

“Sustaining Life: the Cloud Forests of Kafa”
Marketing Concept for the Kafa Biosphere Reserve, Ethiopia



March 2013

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Submitted to NABU – the Nature and Biodiversity Conservation Union Germany – as part of the project: ‘Climate Protection and Preservation of Primary Forests – A Management Model using the Wild Coffee Forests in Ethiopia as an Example’ funded within the frame of the International Climate Initiative by the German Federal Ministry of the Environment, Nature Conservation and Nuclear Safety.

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This document is part of the fundraising and marketing sub-component of the project:

“Climate Protection and Preservation of Primary Forests – A Management Model using the Wild Coffee Forests in Ethiopia as an Example”

Executed by the Nature and Biodiversity Conservation Union Germany (NABU) and funded within the framework of the International Climate Initiative by the German Federal Ministry for the Environment, Conservation and Reactor Safety (BMU).

Summary of the project

Only 40 years ago, approximately 40% of the Ethiopian land surface was forested; today, only 2.7% of that remains. According to the U.N., Ethiopia could be completely deforested by 2020. The afro-montane forests in the south-western Ethiopia are considered to be an invaluable genetic resource: these forests are both the centre and origin of the genetic diversity of Arabica coffee (*Coffea arabica*).

The project's overriding aim is the protection and the sustainable use of the remaining afro-montane cloud-forests, in order to avoid greenhouse-gas emissions and secure carbon-storage capacities, as well as ecosystem benefits for the local population. Carbon capture and storage will be increased through reforestation and rehabilitation of fragmented forests and downgraded areas. In order to simultaneously safeguard the needs of the local population, community plantations with fast-growing tree species, sustainable forest management, and efficient wood-burning stoves are being introduced.

Regional sustainable development in the Kafa Biosphere Reserve (BR) is initiated and promoted using measures such as ecotourism and micro credits. The scheme's integrative approach could, if successfully implemented, work as a “best-practice” model for climate and resource protection and sustainable regional development.

The fundraising and marketing subcomponent

Effective management and long-term financing are exceedingly important for consolidating the Kafa Biosphere Reserve (BR) and ensuring the sustainable conservation of valuable habitats. Currently, there is no fundraising for the BR. The small BR Management Entity and 30 rangers are financed by NABU. To support access to new funding sources for the BR management and to promote alternative income to the BR inhabitants, it is necessary to engage in marketing the Kafa Biosphere Reserve to potential visitors and to potential conservation investors.

This sub-component of the project therefore develops a marketing concept and a fundraising strategy for the Kafa BR and brings them to fruition in accordance with the project duration.

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Nonetheless, shortcomings of the document are entirely the authors' responsibility.

This report complements:

Financing Equilibrium in the Cloud Forests of Kafa. Fundraising Strategy for the Kafa Biosphere Reserve, Ethiopia. March 2013. Report by Augustin Berghöfer to NABU – The Nature and Biodiversity Conservation Union Germany.

EXECUTIVE SUMMARY

This concept is intended to guide decisions about the Kafa Biosphere Reserve's (BR's) strategic marketing. The concept includes an extensive selection of appropriate marketing tools to reach those identified as the relevant target groups. It also gives rich practical advice for implementing these marketing tools in the Kafa context. With this concept, BR managers have strong support for effectively communicating about the Kafa BR, while minimizing errors and thereby keeping costs at bay.

What is the subject of the Marketing Concept?

The Kafa Biosphere Reserve, which stretches for more than 760,000 ha and covers a forested area of about 352,000 ha, is part of the Eastern Afromontane Biodiversity Hotspot. It is a nature lover's dream and a place of world importance with regard to its dazzling range of biodiversity. The cloud forests are home to the people of Kafa. They are also the world's cradle of coffee boasting perhaps thousands of wild *Coffea Arabica* plant species. Despite the region's outstanding features and fascinating beauty, Kafa is rather unknown to the world, and witnessing increasing pressures to shift towards unsustainable ways of development.

After three years of preparation, the area was officially recognized and designated by UNESCO in June 2010 as the Kafa Biosphere Reserve – pursuing to balance development and conservation for the good life of the Kafa BR's residents and neighbors.

What are the marketing objectives?

In this Marketing Concept four objectives are being proposed and pursued:

- Objective 1: Raise awareness about Kafa's uniqueness – and its need for balancing conservation and development
- Objective 2: Attract tourists to visit Kafa in a responsible way
- Objective 3: Help convince donors to support the Kafa BR
- Objective 4: Help foster local/regional ownership and stewardship for the Kafa BR

What are the key themes for marketing?

CRADLE OF COFFEE: Kafa is the birthplace of *Coffea arabica* - and wild coffee grows in the forest

CLOUD FORESTS: Ethiopia's remnants of Afromontane tropical rainforest with rare and threatened biodiversity are in the country's South-West, including in Kafa

BIOSPHERE RESERVE: UNESCO attributes this title to areas of outstanding bio-cultural value, where policy makers and citizens search for sustainable ways of living with nature. Key for this are also local roots, knowledge and culture.

What are the target groups for marketing?

- tourists and tour operators
- international donors
- government and conservation networks
- local population
- consumer product-companies & interest groups

What are the recommended marketing-tools?

Many tools combine in different ways to pursue the above objectives. Given constraints in expertise and budget, these tools should come first:

TOOL	ACTION	COMMENTS	CHAPTER
Corporate Design	Work on logo, slogan and basic graphic elements	this work delivers the basic layout for all marketing tools	5.1
Website	Work on the elements construction, frontpage, menu categories, SEO, photo gallery, press room, download, links and blog. Insert a Kafa BR profile and a support category. Work on category "Visit Kafa"	basic requirement for some further tools, e.g. online writing, and journalism. Before starting with contacting tour operators the Website should be finished in this field	5.2
Audio-visual	Work on professionally produced still image audio-visual (subcontract) and distribute via multiple online channels- Produce a QR-code to be able to use the movie for all print materials	Focus on key messages for different target groups. Combine audiovisual with local outreach activities. For online edistribution, pitch it to news event	5.6.2
Leaflets	Work on the three leaflets for: <ul style="list-style-type: none"> • general information, • donors and • visitors in Kafa BR 	Both, print and digital version should be produced; add QR code to website, to maps and to audio-visual	5.4
Donor package	Create all components for the donor's package		7.4
Signage	<ul style="list-style-type: none"> • develop general signage-concept for all signage • follow this order: <ol style="list-style-type: none"> 1. signposts at entrance to area 2. signage for buffer zone demarcation 3. a signage at the visitor centre 	Triple purpose: welcoming visitors, reminding residents, and orienting on buffer zones.	5.8
Posters, postcards, stickers, map	Work on two posters for tourists/tour operators and coffee-lovers to support product-marketing. Different postcards and stickers with Kafa logo and slogan	Large numbers are much cheaper: Think of producing a series and distributing them consecutively, to save production costs	5.4
Travel guide books	Prepare info-package about Kafa BR for travelguide books, for tour operators and visitors	Input also for website	5.2, 7.3, 5.6.3

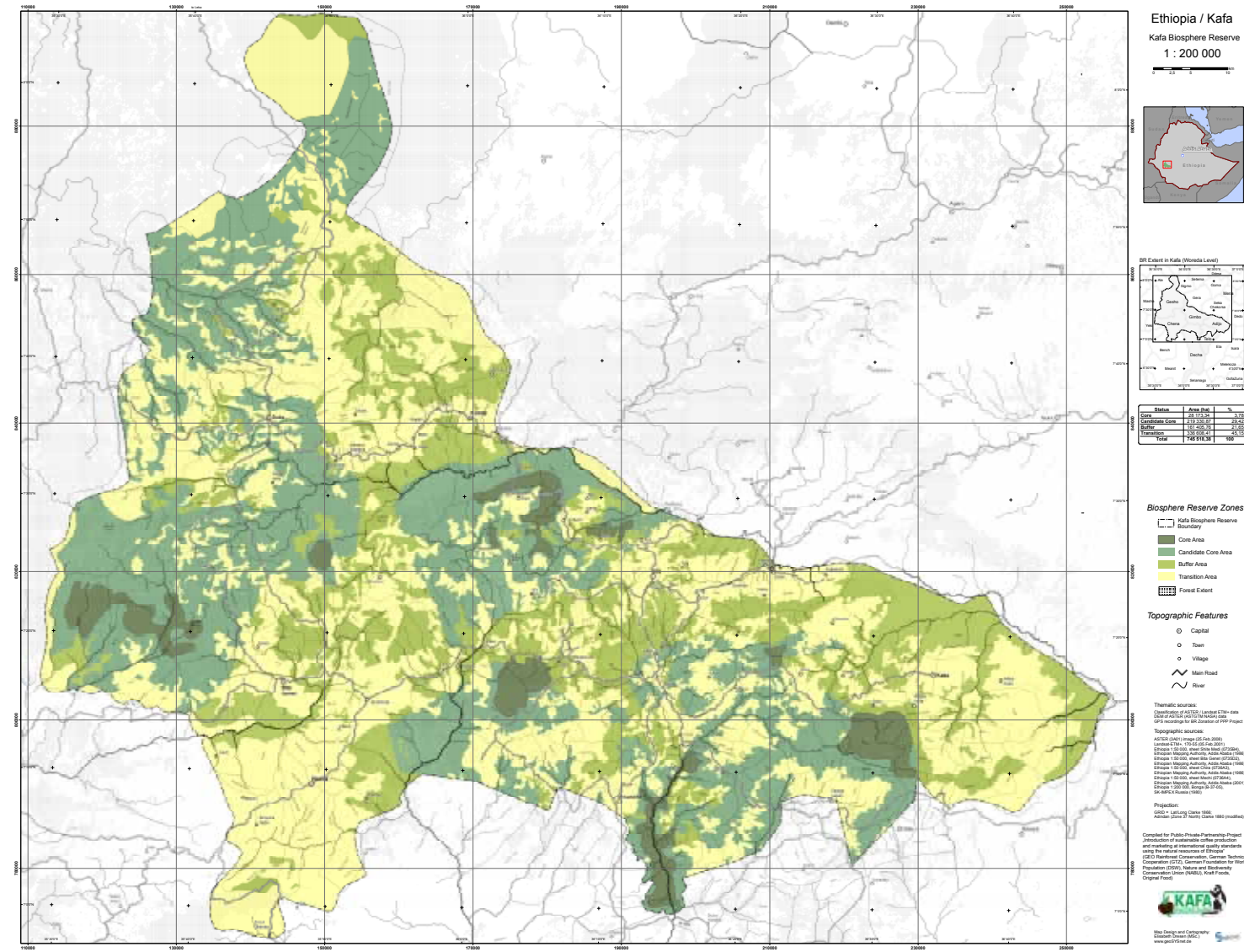
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ABBREVIATIONS

BR	Biosphere Reserve. A protected area concept established by UNESCO that integrates local development needs with nature conservation by means of research, community participation, collaboration among government agencies, zoning and adaptive long term planning. Currently, there are about 120.000 protected areas worldwide, only 600 of them are biosphere reserves.
CTF	Conservation Trust Fund. A fund to finance regular expenses of protected areas. Many different forms of CTFs exist. Some are geared to single protected areas, others to entire protected area systems. Some have endowments (=capital) which are large enough to disburse interests only, others have sinking funds and rely on donations to refill the fund. In Ethiopia, GIZ is currently implementing a GEF project to establish a nation-wide CTF.
EWCA	Ethiopian Wildlife and Conservation Authority. Federal government agency for protected areas.
GEF	Global Environment Facility. The principal intergovernmental fund for biodiversity conservation efforts. In Ethiopia, the implementing agency for GEF funded projects is UNDP. GEF currently funds a full size project on consolidating Ethiopia's protected area system (SDPASE). GEF also runs a Small Grants Program directly geared to smaller-scale community projects.
KDA	Kafa Development Association. A local NGO promoting local income generating initiatives.
KZA	Kafa Zone Administration. The zonal authority.
NABU	The Nature and Biodiversity Conservation Union. A German environment association founded in 1899, with more than 500.000 members today.
PA	protected area.
SNNPR	Southern Nations, Nationalities and People's Region. The regional State wherein Kafa Zone is situated.
UNESCO/MaB	UNESCO's Man and Biosphere Programme – the programme which established the concept and the world network of biosphere reserves

MAP OF KAFA BIOSPHERE RESERVE



1 INTRODUCTION

This Marketing Concept is intended to provide orientation and guide actions and decisions about the Kafa Biosphere Reserve's (BR) strategic marketing. It presents tools for communicating the Kafa BR to different target groups, based on an analysis of its marketing potential. It also formulates recommendations for future marketing and communications actions. Marketing and communications tools can be developed in order to:

1. raise awareness of the UNESCO Kafa Biosphere Reserve as an emerging tourist destination;
2. to give profile to products from Kafa and
3. to highlight the aims and outcomes of the UNESCO Kafa Biosphere Reserve, also in order
4. to assist in attracting further funds to support the initiative.

This concept provides some step by step guidance to the development, production and advantages of some of the most relevant marketing options.

It is written for the Kafa Zone Administration (KZA), the Kafa BR managers and all further persons and organisations involved in implementing the UNESCO concept of biosphere reserves in the Kafa BR. Recommendations in this strategy are geared primarily to the local BR context, in accordance with the authors' terms of reference. Some actions are more suited to partnerships with non-Ethiopian organisations operating 'overseas' or in 'Europe', i.e. in donor country contexts.

How to develop marketing for Kafa? In Chapter 2 the approach for this Marketing Concept is presented: Based on the analysis of the marketing potential, key themes are identified (Chapter 3). Then, the marketing objectives determine the key messages for different target groups (Chapter 4). On these grounds, marketing tools and packages are selected (Chapters 5 and 6), for which concrete planning is then possible (Chapter 7).



2 GENERAL APPROACH

Three steps structure this Marketing Concept: analysis of the marketing potential, definition of marketing objectives and screening of marketing tools. All steps follow specific questions: Step 1 identifies the key themes, Step 2 the relevant target groups and key messages for them, and Step 3 selects suitable marketing tools. With that, actions can be prioritized.

Process and key questions for this Marketing Concept



3 MARKETING POTENTIAL OF THE KAFA BR

The following questions guide the analysis of Kafa's marketing potential (Step 1):

1. What are the area's highlights regarding nature and culture?
And what makes the place unique?
2. What is the region's current online profile?

Based on a description of the region and of the region's online profile the key themes for communicating and marketing the Kafa BR can be developed.

3.1 Description of the Kafa region

In recognition of the natural attributes of the region, and of the deforestation pressure, which require coordinated action to balance conservation and development, the area was officially designated by UNESCO as Kafa Biosphere Reserve in June 2010. It stretches for more than 760,000 ha and covers a forested area of about 352,000 ha, part of the Eastern Afromontane Biodiversity Hotspot.

The biosphere reserve stretches across the boundaries of 250 rural "Kebele" administrations and 25 urban towns. The BR is home to approximately 600.000 people, most of them living in rural areas. The Kafecho are the dominant ethnic group, mostly farmers. Marginalized groups such as the Manjiwo and Mano mainly subsist on hunting and tannery. Main economic activities in the area are subsistence farming and collection of forest products, with coffee cultivation for cash income. The population is growing by natural birth rate and by immigration. Interest by non-local investors is sharply increasing, particularly in the agricultural business. Regional road improvements and national policies favouring agricultural intensification will likely enhance this trend.



Ecological importance

Impressive natural scenery characterizes the Kafa region situated in the South-west of Ethiopia: Lush ancient forests, thriving wetlands, steep valleys, towering mountains, and gentle rolling plains. The range of altitudes of between almost 4,000 and 900 m.a.s.l. creates a transition of habitats: at the highest altitudes, a complex vegetation structure of evergreen mountain forests and grasslands is dominant, while further down the mountain slopes, the Afro-montane moist evergreen broadleaf forest or cloud forest is home to wild *Coffea Arabica* species, and considered the geographic origin of the coffee plant – with one plant considered the 'Mother Coffee Tree'.

