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**Investigation into Public Relations Strategy used in Tourism Marketing: The
Case of Tourism Ethiopia.**

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**INVESTIGATION IN TO PUBLIC RELATIONS STRATAGY USED IN
TOURISM MARKETING: THE CASE OF TOURISM ETHIOPIA**

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This is to certify that the thesis prepared by Kassahun lemlemu Bisetegn, entitled “Investigation in to Public relations Strategy used in Tourism Marketing: The case of Tourism Ethiopia” and submitted in partial fulfillment of the requirements for the Degree of Master of Public relations and Strategic Communication complies with the regulations of the University and notes the accepted standards with respect to originality and quality.

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Abstract

INVESTIGATION IN TO PUBLIC RELATIONS STRATAGY USED IN TOURISM MARKETING: THE CASE OF TOURISM ETHIOPIA

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The Tourism industry is linked to the idea of people traveling to other locations, either domestically or internationally, for leisure social or business purposes. And Tourism offers a wide range of benefits, including economic benefits for countries attracting a large number of visitors, due to the money they spend not only on their stay, but also in local businesses. It is also provides a large number of jobs for people working in the transport and hospitality industry, among others. The main purpose of this study is to investigate the Public relations strategy in Tourism Marketing as used by Tourism Ethiopia. In his regard, the study takes a look at the status, opportunity, challenge and tools of PR in the practice of Tourism Marketing. Accordingly, to meet the research objectives of the study, a qualitative research approach is used and in-depth interview, Focus group discussion (FGD), document review and observations were used as data collection techniques. In regard to the sampling techniques fifteen (15) public relations staffs were selected for in-depth interview whereas a total of eighteen (18) Marketing and destination experts were also selected for focus group discussion (FGD) through purposive and snowball sampling techniques. The reason applying FGD technique is for the purpose of data triangulations. All the data obtained from the respondents is analyzed through qualitative approach and presented based on the basic research questions. The findings of the study showed that, the organization used all the necessary means to Market the Tourism sector within the Marketing department. The study also revealed that, all the Tourism Marketing activities are only done by the Marketing department but not the PR department. In this case, PR has no significant role in Tourism Marketing than promoting the good deeds and reputations of the organization. The study recommended that, the organization need to use the Public relations department better than before. Integrated Tourism Marketing communication should also implement properly to get better results in Tourism Marketing. All the meanness of communications including international Medias should be used in marketing the Tourism sector. And the organization should know the fundamental roles of PR in Tourism Marketing communication and create awareness on the minds of all organizational staffs. All PR tools and strategies need to be used and implemented properly for Tourism Marketing communication.

Key terms: *Public relations, Strategy, Tourism Marketing, Tourism Ethiopia*

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List of Acronyms

PR-----	Public relations
TE-----	Tourism Ethiopia
TM-----	Tourism Marketing
WEF-----	World Tourism Organization
NGOS-----	None governmental organizations
PRSA-----	Public relations Society of America
CRN-----	Case Related Marketing
TMO-----	Tourism Marketing Organization
WTO-----	World Tourism Organization
UN-----	United Nation
ETO-----	The Ethiopian Tourism Organization
ETB-----	Ethiopian Birr
FGD-----	Focus Group discussion
PRD-----	Public relations Director
EO-----	Even Organizer
BBC-----	British broadcast corporate
CNN-----	Cable News Network
EBC-----	Ethiopian Broad cast Corporate
B to B-----	Business to Business
MOCT-----	Ministry of Culture and Tourism

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CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

Contemporary public relations practice has developed since the mid-20th century from the weak third sister in the marketing, advertising, and public relations mix to gain status as a full and equal player in the corporate suite. Part of that development can be traced to a change in the way public relations is practiced. The early days of public relations functions is limited to media relations and press agency. But public relations is much more than press agency or media relations and it is an integral part of the communications mix (David, 2014).

Public relations is a management function that classically focuses on long term patterns of interaction between an organization and all of its various publics, both supportive and non-supportive. Public relations seeks to enhance these relationships, thus generating mutual understanding, good will and support (Ronald, 2005). As a result, Public relations can play a vital role for the organizational communication activities. Organizations use public relations effectively to communicate with relevant publics based on sound strategy. Public relations is the strategic communication that different types of organizations use for establishing and maintaining symbiotic relationships with relevant publics many of whom are increasingly becoming culturally diverse (Krishnamurthy, 2009). One of a key task of public relations is promoting or Marketing the organization's service and products. In this regard, PR is crucial for marketing the Tourism sector. To Market the Tourism sector of Ethiopia, Tourism Ethiopia has been established. The establishment of Tourism Ethiopia is to Market the Tourism industry both in national and international market arena.

Tourism is one of the fast growing industries in the world and has been considered as the main driver of world trade and prosperity. According to the UNWTO (2016), it contributes 10% of global GDP (US\$7 trillion), 5% of world exports (US\$1.5trillion) and one in 11 jobs worldwide. And marketing communication is a key aspect of the delivery of Tourism and hospitality services. This sector is heavily dependent on marketing because of the industries special characteristics as services. Moreover, marketing communications is a great deal more than

simply about advertising (Scott, 2009). In the Tourism industry marketing, public relations is more than a necessity.

In order to attract Tourists in the highly competitive market, Public Relations is the most important Tourism Marketing tool as it plays a key role in advertising the locations, activities and identities. Public relations is different from other Marketing tools, most importantly advertising since it creates the launch of a brand and it has greater credibility. Public relations promotes improved understanding between the operators and customers. There has been increased competition in the Tourism sector among the operators to create awareness of the existing products and new facilities to customers through print media, word of mouth and electronic media.

During the time of global competition in terms of offer, special attention is paid on the strategic Tourism Marketing approach. In this respect, it is necessary to apply Tourism Marketing techniques, knowledge and tactics in order to highlight a tourist destinations comparative advantage and to attract tourists. A big role can be played on Tourism Marketing by promoting as part of the Marketing mix and public relations plays an important part in the promotional mix. Public relations strategy is a significant and reliable way of presenting the product and attracting tourists in an efficient and cost-effective way.

Solomon (2000), cited in Tesfay a practice more or less resembles modern public relations is believed to have been started in 1960's in Ethiopia. In fact, the emergence of the practice of modern public relations in the country came as a result of the establishment of the Ministry of Pen in 1940's. Tadesse (2015), in the 20th century Ethiopia initiated the promotion, Marketing and development of Tourism as an integral part of the overall dynamics of national development. In spite of a long history of promotion and development, Ethiopia's Tourism industry Marketing is in its initial stages of development. Ethiopia is rich in natural and manmade tourist destinations, and it is necessary to promote them nationally and internationally to gain the valued benefits.

The Tourism industry in Ethiopia could be legitimately described as one that is still in its infancy. Marketing and promotion have been the weakest areas of Tourism development in Ethiopian. Its current low level of Tourism Marketing in the country is often attributed to many factors. But in the concern of this research, the improper application of Public relations strategy

in the Tourism industry is the dominate factor for the Marketing of the Tourism sector in Ethiopia. Therefore, the purpose of this study is to investigate the implementation of Public relations strategy in Tourism Marketing as used by Tourism Ethiopia. Researching on the area would be a mile stone for other researchers to study further, providing an insight for the study area and reserving long live research document as a reference for the coming generations.

1.2 Statement of the problem

Public relations involves much more than activities designed to sell product and service. It also involves some promotional programs that concentrate on corporate image building, making and maintenance. For instance, press release may be used to announce corporate policies and changes in the organization or especial events may be used to create good will in the community, and advertising may be used to state the firm's position on a controversial issue or debate. This necessitates the application of public relations, advertising, and promotions in international related issues like national image and reputation (Nnamdi, 2006). In spite of the above roles, there is lack of association between theory and practice in public relations in Tourism industry. The theory models and concepts of public relations have neither been developed nor applied in Tourism industry, which continues to be conceptually dominated by Marketing (L'Etang, 2006).

Integrated Marketing communications (IMC) is an emerging concept Kim (cited in Brian, 2008) that is meant to address the rising level of consumer awareness of all company communications. In spite of this emerging need to coordinate all communication activities including advertising, sales, promotion, and public relations, very few studies have empirically examined this interplay of communication activities in the Tourism industry Stammer Johan (cited in Brian, 2008) and the investigation of integrated Marketing communication has received little attention in public relations scholarship.

A big role in the Marketing of Tourism is played by promotion as part of the Marketing mix and public relations plays a key part in the promotional mix. This particularly refers to the Marketing of a tourist destination, where public relations is a significant and reliable way of presenting the product and attracting guests in an efficient and cost-effective way.

