



# Developing a brand and marketing concept for regional natural products produced in Lake Tana Biosphere Reserve, Ethiopia



*Final Report submitted to NABU* (For People and Nature Project – Establishment of a UNESCO biosphere reserve at Lake Tana in Ethiopia)

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## Acronym

BfDE	Bees for Development Ethiopia
BoA	Bureau of Agriculture
BoCTPD	Bureau of Culture Tourism and Parks Development
BoEPLAU	Bureau of Environmental Protection Land Administration and Use
CPA	Cooperatives Promotion Agency
EIPO	Ethiopian Intellectual Property Office
EMAS	Eco-Management and Audit Scheme
EWNHS	Ethiopian Wildlife and Natural History Society
LTBR	Lake Tana Biosphere Reserve
NABU	The Nature and Biodiversity Conservation Union
ORDA	Organization for Rehabilitation and Development in Amhara
UNESCO	United Nations Education Social and Cultural Organization

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# 1. Introduction

## 1.1 Background

The Nature and Biodiversity Conservation Union (NABU) is undertaking an innovative intervention named “For People and Nature – Establishment of a UNESCO biosphere reserve (BR) at Lake Tana in Ethiopia”. This initiative is grounded up on the known trends of increasing pressure on ecosystems and it is believed to bring nature and humanity in to symbiotic relationships. Biosphere reserves are sites recognized under UNESCO's Man and the Biosphere (MAB) Programme to promote sustainable development, integrated science and conservation of biological and cultural diversity through partnerships between people and nature.

The project intends to support the Lake Tana region to become a UNESCO biosphere reserve in a way to conserve valuable habitats and foster regional sustainable development. Such intent conforms to the strategic focus areas of Amhara Region Bureau of Culture, Tourism and Parks Development. It contributes to addressing the challenges of ensuring integrated community based tourism, eco-tourism, and pro-poor tourism through protection of cultural values and heritages, rescuing endemic animal from the danger of extinction, and proper development of tourist destinations<sup>1</sup>.

NABU recognizes the fact that Lake Tana region has enormous potential to develop rewarding and marketable regional natural products through some form of processing and value additions without harming rather complementing the richness of ecosystems. In accordance with this, local community members in Bahir Dar Zuria Woreda, Bahir Dar City Administration, and Dera woredas are being supported through the project to produce and process natural honey and aromatic plants (such as rosemary, hibiscus, and chamomile).

The drive to ensure proper management of biological and cultural diversity in one hand and sustainable livelihoods on the other necessitated the development of a brand for products produced in Lake Tana BR that will contribute to establishing a niche market in local, national and international levels.

Two technical experts: Mulugeta Worku (from Reza Consulting and Investment Group PLC) and Tilahun Gebey (from Bees for Development Ethiopia) have been contracted by NABU and assumed the responsibility to develop a brand and corresponding marketing strategy for regional natural products of Lake Tana Biosphere Reserve.

## 1.2 Objectives

The overall objective of the assignment is to develop a suitable marketing scheme for locally produced and processed natural products. Its specific objective is the establishment of a recognized Lake Tana Biosphere Reserve Brand, includ-

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<sup>1</sup> Amhara Regional State Bureau of Culture, Tourism, and Parks Development: Second Growth and Transformation Plan (GTP-2). May 2015, Bahir Dar, Ethiopia

ing a logo, and a corresponding concept for logo usage, compliance and marketing.

### **1.3 Deliverables**

The following are key deliverables that constitute for the establishment of a recognized Lake Tana Biosphere Reserve Brand, including a logo, and a corresponding concept for logo usage, compliance and marketing.

- A brand concept for regional natural products, such as (processed) fruits, vegetables, handicraft, honey, spices, oils, coffee, accommodation, restaurants, etc., of the Lake Tana BR, including a name, an appropriate logo, lettering and a motto developed.
- Simple, representative, catchy, locally/internationally attractive, and memorable brand and its components produced including pictorial, word mark or combination of pictorial and word mark in developing logo and the motto for developing the logo.
- Defined rules and regulations for logo usage; utilization concept, including application procedure, prices and product/regional scope developed;
- Promotion concept of the brand with producers, traders, exporters, local and national outlets, such as hotels and supermarkets proposed;
- Designs for the use and placement of the logo on labels of different products from varying producer groups developed.

## **2. Methodology**

### **2.1 Review of institutional experiences**

This assignment employed review of secondary information from relevant sources including websites. Approaches pursued by different international and national companies and other BRs (e.g. in Germany Rhön and Schorfheide – Chorin) were explored to gather maximum information on brand development, logo usage rights, and marketing strategy formulation. Some of international organizations and respective documents include: European Union's Guidelines for EU Eco-label licensed products and services, European Eco-Management and Audit Scheme (EMAS) logo usage for verified environmental management systems conforming EMAS regulations, and McDonald's global logo and trade mark standards reference manual. Nationally, the experiences of Zenbaba Bees products Development and Marketing Cooperatives Union in Bahir Dar were also tapped.

### **2.2 Policy review and expert advice**

The institution that is legally charged with administering intellectual property rights in the country – Ethiopian Intellectual Property Office (EIPO) was approached and its criteria for certification of product brands explored. Experts having experiences of regional product brand development and market linkages have been consulted. Close communication with NABU project personnel were

pursued in this regard including field level photography of products in LTBR, observation of producer groups, and sharing experiences.

### **2.3 Brand concept development approach**

Development of product brands started with understanding on: the aims of Lake Tana Biosphere Reserve for espousing human livelihoods and environmental sustainability; brand development and ownership criteria of the country; and relevance with the LTBR logo. It also started by addressing questions like: what are specific products in LTBR; how products are produced and sold (previous and current production techniques, ways of handling and marketing, etc); who are producing those products (local farmers, organized groups, knowledge and skills of producers, etc); what support schemes are in place to enhance production and marketing potential of producers; preferred product forms to be presented to the market; etc.

Answers to these questions were then translated in brand scripts and graphical designs that describe components of the representative LTBR product brand and potential brands for specific products (varietal brands).