About 260 bird species have been listed, thus qualifying it to be registered as an Important Bird Area (IBA). A great majority of fauna and flora species are endemic. Charismatic species present in Kafa include lions and the Colobus monkey.

Bio-cultural importance

The former Kafa kingdom (until early 20th century) has left traces in architecture and popular culture. But it is the local knowledge and identity linked to forest and forest use, which today mark the characteristic bio-cultural importance in Kafa.

The most pristine forest areas within the Kafa Biosphere Reserve have been maintained due to the spiritual values of the local communities. The local spiritual leaders have a unique role as intermediaries between the communities and the natural environment. They have the knowledge of where the spirits and supernatural beings reside in the forests and look over the local communities. In order to respect these dwelling places of the supernatural, the spiritual leaders clearly designate the areas of the forest which no man may enter.

This local cultural heritage has been a powerful tool in maintaining the protection of key forest areas over long periods. Many of these pristine now form the core zones of the Kafa BR.

Touristic Importance

It is a nature lover's dream and a place of world importance with regards its dazzling range of biodiversity. In the forest, giant trees, lianas, epiphytes and ferns form dense, green vegetation that is home to an abundance of plants and animal species, including the striking black and white colobus monkey. Lions, leopards, wild cats, De Braza's monkeys, bush pigs and antelopes such as the red forest duiker roam in the forests. The area is seismically active and contains awe-inspiring hot thermal springs that are recognised for their spiritual and curative value.

For visitors, the cloud forest is a multi-sensual experience with impressive close-ups, noises and smells, as well as with the unique experience of struggling with geographic orientation once inside the thick lower strata of the forest. Here, the abstract concept of 'biodiversity' becomes a very concrete and tangible experience. The speed of biomass growth and decay, the strategies of plants competing for light, and the plant and insect species diversity are very easy to observe. Furthermore, the borders of primary forests are powerful witnesses of the fact that forests are systems which only survive if left largely intact. Ethiopia's current deforestation rate suggests that these remnants should be lost within a few years – if not effectively protected.

3.2 The Kafa region's online profile

What's in a name? With worldwide media connectivity, understanding the associations and competing uses of a name is of critical importance for any communications activity. Also, can Kafa be found online with ease, when typical search terms are being used?

For this, a short web analysis was conducted: Dominant Google search results were consulted for various key terms in connection with Kafa, including: coffee forest, forest conservation, coffee tourism, tourism. The analysis was conducted at intervals from early August 2012 through to January 2013.

Search results for 'coffee' and 'forest conservation' related to Kafa

- The NABU, UNESCO and Kafa-Biosphere sites come up at the top of searches. This is very good for conservation gains and for when potential donors may be encouraged to search for information about the region. The Kafa-Biosphere site offers limited but attractively packaged information on conservation and tourism.
- Consumer portals have some conservation related content, such as effects of coffee plantations on birds in India (www.ineedcoffee.com/03/conservation/) – these portals could easily feature similar stories about Kafa.
- Kafa has received 'bad press', with focus on questionable labelling of 'forest coffee' or 'wild coffee'. This is still prominent in the web (e.g. <http://www.coffeehabitat.com/2011/02/ethiopia-wild-forest-coffee/>) and needs to be complemented with new stories on progress of BR implementation, especially agro-forestry.
- The Starbucks-CI partnership and controversy is predominant.
- Popular blogs and sites suitable for connecting coffee and conservation are: www.ineedcoffee.com, <http://dailyshotofcoffee.com>, www.coffeehabitat.com

Search results for 'travel' and 'tourism' related to Kafa

- There are a number of individual travel blogs that describe visiting the Kafa region including Bonga. A large percentage of these blogs are by US Peace Corps volunteers for example: Chuck Adams' trail description to the Mother Coffee Tree reveals a completely remote setting devoid of any tourism infra-structure: <http://eugeneweekly.com/article/road-mother-coffee>
- NABU has posted a number of blogs highlighting aspects of the region including <https://dearkitty1.wordpress.com/2012/09/02/page/2/>
- The birthplace of coffee is claimed by various destinations or tour operators but they refer to Ethiopia in general, not to the Kafa region itself. (e.g. http://www.fourcornerstravel.com.au/focus/ltineraries/Ethiopia_Coffee_Tour4.pdf)
- Furthermore, Kafa (or Kaffa) is also officially used to refer to a much larger region than the site zoned under the Biosphere Reserve area, with Kaffa coffee tour recommendations covering Metu, Jimma and Argelu, but not Bonga: <http://www.tourismethiopia.gov.et/English/Attractions/Pages/WestEthiopiaJimma.aspx>
- It is worth highlighting that even on blogs about the best places for coffee tourism in the world, Kafa is not mentioned: http://www.igougo.com/travel_blog/post-p181-best_Places_for_Coffee_Tourism.html.

Additionally, a Google search in German revealed a number of results for terms like 'Kafa' and 'Äthiopien', but also 'Wildkaffee' connected with 'Bonga', 'Äthiopien' and 'Kafa'. Apart from the obvious presence of NABU-related conservation contents, the following can be said:

German results from travel agencies and travel forums:

- print and online media already describe Kafa as a travel destination; contents of these articles emphasize Kafa as the birthplace of coffee and also the importance of nature and its protection; travel information mostly consider Ethiopia in general, without detailed information about the Kafa region:
<http://www.reisenews-online.de/2009/06/17/kaffa-die-heimat-des-kaffees/>
http://www.giessener-anzeiger.de/ratgeber/reise_tourismus/reiseberichte-der-redaktion/afrika/nordafrika/12621278.htm
- Two tour operators already offer tours to Kafa:
<http://blog.e-kolumbus.de/20120117/meiers-weltreisen-rundreise-in-aethiopien>
<http://www.ic-gruppenreisen.de/gruppenreisen/reisen/reiseDetails.php?rId=RD57A5F02CB>

German results related to product marketing:

- Original Food GmbH is a company which already offers Kafa coffee in Germany and Switzerland: <http://shop.originalfood.de/page/2>
www.originalfood.ch/produkte/kaffa-wildkaffee.html
- Original Food GmbH has partners, e.g. online organic food shops, which offer coffee from Kafa:
<http://www.naturkost.com/original-food-kaffa-wildkaffee-espresso-ganze-bohne-250g>
www.kaffeezentrale.ch/d/shop/kaffa.cfm
- Consumer focused articles with product information on Kafa:
<http://www.alnatura.de/de/original-food>
<http://www.geo.de/GEO/natur/oekologie/regenwaldverein/nachrichten/kaffa-wildkaffee-aus-aethiopien-71333.html>



3.3 Key themes of the Kafa BR

Kafa's forests sustain biodiverse life and a rich bio-cultural heritage. These are attractive features which are highly suitable for effectively marketing the BR. These include aspects of ecological and bio-cultural importance, existing products and the touristic potential. This potential is not yet developed: Marketing and communications for Kafa is in its initial phase. It is currently being pursued by different people/organisations with different interests but without guidance or coordination, as the analysis of the Kafa online profile indicates.

Three marketing key themes can be distilled from the above analysis:

CRADLE OF COFFEE: the region is the origin of *Coffea arabica*. According to the International Coffee Organisation (ICO), global coffee consumption of coffee was an estimated 137.9 million 60 kilo bags in the 2011 calendar year. In many countries in the western world, coffee drinking is taken very seriously indeed and there is fierce competition between cafes as to who can produce the best coffee, produce the best roasted beans etc. Coffee is today part of an international lifestyle

CLOUD FORESTS: the last remnants of East African tropical rainforest. While Kafa provides some stunning views such as of the Barta waterfalls, it is not one of the most spectacular landscapes in the country. It can hardly out-compete areas like the Simien Mountains National Park, on these terms. However, Kafa's cloud forests provide a dazzling range of biodiversity and a multi-sensual experience for its visitors. It is home to the Kafa people with their rich bio-cultural heritage. It is a rapidly diminishing habitat in Ethiopia and a seriously endangered one in all of Eastern Africa.

BIOSPHERE RESERVE: a worldwide recognition by UNESCO for special areas and for a special commitment. UNESCO attributes this title to areas of outstanding bio-cultural value, where policy makers and citizens search for sustainable ways of living with nature. Key for this are also local roots, knowledge and culture. While there are more than 100.000 protected areas globally, only about 600 of them count with this special designation. It is by itself already interesting for its focus on human-environment interactions, rather than on species or spectacular natural monuments. But in the Ethiopian context with a history of famines on the one hand, and conservation-related conflicts on the other, the BR concept with its focus on innovating sustainable land use practices appears most suitable and highly needed as a paradigm for the rural areas. The UNESCO designation indicates that a government commitment has been made - and this should be actively built upon.





4 MARKETING OBJECTIVES AND TARGET GROUPS

MARKETING OBJECTIVES

In this Marketing Concept four objectives are being proposed and pursued:

- Objective 1: Raise awareness about Kafa's uniqueness – and its need for balancing conservation and development
- Objective 2: Attract tourists to visit Kafa in a responsible way
- Objective 3: Help convince donors to support the Kafa BR
- Objective 4: Help foster local/regional ownership and stewardship for the Kafa BR

4.1 Objective 1: Raise awareness about Kafa's uniqueness – and its need for balancing conservation and development

The coffee forests of Southern Ethiopia deserve to be as famous as Bwindi Impenetrable Forests in Uganda, or the Okavango Delta in Botswana. But although of singular beauty and biodiversity importance, very little is known about Kafa internationally. This has been indicated in the analysis of Kafa's online profile in chapter 3.2.

The principal rationale for this objective is: If Kafa is more widely known, more people will take an active interest in helping shift development towards a sustainable equilibrium. If Kafa remains largely unknown, those struggling against external pressures and for Kafa's forests and its inhabitants will receive little support and attention from outside.

This objective refers to all target groups, which can be addressed with Kafa region's themes. Any news, television reports or article - each single item contributes to the general notice of BR Kafa. These range from a special report about the bird life, a film about the traditions of the coffee ceremony to an information article on medicinal plants. The catered target groups here are ornithologist and health professionals, but also nature lovers, potential tourists and coffee lovers.

The sum of it will improve the general publicity of the Kafa region. All aspired objectives are in close interaction: with increasing general publicity of the Kafa region also the interest of tourists and donors will increase – as well as the growing tourism and the attention of donors will raise general awareness.

Key tools for raising general awareness:

- To raise national and international awareness requires a continuous press work with a sophisticated PR concept. As a first step a list should be created with the range of interesting topics of the Kafa region. This list should figure in the press portal of the website and the press portfolio (chapter 7.1).
- Most marketing tools are helpful. For this objective, primarily the contents – the stories - for the Kafa BR need to be developed.

4.2 Objective 2: Attract tourists to visit the area in a responsible way

If well planned and organized, growing tourism will contribute to the livelihoods of local communities, without harming local societies or forests. It can certainly make important contributions to the BR budget (See Fundraising Strategy), yet it will also enhance the need for investments in public infrastructure for tourists. The NABU project significantly improves local tourism capacity and infrastructure and these efforts will enable the region to cater for international tourists.

Existing data indicates that any promotion of the Kafa Biosphere Reserve for tourists should cater to the existing Ethiopian foreign tourist of 50-60 years etc as outlined above, yet also be attractive to the more general international eco-tourist demographic of being in their 40s. Individual travellers would be targeted, but work should focus on international and domestic tour operators to encourage the inclusion of Kafa BR in their itineraries.

National and local tourism market

The 2011 report 'Development of management and business plan for ecotourism in Kafa Biosphere Reserve, Bonga, Ethiopia' written by Sigrun Lange & Michael Jungmeier for the NABU Kafa project provided analysis of the potential tourism market for the Kafa region. The report outlined that:

- in 2008, about 330,000 people visited Ethiopia. Vacation tourists account for 31 per cent of the overall arrivals, business and conference visitors for 28 per cent, and people visiting relatives for 13 per cent. Growth has been strong in all three segments in recent years (average annual growth rate of about 13%)
- the Ethiopian Ministry of Culture and Tourism expects that the number of tourist arrivals will grow to more than 785,000 per year in 2014.
- most foreign visitors travel in groups organised by tour agencies along Northern and Southern circuits.
- The Kafa region is not currently included in these circuits. Nonetheless, about 200 foreigners visited Kafa in 2008.

While this number fluctuates (e.g. in the year of the Kafa BR nomination the number of foreign guests at KDA guesthouse was considerably higher than other years, according to visitor records) – the overall trend is upwards. Once, tour operators consider accommodation conditions acceptable, numbers will likely increase very rapidly.

Typical visitor profile

Amongst the top ten source countries for leisure and vacation tourism in Ethiopia are North America (USA, Canada), Europe (UK, Italy, Germany, France, and the Netherlands) and the Middle East (Saudi Arabia, United Arab Emirates) (World Bank 2006: Fig. 6, p.34). At present, the majority of the leisure and vacation tourists either visit the northern historic circuit or a southern ethnological and nature based circuit. These two routes account for more than 95 per cent of the tour packages sold in Ethiopia (World Bank 2006, p.36).

Most of the foreign tourists are interested in the cultural and historic heritage of Ethiopia. This type of tourist is usually in the post family life stage; it can be characterised as follows (World Bank 2006,p.38):

- Age group between 50 to 60 years old;
- No dependent children;
- Well_experienced in travelling;
- Conscious to quality, but prepared to tolerate basic conditions;
- Well_educated;
- Sensitive to environmental and social concerns;
- Take holiday in off_peak periods.

Nature tourism trends

In terms of global trends, world tourism arrivals have grown by 23% and are forecast to double by 2020. "In Germany, the market potential for ecotourism probably lies in the region of some 14.5 million travellers (total market 48.4 million), while the current demand is estimated between 1 and 3 million. These tend to be people in their 40s, highly educated people with a [net monthly] income between 1,500-2,500Eur (50% market), and above 2,500Eur another 50% of the market [in 2004 purchasing power]. The German profile is similar to that of the UK, France and Canada, while the Spanish, Italian and US markets are slightly younger and lower spending. " (R. Tapper, Pay per Nature, WWF report 2004).

Protected areas are a strong magnet for tourism. A poll in Germany showed that a healthy environment is for 84 percent of respondents a very important factor for a successful holiday. 62 percent would spend their vacation in protected areas. In 2003, about 290 million people visited nature parks, national parks and biosphere reserves in Germany (B. Jessel, O. Tschimpke, M. Walser: Produktivkraft Natur, 2009).

Travel decision making

Tourists make their decisions based on information from a range of sources. The table below, taken from www.mytravelresearch.com, shows some of the key sources of information in travel decision making.

Key sources of information in travel decision making:

IDEAS & INSPIRATION	INSIGHTS & ADVICE	PRICING	COMPARING	PURCHASING
Relationship & Media	Trusted sources	Diligent Info gathering from multiple sources	Impartial Aggregation	Best deal
Family & friends (52%)	Family & friends (54%)	Online travel agency (56%)	Online travel agency (51%)	Online travel agency (41%)
Magazines (49%)	Travel guide books (44 %)	Travel service supplier's own website (51%)	Internet search websites (38%)	Travel service supplier's own website (38%)
Television (48%)	Internet search websites (38%)	Internet search websites (37%)	Travel service supplier's own website (35%)	Traditional travel agents (23%)
Travel guide books (46 %)	Travel experts (38%)	Multi-brand websites (35%)	Multi-brand websites (32%)	Multi-brand websites (18%)
Travel brochures & Direct mail (43%)	Destination's websites (37%)	Destination's websites (34%)	Destination's websites (25%)	Destination's websites (17%)

Initial ideas and inspiration for travel tend to come from word of mouth via family and friends, seeing an article in a magazine, watching something about a destination on television. However as the traveller looks further, they tend to look for travel guide books and then information on the internet. It is important to note that it is not necessarily the destination's own website as a first choice for trusted information, as they feel such sites will only present a positive picture anyway, whereas blogs, reviews etc may present a more honest picture of the destination.