Despite the fact that, public relations as a component of destination Marketing management plays a prominent role both at the global and the national level, this important part of

promotional Marketing has still not been sufficiently researched. Very comprehensive and abundant literature on public relations include only a very small number of manuals and articles on public relations in Tourism, and no scientific publications or textbooks are found on this subject. On the other hand, the publication focused on Marketing in Tourism deal with public relations as a part of Marketing and promotion.

In literature, there is a conflict between Marketing and Public relations theorists because the former treat Public relations as a part of Marketing, while the latter treat it as a separate management function due to its wider scope. These are mostly American public relations theorists who classify the majority of marketing “tools” and means of promotion under Tourism public relations. While In case of Ethiopia, the practice of public relations is not yet developed.

As many people said that, the practice of public relations in Ethiopian Tourism Marketing is insignificant. And it has not shown a significant progress. But Public relations practice accounts more than half a century in Ethiopia, Even today, it seems that there is no space to practice a professional public relations. One who sees the present PR practice in some governmental offices will be forced to question if Public relations has started to be considered as a profession at all (Zemdekun, 2014). As the findings of many studies, the practice of public relations in Ethiopia is in its infant stage. As a result, public relations professionalism is in problem in Ethiopian context. The attitude of people on the practice of public relations is worthless. Even currently, PR is not considered as a profession.

In Ethiopia, The practice of public relations in Tourism Marketing is found at the initial stage, and this mainly emanated from lack of having skilled manpower in the form of division in relation to the profession. Thus, the activities are limited to routine assignments other than including various parts of the profession like public affairs, employee relations, Marketing and Promotion, financial relations and investor relations. As a result, the intended objectives of the discipline might be failed to be accomplished Berhanu (cited in Nigusse, 2008).

Applying public relations strategy is a very important part of promotion in Tourism destinations and it is significant and reliable Tourism Marketing tool. Public relations is also the predominant part of communication activity in the Tourism industry. In this regard, properly utilizing public relations is vital for the Ethiopian Tourism sector.

Tourism industry plays an important role particularly for the economic sector of the country. On the positive side, its role as a foreign exchange earner; employment generator, developer of infrastructures, promoter of industries, businesses, tax revenues and redistributors of domestic wealth can be cited. At the local level, it helps to diversify the local economy and reduce dependence on trade and extractive activities. It also has a multiplier effect on all local businesses and attracts new money from both local and external sources. And also it enhances community aesthetics and brands the positive image of the country. However, the Tourism sector in Ethiopia is not promoted enough in the international market arena. And despite of these known facts, there is no also comprehensive study showing how the Ethiopian Tourism organizations and companies take advantage of the public relations strategy in Tourism Marketing.

Many of world heritage sites including cultural and natural sites are located in Ethiopia. And it is necessary to promote them nationally and internationally to gain the valued benefits. For this purpose, Ethiopia has established Tourism Ethiopia since in 2007 E.C with some powers and duties. In this regard, Tourism Ethiopia is responsible in marketing the Tourism industry in the local and international market arena. For the promotion of the Tourism industry, public relations is an important Marketing and promotional tool.

According to WEF (world economic forum 2013) Ethiopia ranks 120 out of 140 countries in its travel and Tourism competitiveness index. Ethiopia's arrivals have more than trebled since 2005 from 227,000 to 681,000 in 2013. Ethiopia is an emerging destination that currently receives a small share of arrivals and 10th in terms of receipts in Africa. In East Africa, Tanzania, Kenya and Uganda have largest Market shares in Tourism (EMCT, 2016-2020). As a result, the economic impact of Ethiopian Tourism industry is insignificant. Moreover, due consideration has not been given to Marketing and promoting of Tourism destinations. Above all, there is lack of studies concerning challenges in promoting tourist destinations of Ethiopia (Mesfen 2017).

Ethiopia has got 10 of its numerous heritages by UNESCO as world heritages; leading the continent in this regard. But the number of tourists visiting the heritages is not that big as compared to other African countries (Abay Feleke, 2014). Since Marketing and promoting have been the weakest areas of Tourism development in Ethiopian, the Tourism industry in Ethiopia could be legitimately described as one that is still in its infancy. Its current low level of

development is often attributed to changes in governance systems and development policies, weak promotion, lack of trained manpower, finance, and knowledge and management capacity (Tadesse 2017).

During the time of global competition in terms of offer, special attention is paid on the strategic Tourism Marketing approach. In this respect, it is necessary to apply Tourism Marketing techniques, knowledge and tactics in order to highlight a tourist destinations comparative advantage and to attract tourists. A big role can be played on Tourism Marketing by promoting as part of the Marketing mix and public relations plays an important part in the promotional mix. PR is also a component of Tourism Marketing management, and plays an important role both in global and national level. As a result of all these points, this study seeks to investigate the Public relations strategy used in Tourism Marketing the case of Tourism Ethiopia. Researching on this area could be important for the improvement of Tourism Marketing of the country and also helps to fill the existing research gaps.

1.3 Objectives of the Study

The Objectives are categorized in to two general objective and specific objectives.

1.3.1 General Objective

The main purpose of this study is to investigate the public relations strategy in Tourism Marketing as used by Tourism Ethiopian. It also attempts to investigate the current status of public relations practice, opportunities, challenges and the PR tools that TE used in Tourism Marketing.

1.3.2 Specific Objectives

The following specific objectives guide the course of this study

- To explain the current status of Public relations in Tourism Marketing as used by Tourism Ethiopia.
- To identify the opportunities of using Public relations strategies in Tourism Marketing as practiced by Tourism Ethiopia.
- To identify the challenges of using Public relations strategies in Tourism Marketing as practiced by Tourism Ethiopia.
- To explore the Public relations tools used by Tourism Ethiopia in Tourism Marketing.

1.4 Research questions

Based on the above objectives, the following research questions are formulated.

- ❖ What is the current status of PR practice in Tourism Marketing as used by Tourism Ethiopia?
- ❖ What are the opportunities of using Public relations strategy in Tourism Marketing as practiced by Tourism Ethiopia?
- ❖ What are the challenges of using Public relations strategy in Tourism Marketing as practiced by Tourism Ethiopia?
- ❖ What are the public relations tools used by Tourism Ethiopia in Tourism Marketing?

1.5 Significance of the study

First and for most, the study provides knowledge to a researchers who wish to know more about the application of public relations strategy in the Tourism Marketing. And it also provides a basis for Tourism Ethiopian, FDRE Ministry of Culture and Tourism and other Tourism organizations on the impact of properly applying the Public relations strategy in Ethiopian Tourism Marketing.

The findings and recommendations of this study are helpful for TE to implement the Public relations strategy properly in the development and promotion of the Tourism sector. And it can be also used as a reference for the development, management and Marketing of the Tourism sector of the country within the TE. This study also tries to show how public relations is as important as Marketing principles and approaches in Tourism Marketing. It would help TE to know well about the application of Public relations strategy in Tourism Marketing. It can also insight the successful implementation of Public relations strategy in Tourism Marketing which can help TE to promote Tourist destinations accordingly. Moreover, the study would be helpful to the tour guides and travel agents for the attraction of tourists so as to develop the Tourism Marketing share with implementing Public relations strategies and applying some Marketing tools. This study would be also the basis of TE for the improvement of specific areas in Tourism Marketing. Finally, it can aid in the progress of the emerging Tourism industry in Ethiopia.

1.6 Scope of the study

The scope of the study is to investigate the role of Public relations strategies in Tourism Marketing as used by Tourism Ethiopia. To collect the necessary data, the study has employed only qualitative type of approach. All the target population of the study has taken from Addis Ababa city in Tourism Ethiopia. Event organizers of TE, Public relations experts of TE and Tourism Marketing and destination experts of TE are taken as the subject of the study. This research tried to investigate the opportunities, challenges, tools and status of Public relations practice in TE in particular.

In this research, the application of Public relations strategy used in Tourism Marketing can be analyzed with reference to TE. Because analyzing this is the primary objective of the study. The basic research questions in line with the objectives of the research should be studied with an appropriate design that can avoid ambiguity on the research findings. Therefore, the researcher employed qualitative research approach so that it could extract the findings in line with the objectives of the research.

1.7 Limitation of the study

This study focuses only on the investigation of the Public relations Strategy in Tourism Marketing as used by Tourism Ethiopia. Therefore, for the purpose of the study relevant data were collected through in-depth interview, focus group discussion, document review and observation from key informants. This helps the researcher to investigate the effort of Public relations in Tourism Marketing.