### **2.4 Graphics design and refinement**

On the basis of brand scripts, pictorial designs of product brands were produced by a professional and licensed graphics design entity<sup>2</sup>. Pictures and lettering to be used, picture-word combinations, coloring, positioning, alignment with the LTBR logo, etc were first drafted and undergone rounds of comments and refinement processes.

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<sup>2</sup> Yokebtech Digital Solutions: email: [info@yokebtech.com](mailto:info@yokebtech.com); Website: [www.yokebtech.com](http://www.yokebtech.com)

## 3. Results

### 3.1 Proposed Umbrella Marketing Brand for Products in LTBR

The proposed marketing brand is an umbrella brand and will be a distinguishing mark of products in and around Lake Tana Biosphere Reserve. This product brand is a “geographic brand” because of having a distinguished geography of origin (geographical indication) of the marketed products – the Lake Tana Biosphere Reserve in Ethiopia. It will remain intellectual property of community groups, private producers and marketing agents who produce and/or add value to respective products from inside the LTBR. Brand ownership and user compliance issues are discussed in the sections to come.

Development of a brand for products produced in LTBR started with understanding of its official logo as shown in Figure 1.



**Figure 1: Official LTBR Logo**

Key features of the LTBR logo have been incorporated into the proposed umbrella marketing brand for products in LTBR by different producer and marketing groups. Pictorial look of the proposed umbrella product brand in color option is given in Figure 2. Other brand options are provided under the annex section.

- In view of marketing intentions, the lead phrase used is “Lake Tana Natural”. The phrase “Lake Tana” in blue font stands to represent the origins of products while “natural” represents the quality of products being natural and nature friendly.
- The flying crane is derived from the biosphere logo;
- The green line encircling the brand is to designate biosphere protection.





Figure 2: Proposed Marketing Brand for products in LTBR

- The motto of the umbrella product brand is suggested to be phrased as “*committed to environment*”. This phrase should be written outside the brand image and at the bottom.

In order to facilitate any future modification, high resolution soft copies of brand images are provided to NABU and, alternative umbrella brand options are given in the annex section under two categories.

## 3.2 Setting product brand management systems

### 3.2.1 National brand ownership and certification regulations

The legal document that defines brand ownership and certification in Ethiopia is the national proclamation on trademark registration and protection (proclamation 501/2006) and its regulation number 273/2012. Some of the important elements of product brand regulation according to the national proclamation and its regulation are described below.

#### A. Ownership, legality, and registration

- *Brands for commercial products can only be owned by a commercial entity. A commercial entity is a profit oriented and legally established firm pur-*

*suing certain business venture/s. Primary cooperatives and cooperative unions can be labelled as commercial entities.*

- *Brands can only be owned by a legal entity engaged in producing and marketing of specific products;*
- *The separate category of certification marks (such as in Germany) does not exist in Ethiopia.*
- *In order to protect rights and privileges of the community, the EIPO is employing a collective trademark approach for products produced by many social groups such as farmers.*
- *However, such collective ownership is only possible through forming legal producer associations.*
- *Registration for product brands involves application to the EIPO and registration payments by the legal entity aiming to own a certain brand. Producer associations can be supported by external support agents to expedite the process.*

#### **B. Brand for a single product vs multiple products**

- *Brands are categorized by levels (1, 2, 3, etc) depending on the number of products commercial entities produce. That is, one can have a single brand for only one product or an umbrella brand for more than one product.*
- *The more the brand level, the higher will be the registration fee (greater than the preceding level by 30%).*
- *Currently, registration fee for level 1 (single product) is ETB 1750 and ETB 3000 for certification, but this might change over time.*

#### **C. Unacceptable features in the logo**

- *Using some images that relate to a certain social or religious group are not allowed such as a cross or half-moon as they have religious designations of Christian or Muslim respectively.*
- *Images that reflect the source/agent of a specific product are not allowed. The reason as per the expert in the Ethiopian Intellectual property Office (EIPO) is that product brands should not be explanatory and are not promotional mechanisms. Rather they are marks that distinguish your product from other competitors.*
- *Derogatory words or phrases should not be used.*
- *Using names of sovereign countries is not allowed.*

### **3.2.2 *Experiences of product brand ownership, certification, and usage in country***

Information received from the EIPO shows that brands provided to producer and marketing groups for geographically identified products are brands for a single product such as:

- “Amar honey” owned by Zenbaba Bees Products Production and Marketing Cooperatives’ Union; and
- “Jiru Beef Cattle” owned by Jiru Senga Livestock Fattening Cooperative.

Both brands are single-product brands and only represent honey and beef respectively. However, there are so far no notable experiences in Ethiopia with regard to owning and using an umbrella regional brand for multiple products.

With regard to using the Amar honey brand, Zenbaba Union itself and honey cooperatives under it were using the same brand for honey produced from different geographical areas (varying quality characteristics). The union until recent times was not well-organized and capable enough to manage usage and compliances of the brand. There were no specific quality characteristics and criteria set on who uses the brand and condition of use. Members of the cooperative who used the Amar brand were not required to pay for using the brand. However, the union is currently considering improving its brand management and usage.

In the case of Jiru beef cattle brand, the cooperative pursues a centralized brand usage approach. Members of the cooperative are required to bring their fattened animals to the cooperative and the cooperative takes the responsibility of selling by setting prices through a committee. That means members are not allowed to use the cooperative's brand for selling own animals. The cooperative also has the right to buy fattened animals from non-members and uses its brand for selling.

### *3.2.3 Brand ownership for products in LTBR*

One fundamental question with regard to a product brand for LTBR is the question of ownership: who is eligible to own and manage the regional product brand? The legality criterion comes first and the entity who is expected to own the brand should be a legally registered institution or firm.

As per brand ownership regulation of the Ethiopian Intellectual Property Office, ownership of the umbrella brand for products produced in LTBR by a non-commercial government entity and the LTBR coordination unit will not be possible. As products in LTBR are produced by different groups of the community, the collective brand ownership approaches adopted by the intellectual property office is required to be employed. It is therefore suggested to form a BR producer and marketing association or union that will own and manage use of the umbrella brand. The marketing association can take the form of a union any other federated business entity that can be established within the provisions of the law of the land.