Key communication tools for attracting tourists:

- a pool of excellent pictures and audio-visuals; images convey feelings, arouse dreams, inspire people and give them the first idea to decide for a destination
- print/broadcast media and travel guide books (and their online presence) combine inspiration and trusted information for travelers.
- internet travel websites and forums are for information and comparison of destinations. The Kafa BR website will be a key source of information, but it is important to create on other sites such as travel blogs, travel review sites etc. The Kafa BR website should link to prominent tourism portals for the country.

4.3 Objective 3: Help convince donors to support the Kafa BR

Various themes have been pre-selected for prioritising fundraising efforts. They include e.g. the promotion of agroforestry in buffer zones or of regional coffee trade chains. Fundraising for any of these themes will substantially benefit from accompanying specific communications work.

Key messaging should emphasize the particular conservation investment opportunities, i.e. the benefits of supporting the Kafa BR, for example:

- highlighting the importance of the region in terms of conservation of biodiversity;
- enabling successful sustainable development within the biosphere reserve;
- supporting the ongoing conservation of one of the world's most sought after and enjoyed plants – coffee.

Developing and communicating the Kafa BR as a spot for concrete policy change and innovative public management ideas (e.g. agroforestry for buffer zones), is also a good way to attract funding from foreign donors. It shows how donor-support can create an exemplary project.

Furthermore, donors need to know whether recipients can make good and efficient use of the funds. The Kafa BR and its associated organisations should be presented as attractive recipients of conservation funding. This can comprise different aspects, such as credible management structures, strong local participation, innovative conservation work, sound financial management.

The UNESCO designation as a BR is of central importance, as it provides visibility and a certain degree of quality assurance for donors. Furthermore, communicating actively within the UNESCO world network of biosphere reserves and within wider conservation networks, is indispensable for garnering support at national and international level. They themselves constitute platforms for circulating BR stories more widely. Pro-actively addressing these networks is a worthwhile investment because they connect governments, international agencies, philanthropic foundations and potential implementing partners.

Key tools to support fundraising

- Communications packs should be prepared in support of fundraising pitches. These packs can include background information on the Biosphere Reserve, specific donor project information, links to clips, brochures, website etc.
- Website. The website should provide a public record of past public hearings, expert consultations and management decisions for the BR, for example in the form of short semi-annual reports. This can very convincingly communicate that the BR does not exist on paper only.

4.4 Objective 4: Help foster local/regional stewardship for the Kafa BR

The people living in the BR are critical for turning BR concepts and ideas into reality. To foster local acceptance of the BR, commitment to its objectives, and participation in its ongoing implementation efforts, marketing and communications is critical. It should be geared to the responsible administrators and the local public, directly as well as via schools.

- For administrators: The continuous information, consultation and joint work with local government is critical for any BR. While the BR Management Entity has the principal responsibility for this, communications can and should be used to secure local/regional government commitment. And as long as the Entity itself is not yet firmly established, it may itself still need supportive communications via NABU at the local level.
- For the local public: Engaging the local public often seems a prolonged effort with sometimes uncertain effects. However, other cases have shown that in controversial local policy situations, or when local/zonal government changes after elections, having an articulate, even small, local civil society constituency in favour of the BR's ideas is critical. Teacher and students are strong potential multipliers in messaging about the value of the Biosphere concept itself and of the importance of the region as a world biodiversity hotspot. Local producer cooperatives and entrepreneurs who certify their products with a Kafa BR product label show local pride and stewardship.

Key tools for foster local stewardship for the BR

- Provision of materials such as posters and leaflets in schools and civic buildings, hotels etc;
- Creation of awareness-raising activities such as photo or video clip competitions for schools etc can all help create awareness and local pride in the Biosphere Reserve concept.
- Promotion of a simple local certification scheme allowing local producers and service providers to employ the Kafa logo as a special quality label.



4.5 Target groups for BR Kafa and key messaging

In the following table the above determined target groups are connected with the key themes of chapter 3. In a next step the key themes are filled with the specific key messaging for the single target group. This key messaging can be used as a base for content in all marketing tools addressed to the according target group.



TARGET GROUPS	KEY THEME	KEY MESSAGING
International Tourists 1. Independent travellers 2. package tourists	Cradle of Coffee Cloud Forests Biosphere Reserve	<ul style="list-style-type: none">• discover the birthplace of Coffee• visit one of the first UNESCO Biosphere Reserves in Ethiopia• see a dazzling array of flora and fauna in the green paradise• discover lions, leopards, monkeys and antelopes of the cloud forest• entering the ‘real thick jungle’ and experience this nature with all senses• be a pioneer to visit this “of the beaten track” destination• enjoy relaxing in natural hot thermal springs• take part in a traditional coffee-ceremony• learn about forest spirits, medicinal plants and bio-cultural heritage culture of Kafa• help with your visit to contribute the livelihoods of local communities• once you have visited, help spread the word about this extraordinary destination
Tour operator international	Cradle of Coffee Cloud Forests Biosphere Reserve	<ul style="list-style-type: none">• expand your program with an extraordinary destination• ecotourism is growing in demand and has good future prospects• the destination is a UNESCO designated reserve with strong potential for tourism• Kafa is a area of worldwide importance as the birthplace of Coffee• this destination provides the opportunity to see a dazzling array of flora and fauna• discover lions, leopards, monkeys and antelopes of the cloud forest• the destination is rich of history, culture and traditions• be among the first to offer a visit in this “off the beaten track” destination• your tours will help to contribute the livelihoods of local communities
International donors and conservation networks	Cloud Forests Biosphere Reserve	<ul style="list-style-type: none">• Kafa is an area of worldwide importance as home to Coffea arabica crop wild relatives and gene pool.• Kafa is a UNESCO Biosphere Reserve and also declared as Important Bird Area (IBA)• Remnants of this afro-montane biodiversity ‘hotspot’ are under severe development pressure• Enable the development of sustainable livelihoods for the communities within the Kafa Biosphere Reserve• Important previous work has been done already enhancing effectiveness of future spending• NABU is a highly trustworthy organisation and effective partner for project implementation
Government	Cloud Forests Biosphere Reserve	<ul style="list-style-type: none">• Kafa receives worldwide attention for its unique characteristics• Government has committed to the BR concept, balancing conservation and development• UNESCO BR concept requires locally developed solutions• Support from higher policy level is indispensable• Make use of the new land management practices developed in Kafa
National/ local population	Biosphere Reserve	<ul style="list-style-type: none">• Your home is an area of worldwide importance as the birthplace of coffee• The Biosphere Reserve is a partnership between people and nature; they promote sustainable local development for local benefits• the forests are of worldwide importance in terms of biodiversity• visit and learn about your forests to become owners and stewards• The forest sustains your life in many ways: soil, food, water, timber. If your forest is lost, it will not come back again.
Product-companies & product interest groups	Cradle of Coffee	<ul style="list-style-type: none">• Kafa is an area of worldwide importance as the birthplace of Coffee and a natural coffee gene pool reserve• In the mountain rainforests still grows wild Coffea arabica• Experience the taste of this wild coffee and contribute to protecting its habitat• help spread the word about this extraordinary coffee



5 MARKETING TOOLS

In Chapter 3 the key themes for Kafa are developed, in Chapter 4 the marketing objectives, the target groups and their corresponding key messages are elaborated. In this chapter we look at Step 3: Selecting appropriate marketing tools. How can this be done?

How to select the appropriate tool?

The modern media world offers almost unlimited opportunities to promote an object, in this case the Kafa BR. Therefore, marketing experts have to select the appropriate tools out of the large amount of possibilities. In addition to what we have learned so far about the Kafa BR – key themes, marketing objectives, target groups - several factors strongly influence the selection, including: budget, time horizon, practical constraints, synergies. So, how to proceed?

First, the already existing tools should be analysed:

- How successful are they regarding the marketing objectives?
- What works well? What works not so well?
- Can they be optimised? Complemented?

For your answers, it is helpful to also seek the feedback from external people, those not at all involved in Kafa activities, but potentially a member of the target groups.

Second, for selecting additional tools, some questions help identify limits and opportunities:

- what are the most important short term targets?
- where are the biggest gaps in existing tools?
- what is the budget to start with?
- where can a tool best be developed/employed, in Ethiopia or in Germany?
- what experts are needed (e.g. graphic designer, professional author)?

What is a good process for producing marketing materials?

The production of marketing materials includes a chain of several steps and involves many persons. Most important is an experienced coordinator who will manage the schedule and coordinate the workflow and people involved. This coordinator should be located in the country where most of the process occurs – although good telecommunications allows for some flexibility.

In general, design and content of marketing materials should be developed in Europe for a European audience, and in Africa, for an African audience. This helps to optimally cater for the respective target audience.

Producing a small print material involves the following steps and persons:

- 1. Coordinator: detailed idea about what has to be done (material, target group, content)
- 2. Graphic designer, authors: briefing of experienced creative professionals
- 3. Graphic designer, authors: creative realization of the material, e.g. layout and texts
- 4. Coordinator with creative professionals: consulting process about draft materials
- 5. Coordinator or producer: call for offers in print and distribution
- 6. Professional editor/lector: final proofing of texts
- 7. Graphic designer : final art drawing after copy-editing and final print data
- 8. Producers : final proofing of lay-out
- 9. Printing shop: printing
- 10. Coordinator and printing shop: distribution

For complex marketing products, it is recommended to cooperate with an advertisement agency: this will disburden the coordinator, involve all professionals (graphic designer, authors, producers) in one house, and usually this also saves money as the agencies cooperate with print shops, media providers and distribution channels for special conditions.

Overview of current marketing tools for the Kafa BR

NABU employs several marketing tools for the BR. The table gives a summary of these tools. To avoid duplication, more detailed descriptions and recommendations can be found in the subsequent sections which describe the tools selected for the Kafa BR.

Status quo of marketing tools in the Kafa BR

TOOL	DESCRIPTION	TARGET GROUP
Websites	Run by NABU focused on Kafa BR; general information,	All
Logo	Incorporates two key elements: coffee and wildlife	All
Poster & leaflet	Both were produced as part of campaign for UNESCO designation; general information	All
BR signage	Some signs have been erected; no common appearance	Visitors to the Kafa BR and local public
Product labelling	Reference made to the BR on locally /nationally sold honey and on coffee sold in Germany (Original Foods)	Tourists and German consumers
Support to films	Successful support to several film teams by NABU	International audience
Product marketing	Grundig coffee machines are being advertised with a small donation to the Kafa BR	Coffee lovers
Online writing	Not run by NABU, there is some online presence in terms of both conversation and tourism.	International audience; tourists



The table shows that considerable efforts have already been undertaken, but existing tools regard mostly general information and are not addressed to the specific target groups identified in Chapter 4. Need for action is visible.

The following sections explain what should be done, why, and how.

5.1 Corporate Design (CD)

What is corporate design and how does it work?

Corporate Design (CD) is the sum of all visual information and communications of a company. The Corporate Design is made up of different elements, the most important are:

- brand mark: combination of logo and word mark
- typography: defines font, colour and size for all types of text, headlines, sublines, running text etc.
- image language: defines general content of images, e.g. picture should combine nature and people ,the two main aspects for a BR
- colours: defines main colours used in layouts of all materials
- additional design guidelines: include all further guidelines; it usually includes also layouts for important communication materials and advertisements in various sizes for both digital and print medias.

A slogan is not an essential part of a CD, but completes the necessary basic elements. Unlike the word mark a slogan is more flexible and adaptable to different target groups. A good slogan captures the audience, is easy to remember, has a personal appeal and conveys credibility.

Why create a Corporate Design for the Kafa BR?

Kafa does not require a fully detailed corporate design, as big organisations and companies do. Nevertheless, it is important to consider and develop the main points of a CD for all further marketing actions in BR Kafa. Since the visual appearance is the basis of all marketing tools, whether digitally or in print, it is the first important step for the Kafa BR and its future marketing.

- A CD is a prerequisite for successful communication
- A CD visualizes values, key messages and objectives and increases sympathy
- Continuously applied CD conveys professionalism and creates credibility and trust
- A well-designed and organized CD creates a recognition value, thus increasing the level of awareness
- A well-designed CD saves labour and costs

The last point is particularly relevant in the setting of the Kafa BR, as marketing works are likely to be carried out in both countries, in Ethiopia and in Germany, where the headquarters of NABU are located, and where many donors come from. A clearly formulated and simply designed CD helps to ensure a consistent look and layout, even if different graphic artists in different countries produce marketing materials.

In the Kafa BR, the Corporate Design should apply to:

- the websites
- letterhead and business card, E-signature
- presentation folders (for press, for tour operators etc.)
- posters, leaflets, stickers, brochures
- advertisements in various sizes
- building and vehicle signage
- exhibition materials at the visitor centre
- clothing for staff members and for sale
- and the next marketing concept ;-)

Risks associated with a CD

- The developed CD does not adequately convey the intended associations with and values of Kafa.
- The developed CD is not being consequently applied by all persons communicating for the Kafa BR

What CD-elements already exist for BR Kafa?



There is an existing BR Kafa logo. The logo incorporates two key elements of the region: coffee and wildlife. The logo is clean and fresh and helps create a sense of identity for the Kafa Biosphere Reserve. It is a key tool in promoting the area and also helping to link produce from the area with the Biosphere Reserve concept. There is potential to use this logo in a range of ways including: reserve signage, printed materials and product labelling. The logo has also been used on promotional stickers, as seen on the motorbike below.

On the sticker the slogan reads “Let’s save our forests, the livelihood of the people” and “For our common future” – the consultants cannot judge the suitability of these slogans for the local audience. Internationally, the second sentence is very close to the rhetoric of global summits on sustainability. The first slogan convincingly connects forest conservation to local subsistence.

Recommended action on Corporate Design (CD) for Kafa

Contract a professional graphic designer for developing a short and practicable CD, in consultation with the project staff in Germany and Ethiopia. Focus on CD elements as specified in the following table:

ELEMENT OF CD	STATUS QUO	RECOMMENDED ACTIONS
Logo	yes	No action necessary. The logo should be available in all popular formats for digital media and print. Easy access to the logo should be provided logo should exist in a colour- and a b/w version
Slogan	yes	The two existing slogans are quite general and could be used for all forests. New slogans should be developed with focus on Kafa BR features and target groups.
Basic graphic elements	no	These have to be realized urgently to ensure a consistent and professional appearance of all coming marketing tools
Basic elements for outside-communication	no	Once there is an official administration for the Kafa BR, all basic materials of communication should be developed with a common layout. This ensures a professional and credible appearance to the outside and facilitates the work of the BR-staff.
advertisements in various sizes	no	This is not very important at the beginning. It can be realized as a medium or long term target to be used for online portals, e.g. travel, or magazines. As advertisements are very expensive to place in medias only a small version should be created at the beginning and maybe connected with a QR-code to spare place but nevertheless transport a huge content.
Layouts for lectures	no	This gives a professional and consistent appearance on lectures, seminars and conferences; it should be also provide on the website for download for interested people, e.g. teachers
Clothing	no	This should be pursued, once the visitor centre has opened for guests. Staff clothes give orientation and enhance credibility towards visitors. It also creates identification of staff with the BR.

5.2 Websites

How do websites work?

In the modern media world a website is the most important way to reach international publicity. It is optimal to place all information regarding the BR. The website is the digital face of the Kafa BR. Here all audiences collect information and form an opinion about the Kafa BR. The front page is the most important page of the website: visitors decide in parts of seconds, if they will go further on or not. A well designed website captures the visitor on the front page, arouses his curiosity and brings him to read further. In addition, a well-chosen imagery and a good tonality inspire emotions and sympathies.

Why run a website for the Kafa BR?