In the data collection process, some respondents were not willing to conduct interview and focus group discussions. In the time of data collection process, the researcher has faced very tough time with the respondents. The Researcher overcame some of the challenges through intensive smooth diplomatic relations with respondents. And the main challenge of this study was, the researcher didn't get adequate researches that have been done on the area under study. As a result, the researcher tried to read and find out some materials that can help for the accomplishment of the study.

1.8 Organization of the study

This study has five chapters. Chapter one consists of background of the study, statement of the problem, objective of the study, research questions, significant of the study, scope of the study, limitation of the study and organization of the study.

The second chapter provides review of related literature and theoretical frame works of the study by stating Public relations concept, excellent theory of Public relations, Ethiopian Tourism sector, Tourism Marketing and the nature of Public relations Strategy in Tourism Marketing.

Chapter three consists of the methodology part. In this part, the research designed is discussed and the reason in selecting the method of data collection is explained in depth. Chapter four concentrates on results and discussion of the study whereas the final chapter presents conclusion, recommendation and future study.

CHAPTER TWO

REVIEW OF RELATED LITERATURE AND THEORETICAL FORMWORKS

Introduction

This chapter involves the review of related literature that connects with the research topic and this consists of the following main issues; Public relations overview, status and challenges of Public relations, theoretical models of Public relations, function of Public relations, Public relations tools in Tourism Marketing, Public relations in tourism industry, Tourism and its significant, Tourism Marketing and Theoretical frameworks of the study are addressed in detail.

2.1 Review of related Literature

2.1.1 Public relations Practice overview

According to Krishnamurthy (2009), Public relations is the strategic communication that different types of organizations use for establishing and maintaining symbiotic relationships with relevant publics many of whom are increasingly becoming culturally diverse. Public relations as an industry and a profession, has rapidly advanced throughout the world during the past decade. In fact, the field has now matured to the point that it is now an integral part of the landscape in modern, industrialized nations around the globe.

Public relations is now commonly used by all institutions of society be it government, NGOs, corporations, professional and trade union groups, activist groups, and even individuals to effectively communicate information and their viewpoints to a variety of publics (Dennis, 2006). In these parts of Public relations, this study intensively investigated the role of Public relations strategy in tourism marketing used by Tourism Ethiopia.

According to Dennis (2006), Public relations has come to mean more than one-way communication. In today's more modern, sophisticated form, it's also a way for organizations to establish a two-way dialogue to create mutual understanding. In many cases, public relations plays a very important role in conflict resolution between groups and even organizations. At the same time, it should not be overlooked that public relations also performs the valuable role of accomplishing organizational objectives, whether its maintaining the organization's reputation or the selling of products and services. On the other hand Alison (cited in Harlow2003: 7), Public

relations is a distinctive management function which helps to establish and maintain mutual lines of communication, understanding, acceptance and co-operation between an organization and its publics; involves the management of problems or issues; helps management to keep informed on and responsive to public opinion; defines and emphasizes the responsibility of management to serve the public interest; helps management keep abreast of and effectively utilize change, serving as an early warning system to help anticipate trends; and uses research and ethical communication techniques as its principal tools.

Ronald (2005) also stated on the management function of PR as it is a management function that classically focuses on long term patterns of interaction between an organization and all of its various publics, both supportive and non-supportive. Public relations seeks to enhance these relationships, thus generating mutual understanding, goodwill and support. Public relations has a key role to play in helping to inform both its own public and other, far wider ones, by providing information in a factual, easily understood format, so that ignorance of an organization, a product or a place can be overcome through knowledge and understanding. Public relations also has a role to play in generating public interest in a particular situation, or set of circumstances, that may be having a major affect on an organization or group of people. Using public relations methods and techniques in this instance can be very effective.

“strategic” public relations, however, consists of loose references to the idea that public relations should be planned, managed by objectives, evaluated, and connected to organizational objectives. Thus, in essence, “strategic” public relations refer to managed public relations as opposed to public relations as a set of communication tactics supplied by communication technicians (Gruning, 2000).

The purpose of professional public relations is to create understanding. It is unlike advertising, whose main aim is to generate awareness and sales, or propaganda, whose aim is to suggest what individuals should believe. Some commentators confuse with Public relations with these two very different forms of communication. In many parts of the developing world, public relations techniques have been adopted because of the urgent need to educate people about new Public services, and in order to introduce new lifestyles (Paul, 2004).

Practicing public relations activities in Ethiopia is a recent phenomenon. In some years ago, Public relations profession was not given a due attention. However, it is currently being used and

well understood its benefits by private and governmental organizations. Yet, it is still in its low level when measured objectively from scientific point of view. From the government point of view, Public relation has two fundamental national missions: That is to create national consensus locally and building Ethiopia's good image in the outside world. It is to be realized through the two main missions mentioned above when seen from the national level policy. It was established to create awareness locally of the benefit of unity based on diversity and the need to intensify the democratic institutions and fair and fast economic development which are reportedly said pillars to save the nation from disintegration and engulfed by civil war. It is also equipped with the aim of building the good image of Ethiopia in the external world in the spirit of the investment, trade, Tourism sectors flow steadily to the country so that the sectors can contribute hugely to the steadily growing and diversifying economies (Zeray, 2016).

Beside the above functions, PR is important as a promotional tool for Travel and Tourism industry. PR is closely related to advertising, helps to make people aware of a product or service, getting attention of various public and making sales and profit. And it is also closely related to the Tourism Marketing activities of an organization like TE. The targets and objectives of both departments are interrelated and often very much dependent on results of each other. Public relations helps to achieve these objectives by making public (market) aware of company and its products, creating good image of the company. In the Tourism sector, Public relations are more than a necessary. The major challenge consists in identifying the most efficient ways of promoting tourist products, building a positive image, increasing the visibility of tourist destinations, in order to attract a significant number of tourists. Public relations may represent a bridge towards change, a means for adjusting to the new attitudes triggered by change (Amalia 2013).

2.1.2 The Status and Challenges of Public relations practice in Ethiopia

According to Zeray (2016), practicing Public relations activities in Ethiopia is a recent phenomenon. It was practicing without knowing the approaches and principles of public relations. However, it is currently being used and well understood its benefits by private and governmental organizations. Yet, it is still in its low level when measured objectively from scientific point of view. From the government point of view, public relation has two fundamental national missions: that is to create national consensus locally and building Ethiopia's good image

in the outside world. It is to be realized through the two main missions mentioned above when seen from the national level policy. It was established to create awareness locally of the benefit of unity based on diversity and the need to intensify the democratic institutions and fair and fast economic development which are reportedly said pillars to save the nation from disintegration and engulfed by civil war. It is also equipped with the aim of building the good image of Ethiopia in the external world in the spirit of the investment, trade, Tourism sectors flow steadily to the country so that the sectors can contribute hugely to the steadily growing and diversifying economies. It also aspires that Ethiopia should get its deserved place in the international politics through creating the true image and conditions of the country.

Ultimately, the purpose of practicing Public relations was to teach the importance of tolerance, unity based on diversity and create good image of Ethiopia externally to collectively beat the acute poverty and strengthen the democratic principles which are the pillars of the nation to survive and continue politically stable. The practice of Public relations that started to take shape during the 1960's continued for years without any change in form and content. The major purpose of the Public relations then was merely serving the interest of the ruling class. As the public relations at those times were so unprofessional, it was unable to respond to the situations arising in those times (Tesfay, 2018). And it is not possible to find out when modern Public relations have begun in Ethiopia.

On the other hand, Tesfay (2018) explained that, now days, Public relation activities in Ethiopia are mainly considered as hub of developmental activities; thus, in each government offices, there is public relation office. Among these offices, Tourism organization is the one which uses Public relations to promote tourist destinations to the internal and external publics and strive to build the positive image of the country through the Tourism industry. But cotemporary in the global arena government Public relations plays great role in creating mutual understanding between the government and the public it serves. It works to ensure active cooperation of the public in government programs and foster citizen support for established policies and programs. It also informs the public about the public's business; improve the effectiveness of the organization operations through appropriate public information techniques; provide feedback to government administrators so that programs and policies can be modified, amended or continued.