As shown in Figure 3, the marketing association may be formed by members drawn from different producer groups and private firms. It will be structured by three key units comprising the general assembly, the board of directors, and the executive unit. Moreover, the association will be supported by LTBR coordination unit and the advisory committee. More details on the nature and roles of different entities relevant to the marketing association are provided below.

#### **A. The Marketing Association**

As in the case of Zenbaba Union, different producer groups or private firms who are engaged in the production and marketing of various products in LTBR such

as honey, spices, coffee, tourism services, etc will have to form their own association (cooperative and/or union). The purpose of the marketing association will be to create effective marketing opportunities for its members through:

- Brand ownership and management;
- Value addition to products such as further processing, market linkage formation, bulk trading; and other marketing services as necessary;
- Capacity building services to its members; etc.

The marketing association will have detailed policies and guidelines on its overall operation including frequency of meeting and decision making processes. This entity once established will be responsible for owning and administering the product brand through its executive wing that is accountable to the board of directors.

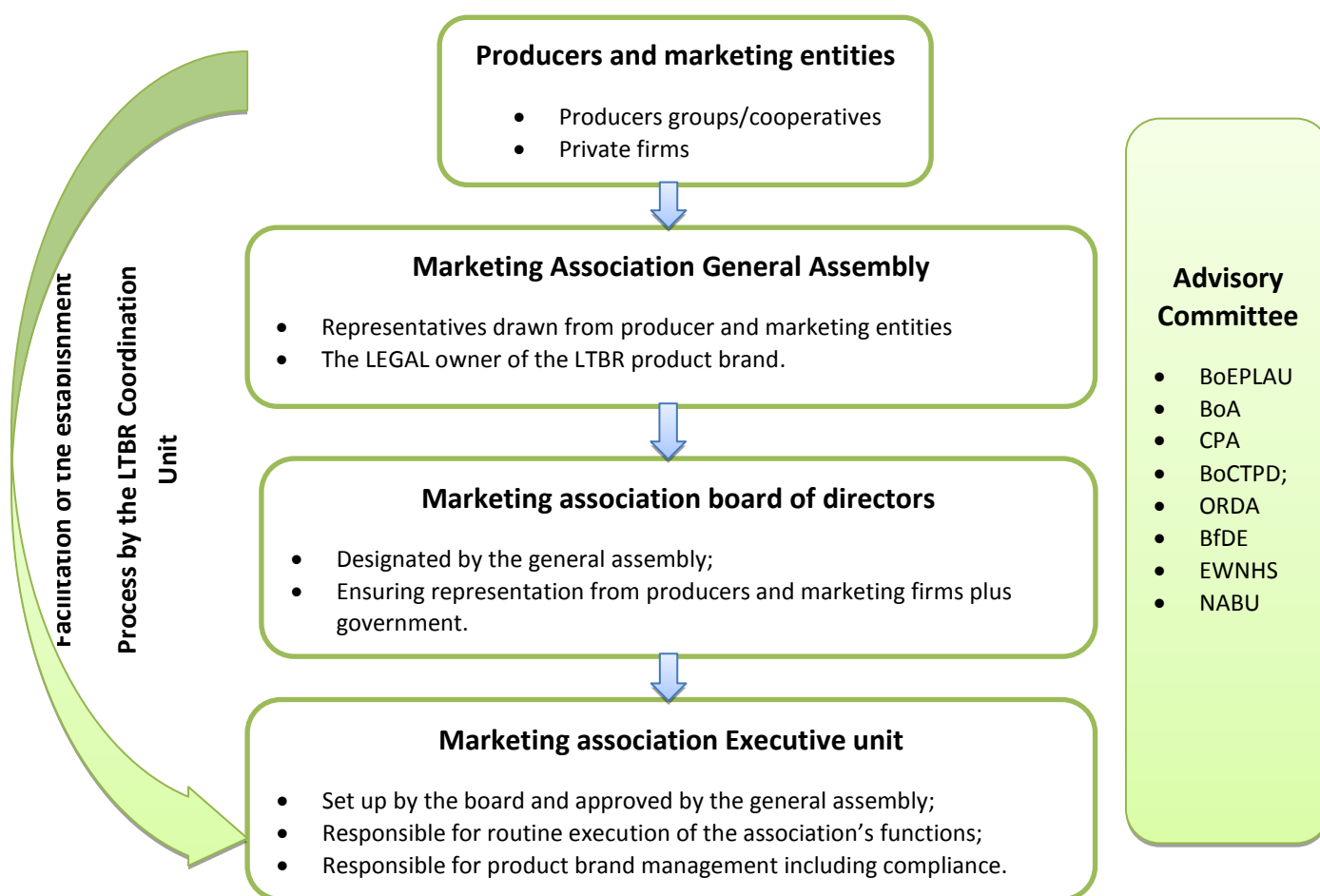
The management structure of the marketing association would comprise the general assembly; the board; and the executive unit. The general assembly will be drawn from representatives from each producer groups or private firms. The general assembly is the supreme body of the association responsible for assigning the board, approval of key guidelines and decisions presented by the board. In instances when members of the marketing association are some form of organized entities, they will nominate one representative (importantly the head) who will represent the entity in the general assembly.

The board of directors will be designated by and accountable to the general assembly and it will only be represented from members of the marketing association. The board of directors will be responsible for:

- Designating and setting up of the executive unit;
- Providing strategic guidance on overall operation of the association;
- Hearing and approval of reports and proposals presented by the executive unit;
- Ensuring whether the executive unit properly functions as per its responsibilities; and other associated roles.

The executive unit will be set up by and accountable to the board of directors and will be responsible for day-to-day operation of the marketing association. These include:

- Formulation of corporate plans;
- Implementation and monitoring;
- Financial and staff management;
- Brand management;
- Establishing market linkages;
- Partnership management;
- Convening meetings and associated functions.



**Figure 3: formation and structure of the marketing association for LTBR product brand ownership and management**

One of the key issues for normal functioning of the marketing association is ensuring its financial source at the onset particularly to cover running costs and initial investment until it starts to generate sufficient revenue and profit. Contribution from members is a normal practice of organized entities of this sort but the amount coming from such source is often insufficient. Therefore, the marketing association might need a starter finance from external sources.