- to present the Kafa BR in the digital world
- to provide general information for all important target groups, and specific information for potential visitors and for those interested in conservation
- to inspire emotion and sympathies
- to arouse curiosity and stimulate interest in the area
- to provide stories, images and further material for multipliers, e.g. press
- to link websites which could be multipliers; e.g. for product selling
- to disseminate and keep a publicly available archive of documents, reports, decisions, and other materials for download

Risks associated with the websites

- Websites need to be kept up-to-date and designed to remain attractive under circumstances where frequent attention to it is not possible. An obviously outdated website is worse than no website
- Websites need to cater for Ethiopian and foreign audiences at the same time, with each audience having different information needs and different aesthetic preferences. In the long run, this may require two distinct websites, one as the international face of the BR and the other as the communication platform about BR matters for the local population.
- Technical risks are typically taken care of by the web space provider – webhosting and maintenance quality may differ between countries.

Status quo of websites for the Kafa BR

There are two websites run by NABU that focus on the Kafa Biosphere Reserve. The NABU Climate and Forest Project Ethiopia website.
<http://www.nabu.de/en/aktionenundprojekte/kafa/index.html>
www.kafa-climate-forest.com

This page has good information about the region and the project scope. This includes information about area, habitats, land conversion, climate change. Leaflets and reports available for download from the site. These contents are addressed mostly at nature lovers, scientists and potential donors looking for information about the Kafa BR. This page is not intended to reach other target groups, e.g. potential tourists, tour operators or product-interest-groups. Nonetheless, a clearly visible link on the page easily leads visitors to the Kafa BR website.

The Kafa Biosphere Reserve site <http://www.kafa-biosphere.com/>.

The Kafa Biosphere Reserve website provides a good introduction, for a general audience, to the Biosphere Reserve. The 'feel' of the site is warm, friendly and welcoming. The photos on the site are excellent and the mix of nature and culture is very good. The site is currently maintained by NABU staff. Contact: <http://www.kafa-biosphere.com/contact/>. The site has sections that cater to a range of visitor needs: information about the region, information about the Biosphere Reserve, things to do in the region such as hiking and trekking, seeing wildlife and experiencing local culture. It recommends times to visit and how to get there. The site also provides some contact details for accommodation in Bonga. In addition to visitor information there is also information regarding the Kafa 'Circle of Friends' concept which fosters opportunities for people or organisations to support projects within the Kafa Biosphere Reserve. Information is also provided on the range of current projects.

Recommended actions for the two websites

NABU Climate and Forest Project Ethiopia page:

- update with new information as becomes available.
- only one article about Kafa is offered under links; this should be completed
- under link should also be links to product companies for Kafa coffee
- the official website should be more prominently highlighted; e.g. in a small box on the right under Download-box



The Kafa BR website:

ELEMENT	RECOMMENDED ACTION
General construction	It should be ensured that the website is also on portable devices such as i-phones or tablets comfortable to use. Especially tourists are turning to the Internet as a planning instrument and source of information during a trip.
Additional menu categories	The currently existing five categories (Home, Explore, Visit, Friends and Contact) should be expanded with categories for BR profile, press room, download, links and support(see following explanation)
Search Engine Optimization (SEO)	For search with "Kafa area", "Kafa Ehtiopia" and "Kafa Biosphere reserve" both websites already appear as first results. But it might be helpful to think about an SEO for key words like "wild coffee" and "coffea arabica" to bring the website on a better position. http://en.wikipedia.org/wiki/Search_engine_optimization
Frontpage	<ul style="list-style-type: none"> Do not use the most prominent space of the website for two almost equal headlines: "Kafa Coffee Biosphere Reserve" and "Welcome to Kafa Biosphere Reserve". The name of BR should be consistent; not once with "Coffee" and once without The "Welcome to Kafa BR" should be exchanged by a new slogan which transports more content and emotions; Place logo more prominently on top of the page Headline should include 'UNESCO'; this is a magnet word for tourists and articulates the high importance of Kafa area to all target groups
Photo gallery	<ul style="list-style-type: none"> Insert short captions in the image-show on the frontpage so visitors know what they see. People don't spend much time on the frontpage. Therefore the first five images in image-show should include one image per key theme and one image with people so the important contents appear on first position Photos are an important source to inspire people and arouse emotions; so it would be good to have an additional photo gallery, e.g. a new menu item under "Explore" to provide a visual journey through the area
BR profile	<ul style="list-style-type: none"> Provide key information about the Biosphere Reserve itself Communicate current and past conservation and sustainable development efforts, Present opportunities for individuals or organisations to support the Reserve Include a detailed map of the area Tell the story of the establishment of the UNESCO Kafa Biosphere Reserve provide information on the organisational structure of the Reserve (management entity) and the local governance in the region
Support	<ul style="list-style-type: none"> provide compelling information about funding priorities for the Reserve. partnerships should be profiled on the site to show how they are helping the Biosphere Reserve; provide contact information for further information and potential negotiation of funding for the Reserve Provide online donation facility
Download	<ul style="list-style-type: none"> all published flyers and posters in digital version Provide materials for different multipliers, e.g. teachers provide short (bi-)annual BR implementation progress reports from 2012 onwards (or earlier) – to indicate that BR consolidation and implementation has received continuous attention.
Links	<ul style="list-style-type: none"> provide contact details of people and organisations that can help people find out more in preparation for their Kafa adventure, and also book accommodation and tours, weather info links to websites for Kafa products to the national coffee museum, etc. NABU project website

Visit Kafa	<ul style="list-style-type: none"> first page of "Visit Kafa" should answer in bullet points: why to come to Kafa? For example: <ul style="list-style-type: none"> the area has worldwide importance and is declared as UNESCO BR be a pioneer in this area off the beaten track rest under the mother tree of coffee take part at a traditional coffee ceremony go on safari with a local guide hike to amazing waterfalls relax in natural hot springs a map with the hiking trails and hiking advice Focus on the local bio-cultural connections (in line with the BR concept) rather than merely stating biology as e.g. on the colobus here: http://www.awf.org/content/wild-life/detail/987 introduce people to Kafa's cultures and history and provide localised stories and background on ceremonies such as the coffee ceremony. This ceremony is frequently described in impersonal ways, i.e. without local connection, and only mentioning its role in everyday rural life - not making it understandable to outsiders (e.g. http://en.wikipedia.org/wiki/Coffee_ceremony http://www.ethiopianrestaurant.com/ethiopian_coffee.html) showcase the tours that visitors may be able to go on such as the walk to Dadiban Springs or the Barta Waterfall. Describe the tours from a walking/personal perspective rather than a technical description.
Press room	<p>Press is the most important multiplier and a variety of helpful materials should be provided in an own category of the website. This materials can include:</p> <ul style="list-style-type: none"> the logo of the BR Kafa photos for download in various sizes and formats link to flickr maps informative texts for most important topics like UNESCO BR, tourist destination and conservation; this texts should be available in both word-doc and pdf-format a notice about copyrights and how to use them list of service for journalists list of possible topics about BR Kafa list of support opportunities for film teams
Blog	<ul style="list-style-type: none"> Questioning a section on the site where people can post their own comments about Kafa. It is also a place to post links to things you may have read or viewed and liked about Kafa on the web so that the site also highlights how other people are responding to the region. The advantage of a blog post section over Facebook is that it is easier to post text such as press releases and links easily to other social media tools such as Twitter. However Facebook has the advantage of letting 'friends' know when new information has been posted. it may also be helpful to solicit some testimonials from people who have had a wonderful trip to the region and include some quotes from these testimonials on the site
E-cards	See chapter 5.6.4

For inspiration on presenting community-focused, alternative,

small-scale tourism sites, consult:

<http://www.tanzaniaculturaltourism.com/nkweshoo.htm>

<http://www.ecotourism-africa.com/>

For inspiration on how to present conservation efforts, consult:

<http://www.waterbergbiosphere.org/>

<http://www.pactbelize.org/>

<http://www.kogelbergbiospherereserve.co.za/>

5.3 facebook and twitter

Both facebook and twitter are popular tools in the modern media world. But existing facebook-pages from nature reserves or tourist destinations show how difficult it is, to fill these pages with life and get active “friends”.

Advantages of facebook:

- it is an ideal way of creating a cost-effective and easy to manage conversation with your site visitors
- the page could be used to post photographs and encourage discussion about them, encourage others to post links to interesting things they may have seen or read about the region, seek ideas and inputs into ways to promote the region etc.
- multiplier effects of the active “friends”

Risks with facebook

As with websites in general, often it is better to have no facebook-page than to have one that is poorly designed and maintained and without active life on it

Current State of Kafa facebook page

UNESCO already has a facebook page for Kafa but it does not appear to be very active. The Kafa Biosphere Reserve already features on the UNESCO facebook page: www.facebook.com/unesco.

Recommended action on facebook

- Do not start a facebook page without proper resources dedicated to the task
- Develop a clear concept for facebook by experienced PR-staff
- Link facebook page with the Kafa BR website.
- Do not start twitter until larger visitor numbers to the region will likely keep the Twitter feed active.

5.4 Small printed materials

What are small printed materials and how do they work?

Small printed materials include posters, leaflets, brochures, postcards and stickers. They have several common features. They can be strong marketing tools if some critical points are considered.

Features of small printed materials:

- compared to most other marketing tools they are low cost – yet, they are more expensive than their digital counterparts.
- their small format make it easy for interested readers to take them and store them in pockets, bags, folders.
- costs are very variable depending on quantity, paper quality, graphic design, and distribution logistics
- they have a rather limited reach, and of those that have been taken away, many end up in the waste basket without having been read.
- they are easy to distribute – by post, in a personal talk or just placed on a shelf

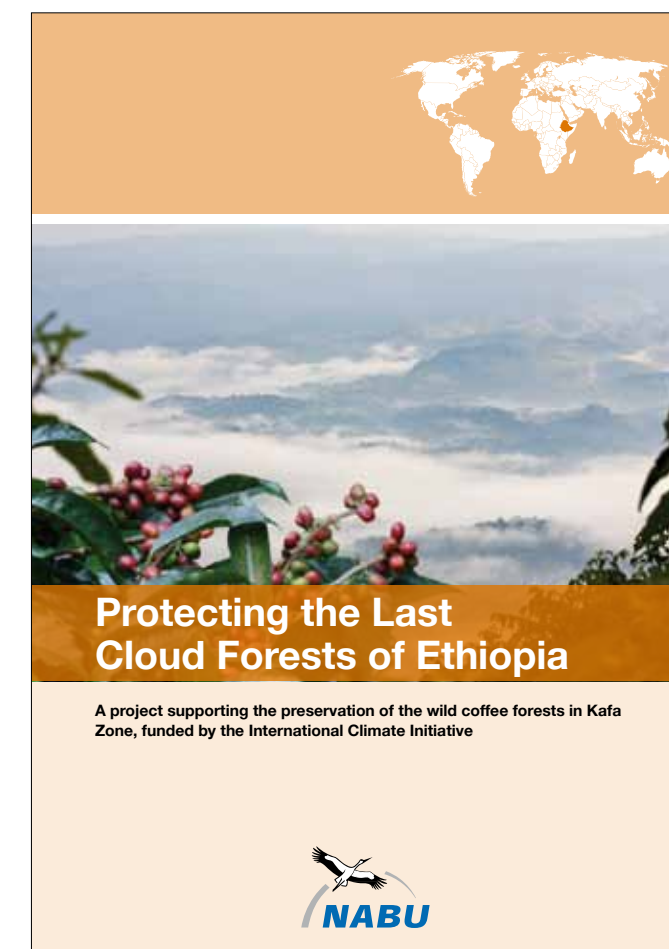
Why produce small print materials for Kafa?

- For visitors, schools, the local public and all those with a potential interest in Kafa, there is no printed material available. While NABU has produced some project related brochures, small printed materials should be developed for these different target groups, to respond to their different interests.
- Effective distribution is possible via the NABU fundraising and marketing activities in Europe, via the regional conservation networks, as well as locally, e.g. at visitor centers, hotel lobbys, tourist-information.
- They can be flexibly adapted to new demands, and reprinted, to tell about and stimulate interest in BR –related events or developments.

Risks with printed materials

- people often just select them (e.g. in tourist-centers), but throw them away without reading them
- they are often surrounded by other small materials, e.g. in tourist informations with flyers of other destinations: they have to fulfill high graphical requirements in order to stand out positively against the crowd.
- If not managed and stored well, an important share of small printed materials tends to get lost, wasted, or damaged before reaching the hands of the reader.

Status quo in Kafa BR



A leaflet was produced as part of the campaign for UNESCO status of the Biosphere Reserve and as such is also no longer current. It is general informativ, but not geared to special target groups like tourists

Recommended actions on small print materials

Main features

Content	<ul style="list-style-type: none">• small printed materials should not be over packed with information but playing with photos to inspire emotions of people. A QR-code can be added to link with the Kafa BR website for detailed information• the key messages in chapter 4 should be used to gear materials to the right target group
Design/layout	<ul style="list-style-type: none">• all further small printed materials should follow the Kafa BR-Corporate Design, once available• materials should be created by a professional graphic designer• UNESCO, NABU and BR logos should be included
Text	<ul style="list-style-type: none">• texts for materials should be written by professional editors to find the right tonality and words to address content to specific target groups;• slogans have a very important role in this materials and should be created by a professional editor
Language	<ul style="list-style-type: none">• most materials should be in English language for wide international reach;• produce selected materials also in Amharic or German for national target groups, e.g. tour operators in Ethiopia or Germany



Specific recommendations

MATERIAL	TARGET GROUP	ACTION	DISTRIBUTION
Leaflets	All	Leaflet with a short summary of key features and facts comes with a small map with natural and cultural highlights, together with the BR concept.	<ul style="list-style-type: none">• in the Kafa BR Visitor Centre. It should be also presented in press portfolio and can be add to the specific target group leaflets
	Visitors	<ul style="list-style-type: none">• leaflet with information about Kafa area and the BR, but with detailed practical information for tourists	<ul style="list-style-type: none">• in the Kafa BR Visitor Centre and in points of interest in Ethiopia like tourist information or hotels
	Tour operators	<ul style="list-style-type: none">• leaflet highlights the features of Kafa BR as a yet undiscovered and new destination	<ul style="list-style-type: none">• personal talks with operators; a digital version should be prepared to send it with a mailing list to potential tour operators
	Coffee lovers	<ul style="list-style-type: none">• Kafa BR as home of <i>Coffea arabica</i>: Leaflet should contain short information about options to buy Kafa coffee• it should mention in a funny and sympathetic way the opportunity: Adopt a coffee-tree!! (See Fundraising Strategy)	<ul style="list-style-type: none">• in the Kafa BR Visitor Centre, but should mostly be used for product marketing
Brochure	Donors	Brochure should be geared to potential corporate/private donors, with focus on precise conservation investment opportunities.	<ul style="list-style-type: none">• personal talks or send with post / email as information- package
Posters	All	<ul style="list-style-type: none">• this is a updated version of the already existing NABU poster• add a call to action to go to the website in order to find out more about the BR and/or add a QR-code• use Kafa logo and slogan more prominently• in DIN A1 and DIN A3	<ul style="list-style-type: none">• in schools, community buildings, hotels, shops, the visitor centre and coffee museum and travel agents etc
	Coffee lovers	<ul style="list-style-type: none">• one poster should focus on Kafa BR as home of coffee	
Postcards	Int. Tourists	<ul style="list-style-type: none">• a set of postcards should be produced	<ul style="list-style-type: none">• sold in the Kafa BR Visitor Center, hotels, shops and other highlight destinations of Ethiopia to reach tourists
Stickers	All	<ul style="list-style-type: none">• 2-3 different stickers should be produced in different sizes/shapes and with different motives• they should include des logo and a sympathetic slogan	<ul style="list-style-type: none">• sold in the Kafa BR visitor center, but also as give-aways for schools, on conferences and trade markets

5.5 Coffee forest book series

What is a book series and how does it work?