2.1.3 Theoretical Models of Public relations

Public relations is a strategic conversation. It is a conduit, a facilitator and a manager of communication, conducting research, defining problems, and creating meaning by fostering communication among many groups in the society. Public relations is seen as the large profession and an umbrella term, such as media relations or public affairs or investor relations. In modern public relations, a mixing of Public relations models among multiple tactics or communication tools within one Public relations campaign. It is best to think of the model as theoretical construct that, in implementation, become combined through the mixed motives of public relations (Shannon, 2010). Cited in AlisoTheaker, James Grunig and Todd Hunt (1984) suggested a useful way of looking at Public relations history by using four categories of communication relationship with publics, placed in a historical context. Below are the four Grunig and Hunt models of public relations.

2.1.3.1 Publicity model

Publicity model is probably the kind of activity that most people associate with Public relations. Publicist aims to secure coverage for a client, and truth is not an absolute requirement. This type of Public relations is most common in show business celebrity PR where individuals are promoted through media coverage. Grunig and Hunt point out that ‘practitioners in these organizations concern themselves most with getting attention in the Media for their clients’ (1984: 25). Understanding is not necessary for this kind of PR, which is likely to measure success in column inches or airtime. Press agents are the figures at the centre of any ‘hype’, and have also been derogatively called ‘flacks’ by journalists cited in (Alison, 2004). Press a gentry is a one way communication and uses persuasion and manipulation to influence audiences to behave as the organization desires (Julian, 2016).

2.1.3.2 Public information model

This kind of communication provides information to people where accuracy is now important, indeed essential. This model does not seek to persuade the audience or change attitudes. Its role is similar to that of an in-house journalist (Grunig and Hunt 1984). In this kind of PR model, practitioners may not know much about the audience, and tends to rely on one-way communication, from sender to receiver (Alison, 2004). Public information is a One-way

communication and Uses press releases and other one-way communication techniques to distribute organizational information. The public relations practitioner is often referred to as the in-house journalist (Julian, 2016).

2.1.3.3 Two-way asymmetric PR

This model introduces the idea of feedback or two-way communication. However, it is asymmetric or imbalanced because the intended change is in the audience's attitudes or behavior rather than in the organization's practices. It is also described as persuasive communication and can be demonstrated in health campaigns, for example. Persuasive communication relies on an understanding of the attitudes and behavior of the targeted publics, so planning and research are important to this kind of public relations.

Two-way asymmetric Public relations is probably the most widely used type of PR. Most businesses today try to persuade key publics that their goods or services are reliable, safe, value for money and so on. Advertising is perhaps the most extreme version of this approach and some theorists (Alison, 2004). A two ways asymmetric PR model is imbalanced Two-way communication and Uses persuasion and manipulation to influence audiences to behave as the organization desires. Does not use research to find out how stakeholders feel about the organization (Julian, 2016).

2.1.3.4. Two-way symmetric PR

This model is sometimes described as the 'ideal' of Public relations. It describes a level of equality of communication not often found in real life, where each party is willing to alter their behavior to accommodate the needs of the other. While the other models are characterized by monologue-type communication, the symmetric model involves ideas of dialogue. It could lead an organization's management to exchange views with other groups, possibly leading to both management and publics being influenced and adjusting their attitudes and behaviors. PR practitioners aim increasingly to be part of the decision-making process. The rise in strategic PR reflects the rise in awareness of the need to understand publics and anticipate and defuse potential problems. These days PR often involves persuading the organization to change its practice in the face of public pressure (Alison, 2004).Two way symmetric PR model uses

communication to negotiate with the public, resolve conflict and promote mutual understanding and respect between the organization and its stakeholders (Julian, 2016).

2.1.4. Functions of Public relations

In 1982 the Public relations society of America (PRSA) adopted the following definition of public relations that helps its purpose; Public relations helps an organization and its publics adapt mutually to each other. In its official statement on public relations, PRSA goes on to clarify the function of public relations. Public relations helps the complex pluralistic society to reach decision and function more effectively by contributing to mutual understanding among groups and institutions. It serves to bring private and public policies in to harmony (Shannon, 2010).

According to Shannon (2010), public relations serves a wide variety of institutions in society such as businesses, trade unions, government agencies, voluntary associations, foundations, hospitals, schools, colleges and religious institutions. To achieve their goals, these intuitions must develop effective relationships with many different audiences or publics such as employees, members, customers, local communities, shareholders and other institutions and with society at large.

The management of institutions needs to understand the attitudes values of their publics in order to achieve institutional goals. The goals themselves are shaped by the external environment. The public relations practitioners act as a counselor to manage and as a mediator, helping to translate private aims into reasonable, publicly acceptable policy and action.

The public relations field has grown to encompass the building of important relationships between an organization and its key publics through its actions and its communication. This perspective defines the field as a management function and offers insight in to the roles and responsibilities of Public relations professionals (Shannon, 2010). Public relations is establishing the relationship among the two groups (organization and public). It is art or Science of developing reciprocal understanding and goodwill. It analyses the public perception & attitude, identifies the organization policy with public interest and then executes the programs for communication with the public.

According to Dennis (2006), today in global communications, the emphasis is on Public relations as an integral and important part of the marketing mix. Although this seems quite logical, the

traditional role of public relations in most global companies was that of a separate entity in its own self-contained or, if part of marketing, it was always considered the poor stepchild receiving the least respect and financial resources. It should be noted, however, that the concept of Public relations being fully integrated and an equal partner in the marketing mix is still evolving. Although marketing executives seem to be enthusiastic about the value of public relations in the marketing mix, the reality is that most corporations report that their marketing mix is only somewhat integrated. In addition, about half of the marketing executives report that Public relations was underutilized in the marketing mix. But the reality, on a global basis, is that Public relations will continue to expand its role in the marketing mix and that most global corporations are moving toward more integration of its communication activities Dennis (2006).

According to Paul (2004), Marketing and public relations have much in common. Both involve human relations and require strong communication and interpersonal skills. The Public relations manager can make practical contributions to Marketing strategy when it is understood on both sides that Public relations techniques can be useful in all aspects of the marketing mix. On the other hand, public relations is the element in the promotional mix that evaluates public attitudes, identifies issues that may elicit public concern, and executes programs to gain public understanding and acceptance. Like advertising and sales promotion, public relations is a vital link in a company's marketing communication mix. Marketing managers plan solid public relations campaigns that fit into overall Marketing plans and focus on targeted audiences. These campaigns strive to maintain a positive image of the corporation in the eyes of the public.

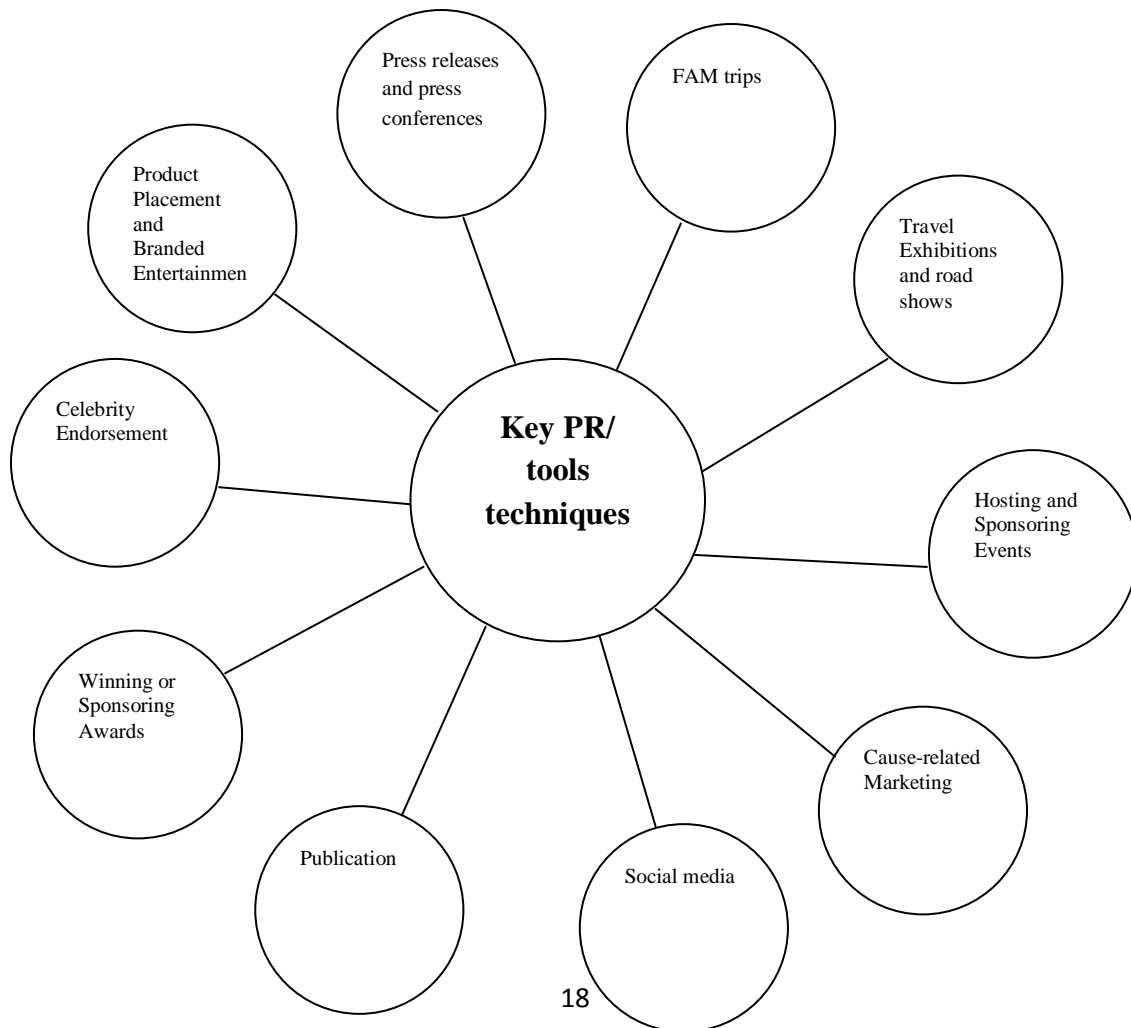
Anton (2011) stated that, Public relations constitutes the creation of planned and systematic relationship between enterprises and the external and internal public, in order to obtain understanding and confidence. When communicating with the public it is an important two-way flow of information and feedback. Modern PR is the bidirectional communication, often the dialogue influencing the public opinion and attitudes, because of its strategic objective in the positive change of the audience behavior. The feedback is needed for evaluation of the communication effectiveness and its potential for tuning in the next process.