For example, micro-finance institutions could provide loan through some form of collateral but, the association may not exhibit enough collateral at the beginning. In such situations, supporting institutions could perhaps play critical roles in providing collateral in the form of loan guarantee funds and/or initial grants. The approaches of providing loan guarantee funds or grants vary according to institutional policies and practices nevertheless. There are also experiences whereby some marketing agencies pre-finance the marketing association through a bulk trading arrangement with the association. This however depends on the strength of marketing linkage and trust, preferences of the pre-financer on products produced by the association, and availability of the products themselves in the right quantity and form.

### **B. The LTBR Coordination Unit**

The LTBR coordination unit should assume responsibility for facilitating the formation, legal certification, and ensuring proper functioning of the marketing association. It is expected to initially create awareness for different producer groups and private firms on the benefits of forming marketing association. It will also play roles in formulating draft establishment codes and cooperative/association regulations (in consultation with responsible government bodies), drawing representatives of producer groups and private firms to form the general assembly and formally establish the cooperative, identify financial service providers and facilitate linkages, and other related roles. The coordination unit will also be responsible for facilitating the formation and leadership of the advisory committee for LTBR product brand management. Eventually it will be part of the regulatory body that checks if the decisions of the General Assembly are in accordance with the LTBR goals and the brand criteria.

### **C. The advisory committee**

Representatives from government institutions and pro-environment non-governmental organizations relevant to sustainable biological and cultural diversity management in LTBR, production of various agricultural and non-agricultural products and services and cooperatives management should serve as advisory bodies whose designated representatives will make up the advisory committee. But, they are neither allowed to be represented in the general assembly nor in the board. These institutions, subject to change, are suggested to be the Bureau of Environmental Protection Land Administration and Use (BoE-PLAU); Bureau of Culture Tourism and Parks Development (BoCTPD); the Bureau Agriculture (BoA); and Cooperatives Promotion Agency (CPA) of Amhara Regional State; Organization for Rehabilitation and Development in Amhara; Bees for Development Ethiopia, the Nature and Biodiversity Conservation Union and Ethiopian Wildlife and Natural History Society. Diagrammatic illustration of the formation and structure of the potential marketing association is presented in Figure 8.

The advisory committee will play various important roles in providing technical guidance and ensuring accountability and transparency in the management of LTBR umbrella product brand. The committee provides technical insight to the association's executive unit with regard to product quality management, marketing linkages, experiences/insights sharing, and associated capacity building supports in different facets of production, product handling, and brand management. The committee will also have roles in sporadic checking of whether usage compliances are properly followed and presents its findings and recommendations to the marketing association. The committee will be led by the LTBR coordination unit and will have set guidelines for its operation.

Costs incurred by the advisory committee are to be guided by the portfolio of their actions. For example, costs associated with technical support on product quality, market linkages, brand management, capacity building training, etc need to be covered by the marketing association. Those costs relevant to promot-

ing accountability and transparency such as sporadic checks, experience sharing, attending meetings organized by other agencies, etc are suggested to be covered by the LTBR coordination unit and/or other interested institutions.

### **3.3 Brand usage procedures and rights**

The managing entity of the product brand is expected to develop detailed brand usage and compliance policy in the future, examples are shown below. At this stage however brand usage procedures that include: geographical boundary of use, eligible products, eligible users, logo placement and alignment; coloring; product specifications and labelling; payments for use; and legal precautions are described.

Annex B provides a draft version of the eligibility and logo usage regulations.

#### **A. Geographical boundary**

- As described under section 5.1, the LTBR product brand is a geographical brand having a specified geography of origin.
- Therefore, application of product brand is only limited to products produced within the official geographical boundary of Lake Tana Biosphere Reserve.
- This geographical boundary will be made clear by the designated entity for brand ownership and management in consultation with the LTBR Coordination Unit.

#### **B. Eligible products**

- Different products and services in the geographical boundary of LTBR that are identified to be environmentally friendly and socially and economically viable are eligible to make use of the umbrella product brand.
- Some of identified eligible products to use this brand are honey, coffee, spices and tourist services. Lake Tana Biosphere Reserve has huge potentials for regional local products and hence other eligible products will be identified in the future.
- However, the entity designated for brand management will provide details on products eligible for using the umbrella product brand in the future including the criteria to be met.
- Reasonable proportion of certain products which cannot be produced within the boundary of LTBR but serving as inputs for value additions of the major product form in LTBR would be allowed. However, the proportion of these products coming outside the LTBR should not exceed 10% of the total mass.

#### **C. Eligible users**

- Every producer or producer group active within the boundaries of the LTBR may become a member of the LTBR marketing association;
- Every member of the marketing association can apply to use the label on a product;
- Every product needs to be approved separately by the marketing association for label usage;

- User approval will be on the basis of meeting legal requirements and product specifications in response to particular market demands.
- After ensuring the required level of legal and technical criteria, the designated entity will provide a legal certificate for all eligible users.
- Through periodic monitoring, the designated entity will also ensure legal and technical requirements are consistently maintained.

#### **D. Logo Placement and visibility**

- In all eligible products and services that are produced and marketed by eligible users, the LTBR product brand should always be placed in the centre top or in the top left corner of respective product brands and labels.
- Placing in the centre, bottom centre, and left and right bottoms are not allowed.
- All eligible users in all eligible products should make sure that the size of LTBR product brand is sufficient and visible and yet should not be too big to an extent of undermining visibility of other brand features.
- Some organizations recommend the minimum brand/logo size not less than 6 mm x 6 mm<sup>3</sup>.

#### **E. Logo and brand designs and Coloring**

- Modification of LTBR product brand design in any form other than the official design is not allowed.
- Duplicating and redistributing the product brand of LTBR in hard copy or electronic form for others to use or copy is not allowed.
- Eligible users are allowed to use the official color of all letters and pictures of the umbrella product brand for all products.
- However, black color in a purely white background and/or white coloring in a purely black background will also be allowed.
- Other color combinations other than the two options are forbidden.