Contrary to one big book, a series of small books, or booklets, can cover a broad range of aspects related to one area or one issue, and still be manageable for those producing them – and also for those buying and reading them! A book series is highly flexible: new themes can be added as new booklets, and older ones can be more easily updated. Production costs and risks are lower and tourists will rather pick 2 small booklets than a big edited volume. Yet, being a book series means that a certain idea, a certain interest, a certain editorial team, and a specific lay-out provide the frame which holds various booklets together.

Why create a book series for the Kafa BR?

There are almost no non-scientific books on Ethiopia and coffee (forest). This underlines the need and potential for accessibly written publications on related themes, both for visitors and for the local population/schools.

It is therefore recommended to produce a range of small popular science booklets for the region: ‘The Ethiopian Coffee Forest Book Series’. This series could start off with one general introductory guide to the region but topics could be developed in further publications.

Their aim is to help raise awareness of the unique features of the Kafa Biosphere Reserve and the aims and objectives of the UNESCO Man and Biosphere project. There are numerous topics that could be covered in these short guides and many topics could have dedicated publications. Choice also depends on availability of authors, material and budget

Purpose of the book series:

- Informing, enticing and convincing tourists and potential donors, administrators
- building ownership and informing the local public
- serving teachers and students at the local secondary school
- providing background information to tourism-related businesses
- informing potential donors

Producing a booklet: the process

Sound management of the production process is of critical importance. In a first stage, an editorial team recruits authors and identifies possible source texts for adaptation and contracts and editor for working with the expert or the source text to produce a draft version of the text, which is submitted for internal review and possibly also for expert review.

Then, in a second phase, the actual book production takes place. This is a complex task and a time intensive process. For this marketing tool we highly recommend to work with a professional all-in-all advertisement agency and not with a network of independent professionals.

Even when working with an agency, a sound time budget should be calculated:

- project preparation and briefing: 2 weeks
- production of first layouts/text: 3-4 weeks
- consulting and corrections: 3-4- weeks
- text editing: 2 weeks
- corrections after text editing and layout: 1 week
- final proof: some days
- price requests and print: 1 week

This means at least a time budget of 3 month. But this can be roughly expanded depending on quality of project preparations and briefing, information access for authors, number of people involved in consulting and correction phase and so on.



Recommended actions for producing a book series

Design	<ul style="list-style-type: none">• layout has to use the corporate design for Kafa BR• focus on a good selection of images (photos, drawings etc)• if you are selling books you will need to include an ISBN number in the book – usually on the first couple of pages or back cover. An ISBN number is for an internationally recognised book tracking system. More information about ISBN numbers is available via this link. http://www.dummies.com/how-to/content/obtaining-an-isbn-for-your-self-published-book.html• with logos from UNESCO, NABU, the Kafa BR, and possibly from a university
Text	<ul style="list-style-type: none">• authors: critical issue! You need to find experts on the topics from national networks. They should write pro bono or for a small remuneration• the books should be well-written and easy to read• the writing should not be too technical, but rather should bring the flora and fauna, history and culture of the region to life in a vibrant, informative and enticing way.
Language	<ul style="list-style-type: none">• ideally these books should be written by an Ethiopian main author, working with a European editor• English and possibly 1 book also bilingual or in Amharic/local language
Format	<ul style="list-style-type: none">• A5 size, 40-80 pages each, paperback• a digital pdf-version für the BR Kafa website
Target groups	<ul style="list-style-type: none">• visitors, tour operators, local/regional administration, secondary school teachers and students
Distribution	<ul style="list-style-type: none">• AAU in Adis and Kafa BR Visitor centre and hotels in Bonga

Recommended contents for a book series

1. Sustaining Life: The Cloud Forests of the Kafa Biosphere Reserve: an overview of the area's natural and cultural features, focusing on stories. A summary from the UNESCO MAB concept, the Kafa nomination doc and from other booklets/texts, with focus on examples how conservation and sustainable development can be balanced in one place.
2. Kafa - The Birthplace of Coffee: A short guide containing facts, figures and stories focussed on local coffee production and culture. It could include old texts from the German adventurer-anthropologist.
3. Lions, Birds and Monkeys – the Secret Wildlife of Kafa: A short guide providing stories and details on the habits and habitats of some of the key birds and animals in the Kafa region.
4. The Kafa Coffee Forest Ecosystem: A short guide to the ecology and ecosystems of the Kafa Forest, and the links between the forest and the communities living alongside it. This guide takes you on a journey through the non-timber forest products such as cardamon and honey, and common medicinal plants in the region.
5. A short bio-cultural history of the people of the Kafa Forests: Spirits and Spirituality in the Kafa Coffee Forests: myths and modern stories on sacred sites, customs and beliefs.
6. Hiking adventures in Kafa BR: a short guide about the hiking tours with focus on description of the tours as a unforgettable tour and providing information about the sites to see.

Here is an example of a book on Ethiopia and Coffee by adventurer Majka Burhardt www.majkaburhardt.com/coffee-story-ethiopia

5.6 Multimedia tools

What are multimedia tools and how do they work?

There is a huge range of multimedia tools and often they can be produced with manageable effort. The first step of distribution is just to upload them on the own website or on cooperating partner's websites.

Successful marketing tools need adaptation to the behavior or the needs of target groups. For example, most individuals are increasingly using mobile devices with internet access during the trip as a planning- and information source. Besides websites, so called apps are in high demand. A very distinct advantage: they are much lighter than a guidebook. Materials such as leaflets are classic tools to offer visitors information on the spot, because visitors like it „to have something in their hand.“ On the other hand, digital channels such as 'flickr' and 'youtube' open up new possibilities for exchanging and disseminating audio-visual information of all kinds. And tools such as apps are „in“ and for many people belong to a modern lifestyle.

5.6.1 Audio-visuals

Audio-visuals such as a video of 3-6 minutes can be made to promote the Kafa Biosphere Reserve. Audio-visuals effectively combine information with emotion, using images, voice and music. Images are being remembered much more easily than a plain text. Well-done audio-visuals convey highly credible messages. There are at least three options for this: Montage of still images, professional film production, amateur video

Why produce audio-visuals for the Kafa BR?

- the first two key themes of Kafa appeal to the imagination and human senses – the third theme – being a BR – requires translation into captivating images.
- digital audio-visuals can be viewed and presented anywhere between and beyond Germany and Ethiopia
- no need to take particular care of them (as with print materials), once they have been produced

What storyline for an audio-visual on Kafa?

Focus should be on the Kafa region, both, as Biosphere Reserve that pursues to conserve the remaining forests while building sustainable livelihoods, and as an eco-tourist destination. Its content should:

- highlight the beauty and attractions of the region
- place people at the centre of the story.
- summarise concepts of the UNESCO Kafa Biosphere Reserve and how it is helping bring a sustainable future to the coffee forests and flora and fauna of the area, while also building sustainable futures for the people living in the region.
- highlight some of the current challenges and the on-going conservation efforts and sustainable land practices to meet these challenges and to implement the BR concept, e.g. zoning, ecotourism development, reforestation.
- present a compelling summary of future activities, e.g. agroforestry, coffee trade chain, medicinal plants, and highlight opportunities to support the region via philanthropic or other sources.

5.6.1.1 Option 1: Montage of still images

This option enables you to compile a video clip from a montage of still photographic images. Professional editing tools enable the images to be animated such as zoom in and out, fade in and out etc. The end result can look very professional but is a far more cost effective option than paying for the services of a professional film crew.

Process of production:

1. Step: Sighting and selection of images

This is based on an outline of the story. These images should include natural beauty and flora and fauna, both wide shots and close ups; images of the people, towns, huts of the region; shots of the road into Kafa; coffee ceremony etc. It is better to start with too many images and ensure that you have a good range to choose from. These images should predominantly come from the collection of professional pictures by Bruno d'Amici.

2. Step: Writing a script

For determination of montage. You may choose to have a voice over with the script, narrating the video, or you may choose to have no voice over but instead use some captions at various points in the script to describe what is being seen.

3. Step: Music

Music can also be used but to ensure that copyright laws are not being broken, it is best to contact the record label and ask for rights to use the music. You will be required to pay a fee for use. Or a better option is to find copyright free music to use. There are numerous links available on the web. This link is a good portal to a range of these sites: <http://www.seabreezecomputers.com/tips/freemusic.htm>

Examples of a montage video:

This example shows still images from Kafa but without storyline, text or professional speaker – geared to local/national/expatriate audience:
<https://www.youtube.com/watch?v=ef74Pkk2Fbs>

This is a sports drink promotion with still images which shows the possibilities of using still images:
http://www.youtube.com/watch?v=Uoko6xY_Nyk

This video on a tourism area in South Africa, mixes film footage with still images and has music and a professional speaker:
https://www.youtube.com/watch?v=B0yJTGt_frk

This still image presentation of an Ethiopian tour operator is intended to foreign tourists but not adapted to their viewing and listening customs (no text, no professional pictures, loud and permanent music):
<https://www.youtube.com/watch?v=cPRrqOtzUM4>
<https://www.youtube.com/watch?v=cPRrqOtzUM4>

5.6.1.2 Option 2: Professional shooting and editing footage with script

Video material of raw moving footage is expensive to shoot and edit into short films. It requires a film crew, camera equipment, labour time for shooting and editing and production time.

Producing a professional film

1. Step: Careful preparations

This is in order to minimise budget overrun. It is essential to be very clear as to what the film maker’s quote includes. Decide who is writing the script, is it done by someone from the Kafa BR or supporting team, or is information given to the company to prepare the script themselves? Who will narrate the script i.e. someone from the reserve or a professional voice over?

2. Step: Making off

Decide when the crew can come and shoot footage. You will pay for each day they are on location so make sure a good itinerary planned such as one or two of the walks, interviews with people from the area, a coffee ceremony, Bonga etc. Plan for the crew to come at a time when the good weather is reliable.
Once the footage is shot and the crew has returned to their base you can expect to receive a ‘rough cut’ of the video for you to check and either suggest changes to, or approve. They will do all the final editing and production. Make sure you check things like any written text to make sure spellings are correct etc.

Examples of professional videos:

Tourism in New Zealand:
<https://www.youtube.com/watch?v=eh-0knDpn5g>

Visit Kerala, India:
<https://www.youtube.com/watch?v=pG3kzWXWjMk&feature=reimfu>

5.6.1.3 Option 3: Amateur ‘home video’ clips

A complementary option to professional films is to film footage with smart phones or small cameras and make an amateur video. This can work very well, if basic requirements such as no camera shake, good lighting, and limited background noise are being considered. Amateur videos do not replace professional filming but can powerfully transport impressions and messages in an authentic, immediate and somewhat ‘unfiltered’ way. While they do not require elaborate design and high-tech post-production, they still rely on staff knowledge of how to use home-editing packages on their computer.

This can be a useful option if deciding to do a lot with social media or focus on an active website. It allows giving glimpses and insights into many different aspects of the Kafa Bio-sphere Reserve. Different clips can be produced portraying various people, sites and activities in the BR, as themes arise. However, the authentic characteristic of such glimpses will only convince if the videos are still in an acceptable quality – this refers to image, sound and story/message.

Examples of amateur home video clips:

Professional assemblage of amateur film footage in Tanzania:
<http://www.youtube.com/user/onthegotours?v=eKW3e02QMLM&feature=pyv>
Audio-visual showing a tourist trip to Bonga from the perspective of a visitor’s handcam. Amateur assemblage, but highly authentic:
<https://www.youtube.com/watch?v=LbFQjZzKd8g>

5.6.1.4 Making use of audio-visuals

How to make good use of the audio-visuals?
The final videos could be uploaded onto Youtube and other sharing platforms. The Kafa BR should have its own Youtube channel and add additional films to it over time. This means people can view and like and comment on the clip and share it/them with their friends. Clips would also be placed on the Kafa BR website and links should be sent to tour operators etc to help promote the region. The films should also be on display at the Visitor Centre in Bonga and distributed further via the National Tourism Offices.
Main features of the three options

Option 1: montage of still images	Option 2: professional shooting	Option 3: amateur videos
- look professional - cost effective - use of already existing photos - montage would be done by a professional filmmaker with close knowledge of viewing habits of target group	- look very professional and use moved images - high costs - careful preparation - weather depending for making off - would be done by a professional film team	- can have a good quality - don’t cause cost - very less labour - no script about content - would be done by local amateurs (students?, a school project?) for a local audience

Recommended actions on audio-visuals

- Select option 1 or 2 and start with one movie about the Kafa region and BR as a general impression for all target groups.
- plan everything for the production process
- prepare script (know what you want to say and to whom)
- prepare filming schedule with film crew considering, locations, noises, light conditions, and e.g. interview partners, etc.
- make sure no infringement of copyright on images or music
- always check final product for facts, contact information (e.g. web site)
- send the video viral via online platforms such as Youtube
- create a QR-code of the best movies for optional insert in print materials

5.6.2 Flickr

Flickr is a photo-sharing channel on the web. Post some (copyright free) images of the area on Flickr and invite others to post their photos of their time in Kafa region as well. This is a great way of expanding the visual impact of the region.

The Kafa BR should create an own flickr account providing free images for press, tour operators or other multipliers which have a demand on images of Kafa BR.

A excellent example of how to create a flickr account is made by the official tourist board for Greenland:

<http://www.flickr.com/photos/lovegreenland/>



5.6.3 Apps for the Kafa BR

What is an app, and how does it work?

The term “app” refers to: “application”. An application is a program created to significantly improve some functions of a mobile phone, laptop or tablet pc.

An app is accessed by users via the Internet. Apps are popular due to the ubiquity of web browsers, and the convenience of using a web browser as a client. The ability to update and maintain apps without distributing and installing software on potentially thousands of client computers is a key reason for their popularity, as is the inherent support for cross-platform compatibility.

Why apps for the Kafa BR?

In chapter 4 travel guide books were determined as one of the key tools for the target group “tourists”. For travel guide books a change in media is obvious: besides the classic travel guide book there is a rapidly growing market with web media tools like an app. Both Backpackers and package tourists use the travel guide book at home for preparation and information, but take an app with them on their journey - it is so much lighter in the luggage and nowadays most of people never travel without mobile devices to be in touch with their families and friends at home.

Apart from being practical, this tool also transports a clear message: With tools like an app, the Kafa BR Kafa follows a technically modern information- and marketing-strategy. They convey to visitors, that the Kafa BR management has the needs of modern visitors in mind. And, it also provides access to modern target groups, e.g. to Coffee lovers with a modern lifestyle. For these groups also apps are “in” for daily use.

Examples for app-applications

1. General travel app for one country

The German publishing house DuMont is well known for its print travel guide books. Now it provides also travel apps for several countries, e.g. Iceland. The app includes:

- informative texts about country, people and culture illustrated with impressive images
- information on interesting sites like museums and accommodations
- interactive maps and city plans
- a satellite image of Iceland and a quick reference card with the highlights of the island
- all helpful addresses linked to the maps
- the full-text search can easily find tips

<http://www.mairdumont.com/digital/zauberhaftes-island-mit-der-dumont-reise-app-die-insel-aus-feuer-und-eis-entdecken/>



An app for hikers

<https://itunes.apple.com/us/app/chimani-acadia-national-park/id373153975?mt=8>

<http://theappwhisperer.com/2011/05/06/top-10-iphone-hiking-apps/>



This high quality hiking app for tours in the Chimani Acadia National Park, US, provides content written by a professional travel writer and includes also audio texts. It comprises:

- professional photographs of the park
- descriptions of the most popular hiking trails in the park.
- safety instructions for visitors to the park.
- location and description of service points like restrooms, parking lot, picnic areas
- sunrise/sunset data for the Park
- details on cycling, camping, lighthouses, museums, swimming, birding and boat departures throughout the park

<https://itunes.apple.com/us/app/chimani-acadia-national-park/id373153975?mt=8>

An entertaining and versatile add-on feature for this kind of apps, especially in tropical Kafa, could be the mosquito-app, which emits a unique high frequency sound (ultra sound) that the insects dislike. The pitch of the sound is so high that the human ear will not notice it:

<https://play.google.com/store/apps/details?id=com.picobrothers.am&hl=de>

An app for coffee lovers

Coffee means lifestyle and there is a huge market for apps providing helpful, funny and informative services to the user.