The basic tactics of PR should inform and persuade the public, as well as improve the relationships and shape the behavior of the public through the targeted communication and by disseminating the targeted information. Long-term strategic goals of PR are understanding,

harmony of interests and favorable image of enterprise in the public perception. In general, Public relations professionals can be communication managers who organize and integrate communication activities, or they can be communication technicians who primarily write and construct messages. Research in this area led to the identification of four specific roles: the technician role and three types of communication managers. Most PR practitioners begin their careers as communication technicians. This role requires executing strategies with the communication tactics of news releases, employee newsletters, position papers, media placements, Web site content, speeches, blogs, and social media messaging. Practitioners in this role are usually not involved in defining problems and developing solutions, but base their tactics on the technical skill of writing.

2.1.5. Public relations Tools/Techniques in Tourism Marketing

A variety of PR Tools/Techniques are available to Tourism and hospitality organizations. Those are highlighted in Figure 1 and discussed below (Simon, 2017).



2.1.5.1. Press release and press conference

According to Simon (2017), a press release or news release is a short article about an organization or an event that is written in an attempt to attract media attention, which will then hopefully lead to media coverage. They may be planned a long time in advance or they may be opportunistic.

The terms press, news, and media release are often used interchangeably; however, press release generally means print media such as newspapers, while media or news release might include all news media – from print to electronic (radio, TV, Web) broadcasts. A press release is the most commonly used format and term. A press release is one of the primary PR vehicles to communicate news and information to the media. Today, journalists receive a tremendous volume of press releases, and many often end up in the trash.

Preparing press releases is probably the most popular and widespread public relations activity. To be effective, the release must be as carefully targeted as an advertising media schedule. It should be sent to the right publications and be written in a style that those publications would use. The headline should give a clear idea of the subject. The release should then open with a paragraph that summarizes the main points of the news story by stating who did what, when, why and where. The style should be that of a news report, and the story must be genuinely interesting to the publication's readers. Ideally, it should tell them something new that is happening and should contain a strong human angle. Other useful contents of a press release include a photograph and quotations and it is essential to provide a contact name and telephone number in case journalists require further information.

2.1.5.2. FAM trips

Simon (2017) stated that, a familiarization trip, often referred to as a FAM trip, and is a tour offered to media on behalf of an organization to get the media familiar with their destination and services. A FAM trip is a great way for the organization to get positive publicity and for the media to have an opportunity to write a story about an organization they fully understand and have experienced. Such FAM trips can be targeted towards certain publications, journalists, or specific regions or countries. FAM trips may also have a specific objective in mind.

2.1.5.3. Travel Exhibitions and Road shows

Many tourism and hospitality organizations attend travel trade shows, exhibitions, or conventions. Generally, these occasions bring all parts of the industry suppliers, carriers, intermediaries, and destination marketing organizations together. Exhibiting at a trade show is similar to putting together a small promotional mix. Some exhibitors send out direct mail pieces or advertising to intermediaries, inviting them to visit their booths. The booth displays portray the available services and may be tied in with recent advertising campaigns. Representatives working the booth hand out brochures and business cards and try to develop sales leads. They may also give away free samples or sales promotions. When the trade show is over, exhibitors often follow up with personalized mailings or telephone calls (Simon, 2017).

2.1.5.4. Hosting and Sponsoring Events

Simon (2017) suggested that, Players in the tourism sector can also draw attention to themselves by arranging or sponsoring special events. In general, event sponsorship is the financial support of an event like a car race, a theatre performance, a festival or a marathon road race in return for advertising privileges associated with it. Sponsorships are usually offered by the organizer of the event on a tiered basis, which means that a lead sponsor pays a maximum amount and receives maximum privileges, whereas other sponsors pay less and receive fewer privileges. Investment in sponsorships is mainly divided among three areas: sports, entertainment and cultural events.

2.1.5.5. Cause-related Marketing

CRM is a rapidly expanding trend in marketing communications, and is growing at a time when the public is increasingly cynical about big business. It is basically a Marketing program that strives to achieve two objectives – improve corporate performance and help worthy causes - by linking fundraising for the benefit of a cause to the purchase of the firm's products and/or services (Simon, 2017).Cause-related marketing, or cause marketing, has exploded in recent years even though it is a relatively young concept Cause-related marketing (CRM) is a mutually beneficial collaboration between a corporation and a nonprofit designed to promote the former's sales and the latter's cause.

2.1.5.6. Social Media

Platforms such as Face book, YouTube and Twitter have emerged as important channels for responding to a crisis or for generating earned positive media Schroeder (2013), cited in (Simon 2017). Social media marketing, or SMM, is a form of internet marketing that involves creating and sharing content on social media networks in order to achieve marketing and branding goals. Social media marketing includes activities like posting text and image updates, videos, and other content that drives audience engagement, as well as paid social media advertising.

2.1.5.7. Publications

Companies rely extensively on communication materials to reach and influence their target markets. Publications such as annual reports, brochures, and company newsletters and magazines can draw attention to a company and its products, and can help build the company's image and convey important news to target markets (Simon, 2017).

2.1.5.8. Winning or Sponsoring Awards

As Simon (2017), Winning of prestigious awards has become increasingly important in tourism and hospitality sectors. For individual operators, the winning of an award is a campaign opportunity. Most of the awards in the tourism industry promote best performance and are often an indication of quality. Winning organizations can therefore use the third-party endorsements in their advertising to build credibility and attract customers. They can, therefore, provide excellent publicity for winners.

2.1.5.9. Celebrity Endorsement

Encouraging celebrities to use or endorse tourism and hospitality products can result in considerable media coverage, and can therefore help to promote that particular product (Simon 2017). Infomercials are an advertisement technique that is usually produced and paid for by a company seeking to promote its products and services. The effect of infomercials, once they reach the target market, has been quite successful and so persuasive in most countries. Today most celebrities are keen on endorsing a product for which they are paid a high amount of money. Firms put loads of money in partnering their brands with qualities such as attractiveness, amiability and dependability.

2.1.5.10. Product Placement and Branded Entertainment

Product placement is the insertion of brand logos or branded merchandise into movies and television shows, and it is another promotional tactic available to marketers. Branded entertainment, on the other hand, is restaurants give away concert tickets and have musicians perform at restaurant events, and others sell CDs by the artists recorded exclusively for the chains. In the area of Tourism Marketing, industry practitioners have primarily focused on the traditional use of product placement to reach target markets. Destinations concentrate on product placement as an opportunity to gain exposure, aware that placing a destination in a film or television is the ultimate in Tourism product placement Morgan (1998) cited in (Simon, 20170).

According to Simon (2017), Tourism Marketers have not traditionally incorporated an integrated branded entertainment approach; there are signs that some tourism organizations are moving away from traditional product placement, to strategic branded entertainment in order to attract tourists through the medium of film and television.