#### **F. Product specifications and labelling**

- Product features such as type, quantity, form, ingredient proportions, etc should be properly labelled in product packages that use the specified LTBR product brand in accordance with predefined sets of standards and requirements.
- The designated entity will undertake periodic quality tests of different products before and after packaging to ensure that they meet those marketing requirements.

#### **G. Legal requirements**

- The designated entity for LTBR brand ownership and management will have brand management guidelines.

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<sup>3</sup>EU ECOLABEL LOGO GUIDELINES: European Commission, 2015.



- All eligible users of LTBR product brand should enter in to official agreement with the designated entity for product brand management on the terms and conditions of brand usage rights and compliances.
- All eligible users of LTBR product brand should make sure that their license is renewed every time as per the agreement and kept up-to-date.
- Any unauthorized use of product brands within and outside the official boundary of Lake Tana Biosphere Reserve is strictly forbidden and will automatically drive legal measures.
- Failure to meeting required levels of administrative and technical requirements of brand usage by eligible users will have legal consequences.
- All legal related issues will be governed by Ethiopian laws.

#### **H. Payments for use**

Administration of LTBR product brands involves costs while intensively managing technical and institutional aspects of production and marketing. Eligible users are therefore required to pay acceptable amount of fees for using the product brand as per the agreement between the user and the brand owner. Effective product brand management by the designated entity is believed to bring rewarding income for eligible users; however, this is subject to many factors that include volume of sales, market availability, degree of transparency by users, etc.

- The amount of payment that is considered to be acceptable should be set by thoughtful analysis of members' business profile, membership privileges, costs and benefits.
- The brand owner will develop a user fee portfolio and same needs to be approved by the board of directors and the general assembly.
- The agreed amount of payment should be regularly transferred by brand users to the bank account of the designated entity for brand ownership and management.

It is assumed that producer groups and private companies that will be eligible for using LTBR product brands will be legally registered entities that have proper financial accounting systems in place. This will enable the brand managing entity to easily monitor costs and benefits of different eligible users and hold them accountable for payments of use. Moreover, payment mechanisms should be clearly specified in the brand use agreement.

### **3.4 Market approach**

#### ***3.4.1 Market systems analysis***

NABU has already identified key marketable products and services at LTBR. The next step will thus be conducting detailed market analysis of those products that include but not limited to: production potential in the biosphere reserve; consumer demands; marketing agents; processing and handling mechanisms; transport facilities; financial services, enabling and restraining factors in the market system, etc.

Comprehensive understanding on current volume of production of different products in LTBR, the factors that enable or constrain productivity enhancement, and maximum production potential under better management in the future are fundamental to entering in to the market system. Such understanding will enable to evaluate the costs and benefits that define profitability and incentives of adopting new ways of doing business.

For example, prior knowledge of volume of honey produced per unit of local hive used, costs incurred for producing a unit volume of honey using traditional approaches, volume of honey that can be produced using alternative technologies, costs associated with application of alternative technologies, comparative market prices for honey handled differently, etc will help choose preferred options for both production and marketing. The same principle applies to other products and services such as coffee, aromatic products, and tourist services.

Productive potential analysis per se is not enough for healthy exploitation of market opportunities opened for products of the biosphere. We need to have thorough knowledge of consumer demand related attributes for each product type that include but not limited to: location where the products are needed; quantity and quality of demand; forms of products (fresh, dried, liquid, etc); and product size portfolio.

Different marketing agents such as retailers, whole sellers, exporters, processors, financial services providers, etc are often involved in the marketing system of various products and services. Proper knowledge on who they are, what type and quantity they supply to the market, in what form, where they sell their products and services, how they move products from place to place, challenges they face and how they cope with those challenges, potentials for partnership, etc are therefore worthwhile to be an effective marketing actor. Equally important is analysis of financial products and services that potentially support for more effective engagement in the market system.

### *3.4.2 Market linkages establishment*

Following market analysis is establishment of market linkages with buyers in different forms of partnership arrangements and making sure that products are available for market in the required quantity and form. Caution is however needed to be made prior to volume production, processing and packaging as some form of pilot testing would be helpful to get consumer feedback and avoid market risks. Nevertheless, this will be made clear after rigorous market analysis.

The fundamental question at initial stage would be “who will be involved in establishing market linkages”. Given relatively low level of negotiating and analytical capacity of producer groups in LTBR at the outset, market linkage facilitating body should take the lead role in this regard. Such responsibility is better to be vested up on the LTBR product brand owner and managing entity who will work in partnership with other regional stakeholders such as the BoCTPD, BoA,

CPA, Medium and Small Scale Enterprises Promotion Agency, and other like-minded bilateral/multi-lateral agencies and NGOs.

Once strong market linkage is established at the beginning, producer groups serving as a processing and marketing hub for products of the biosphere reserve are expected to improve and sustain the already established marketing nexus through maintaining required standards, high precaution and ethics for quality.

### *3.4.3 Brand portfolio and labelling*

This marketing approach is meant for differentiation of the same product and clearly indicating those variations in the label. It will be informed by consumer demands and preferences analysis. Differentiated supply of the same product would take the form of:

- Mass portfolio (such as 0.5 Kg, 1Kg, 2Kg, etc);
- Color portfolio (such as yellow honey, white honey, red honey, etc);
- Form portfolio (such as fresh leaves, dried leaves, powder, liquid, etc);
- Ingredient proportion portfolio (such as sugar content, acid content, water content, etc).

### *3.4.4 Product promotional strategies*

Having products ready for market, products and services of the biosphere need to be displayed and promoted at wider market scales. As in establishment of market linkages, the LTBR product brand owner and managing entity is suggested to lead promotional works. However, it is suggested to be technically supported by relevant institutions such as BoCTPD, BoA and CPA until it reaches required level of maturity. The brand managing entity is expected to employ different promotional strategies that include but not limited to the following.

### *3.4.5 Stakeholder exhibitions*

Prior to any other promotional works, the LTBR brand managing entity needs to first organize stakeholder exhibitions that primarily involve different stakeholders, such as representatives of bilateral/multilateral agencies and NGOs, media agencies, and executives of key private sector entities. In addition to physical display of products and services of LTBR that are made ready for market, written material such as leaflets would be used to help briefly describe various aspects of production and marketing. The exact design of the exhibition and written materials will however be made clear at later stages.