Art of coffee: How to create patterns in crème on top off coffees?

<https://itunes.apple.com/IS/app/id490406886?mt=8&ign-mpt=uo%3D4>



Afogato: How to make 14 different coffees? This app includes step-by-step instructions and diagrams about how to create 14 different espresso-based coffee drinks, such as Macchiato, Americano, Latte, Afogato, and more.

<https://itunes.apple.com/IS/app/id423950536?mt=8&ign-mpt=uo%3D4>

Has Bean : an app for Has Bean Coffee (www.hasbean.co.uk) giving access to a host of information and articles and the ability to buy coffee within the app.

<https://itunes.apple.com/is/app/hasbean/id397691310?mt=8>

Recommended actions on apps for the Kafa BR

- Two apps should be created for marketing the Kafa BR:
 - Hiking in the Kafa Cloud Forests: trail descriptions, maps and further information about the Kafa area, comparable to the app for Chimani National Park (see above)
 - Kafa –cradle of coffee: focused on the Kafa BR as home of coffee with information about Coffea arabica; an exotic element should be included, e.g. a step-by-step description of how to celebrate your own Ethiopian coffee ceremony
- both apps should be offered on the Kafa BR website, but also provided in app stores or product-marketing pages, e.g. www.originalfood.de
- language should be English; if dissemination via a German business cooperation, also a German version could be realized
- for developing the travel- and hiking app a cooperation with a publishing house could be requested, e.g. with Michael-Müller Verlag, Germany: <http://www.michael-mueller-verlag.de/de/app/index.html> or with Du Mont Verlag, Germany: <http://www.mairdumont.com/digital/zauberhaftes-island-mit-der-dumont-reise-app-die-insel-aus-feuer-und-eis-entdecken/>
- an agency should be contracted to develop fancy ideas for the coffee-app
- professional authors should be contracted for producing texts with the right tonality for the target groups
- graphic designers should be contracted with experience in app-development
- the corporate design of the Kafa BR should be implemented

5.6.4 E-cards and desktop wallpapers

E-cards and wallpapers are not expensive to produce, but a nice tool to further arouse sympathy and convey a positive image for Kafa BR to visitors of the website. It also allows reaching more people than only the website-visitors, as the e-card receiver also learns about the Kafa BR. Desktop wallpapers are for download, to be installed on the private desktops of those visiting the website. Both are for a general audience and can also be targeted more specifically towards nature lovers and lovers of good coffee.

Recommended actions on e-cards and wallpapers

- themes for general audience: greetings on a special occasion, e.g. birthday, Christmas, get-well-again cards, invitation for a party or coffee, marriage; photos of animals could be combined with appropriate slogans. Humour and emotional tonality is helpful
- themes for nature lovers: impressive photos of landscapes and wildlife in Kafa BR; see for example: <http://my.nature.org/ecards/>
- themes for coffee lovers: either appropriate photos or sympathetic cartoons combined with good slogans. Humour and emotional tonality is helpful. Themes should always show a connection to the Kafa BR. Examples for coffee e-cards: <http://www.123greetings.com/tags/coffee.html>
- all motives should include the Kafa BR logo
- creative ideas and layouts should be done by professional graphic designers
- language should be English

5.6.5 QR-code



Previous chapters already pointed to the potential for making use of QR-codes. QR stands for “quick response” = quick. The idea behind it is that people can easily obtain information and save it for further processing just with a click of their smartphone-camera. QRs are excellent for connecting print with digital communication tools and provide a quick access to further information for people with mobile devices.

The strength of QR codes: save readers the need to write down addresses, links or website information, saving them time and hassle. Instead of typing the information your camera can scan the QR code. A Java-enabled mobile phone or smart phone with camera has programs to analyze the code and decode the information.

Why should Kafa BR use QR codes?

- huge information packages can be linked with this little black-and-white print
- a wide range of applications like: linking movies and photo galleries to print materials, linking to contact information and Kafa websites,
- small advertisements with the QR code and a strong slogan make optimal use of the limited advertisement space, which saves money while still providing easy access to a wealth of information
- conveys a modern and professional image of the Kafa BR structures, which also enhances perceived credibility

Recommended actions on QR code

- ensure that the linked information behind a code is optimized for the use on mobile devices, e.g. the website of the Kafa BR
- always combine QR code with e.g. a strong headline/slogan (in advertisements) or a short caption explaining the content, e.g. “movie about Kafa BR) in a print article or leaflet
- ensure that the graphic designer knows how to use a QR in print materials regarding technical aspects
- QR codes could be placed on leaflets, print advertisements, books, magazine articles and link to : • the Kafa BR website • the audio-visual about Kafa • a photo gallery about Kafa



5.7 Publishing about Kafa in online and print media

A strong presence in both online and print media like blogs, newspapers and magazines is a key tool for reaching audiences such as potential donors, and potential tourists. An oversupply of daily news and articles about interesting destinations makes it a difficult task though to draw the attention of editors to the Kafa BR. You can do so by supporting journalists and film crews, e.g. with an attractively designed and helpful press room on the website. Secondly, you can offer complete articles about the Kafa region to editors. To be successful journalistic excellence is indispensable.

5.7.1 Write for online media

At present Kafa’s online profile is quite low. This is combined with still a relatively poor tourism infrastructure on the ground. In response to this challenge, outcomes could be gained by gearing stories towards the more hardy travellers, the people who are keen to ‘rough it’, ‘get off the beaten track’ etc and head as independent travellers to their destination. These would be travellers with a clear understanding of their own personal responsibility for their visit. There are numerous people around the world who like to be the ‘first’ to go somewhere, and who enjoy the sense of adventure and the idea of being ‘off the beaten track’. As tourism infrastructure and tourism services in the region are developing, online writing should focus on package tourists as well (see profile of tourists in Chapter 4)

Possible online media to publish about BR Kafa

TARGET GROUP	MEDIA
Travellers	<ul style="list-style-type: none">• blog of Thorn Tree Travel Forum (run by lonely planet) http://www.lonelyplanet.com/thorntree/thread.jspa?threadID=1948949• other travel blogs and forums http://www.travelblog.org/Africa/Ethiopia/Southern-Nations-Region/Bonga/blog-222004.html http://journals.worldnomads.com/travelbedilu/story/84870/Worldwide/My-Scholarship-entry-A-local-encounter-that-changed-my-life
Coffee	<ul style="list-style-type: none">• popular blogs and sites suitable for connecting coffee and conservation: www.lneedcoffee.com http://dailyshotofcoffee.com www.coffeehabitat.com http://www.vanilla.com/index.php/Tropical-Foods/Coffee/celebrating-coffee.html• Kafa is unique, so pitch coffee stories to audiences seeking the extraordinary: why not work together with Raúl Lauri; for example? He is a prize-winning product designer and the creator of “decafé”, a new patented material made from used coffee grounds; he has an own blog on his website www.rlauri.com

Recommendations for online writing

- write regularly for a chosen set of blogs and online travel sites, e.g. for those mentioned above
- have different authors contribute, e.g. NABU staff, consultants, researchers, etc.
- connect texts to website of Kafa BR
- only write, if you have an interesting story to tell
- use capturing headlines
- structure the text in subchapters using to give the reader the possibility for cross-reading
- keep a balance of information and emotion in the text
- write in a professional, but uncomplicated language
- proofread before putting texts online
- use photos of high quality

5.7.2 Facilitate newspaper/magazine journalism

Printed and online versions of newspapers, as well as travel magazines, are excellent ways of reaching potential visitors to the Kafa region. They reach the audience that has been found among the key target groups in the Kafa Tourism Development Strategy. There are a number of excellent travel sections in reputable papers such as:

UK: The Guardian, Independent, The Telegraph. Germany: Die Zeit, Sueddeutsche. France: Liberation, Le Monde. Italy: La Repubblica, Spain: El País, El Mundo. US: New York Times, Washington Post.

Articles about Kafa could look like this recent example from the Wallstreet Journal about trekking in Mt Simien National Park:
<http://online.wsj.com/article/SB10001424052970203922804578080962504573982.html#>

Recommendations for publishing in newspapers and magazines

Pitch	<ul style="list-style-type: none">• space for stories is very competitive and so you need to think carefully about how and when to pitch a story to the travel editors. Ideally you should time a pitch for when the visitor centre and coffee museum are open, and when there is a tour operator taking trips into the area• the current implications are that when pitching possible articles of features about the region to editors in media outlets, you cannot provide any contact or website information for people who, upon reading the article, may be interested to visit. From the editor's perspective this means that usually they will not run the story. More than this, in doing some desk research with journalists, the most frequent comment was that it would be 'irresponsible' to undertake mainstream promotion of visiting a region with so little infrastructure.
Journalist tours	<ul style="list-style-type: none">• if a tour operator is taking trips to the area the journalist could be invited to go on one of these trips. But in addition to the tour he or she will most likely require additional experiences like interviews with locals or other points of interest. It is helpful to take a similar approach to planning their itinerary for them as with the film crews – you need to think about the story of Kafa you want told, but also what may fit their own requests and requirements.• you may need to pay for all the journalist's travel expenses. However this can vary from newspaper to newspaper, with some such as the Telegraph refusing to accept paid for trips. This is entirely dependent on the media outlet's own policy.• at present there are currently no travel operators providing travel packages to the region and so this does make securing a travel story in media publications much harder, hence advising that it may be better to wait until there is more infrastructure in place.• if journalists are planning to come provide them a very good preparation and service during their stay
Travel guide books	<ul style="list-style-type: none">• offer the Kafa Region to the editors of the Ethiopia Lonely Planet Guide Book and similar ones (Guide Routard, The Rough Guide, ...on a Shoestring). This has great potential to bring visitors to the region.• send a pool of very good photos and an already finished text



Possible storylines for travel sections:

- Kafa – the home of coffee: an article on the history of coffee and the culture around it in Kafa, the fact it is starting to open up as a visitor destination.
- Kafa – the unseen Ethiopia – visiting the people of the remaining rainforest remnants but everyone knows it through coffee
- A story about the lions of the Kafa jungle and how people live with them
- Kafa could be packaged as part of a larger feature on Coffee Tourism Destinations in East Africa. For this, it should be presented with 1-2 other destinations in Tanzania (e.g. Mt Kilimanjaro) and/or Kenya (e.g. Ruiru). Coffee Tourism is globally still very new and not more than a dozen good sources/destinations are available online. However this requires a lot of synchronisation with the other destinations so may not be very easy to achieve. This sort of feature may be decided more by the publication than by the efforts of Kafa promoters.

5.8 Signage and signposts

Signage and signposts convey much more than practical information: they show how the BR presents itself to both visitors and to the local population. They can communicate practical advice, geographic orientation, background stories and rules - but they are also evidence of professionalism, credibility, trustworthiness and sympathy of the BR structures. Poorly designed signage and poor maintenance thereof communicates that these qualities are lacking.

A complete signage system in a BR consists of:

- signposts outside of Kafa on streetsigns to the area
- a welcome-signpost at the entrance of the BR
- a signpost at the visitor centre
- a huge overview map outside or inside of the visitor centre
- signposts for hiking trails
- signposts for service places: accommodation, restrooms etc.
- signposts with information about important sites, e.g. at “mother tree of coffee”
- stickers for cars

Status quo of signage in the Kafa BR

There is some signage in the region, however this needs to be upgraded. This upgrade activity is within the remit of the trails development work being undertaken by EWNHS. The first photo below provides an example of some existing signage. It is in poor condition. BILD_Schild1

The photo below shows some signage that has been produced by EWNHS, but yet to be put in place. The signage is easy to read and incorporates the Kafa, EWNHS and NABU logos.



Recommended actions on signage:

Design	<ul style="list-style-type: none">• all signage should have a consistent appearance in layout and materials• the corporate design for Kafa BR should be implemented• at least the Kafa BR logo has to be inserted• contract local artists for sign production to communicate the idiosyncratic character of the BR
Material	<ul style="list-style-type: none">• should be resistant to tropical climate• should convey the natural aspect of the BR, e.g. timber• local materials should be used
Stickers	<ul style="list-style-type: none">• stickers for cars and street signs are of folia• car stickers should be displayed on official Kafa BR vehicles but also on vehicles which could be used as “driving advertisement” like cars of tour operators, busses to the Kafa area etc.• two version of car stickers should be produced: one for the Kafa BR cars of KZA with the logo and one for the multiplier’s car which combines logo with a slogan,• small stickers to put on already existing streetsigns pointing the way to the Kafa BR
Press release	<ul style="list-style-type: none">• when new signage is in place take photographs of people at the site to show both the sign and the people and post it on website or Facebook page.• Make a press story for local media about the signage
Fundraising	<ul style="list-style-type: none">• ask potential funders to pay for signage – this is a very visible and suitable short term investment with excellent added value that can be seen.

5.9 Give-aways and souvenirs

Give-aways and souvenirs help keep a positive memory of the Kafa BR. They are geared to visitors, donors, business partners, NABU members or potential tourists visiting agencies and trade fairs. They can be provided:

- on trade fairs and other relevant events
- in travel agencies, shops and the visitor centre

While souvenirs are being sold and supposedly recover production costs, give aways do not generate income and are therefore a direct marketing investment. Souvenirs can even be used for fundraising, while the targeted use of give-aways (small gifts) is an efficient way to attract prospective customers and to maintain customer contacts. Even small things can reach their attention. Small gifts serve good relations and ensure a sympathy bonus. The challenge is to keep costs low while offering a gift that does not look cheap, but conveys instead a particular value which should be associated with the Kafa BR.

Key features and recommendations for souvenirs and give-aways.

Target groups	<ul style="list-style-type: none">• visitors of BR Kafa• potential tourists e.g. on trade fairs• donors
Distribution	<ul style="list-style-type: none">• in the Visitor Centre of Kafa BR• on trade fairs (travel as well as food; see chapterX)• hotels and shops in Ethiopia
Design	<ul style="list-style-type: none">• give-aways should be as original as possible. The more creative and unusual, the more likely they arouse a positive response.• design and types of souvenirs should be of high quality: Kafa needs to have a high quality profile because this conveys the image of the outstanding bio-cultural treasures of Kafa. It further corresponds to the visitor profile• both local artists and materials should be involved in creating souvenirs and also give-aways if costs allows this;• ideas could be collected on local markets
Visitor Centre	<ul style="list-style-type: none">• coffee seeds that come with a little certificate (Rules for export of natural resources/genetic materials should be consulted).• coffee and honey are of course part of the variety of goods• stickers, postcards and book series (see chapter 5.6)• handicraft of the region made of natural materials• traditional coffee accessories like, cups, spoons• T-Shirts• price of the product should include clearly mentioned financial support the BR Kafa



6 PRODUCT RELATED MARKETING

This chapter presents additional instruments and ideas which can support communications for the Kafa BR via product related marketing.

6.1 Info Packs for companies and multipliers

For developing product related marketing with potential business partners a Kafa coffee information-package should be developed. This information package is intended for distribution to cooperating retailers and shops of the partners.