2.1.6. Public relations Strategies

Bennett (1996), described strategy as the direction that the organization chooses to follow in order to fulfill its mission. On the other hand, Sandra (2010), on her book explained that, a public relations strategy has to consider the ways that all its activities can be integrated and the most practical and definitive way currently is to base Public relations program on audience or stakeholder analysis. Just as it is critical to understand the theory and practice of customer relations in order to sell anything, so it is critical to understand what the different audiences or stakeholders need to know, where they are coming from in response to a message or organization's reputation, so that the principles of mutual understanding, not necessarily agreement, can be applied.

2.1.7. Public relations Practice in Organizations

Today's world is a world of communication and in every second, millions of information units are exchanged in the world. Since the development of human life improves, thus increase need to information and communication every day increased and now a days having accurate and up to date information for people is the important and people with more information will be more successful.

Public relations in organizations in term of work quality means assist to organization management in achieving organizational goals, believe to the transparency affairs and accountability, respect citizens' rights, identify duties and responsibilities of government, the right control of people to the work and the right people in criticize and evaluate programs and practices of the organization and having specific strategies and programs (Shahram, 2013). In public organizations have reliable information, accurate and timely, considering the purpose and structure is an organization's greatest asset and survival of an organization depends on having a reciprocal relationship between internal and external of organization and advertising, and up to date and useful information and appears necessity of the real public relations in public affairs station (Shahram, 2013).

As Shahram (2013) statement, Public relations is practiced in many different organizational contexts, from in house government or public affairs roles to corporate communications roles in small, medium, large, listed, and not for-profit organizations. Through their communication planning and management, public relations practitioners build and enhance organizational reputation and build and maintain relationships that are important to the organization and its goals.

Most public relations departments are responsible for monitoring and responding to changes in the external environment, including issues, expectations, relationships, and reputation, and at the same time, also contribute to maintaining effective working environments within the organization through employee communication.

Effective employee communication explains organizational priorities and shares organizational information about what is happening so that employees understand and accept the need for change and commit their efforts and ideas to helping the organization achieve its mission and goals. According to Shahram (2013), In Public organizations have reliable information, accurate and timely, considering the purpose and structure is an organization's greatest asset and survival of an organization depends on having a reciprocal relationship between internal and external of organization and advertising, and up to date and useful information and appears necessity of the real public relations in public affairs station.

If for public relations considered tasks such as informing, make culture, shaping public opinion and public awareness, duty of accountability to public opinion is one of the most important

duties of the organization unit so that accountability is contained and results all efforts made public relations. Public opinion is greatest invisible power that creates social and cultural flow and these flows operate stronger than any political. Generally speaking, Public relations by promoting accountability in organizations become effective element in order to clarify social relationships, attraction of confidence public opinion, truthfulness, honesty, transfer of information. With removal of the barriers between public relations, media and public and also clearing agencies will be realized interactive communication policy.

2.1.8. Public relations and Marketing

The Marketing perspective of public relations is being incorporated into the marketing communication mix (Kitechen, 2004) as cited in (Geremew, 2017). As it is also indicated in Kotler (cited in Kitechen, 2004), public relations and marketing communications are inextricably interlinked. Although Marketing and Public relations have a lot in common, many scholars believe that they are not the same thing. They both deal with organizational relationships and employ similar processes, techniques and strategies. However, the two functions have to be separated by mission and goal.

Gruning (1998) concluded that Public relations is most excellent when it is strategic and when Marketing does not dominate public relations. The overarching premise that the organization is best served by an inherent diversity of perspectives provided by marketing and public relations when those functions remain distinct and coordinated yet not integrated. According to Belch (2003), Marketing is the process of planning and executing the conception, pricing, sales promotion, and distribution of ideas, goods and services to create exchange that satisfies individuals and organizational objectives.

The purpose of Marketing is to attract and satisfy clients at a long-term premise. Thus, its aim is mainly to maintain and build customers for the organizational products or services. Whilst, public relations as Koekemoer (1998) said it is the management function through communication of perceptions and strategic relations between an organization and its internal and external publics. As cited in Geremew (Rawjee, 2012) said that, when an organization deliberately plans, and distributes information in an attempt to control and deal with its image and the nature of the publicity it receives, it is really engaging in a function known as Public relations.

According to Kotler cited in Gruning (1998), identified five alternative arrangements of relationship between Public relations and Marketing:

- ❖ Separate but equal functions (marketing and public relations have different functions, perspectives and capabilities).
- ❖ Equal but overlapping functions (both are important and separate functions, but they share some terrain, particularly product publicity and customer relations; in addition, public relation serves as a ‘watch dog’ on the social responsibility of marketing).
- ❖ Marketing as the dominant function (marketing manages the relationship with all publics in the same way as the relationship with customers – ‘mega marketing’).
- ❖ Public relations as the dominant function (if public relations builds relationship with all key publics of organization, then programs to build relationships with customers, i.e. marketing, would be a subset of public relations).
- ❖ Marketing and public relations as the same functions (public relations and marketing converge in concepts and methodologies and a single department manages the external affairs of the company).

Gruning (2007), argued that the difference between Public relations and Marketing is, Marketing function should communicate with the markets for an organization’s goods and services. In contrast, the Public relations should be concerned with, all its publics of the organization. Still, it is crucial to recognize that both public relations and marketing convey the essence of communication. The main focus of both functions is to maintain and build harmonious relationships with the organizations and their internal and external stakeholders.

The major purpose of Marketing is to make money for the organization by increasing the slope of the demand curve. As cited in Geremew (Rawjee, 2012) said, While the major purpose of public relations is to save money for the organization by building relationships with publics that constrains or enhances the ability of the organization to meet its mission. Based on this, it is important to understand that without a clear indication of the role and place of these interrelated disciplines in an organization, their contribution to the overall function and performance of the organization could be greatly misunderstood and diffused.

2.1.9. Public relations in the Tourism Industry

In the contemporary world there are many forms of tourism including historical, business and conference, cultural, health tourism and adventure tourism. In order to attract tourists in the highly competitive market, the tourism organizations use Marketing and management tools that should be taken into consideration. The most important marketing tool is Public Relations (PR) as it plays a key role in advertising the locations, activities and identities.

According to L'Etang (2006) cited in Assumpcio (2008), Public relations is crucial in the promotional activities and the communications of companies and tourism institutions. In spite of this, there is a lack of association between theory and practice in public relations in the tourism industry. On the one hand, the theory, models and concepts of public relations have neither been developed nor applied in this industry, which continues to be conceptually dominated by marketing. On the other hand, public relations activities are prevalent in the practices of the industry: public relations is the predominant activity in promotion and communication in the tourism industry.

Melissa (2017), explained that PR practitioners are working as promotional intermediaries, rather than organizational functionaries in the Tourism industry. It is meaning making rather than message delivery and explores the processes practitioners use to communicate and circulate norms, values, beliefs and practices through their involvement across wide-ranging areas of political, social and cultural life.

Public relations represent a unique way of promoting the organization, its products or services, by building a higher visibility in the public space. Public relations represent a strategic form of communication, which focuses on gaining the audience's understanding and acceptance, as well as on the process of building a good relation between an organization and the public. In the tourist sector, public relations are more than a necessity. The major challenge consists in identifying the most efficient ways of promoting tourist products, building a positive image, increasing the visibility of tourist destinations, in order to attract a significant number of tourists. Public relations may represent a bridge towards change, a means for adjusting to the new attitudes triggered by change (Amalia, 2013).

Advertising, promotional activities, public relations and direct Marketing play an essential role in helping companies and organizations reach their marketing goals. Often, people get confused about advertising and public relations. This confusion stems from the fact that the two activities are a unit of purpose (both aimed at promoting tourism product) and both sometimes use the same techniques, methods and media. Of course, Public relations are a means of advertising, but a more subtle and sophisticated one than advertising itself. Public relations programs must focus on promotion. A promotional plan can have a wide series of objectives, including: sales increases, new product acceptance, creation of brand equity, positioning, competitive retaliations or creation of a corporate image (Gabriela 2012).

According to Ana (2018), in modern social-economic context, public relations are considered to be an important factor in the process of development and growth of tourism. It has a power to transfer the consumer's messages about attractiveness, traffic infrastructure and accommodation capacities of a touristic destination, at the same time following the pulse and needs of the target group and surrounding so that the touristic economy can adapt to the changes and needs of the public. According to Tomic (2008) cited in Ana journal, Managing public relations tourism of a country implies a strategic managing that unites the stages: (1) defining the issue through research, (2) planning and creating the plan and program, (3) taking action and communication and (4) estimation of the program PR is important promotional tool for Travel and Tourism. It has multiple purposes, such as promoting an event or destination, building reputation of a company as "green" and responsible citizen, detracting attention of public from negative events (accidents, natural disasters).