#### **A. Web platforms**

Web platforms represent the easiest, cost effective, and fastest mechanisms to exchange information in many spheres of life amongst the entire global community and for promoting products and services at wide geographic scales. A professional user friendly website is recommended to be set by LTBR product brand managing entity. Detail structure and contents of the webpage are to be made clear at later stages.

#### **B. Televised displays**

Presenting the type, form and goodness of products and services of LTBR through televised media will also serve as one of effective promotional means.

Television service providers to be used for such purpose will however depend of different factors such as costs of display, target audiences, time of transmission, etc.

#### **C. Buyer observation events**

This marketing approach takes the principle of “seeing is believing”. It involves directly inviting product buyers to come and observe LTBR products in person which might be of interest to them. The approaches of organizing buyer observation events are almost similar to stakeholder exhibitions, however their intents are different. The former intends to create awareness among key stakeholders so that they create enabling environment for production and marketing while the latter is meant for directly targeting buyers and demand creation.

#### **D. Product sample consignments**

Various spatial and resource related constraints might abstain many potential buyers to come and see in person. In addition to buyer observation events, it is therefore important to send or deliver product samples to buyers/consumers in different parts of the globe. This approach however require prior steps such as correspondence, low cost or free of charge offer for friends or colleagues, tourists, etc and is largely informed by market linkages establishment and consumer demands analysis.

### **3.5 Potential Marketable Products in LTBR and specific brands**

There are varieties of products produced in LTBR and hence their specific brands are categorized as “varietal brands”. Accordingly, specific features of different products such as type, quantity and quality parameters will be identified by means of brand portfolio and labeling. Producers and marketing firms who will become interested to use the umbrella LTBR product brand will be required to meet certain specifications that will be set by the designated entity for ownership and overall management of the brand.

Product brands for honey, coffee, species, and eco-tourism services are addressed and it is attempted to design in a way to be catchy, easily understood, and have the power to promote the product/s to wider scale markets from local to international.

#### ***3.5.1 Potential Marketing Brand for Honey***

Honey in and around Lake Tana Biosphere Reserve is largely produced by beekeepers using long tube shaped local hives. Honey production using this type of hive is claimed to be very low in quantity and inferior in quality. However, recent interventions in beekeeping by the agricultural extension system and specifically by NABU and Bees for Development Ethiopia (BfDE) are expected to improve production and marketing methods. Such interventions will help increase volume and quality of honey that meet acceptable marketing standards and preferences at different levels from local to international.

Branding honey produced in LTBR stems from the idea that commonly produced honey in and around the biosphere reserve is yellowish in color and this specific color is thought to be preferred in both local and international markets. Moreover, beekeepers will be able to generate more income from honey if important

marketing values are added to the product that can be sold at local and international markets.

The initial product form to be presented to market is purified liquid honey which needs to be packed in consumer friendly container of different sizes. Presenting other honey product forms such as fresh honey with comb to the market might be difficult at early stage. However, this business concept needs to be addressed by detailed market analysis. Pictorial illustration of the honey brand and its display in a honey container (size to be determined) are given Figure 4 and 5.



Figure 4: Honey brand



Figure 5: Honey brand seen on a honey container

Description of the proposed honey brand is such that:

- The bold word is suggested to be “**Tana Honey**” in green font at the middle of the label to represent honey produced is natural;
- The hexagonal or diamond like design at the center of the brand is to represent the structure of honey comb;
- The invisible texts at the left are meant to describe features of the product while labeling (quantity, ingredients, precautions of handling and use, contact addresses, etc which will be known at later stages).
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### *3.5.2 Potential Marketing Brand for Spices*

Through the support of NABU, different spices such as Rosemary are being piloted at LTBR. Rosemary is an evergreen herb known for its multi-faceted uses in the food, beverage, pharmaceutical, cosmetic, and industrial sectors<sup>4</sup>. Rosemary oil is a powerful ingredient for stimulating hair follicles and acting against dandruff. It helps to clear the mind, relaxing the nerve system, muscle spasm, headache and many other therapeutic roles. In food and flavouring, fresh or dried rosemary leaves in whole or ground are used in seasoning for soups, stew, sausages, fish, meat, and poultry.

In the context of LTBR, branding concept for spices started with rosemary and is based on the fact that starter producers will be able to present clean and quality products to the market in the form of dried leaves and grounded flour to be used for food flavouring. Both dried leaves and flour are better to be packed in plastic bags of different sizes. Marketing of essential oil by targeting the pharmaceutical, cosmetic, and industrial sector is thought to be not feasible at early stage of production and marketing. Nevertheless, this marketing idea will remain valid until producers and producer groups attain maximum maturity in terms of financial, technical, and managerial capacities.

Description of brand for spices is such that: green rosemary plants (without flower) will form the main part of the brand. The lead and bold phrase for branding rosemary and other species is suggested to be “Tana Spices” at the middle of the label.

As the production and marketing of other aromatic products are at their early stage, some additional experiences might be required on how these products are better branded. It is therefore worth identifying the exact brand of these products following detailed market analysis. Pictorial representation of the potential brand for spices is given in Figure 6.

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<sup>4</sup> Department of Agriculture, Forestry, and Fisheries, 2012. Pretoria, South Africa.





Figure 6: Potential Branding and labelling options for Spices (English and Amharic)

### 3.5.3 Potential Marketing Brand for Coffee

Forest coffee is one of the main income sources of many households in Zegie peninsula in Lake Tana Biosphere Reserve. However, the amount of income that is being generated from their coffee farm is believed to be very low due to multitudes of production and marketing related problems. Proper coffee plantation management (spacing, weed control, sunlight management, plant productive age management, etc) coupled with proper marketing management (safe plucking, drying, storage, cleaning, roasting, and packing) is expected to bring a rewarding income for Coffee producers.

Branding coffee is therefore based on the idea of packing roasted coffee beans as final products presented to the market in a water proof and friction resistant bag of different sizes. It is assumed that development interventions in LTBR will build the capacity of coffee producers in a way that enable them to process and pack coffee beans in response to different market demands. Pictorial illustrations of branding and labelling coffee are given in Figures 7.