Recommendation for Kafa coffee information-package

Availability	<ul style="list-style-type: none"> • via NABU Headquarter in Germany for potential German partners • via administration office of Kafa BR for potential Ethiopian partners
Language	<ul style="list-style-type: none"> • German and English
Materials per package	<ul style="list-style-type: none"> • one small sample sachet of Kafa coffee • poster for coffee-lovers (chapter 5.6.1); • leaflets for coffee-lovers (chapter 5.6.1)
Distribution	<ul style="list-style-type: none"> • via shops and gastronomy which sell or offer Kafa Coffee • via Original Foods

6.2 Displays on product packaging

A small display on the back side of a consumer product can reach a wide audience with information about Kafa. Companies will allow for such displays if it fits their own marketing strategy

Recommendation for display on product packaging

Version 1	Information <ul style="list-style-type: none"> • Kafa BR logo and a short slogan like "Discover the home of coffee", the web-adress of Kafa BR and the QR-code for the general movie about Kafa BR
Version 2	Monobrow <ul style="list-style-type: none"> • the slogan contains the question, e.g.: Where is the home of coffee? • the solution is hidden in QR-code
Version 3	Audio-visual <ul style="list-style-type: none"> • the slogan contains an invitation: enjoy a Ethiopian coffee-ceremony • QR-code links to a movie
Version 4	Gift <ul style="list-style-type: none"> • the slogan contains a gift suggestion, like: "Still no idea for a Christmas gift? " • either a slogan or a QR-code give the answer: adopt a coffee tree; both ways of information link to corresponding website • insert the Kafa coffee logo

6.3 Cooperation with coffee retailers

Originalfood is the well-established retailing partner for specialty coffees from Kafa. Originalfood has already a broad coverage of Kafa-related stories on their respective websites:
<http://shop.originalfood.de/page/2>
www.originalfood.ch/produkte/kaffa-wildkaffee.html



Recommended further actions with Original Food GmbH

Website	<ul style="list-style-type: none">the websites of Originalfood and Kafa BR should be linked and the logos insertedon the Kafa BR website should be a very clear visual reference to the Originalfood online-shop. On the website of Originalfood there should be a short text about the Kafa BR which directly links to the Kafa BR website. If possible, this text also includes a reference to Kafa as a destination for coffee loversif “adopt a coffee tree” sponsorship is agreed-upon and implemented, Originalfood should actively promote this via newsletter or on website
Info-packages	<ul style="list-style-type: none">provide the Kafa coffee info-package to Originalfood for distribution to their partners (retailers and shops)
Packing	<ul style="list-style-type: none">ask about opportunities to place the packing-display version 1 or 4 on their Kafa coffee products

There are further opportunities with retailers not selling Kaffa specialty coffees. While Tchibo cater for a completely different marketing segment, the new online retailer Coffee Circle aims for the same target group Originalfood is looking at. Here, business relations need to be clarified and possibly renegotiated. From Kafa’s perspective, any exclusive rights to one retailer considerably limit the prospects for product related marketing.

Recommended action with other German Coffee retailers

Tchibo	<ul style="list-style-type: none">ask about possibilities to print version 2 or 3 of the coffee packing displayprovide the Kafa coffee info-package for distribution in the Tchibo-shopscreate a Kafa coffee gift box, which could be sold in the Tchibo-Shops for special seasons like Christmas or Easter (see content options below)if they agree for selling the gift box provide a poster for the shops with information about “Adapt a coffee tree in the home of coffee”
Coffee-Circle Berlin	<ul style="list-style-type: none">ask about possibilities to print version 2 or 3 of the coffee packing displayprovide the Kafa coffee info-package for distribution in the Coffee-Circle partnerscreate a Kafa coffee gift box, which could be sold in the Online-Shops for special yearly events like Christmas or Easter (see content options below)if they agree for selling the gift box provide an online-advertisement for the website with information about “Adapt a coffee tree in the home of coffee”

The gift box could contain:

- a pack of Kafa coffee
- a certification “Supporter of a coffee tree” in the frame of “Adopt a coffee tree”
- a coffee-lover flyer
- a nice coffee-accessory like a cup or a set of coffee art models

Both the box and all single parts of the content should be of high quality. This regards the design as well as materials. The high natural quality of the Kafa BR should be conveyed.

6.4 Cooperation with other companies

Apart from coffee retailers, other companies associated with coffee should be screened for further marketing alliances. Here just three examples:

R��ul Lauri	<p>R. Lauri is an internationally recognized lamp-designer. He uses material made from used coffee grounds. His creations are sold worldwide under the company name „Decaf��“. A consideration is to recruit him as an “ambassador” for the Kafa BR. This could include:</p> <ul style="list-style-type: none">linking the websites of Decaf�� and BR Kafainvite R. Lauri to come to BR Kafa and communicate via a press releaseask him to support the interior of the Visitor Centre (or of the coffee museum with lamp-creations). Support with appropriate press work.ask about possibilities to print version 2 or 3 of the coffee packing display on the packing of the lamps
WMF	<p>WMF is one example of a huge company selling coffee-accessories</p> <ul style="list-style-type: none">ask about possibilities to print version 2 or 3 of the displays on product packaging of the accessories
Grundig	<p>Grundig produces coffee machines and is currently advertising them with reference to the Kafa BR</p> <ul style="list-style-type: none">ask about possibilities to print version 2 or 3 of the displays on product packaging of their coffee machines – as packages as big – this can be enlarged with stories and pictures about Kafa – in turn the donation per pack should also be re-negotiated



6.5 A quality label for products made in the Kafa BR?

Some BRs have successfully established their own certification standards and procedures. This is a prolonged effort which requires a process where, based on international standards and other examples, stakeholders and BR management agree on certain criteria and ways for monitoring them.

The advantage of this: ‘We can make our own rules’ is to fit the certification schemes exactly to the local requirements and conditions – as long as the reasoning is clear and the process is transparent, any indicator can be agreed upon.



There is considerable potential for promoting products grown, harvested or produced in the Kafa: Forest products such as coffee, honey, cardamom and other spices could be branded with a ‘Produce of the Kafa Biosphere Reserve’ label. This could help sales not only to visitors to the region, but also in centres such as Addis Ababa.

A process should be established to check criteria before the use the logo on products is allowed. Supporting communications is required (website). Quality control of products is important to brand profile. Poor quality items can have a negative impact on other products carrying the same brand.

Developing a certification and brand would require collaboration between the Kafa Co-operative Organisation, KZA, the Management Entity and UNESCO, with limited external financial support required.

Can products from the Kafa BR use the UNESCO label?

In general, any use of the UNESCO logo for product or services marketing requires prior permission within a contractual arrangement with UNESCO. For any permission, the regional UNESCO Office in Addis Abeba is a suitable first contact. Alternatively, the UNESCO central should be consulted. Information on using the UNESCO logo for product marketing or the BR information centre can be found at: <http://www.unesco.org/new/en/name-and-logo/>.



7 Marketing packages for target groups

In this chapter we put together marketing packages for specific target groups. These consist of a variety of materials that have already been discussed in Chapter 5 but also of additional tools that complement the existing materials in line with the needs of the target group.



7.1 Package for journalists

Press work is successful if you know how journalists work and what they need for their work. A press portfolio is a helpful material for professional interaction with press.

Recommendations on a press portfolio for journalists

Design	<ul style="list-style-type: none">• use the corporate design of Kafa BR• create a nice folder for collecting the materials
Language	English
Table of Contents	make it easy for the editor and create a clear table of contents, so he can quickly gain an overview and scroll to the places of interest to him.
Profile of Kafa BR	possibly divided into a short profile and a background information; facts and figures about the BR with a clear view of the most important figures in a table
Topics	list of interesting themes about Kafa BR
Images	<ul style="list-style-type: none">• reproduction of photos and graphics must be free of charge for the press. The name of the photographer and graphic artist is to call. There should also be a caption that refers to who or what you see in the image.• most editors only work with digital images. The images must be in a printable resolution (minimum 300 dpi) and are ideally labeled digitally. in the press portfolio, you can create a copy of the pictures.• mention all sources of images: press room on website, flickr, youtube• insert available printable QR codes
Logo	<ul style="list-style-type: none">• in a digital version; both colour and s/w version
Contact	all press materials should show complete contact details

7.2 Support package to film teams

NABU has supported various film teams with that visited Kafa and the Kafa BR. Logistic support, facilitation of interview partners, scouting for locations and above all, background information has been of critical assistance to film crews during their oftener very time constrained visits.

BBC, Deutsche Welle and Arte TV are among the prominent broadcasting companies which have featured stories on Kafa with the help from NABU.

Film teams will appreciate some critical support regarding background contents and logistics – support packages should be individually agreed upon. Depending on the required amount of effort, the support package should be a mix of gratis information and paid-for further research and logistic services.

Elements to support film teams

Preparation	<p>Always find out what sort of programme they are planning to make</p> <ul style="list-style-type: none"> • what is the exact topic? • what target group should be reached? • which TV station will send it? • how long will the movie be? • what is the imaginary the team like to film? • how long do they plan to stay? • when will be the producing time on location? • what infrastructure do they need?
Organisation	<p>plan and suggest the types of things they could film</p> <ul style="list-style-type: none"> • when will be the best producing-time depending on climate • which are the most important location and persons depending on the topic of the movie? • how much travel time from one to the next location? • who could be interviewed? give your suggestion to the producers • which locations are possible to see depending on producing time? Make a possible time schedule • always ask people in advance if they are available and happy to be filmed. This is much better than surprising them at the last minute • provide all important contacts they could use for the planed topic
Film Process	<ul style="list-style-type: none"> • double check all contacts and involved persons during film process to guarantee a smooth itinerary to all locations and interview • the filming process can be time-consuming: they need a particular light, or time of day, shoot things from a number of angles, need to repeat processes, e.g. coffee ceremony – what looks like hours of filming at the time will be cut significantly
Publishing	<p>Ask the producer when the film will be screened and if it is possible to have a copy of it for the website, or if they can provide a link for people to click on via the Kafa website</p>

7.3 Packages for tour operators

Tour operators and national tourism promotion agencies are essential to the successful development of a tourism sector in Kafa. Most visitors to South Ethiopia come by organised tours. In fact most visitors to most destinations in the world travel via organised tours. As such it is a critical and essential part of any marketing and promotion strategy for the region to engage with tour operators, build relationships with them and to invite them to check Kafa as a suitable destination for their tours

Recommendations for our operator -package

Mailing	<ul style="list-style-type: none"> • create a list with address of potential tour operators; this list should regard Ethiopian tour operators as well as German operators focused on sustainable tourism, e.g. operators of forumandersreise, www.forumandersreisen.de • send an information-mail about Kafa BR as potential destination (see below)
Info-Mail	<ul style="list-style-type: none"> • attach the tour-operator leaflet in a digital version • provide a personal talk about BR Kafa as destination on phone (for Germany) or in the office (in Ethiopia) • send a potential itinerary for a tour to Kafa BR • provide them all channels for images and movies they can use for free on their websites
Clients materials	<ul style="list-style-type: none"> • provide them materials which they can give to actually booking clients like the tourist leaflets, general leaflet and stickers

Present Kafa BR to tour operators and tourism promotion agencies

Tour operators will not include Kafa in their itineraries without first having visited the place themselves. They need to be convinced that Kafa is going to add value to their visitor experience. They need to be assured of the infrastructure, accommodation, the walks, food etc. As a key step to win tour operators to include Kafa in their packages, they should be invited and encouraged to come to Kafa. An organised visit allows them to experience the trails, gain awareness of the area's tourism potential, and make contacts with local service providers.



It is very valuable to connect with the Ethiopian government's tourism and cultural promotion agency. Updates on tourism developments in the region such as the upgrade of the guest lodge, opening of the visitor centre, establishment of tourist trails, interest from Ethiopian tour operators etc provides valuable information to the government tourism agency and may lead to inclusion in any government-produced tourist guides, promotion in international trade fairs etc.

Timing of this activity should be when the infrastructure and the local service portfolio have been completed/established and the visitor centre is open.

7.4 Packages for donors

Effective communication in the conservation sector to support fundraising efforts is a highly demanding task. NABU has vast experience in communicating with potential donors in Europe. Kafa BR managers should therefore closely consult with NABU communications experts for selecting, planning and conducting any marketing activity geared to European potential donors, or international conservation philanthropy. Ideally, these activities are being executed by NABU itself, because NABU's perceived competence and credibility as a large conservation organisation is critical for donor decisions. At the moment the Kafa BR does not count with any structures sufficiently established to convince foreign donors to directly donate to the BR. Consult the fundraising strategy for further details.

Here we therefore limit advice to initial orientation on what to consider when developing basic materials for communicating with (potential) donors. For details, please consult the section on private philanthropy in the Kafa BR Fundraising Strategy

A marketing package for donors of the Kafa BR has to consider two aspects: some materials are produced to inform potential donors and to win their support for Kafa BR, some materials should be produced to honour the support of donors and to make it visible to the public. Both, companies and private persons can be potential donors and need specific materials for arousing their interests – and for convincing them to donate. The cost of materials used to entice and convince them should be proportional to the amount of funds they are potentially willing to donate.



Recommendations for donor-packages

Info material	<ul style="list-style-type: none"> a personal talk with potential donors to inform them about Kafa BR should be backed with an additional info-package for a mailing for companies should be prepared the mailing contains the leaflets about support and Kafa BR; it further gives all information about contact persons private persons should find all information about supporting Kafa BR on the website and in the leaflets the info package should clearly state the conservation investment needs and opportunities and the expected return from those investments for which donations are being sought
Honour material for companies	<ul style="list-style-type: none"> produce a digital version of the general Kafa BR leaflet. This leaflet should consider space to place the company's logo as a BR-supporter as well as space for a short text; this text gives the company a possibility for a brief self-report why they support Kafa BR. This leaflet can be distributed by the company to their clients provide a digital version of the Kafa BR, images and movies as well as the press portfolio; this materials would be interesting to use for their websites and in a Sustainable Development Report of the company produce a digital and printed version of a certificate as Kafa BR donor insert the company's logo on the Kafa BR website and in print materials where suitable
Honour material for private persons	<ul style="list-style-type: none"> produce a printed version of a certificate as Kafa BR donor produce an attractive little gift like a small pack of Kafa coffee, or Kafa coffee seeds with a small product certificate

7.5 Didactic package for schools



To support local knowledge about the BR, its ideas and objectives, and to foster local stewardship for the forest, a didactic package for schools should be produced.

Recommendation for didactic school package about Kafa BR

Materials for teacher	<ul style="list-style-type: none"> printed brochures and first booklet of the Coffee Forest Book Series power point presentations about BR Kafa if presentation technology can be made available
Competition	<p>could take place between schools in the area for the best clip made for a theme such as 'Why I love the Kafa Biosphere Reserve': children developing ideas into stories and then producing their own short videos on various facets of the BR.</p> <p>Results should be publicly displayed and placed on website</p>
School garden	<ul style="list-style-type: none"> small coffee trees could be send to the schools as a "school garden" project together with visits from the Kafa outreach team

7.6 Package for exhibitions on the Kafa BR

The Kafa BR Visitor Centre in Bonga is the obvious first place for an exhibition about the Kafa BR. The visitor center is a crucial part for the image formation. Its appearance determines how visitors, press and tour operators continue to report on the BR after their stay. In addition, large hotels in Addis Abeba, larger travel agencies overseas, international tourism fairs, coffee museums and airport lounges around the world are potentially very keen exhibitors of a small exhibition on the splendors and activities in the Kafa BR. They can effectively spread the word about actions and support needs for Kafa. According to their circumstances they can pay for additional elements to the exhibitions or will request certain changes.

Recommended exhibition package for the Kafa Visitor Centre

- signage (chapter 5.8)
- A1 posters about all key themes in BR (chapter 5.6.1)
- a huge overview map about Kafa region and Kafa BR (chapter 5.8)
- all leaflets (chapter 5.6.1)
- souvenirs (chapter 5.10)
- A1 poster about “adopt a coffee tree” and support for BR Kafa (chapter 5.6.1)
- book series (chapter 5.6.2)
- press portfolio (chapter 7.1)
- create an attractive donations box for donations which you should place close to the poster about support-options. Find a local artist to build this box.

Biosphere events for the local public

The opening of the visitor centre is an occasion to mark with local press coverage and engage with local communities. Other potential events are the opening of the coffee museum, the launch of a local product range for tourists, or the opening of tourism trails. These are important opportunities for keeping the local public informed and – ideally – positively engaged with the BR concept

That coffee from the Kafa BR is being drunk and appreciated in very distant corners of the world should be employed for nurturing local identity, pride and stewardship for the forest. Also, local residents need to be frequently reminded that the BR is not for German conservationists, nor for foreign tourists, but primarily for the people of Kafa and their children. This needs to be shown in visible deeds and communicated.