2.1.10. Public relations in Tourism Marketing

Among Public relations techniques, public relations and publicity have one of the most important roles in tourism. According to Amalia (2014), public relations represents a unique way of promoting the organization, its products or services, by building a higher visibility in the public space. Public relations represent a strategic form of communication, which focuses on gaining the audience's understanding and acceptance, as well as on the process of building a good relation between an organization and the public. In the tourist sector, public relations are more than a necessity.

The major challenge consists in identifying the most efficient ways of promoting tourist products, building a positive image, increasing the visibility of tourist destinations, in order to attract a significant number of tourists. Public relations may represent a bridge towards change, a means for adjusting to the new attitudes triggered by change of promoting tourist products, building a positive image, increasing the visibility of tourist destinations, in order to attract a significant number of tourists. Public relations may represent a bridge towards change, a means for adjusting to the new attitudes triggered by change. Public relations differs from other Marketing tools mainly advertising in communicating messages because it is the public relations that best creates the launch of a brand as it is a greater credibility. Moreover, public relations is quite expensive compared to advertising Raza (cited in Abay, 2014).

Public relations is becoming one of the most independent part of marketing and sales functions of tourism as its definitions includes, to promote improved understanding between operators and their publics Roberts (cited in Abay, 2014). Images are built and crated by public relations through print media, words of moth, and the attitudes of the targeted audience. PR activity for the tourism industry is corporate communication which covers internal and external communication and promotes understanding of the organization Koter (cited in Abay, 2014).

2.1.11. Public relations as a Promotion tool

Public relations has received far less attention for its role as a promotional industry, despite its importance in facilitating the 'communication and exchange of ideas' between organizations and their audiences to deliver some kind of change (L'Etang, 2008: 18).The word Promotion refers to the mix of promotional elements a firm uses to communicate with its current or potential customers about its products or services. Promotion efforts can be directed to the ultimate consumer, to an intermediary such as a retailer, a wholesaler or a distributor, or to both. Promotion is fundamental to the success of the firm because, without promotion, potential customers won't know about the existence and benefits of the product or service. Not even the best product or service sells without some promotional effort (Sandra, 2013).

According to David (2011), the term "promotion" means the process of communication between companies and customers in order to create positive attitudes about products and services that lead to their favor in the process of buying in the Market. It is a permanent process of communication between the company and existing and potential customers. Promotion is the

most defined as a process of mass communication with customers to increase sales of products or services. The promotion covers all the instruments of communication that a message can be transmitted to the target group of consumers.

2.1.12. Promotional Mix

The promotional activities include: advertising, sales promotion, publicity, Public relations and personal selling. In this regard, the company communicates with its target by every means of its internal and external operations and activities. Below are clearly discussed each element of the promotional mix. These are:

2.1.12.1. Advertisement

According to David (2011) explanation, in economic propaganda, advertising is the primary promotional activity. Advertising is to inform about new products, suggests a new use of the product, inform on changing prices of products and explains how the functioning of the product. Convincing economic propaganda is important for producing companies have strong competition from the products of other manufacturers. Recalling propaganda is involved in the maturity stage of products that consumers continue to think about the product. On the other hand, Ljupka (2016), suggested advertisement as a predominant component of the marketing communications mix and exists for one century. As all indicated, Advertising is a form of promotion of the creative communication process, in conformity with the interests and needs of consumers, producers and society as a whole. It is a way of mass communication that is intended to convey information, develop a tendency to incite to action in favor of products and Services.

As the above explanation, advertizing is necessary for any products and services to sell. On the other hand, advertizing is also a predominate tool in the tourism marketing industry. As other businesses need advertizing, the tourism industry also takes it as a marketing tool to attract many tourists as much as possible. And it is an instrument for Tourism Marketing organization (TMO) to provide information for tourists for the different destination of the country.

2.1.12.2. Sales Promotion

Sales promotion is essential when introducing new products for domestic consumption. Activity is directed towards the trade to accept the new product and keep the necessary stock and its important role in actions that will lead to consumer interest.

As (Clow, 2010) stated that, Sales promotions consist of different sales incentives offered to customers and channels members to encourage product or service purchase. Sales promotions can take two forms: Consumer promotions directed towards existing or potential buyers and Trade promotions directed toward sales and distribution channel, motivating them to push the sales of the products or services.

2.1.12.3. Personal Selling

According to Solomon (2010) cited in Ljupka, Personal selling occurs when a company representative interacts directly with a customer or prospective customer to communicate about the good or services. Therefore, this is the most direct approach of all within the integrated promotional mix. In business-to-business marketing communications, personal selling seems to be crucial.

Personal selling is also predominant tool when company is practicing push promotional strategy including Marketing efforts directed toward the sales / distribution channel. Another convenient business situation for practicing personal selling predominantly is when the product is costumed tailored good or personalized service (Malthouse, 2004). According to Dvid (2011) explanation, Personal selling is a form of promotion in which we make direct contact between seller and buyer. The seller may also directly examine the effect of their promotional messages, and that during the communication process from monitoring (verbal and nonverbal) customer reaction modifies and adapts to each individual participant.

2.1.12.4. Publicity

Publicity is the movement of information to the general public from the media .Publicity is gaining public visibility or awareness for a product, service or a company via the media. It is the publicist that carries out publicity, while public relations is a strategic management function that helps an organization communicate, establishing and maintaining communication with the public. This can be done internally, without the use of media. From a marketing perspective, publicity is one component of promotion and marketing.

2.1.12.5. Public relations

According to Ljupka (2016) Public relations in its processes play a great role in creating the perception and the image of the company. In other words, public relations communications

involve attempts to define reality for the targeted publics on whom the organization depends. Hence, public relations is in a function of construction of social reality because it helps shape the perspectives through which people see the world.

Public relations has a unique position among all promotional mix elements. It underlines its ability to communicate and interact to the public on a very specific, intimate level that provides the modern public the most desiring concept, credibility and trust. PR is important not only in obtaining editorial coverage but also in suppressing potential bad coverage. An organization that has good links with the media is more likely to have the opportunity to stop or moderate news that could be damaging to their organization prior to its release. PR can also provide and enhance an organization's image (Cooper, 2008:405).

2.1.13. Role of Tourism Organizations

Tourism has a great social, economic, cultural and environmental impact on the image of a country, as a result many tourism organizations set up for different levels. Some of them are bringing together national tourist organizations or other service providers directly connected with tourism-airlines, hoteliers, travel agents and etc. World Tourism Organization (WTO) is the most widely recognized and the leading international organization in travel and tourism industry today. It is a specialized agency of the United Nations. It serves as a global forum for tourism policy and a practical source of tourism know how.

2.1.14. General concept of the Tourism Industry

Tourism is the activities of a person traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes. According to Sima (2015), the Tourism industry is considered as one of the largest industries in the global economy from the aspect of invested capital and the revenues of foreign currencies. That is due to the major role that tourism plays in the development of societies and countries socially and economically and due to the various advantages and benefits that it has achieved for society through various investments directed towards the tourism sector. Most countries focus on tourism, especially developing countries, due to its role in developing and supporting the national economy.

As Eshtaev (2017), Tourism has become one of the most important social, economic and cultural phenomena of today. In other words, tourism in the world economy is one of the most profitable

sectors. The total income in this sector of the economy is trillions of dollars, with more than a billion people traveling the world every year. The share of tourism in the gross domestic product is 9%, and one out of every 11 new jobs is in this sector. UN World Tourism Organization predicts that by 2030, the number of international tourists will increase to 1.8 billion.

As Ministry of Culture and Tourism (2009) indicated that, Tourism is among the economic and social sectors that are registering rapid growth in the world, and nowadays it has been found to be making its contribution in supporting and accelerating national development. Tourism makes a tremendous contribution serving as a source of foreign exchange, promoting micro and small-scale enterprises, creating employment opportunities, and ensuring sustainable development.

2.1.15. Tourism Marketing

Bare (2014) explained that, tourism can be a effective development tool, creating economic development, expanding the economy, contributing to poverty improvement and also creating backward and forward relations to other manufacture and service sectors. Tourism is a kind of activity that is needed for the individual or group for recreation, leisure and business. Tourism is a significant business since the past two or three decades. Nowadays it is booming. For any business, Marketing is a key factor of success. If any business is not marketed well, then it could be difficult for that business to survive.