**Figure 7: Potential Branding and labelling options for Coffee**

As seen from the potential coffee brand, the branch of a coffee plant with green leaves and red cherries is made integral to the brand. The lead and bold phrase for branding coffee is suggested to be “Zegie Coffee” at the middle of the label to represent the local source.

#### *3.5.4 Potential Marketing Brand for tourist services*

Tourist services proposed to be provided by communities and/or organized groups in LTBR specifically in high potential and high readiness sites such as Zegie peninsula are diverse. They include community restaurant, campsite, craft sales, interactive coffee tour, bird watching, trekking/hiking, and artisan enterprise development and demonstration<sup>5</sup>.

A brand concept for eco-tourism services which is expected to provide various services at Zegie peninsula is presented here as this is expected to offer attractive income for community groups. Pictures that reflect tourist interests are included such as: natural forest; fall of Blue Nile, dishes, bedrooms, drinks, etc. The phrase “the ultimate destination for sensing nature and culture” is used as a catchy phrase but can be modified based on the interests of emerging marketing entities in this regard. Pictorial representation of the brand for eco-tourism services is provided in Figure 8.

<sup>5</sup> Jessie McComb & Mekonnen G/Egziabher, 2004. Final Report to NABU on Development and Promotion of Eco-tourism in the proposed Lake Tana Biosphere Reserve. Sustainable Tourism & Handcraft Consultants. March 2014



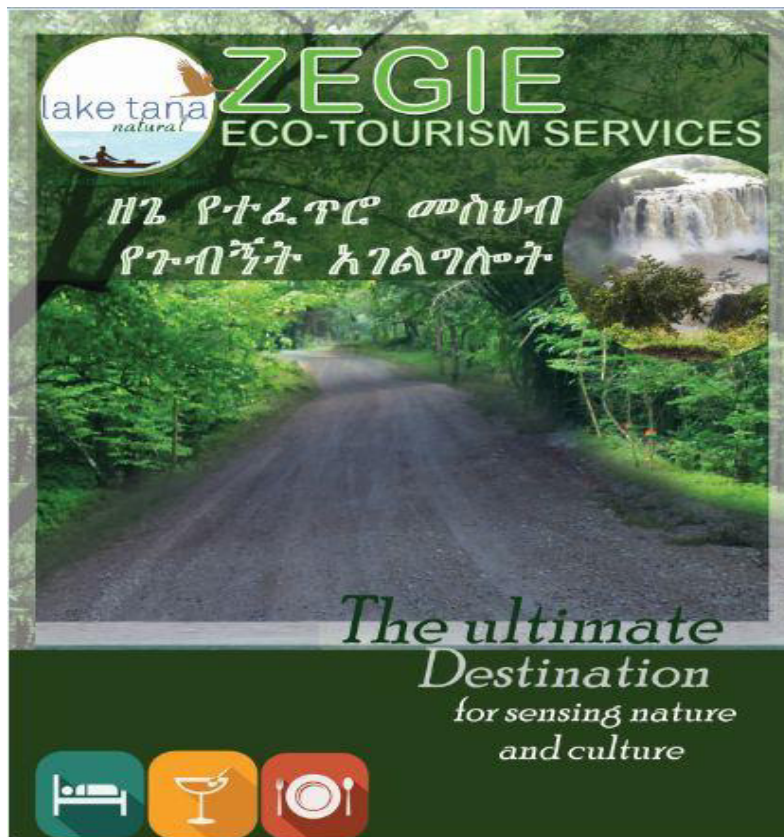


Figure 8: Potential Brand for Tourist services in LTBR

## 4. Annex

### Annex A: Alternative umbrella brands for products in Lake Tana Biosphere Reserve

#### *Category 1A: Brands with the word “Lake” prefixed*



#### *Category 1B: Brands with the word “Lake” prefixed*





*Category 2: Brands without the word "Lake"*



## Annex B



### DRAFT: Eligibility & Logo Usage

#### Lake Tana Natural Products

In a General Assembly on XXX the Lake Tana Natural Products Marketing Association has decided, that only products and services meeting to below criteria are allowed to use the Lake Tana Natural Products Logo.

Each product/service needs to be presented for approval to the General Assembly. The usage rights will be checked for continued approval every two years. Changes affecting the usage rights need to be communicated to the General Assembly as soon as known by the producer/provider.

#### **Eligibility Check-List**

<b>1. Geographical boundary</b>	<b>Checklist</b>
All products & services produced, packaged or delivered within the LTBR boundaries are eligible, if	
a) 100% of all ingredients/inputs are from within the LTBR.	
b) it was assembled, finalized and packaged inside the LTBR.	
c) services are delivered by and to people within the LTBR – and make aware of the model area character of the region.	
c) exceptions may be granted for inputs which cannot be produced inside the LTBR, but are of natural and sustainable origin, as long as these do not exceed 10% of the total net volume of the product.	
<b>2. Categories</b>	
All products & services complying with the criteria of 1 are eligible, if	
a) their use of resources is sustainable, and environmental friendly, e.g. organic production.	
b) they ensure that only minimal negative impact for environment and cultural heritage is created.	
c) they comply with all relevant national and international laws.	
<b>3. Producers</b>	
Every producer or producer group of products complying with 1 & 2 are eligible for logo usage, if	
a) they are part of the Lake Tana Natural Products marketing association and comply with all its rules and regulations	
b) they fulfil their reporting and financial obligations	
c) they conduct regular marketing for the umbrella brand “Lake Tana Natural Products”	

## Annex B

### Usage rules and regulations

Logo usage rules	
The logo may be used on any product or service only after the approval of the General Assembly.	
The logo will be provided for usage and may not be altered or modified in any way.	
Only the given colour code or a black/white version may be used.	
The size of the logo must be appropriate to total product size. The minimum is 10mm x10mm, the maximum is 10% of total product size.	
The logo may only be used as an addition to an already existing brand logo.	
The logo may not be larger than the product brand.	
Duplicating and redistributing the logo in hard copy or electronic form for others to use or copy is not allowed.	

In cases of dispute, the final decision is made by majority vote in the General Assembly.