8 Estimating marketing costs

ESTIMATING COSTS

This marketing concept is intended to provide guidance on marketing for Ethiopian administrators and BR-managers. Guidance that is valid in the longer term, and not just in 2013. Cost estimates are place and time specific. Cost estimates also vary with what exactly it is that you need, and how you organise the assignment: A film can be done by a local amateur, a German freelancer or the BBC. Results will differ and costs will range from perhaps 500USD to 50.000USD.

Therefore we do not provide any cost estimates here – their validity would be just too limited. And with such ranges, average values provide no good orientation. Instead, the following table gives advice on planning the budget of your marketing actions: it helps you ask the right questions for estimating for your specific situation the marketing costs for the different tools that have been presented in previous chapters.

The costs for each tool is influenced by a lot of factors and individual decisions about production, e.g. work with an all-in all-agency or with freelancers (graphic designers, authors), with freelancers in Germany or Ethiopia, materials (quality or cheapest possibilities), number of items (there are sometimes categories of prices, this means, there could be no differences in producing 100 or 500 pieces of leaflets) and place of production (Germany or Ethiopia) and also the logistics of distribution. It can save money to produce several materials in one step, even if they are needed over longer periods only. For example, it reduces the work of a graphic designer a lot, if two or three different flyers or posters are produced simultaneously and not interspersed with longer intervals.

A key work for the project coordinator in advance of each marketing action, e.g. the production of a good print material, is to think exactly about all requirements (content, audience, material, distribution, etc.) and thus make a detailed briefing. A good briefing will save costs significantly, as the artist and writers know exactly what they are supposed to implement and thus will save several correction rounds. A briefing with a good list of desired activities and requirements is also useful to estimate the hours of work and the costs of the creative work. Don't forget to discuss with the artist and writers in advance, how many correction rounds will be included in the agreed costs.

The central person of each project will be the project coordinator. As this work is similar in all material productions it is listed here on top and not in the following table. A project coordinator's scope of work includes: project-preparations, selection of graphic designer, writer, text editor or an agency, briefing all involved persons, corrections in text and layout versions, inquiries of prices, selection of print shop etc., and arrangements for distribution. The number of required work-days strongly depends on the size of the material, e.g. a book series or just stickers.

TOOL	ASPECTS TO CONSIDER WHEN BUDGETING THE MARKETING TOOL
Corporate design: logo, slogan and basic graphic elements ,materials for outside-commu-nication , lectures and advertisements;	<ul style="list-style-type: none"> • work of a graphic designer including at least to correction rounds; printable and digital version of a booklet of the finished CD • work of a writer • paper and print costs for booklets of the corporate design
Website	<ul style="list-style-type: none"> • work of a programmer • work of an editor who creates the necessary texts, selects the photos and best also writes mainly the content of the blog; calculate with at least two news per month running costs and maintenance options
facebook	<ul style="list-style-type: none"> • work of an editor who knows how to create a professional facebook page • work of PR expert for developing a content concept for a year • work of a writer to post the news and other contents
Leaflets, posters	<ul style="list-style-type: none"> • work of a graphic designer including layout, correcti on rounds, final art work • work of a writer including text, correction rounds • text-editing of leaflets • photo fees, if necessary • print and material costs
Postcards, stickers	<ul style="list-style-type: none"> • work of a graphic designer including layout, correction rounds, final art work • photo fees, if necessary for postcards • logistic for distribution
Book series	<ul style="list-style-type: none"> • work of a graphic designer including layout, correction rounds, final art work • work of a writer including text, correction rounds • text-editing of leaflets • photo fees, if necessary • print and material costs • logistic for distribution
Audio-visual: montage of still images	<ul style="list-style-type: none"> • work of a graphic designer for selecting photos, wirting a script, creation of montage • production including professional English speakers • photo fees, if necessary
Audio-visual: professio-nal shooting	<ul style="list-style-type: none"> • script development • travel and accommodation costs for film team • editing and post-production • speakers, post-production and corrections
Audio-visual: amateur video clips	<ul style="list-style-type: none"> • script development <p>editing and production depending on system used</p>
flickr	<ul style="list-style-type: none"> • creating a professional account on flickr • work of an editor who uploads already existing photos and takes care about updating with new photos and answering inquiries for publishing of these photos
apps	The costs highly depend on the volume of content, kind of content (GPS-routes or just text, animation, interactive maps etc.) and technologies
e-cards & desktop wallpapers	<ul style="list-style-type: none"> • work of a graphic designer including concept, layout and correction rounds • work of a programmer to insert the e-cards and wallpapers functions in the website
QR-code	<ul style="list-style-type: none"> • work of a graphic designer creating the code and including the codes in the print layouts

Signage	<ul style="list-style-type: none"> • development of a consistent creative concept for all signages in der Kafa BR • for this concept you can invite German agencies for a pitch with several project-requirements like using of local materials and involving local artists; often the concepts for a pitch are developed for free, the winner-agency get paid after the pitch for the concept. • or invite Ethiopian artists to develop an concept • producing and material costs • logistic costs • costs for set up the signages • costs for a writer to publish the set-up as a news in the blog and on facebook
Online writing	<ul style="list-style-type: none"> • development of a PR-concept from a professional PR-writer, this PR concept should include 6 month or a year regarding important events in the BR and where and when to place this stories • work of a writer for this news
Facilitate newspaper/ magazine journalism	<ul style="list-style-type: none"> • development of a list of potential topics regarding best time and newspaper to publish it • high demand of time for pitching potential newspapers • work of a writer for the articles offered to magazines and newspapers • costs for a journalist's tour through Kafa region including preparation, accommo-dation and travel costs • photo fees, if necessary
Give-away and souve-nirs	<ul style="list-style-type: none"> • graphic designer for creative ideas about what souvenirs and give-aways and for layout • material costs and production • logistic and distribution
Coffee information-package	<ul style="list-style-type: none"> • cost for a small Kafa coffee package; • logistic for distribution to the partners • graphic designer to adapt the general coffee-lover poster with the headline "We sell Kafa coffee – taste the mother of coffee"
Display on coffee packaging	<ul style="list-style-type: none"> • graphic designer for creative ideas about what could be a nice display and for layout
Kafa coffee gift box	<ul style="list-style-type: none"> • graphic designer for creative ideas about layout and content • Cost of components • writer for all necessary texts • logistic and distribution
Package for journalists	<ul style="list-style-type: none"> • work of a graphic designer for layouting all components • work of a writer • editor for uploading and updating it in the press room of the website • print and material costs
Packages for schools	<p>For teachers:</p> <ul style="list-style-type: none"> - Booklet from coffee forest book series, - Small print materials (see above); maps <p>Competition:</p> <ul style="list-style-type: none"> • preparation for the competition: developing the exact idea and procedure, assis-tance during the competition, selection procedure and award • information material about the competition <p>School Garden</p> <ul style="list-style-type: none"> • costs for little coffee-trees • poster about how to cultivate trees in a school garden • distribution of trees to schools • article for local press and online media
Packages for donors	<ul style="list-style-type: none"> • adapt the general leaflet for donors, complement with more specific information • graphic designer to create the certificate • costs for print and material for the certificate • graphic designer to create a nice idea as a donor-gift; if necessary also layout

9 SYNTHESIS OF RECOMMENDATIONS

OBJECTIVE	TARGET GROUP	TOOL	ACTION	COMMENTS	CHAPTER
SHORT TERM ACTION					
All	All	Corporate Design	Work on logo, slogan and basic graphic elements	this is of high priority as this work delivers the basic layout for all marketing tools	5.1
All	All	Website	Work on the elements construction, frontpage, menu categories, SEO, photo gallery, press room, download, links and blog	elements are basic requirements for some further tools, e.g. online writing, and journalism	5.2
Int. awareness; fundraising & commitment	Donors, government, int. and nat. networks, local population	Website	Insert a Kafa BR profile and a support category		5.2
All	All	Audio-visual	Work on the movie of option 1 or 2 and distribute it in all possible channels like website and flickr. Produce a QR-code to be able to use the movie for all print materials	This movie could also be a attractive news for local press in print and television; it also would be nice to let the schools knows of it	5.6.1
All	All	QR-code	Create first a QR-code of the audio-visual	The transfer of information into a QR-code should be a continuously process whenever a interesting content appears; but do not produce a QR-code without an idea of use behind	5.6.5
Int. awareness; fundraising & commitment; attract tourists	All, donors, visitors	Leaflets	Work on the three leaflets for: general information, donors and visitors in Kafa BR	Both, printed and a digital version should be produced; even if there are currently not many tourists there should be a general information flyer for that few coming already	5.4
fundraising & commitment;	donors	Package	Create all components for the donor's package		7.4
All	Int. and nat. tourists and all other guests	Signage	<ul style="list-style-type: none"> develop the general signage-concept for all signages Create first: <ol style="list-style-type: none"> signposts outside of Kafa on streetsigns to the area a welcome-signage at the entrance of the BR a signage at the visitor centre 		5.8

OBJECTIVE	TARGET GROUP	TOOL	ACTION	COMMENTS	CHAPTER
Int. awareness, attracting tourists	press	pressportfolio	Create all components for a first pressportfolio	As press is one of the most important multipliers a basic pressportfolio should exist before starting secure newspapers etc.	7.1
Int. awareness, attracting tourists	All, press	Press story	Inform the local press about the installing of the signage, post it in online channels		7.2
All	All	Flickr	Create a nice flickr account and upload photos of high quality	Look at the mentioned link for a nice flickr account. At the beginning, it is enough to provide photos in one size, but for future it is much more professional to provide a range of standard sizes	5.6.2
Int. awareness; attract tourists; Local identification	All, Visitor Centre	Posters in A3 and A1	Work on posters in A3 and A1 about general information and the specific content for Visitor Centre	Both, printed and a digital version should be produced; even if there are currently not many tourists there should be a nice interior of the Visitor Centre	5.4
MEDIUM TERM					
All	All	Corporate Design	work on materials for outside-communication, lectures and advertisements	If budget allows this should be done in one step with the work on CD mentioned under "Short term action", even if it is not of that high priority. But it will spare money for graphic designer's work.	5.1
Int. awareness, attracting tourists	Tour operators, nat. and int. tourists, press	Website	Work on category "Visit Kafa"	Before starting with contacting tour operators the Website should be finished in this field	5.2
Int. awareness, attracting tourists;	Tour operators, nat. and int. tourists, coffee lovers	Posters in A3 and A1	Work on two posters for tourists/tour operators and coffee-lovers to support product-marketing		5.4
Int. awareness on products	Coffee-lovers	Leaflet	Work on a leaflet for coffee-lovers	This is mainly a preparation for the product marketing, but also a nice information in the visitor centre	5.4 and 6.1
attracting tourists	Int. and nat. tourists	Postcards	Work on a set of different postcards highlighting the beauty of the region and distribute them to important places		5.4

OBJECTIVE	TARGET GROUP	TOOL	ACTION	COMMENTS	CHAPTER
attracting tourists, local identification	Int. and nat. tourists, locals	Stickers	Work on different sizes and distribute them		5.4
Attracting tourists	Int. and nat. tourists, locals	signage	Create the missing signage for: 1. a huge overview map 2. signposts for hiking trails 3. signposts for service. 4. signposts with information 5. stickers for cars	This should be realized before tour operators bring groups to the area	5.8
All	All	Online- and print journalism	Develop two PR-concept (online and print medias) for the coming year about what topics should be published when and where.	This is the first important step to guarantee that no important event will be missed to published	5.7
Attract tourists	Int. tourists	Travel guide books	Prepare a info-package about Kafa BR for potential travelguide books	This should be prepared soon as it will take quite long until it get published	5.7
Attract tourists	Tour operator	Package	Create the package for tour operators and distribute it	This should include a digital version for Germany and a printed for Ethiopia	7.3
Int. awareness to products	Coffee-lovers	cooperation	Contact potential cooperation partners and start with linking the websites		6.3 and 6.4
Local identification	schools	Package	Create a competition and involve as much schools as possible and try to get high press traffic	The competition will arise most attention in the local public of all components of the school-package. Therefore the competition should be the first action	7.5

Short term: 3-6 months.
Medium term: 6-12 months.
Long term: >12 months, subject to budget availability.

OBJECTIVE	TARGET GROUP	TOOL	ACTION	COMMENTS	CHAPTER
LONG TERM ACTION					
All	All	Corporate Design	work on clothing for Kafa BR staff	Should be realized when a continuously traffic of guests (tourists, press, locals) is developed	5.1
All	All	facebook	Create a facebook page with a professional layout and post continuously interesting news, photos and movies	Start with facebook not before there is enough manpower to do this work in a professional way with a detailed concept	5.3
All	All	Book series	Create the first book of the series	This should be realized when a continuously traffic of guests and donors is developed, start with distribution and wait of feedback and how good it is sold, then decide for the next book	5.5
Attract tourists	Tour operators	Guided tour through Kafa	Present Kafa region to interested tour operators	This will be a project intensive for both preparations and money. So think good about the right time to offer it and to whom; Visitor centre with nice interior, signage and guesthouse should already exist	7.3
Attract tourists	Int. tourists	Travel- or hiking app	Create a first app	Apps are important tools for individual travellers and also a growing market; try to find a cooperation with the mentioned publishing companies and check how successful this app is; then decide about further apps	5.6.3
Int. awareness	Coffee lovers	Coffee app	Create a coffee-app	This should not be realized until a good product-marketing with at least one partner is implemented	5.6.3
Int. awareness, local identification	All	e-cards, desktop wallpapers	Development of a nice series of e-cards and wall-papers and implement it on the website	This is just a nice add-on when the traffic to the website already grow	5.6.4
Attracting tourists	Int. and nat. tourists	Souvenirs and give-aways	Create a small series of souvenirs with high quality and add creative give-aways	This shouldn't been realized until a continuously traffic to the Kafa BR is developed	5.9
Int. awareness to products	Coffee-lovers	Coffee-info-package	Create a nice info-package which partners can distribute to their partners, e.g. shop, cafes		6.1
Int. awareness to products	Coffee-lovers	Display on packing	Create a display for coffee packing	This is just to be realized when partners agree with this idea	6.2
Int. awareness to products	Coffee-lovers	Kafa coffee gift box	Create a Kafa coffee gift box and distribute it via partners	This is just to be realized when partners agree with this idea	6.3
Local identification	schools	Package	Create the power point presentations and work on the school-gardens-project		7.5

10 CONCLUSION

Sustaining life: The cloud forests of Kafa and the people living in and around these forests are closely connected. Traditional ways of living in and from the forest have been changing substantially over the last 40 years. Bird life, plant life and human life is threatened.

The UNESCO biosphere reserve is offering a new opportunity: to search for new ways of balancing development aspirations and local needs within a fragile landscape. The biosphere reserve is a promise. Not a recipe. The people of Kafa and their administrators will have to explore what works best. And for this they need outside recognition and outside support. For both, marketing and communications are key.

And there is huge potential for marketing and communications to provide this support! But balancing tourism with local development is crucial:

- In time, the region has the possibility of becoming a key tourist attraction in Ethiopia. At this stage, the foundations for sound future marketing should be laid within a well-adapted Corporate Design.
- It is wise to now support the consolidation of the BR with local communication work that stimulates local interest, knowledge and ownership in the BR and in its underlying concepts.
- If the BR is interpreted and communicated as an international recognition of the outstanding beauty of the Kafa forests, well-deserved pride will pave the way for enhanced stewardship. In current debates about further BR implementation, promoting agroforestry is one of the priorities. Rightly so.
- Marketing for tourism development should then be done with the aim to invite tourists to come as guests: Recognising that the people of Kafa are the hosts of their home country, of their forests and of their biosphere reserve.

This should be the spirit of marketing for Kafa.



