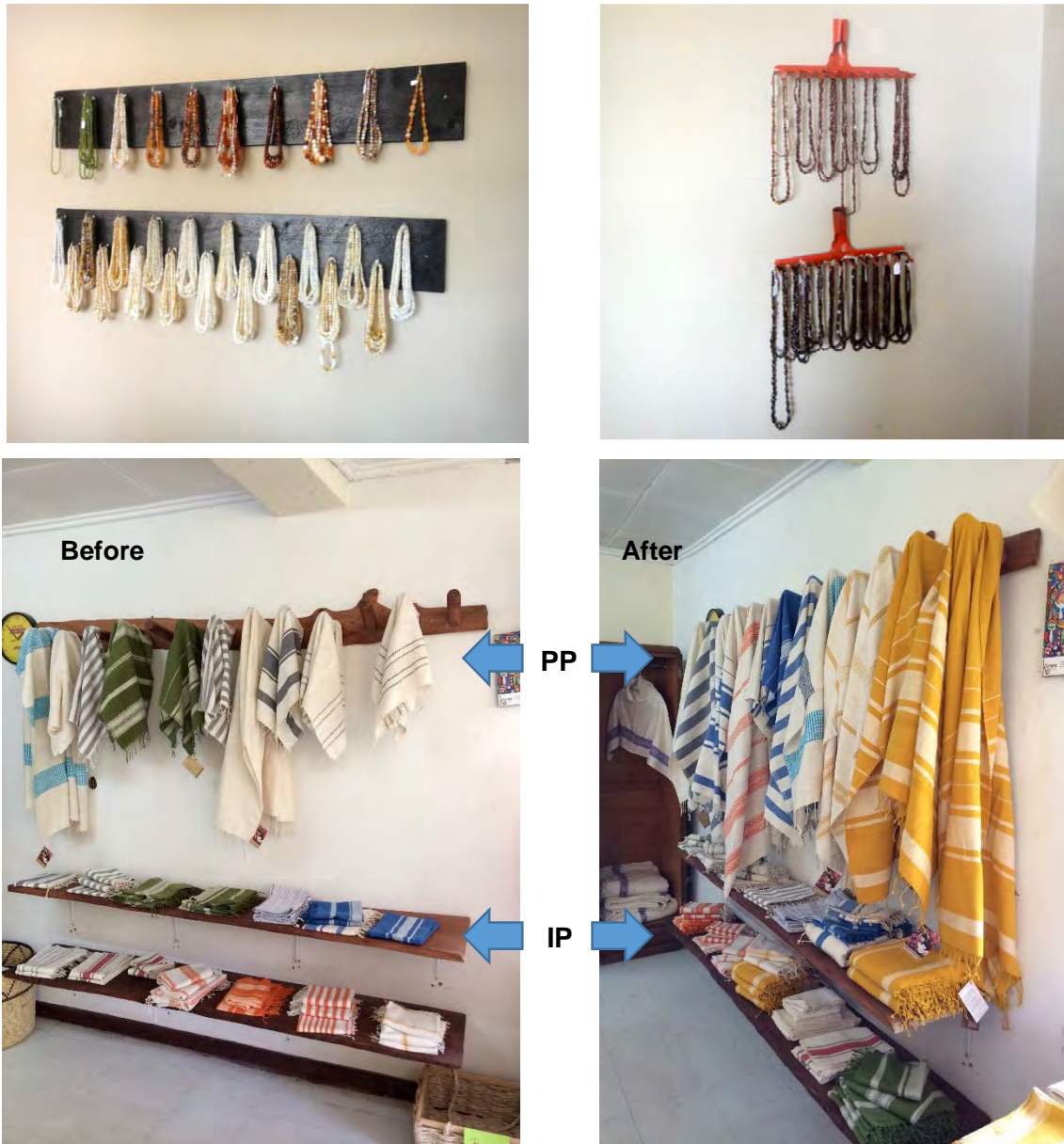
After the workshop, some cushion covers and some basket covers were showcased as PP on the top shelf because the shelf was too high to use as IP (see the next page for an explanation of IP). Some cushion covers were displayed on the middle shelf as IP. In addition, the cushion covers grouped by color and motif were displayed as IP on the bottom shelf. Previously, customers who wanted to buy a cushion cover needed to go to another shelf. Now, every cushion cover can be easily found because of spatial concentration.



Picture 4: PP at MUYA Ethiopia

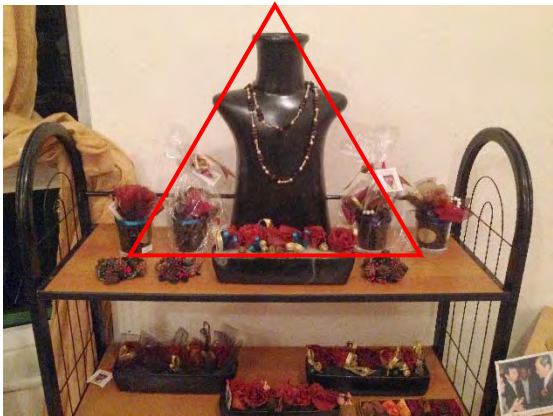
■ Item Presentation

Item presentation (IP) is displayed on shelves and hanger racks (or showcases). The purpose of IP is to increase the buy rate by displaying products so as to facilitate their purchase. To this end, appropriate grouping of products based on design or color, size, and appropriate volume of products is important. Also, the size and layout of fixtures should be done with a consideration of customer convenience.

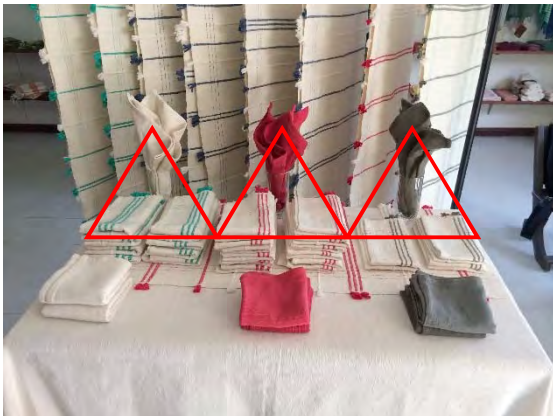


Picture 5: IP at Orbit Ethiopia (Upper) and Sabahar (Bottom)

In addition to the basics of VM discussed above, more tips on how to achieve a beautiful display are provided below.



Picture 6: Triangular configuration



Picture 7: Repeat configuration