Non compliance and/or wrong information will be handled according to the national proclamation on trademark registration and protection (proclamation 501/2006) and its regulation number 273/2012.

## Annex C



### **DRAFT: Marketing Concept**

### **Lake Tana Natural Products**

Within the first project, key marketable sustainable products and services from LTBR were identified, e.g. honey, herbs, ecotourism.

The next steps will thus be conducting a detailed market analysis of those products, starting to establishing appropriate market linkages and opening marketing channels. The concept always needs to bear in mind that some of the producers have limited understanding and control of the market mechanisms until now.

This marketing concept was drafted as a road map to set-up a proper marketing for Lake Tana Natural Products in the future.

#### **1. Market systems analysis**

The Association will conduct a Market Analysis that includes but is not limited to: production potential in the biosphere reserve; consumer demands; marketing agents; processing and handling mechanisms; transport facilities; financial services, enabling and restraining factors in the market system, etc

Comprehensive understanding on current volume of production of different products in LTBR, the factors that enable or constrain productivity enhancement, and maximum production potential under better management in the future are fundamental to entering in to the market system. Such understanding will enable to evaluate the costs and benefits that define profitability and incentives of adopting new ways of doing business.

For example, prior knowledge of volume of honey produced per unit of local hive used, costs incurred for producing a unit volume of honey using traditional approaches, volume of honey that can be produced using alternative technologies, costs associated with application of alternative technologies, comparative market prices for honey handled differently, etc will help choose preferred options for both production and marketing. The same principle applies to other products and services such as coffee, aromatic products, and tourist services.

Productive potential analysis per se is not enough for healthy exploitation of market opportunities opened for products of the biosphere. We need to have thorough knowledge of consumer demand related attributes for each product type that include but not limited to: location where the products are needed; quantity and quality of demand; forms of products (fresh, dried, liquid, etc); and product size portfolio.



## Annex C

Different marketing agents such as retailers, whole sellers, exporters, processors, financial services providers, etc are often involved in the marketing system of various products and services. Proper knowledge on who they are, what type and quantity they supply to the market, in what form, where they sell their products and services, how they move products from place to place, challenges they face and how they cope with those challenges, potentials for partnership, etc are therefore worthwhile to be an effective marketing actor. Equally important is analysis of financial products and services that potentially support for more effective engagement in the market system.

### **2. Market linkages establishment**

Following market analysis is establishment of market linkages with buyers in different forms of partnership arrangements and making sure that products are available for market in the required quantity and form. Caution is however needed to be made prior to volume production, processing and packaging as some form of pilot testing would be helpful to get consumer feedback and avoid market risks. Nevertheless, this will be made clear after rigorous market analysis.

The fundamental question at initial stage would be “who will be involved in establishing market linkages”. Given relatively low level of negotiating and analytical capacity of producer groups in LTBR at the outset, market linkage facilitating body should take the lead role in this regard. Such responsibility is better to be vested up on the LTBR product brand owner and managing entity who will work in partnership with other regional stakeholders such as the BoCTPD, BoA, CPA, Medium and Small Scale Enterprises Promotion Agency, and other like-minded bilateral/multi-lateral agencies and NGOs.

Once strong market linkage is established at the beginning, producer groups serving as a processing and marketing hub for products of the biosphere reserve are expected to improve and sustain the already established marketing nexus through maintaining required standards, high precaution and ethics for quality.

### **3. Brand portfolio and labelling**

This marketing approach is meant for differentiation of the same product and clearly indicating those variations in the label. It will be informed by consumer demands and preferences analysis. Differentiated supply of the same product would take the form of:

- Mass portfolio (such as 0.5 Kg, 1Kg, 2Kg, etc);
- Color portfolio (such as yellow honey, white honey, red honey, etc);
- Form portfolio (such as fresh leaves, dried leaves, powder, liquid, etc);
- Ingredient proportion portfolio (such as sugar content, acid content, water content, etc).

### **4. Product promotional strategies**

Having products ready for market, products and services of the biosphere need to be displayed and promoted at wider market scales. As in establishment of market linkages, the LTBR product brand owner and managing entity is suggested to

## **Annex C**

lead promotional works. However, it is suggested to be technically supported by relevant institutions such as BoCTPD, BoA and CPA until it reaches required level of maturity. The brand managing entity is expected to employ different promotional strategies that include but not limited to the following.

### **4.1.Stakeholder exhibitions**

Prior to any other promotional works, the LTBR brand managing entity needs to first organize stakeholder exhibitions that primarily involve different stakeholders, such as representatives of bilateral/multilateral agencies and NGOs, media agencies, and executives of key private sector entities. In addition to physical display of products and services of LTBR that are made ready for market, written material such as leaflets would be used to help briefly describe various aspects of production and marketing. The exact design of the exhibition and written materials will however be made clear at later stages.

### **4.2.Web platforms**

Web platforms represent the easiest, cost effective, and fastest mechanisms to exchange information in many spheres of life amongst the entire global community and for promoting products and services at wide geographic scales. A professional user friendly website is recommended to be set by LTBR product brand managing entity. Detail structure and contents of the webpage are to be made clear at later stages.

### **4.3.Televised displays**

Presenting the type, form and goodness of products and services of LTBR through televised media will also serve as one of effective promotional means. Television service providers to be used for such purpose will however depend of different factors such as costs of display, target audiences, time of transmission, etc.

### **4.4.Buyer observation events**

This marketing approach takes the principle of “seeing is believing”. It involves directly inviting product buyers to come and observe LTBR products in person which might be of interest to them. The approaches of organizing buyer observation events are almost similar to stakeholder exhibitions, however their intents are different. The former intends to create awareness among key stakeholders so that they create enabling environment for production and marketing while the latter is meant for directly targeting buyers and demand creation.

### **4.5.Product sample consignments**

Various spatial and resource related constraints might abstain many potential buyers to come and see in person. In addition to buyer observation events, it is therefore important to send or deliver product samples to buyers/consumers in different parts of the globe. This approach however require prior steps such as correspondence, low cost or free of charge offer for friends or colleagues, tourists, etc and is largely informed by market linkages establishment and consumer demands analysis.