Tourism is that kind of a business that is mainly dependent on its Marketing (Kazi, 2014). As stated above, tourism is the fastest growing sector in the world. But many tourist sites are not still capable to attract tourists. The reason for this can be many more, but on the intention of this study, strategically promotional activity is vital to sell the tourist sites. In this case, the Ethiopian Tourism sector is still in its infancy stage. In this regard, implementing strategic Marketing approaches is an important aspect for the tourism industry of the country. Therefore, this study investigates the implementation of TE's Tourism Marketing Strategy and suggests possible way for improvement on strategies.

Marketing is the procedure where a business organization endorses their services and products. It also defines that a business organization aims to spot customer needs and give them better service than their opponent business organization. Tourism marketing seems to be somewhat little complex because it's joint of many other industries such as accommodation and

transportation. Tourism marketing is related to the travel and tourism organizations where the industry offers tourism products to their customers (Kazi, 2014).

The importance of tourism marketing as emphasized by Hannam (2004) was in recognition of the emerging challenges posed by the growing number of tourists' destinations which have placed at the disposal of a tourist a variety of attractions in abundant quantity from a large number of competing nations. The increasing competitive Tourism Market has made the products marketing a very important factor in order to gain better destination patronage and to attract more consumption of services and generate repeat businesses and loyalty (Yuju-Wang, 2007).

2.1.16. Marketing mix for Tourism

The tourism industry marketing mix consists of the 8Ps as described in (Srinivasan, 2009). These are, Product Elements, Process, Place and Time, Productivity and Quality, Promotion & Education, People, Price & other user costs and Physical Evidence. As a result, these 8ps are discussed below.

2.1.16.1. Product

Product in Tourism is basically the experience and hospitality provided by the service provided. In general, the experience has to be expressed in such a way that the tourists see a value in them. According to Ghaleb (2015) explanation, product involves deciding on quality standards for the product and implementing a method of assurance on the performance level of staff and facilities. Tourism service providers are more likely to be successful if they can be depended upon to deliver higher-quality service levels than their competitors.

2.1.16.2. Process

The process in the tourism industry include, (a) trip planning and anticipation, (b) travel to the site, (c) recollection, (d) trip planning packages. The trip planning packages include, maps, attractions en route and on site, information regarding lodging, food, quality souvenirs and mementoes. The process of performing the service is similar to the process of production of goods. However, in service business the process is in operation at the time of its consumption by the customer thereby making them an essential part of the production process. The effective

management of the service processes increases the satisfaction level of customers and leads to repeat purchases and favorable words of mouth (Bisht, 2010:35).

According to, Abed (2006: 90) cited in Sima, Personal characteristics, such as age, gender, income, educational level, family size and other characteristics which can influence the tourists' decisions and can influence the benefits from the service, which requires preparing tourism facilities and hotels according to these regards.

2.1.16.3. Place and Time – Location and Accessibility

The place and time in tourism is providing directions and maps, providing estimates of travel time and distances from different market areas, recommending direct and scenic travel routes, identifying attractions and support facilities along different travel routes, and informing potential customers of alternative travel methods to the area such as airlines and railroads. Selecting the channels-new companies to the travel and tourism business must determine their strategy for distribution, usually tourism's distribution channels are often direct (Holloway, 2004:130).

2.1.16.4. Productivity and Quality

This is similar to other service industries. The quality is assessed by time taken for a service, the promptness of the service, reliability and so on.

2.1.16.5. Promotion and Education

Like other services, the promotion should address, the accurate and timely information helping to decide whether to visit target audience, the image to be created for the organization, objectives, budget, timing of campaign, media to be selected, and evaluation methods.

2.1.16.6. People

People are the centre for tourism. It is more a human intensive sector. For hospitality and guest relations it is very important to focus on people. It also plays a vital role in quality control, personal selling, and employee morale. Employees who are involved in service production, many services will always require direct interaction between customers and contact personnel, the nature of these interactions strongly influences how customers perceive service quality (Lovelock, 2007: 629).

2.1.16.7. Price and other user costs

The price of the tourism services depend on business and target market objectives, cost of producing, delivering and promoting the product, willingness of the target, prices charged by competitors offering similar product or service to the same target markets, availability and prices of substitute products or services, and economic climate. And the possibility of stimulating high profit products or services by offering related services at or below cost.

2.1.16.8. Physical Evidence

In tourism the physical evidence is basically depends on travel experience, stay, and comfort.

Here, the core product is bed in case of stay.

2.1.17. Tourism industry in Ethiopia

According to Toutu (2011) explanation, Ethiopia is a land of dramatic contrasts. Altitudes span from the lowest point of the African continent to the fourth-highest peak. Far from being the mountainous thirst land of Western myth, the Southern and western highlands of Ethiopia boast the most extensive indigenous rainforest to be found anywhere in the eastern half of Africa. On the other hand, Mekonnen (2016) stated that, Ethiopia is endowed with exclusive amalgamation of natural and cultural heritages, impressive scenery, suitable climate, rich flora and fauna and acknowledged archeological sites. It has more than eight hundred species of birds, of which, twenty three are endemic to the country. The mountains, lakes and rivers of the country have many fascinating features.

The Blue Nile (the world's longest river), Awash, Genale, the Wabishebele, Omo, Tekeze, and Baro rivers are among a few and most useful rivers for the country's socio-economic development. In addition to this, Ethiopia has a rich history which astonishingly extends in the pre-historic period. With twelve UNISCO registered world heritages, the country is the home of more than eighteen nations and nationalities. However, the press role in promoting the above potential of the country, it is said to be poor. Ethiopia's predominant image in international media remains one of starvation, conflict and barren landscapes and many people in the West continue to see Ethiopia as a charity case. Therefore, to change distorted images in the international media, the country should use its enormous tourism potential by designing well promotion and marketing strategy. It is obvious that economic development has a pervasive role

in image formation; and accelerating the perceptions of the international community's is equally important especially for countries like Ethiopia, whose low economic development shadows glamorous historical, cultural and natural attractions until recently (Mekonnen, 2016).

Media has a pervasive power for good or bad. Ethiopia suffers a lot from negative media presentations, even though the country hosts many glamorous features. And also its tangible and intangible tourist attractions can serve as a tool to change the images of the country in the international community. The country has more than Twelve UNISCO registered world heritages and more natural and cultural endowments, yet it benefits less from them (Mekonnen, 2016). As Robnson (2013), Ethiopia possesses a plethora of tourist attractions, yet tourism infrastructure is at its infancy; tourist products are poorly maintained; access to tourist products are difficult and can be inappropriately expensive; and there is a lack of Marketing to attract tourists to the country, and a lack of marketing of tourist attractions once tourists are in the country. The lack of marketing within Ethiopia is evidenced by the profound absence of tourism information at Addis Ababa's Bole International Airport. There is a lack of signage to tourist attractions and it is almost impossible to find brochures or maps of the city or its attractions.

According to World Bank, (2006) cited in Yechale (2017), the importance of Marketing is very crucial to a certain tourist destination. Without it, there is little chance for a country to attract enough visitors. Despite the very tight budget for marketing, Ethiopia has been engaged in various marketing efforts such as advertising, trade fairs, printed materials and internet based campaigns. It is true that the major goal of marketing in the tourism industry is to impact and attract as many tourists as possible. Therefore, assessing new tourism products and measuring the tourism marketing effectiveness is very important since it is significantly related to customer loyalty, repeat visitation, and positive social communication.

2.1.18 Tourism Marketing in Ethiopia

As Wassie (2017), Despite the mentioned magnificent Tourist attraction sites that exist in Ethiopia, the country's tourist market share within the continent is insignificant and accounted for less than two percent in 2011 (WB,2012 & IDC,2013). For instance, the T&T competitiveness index indicated that, the country has no good regional and global position, whereby it ranked 17th in Africa and 118th in the world in 2015 (WEF, 2015). Despite the limited Market share of the country, ETO (2015) claims That Ethiopia occupies 12th place in tourist

arrivals and 10th place in tourist revenues.

According to Melaku, (2010) cited in Yechal, a painful example stated that Ethiopian tourism destinations are able to attract fewer tourists than similar neighboring destinations, particularly Kenya's destinations, which attracts many more times than tourist arrivals as Ethiopia does. According to FDRE (2015), the contribution of the tourism sector to Ethiopia's economy is supported by a steady increase in international arrivals. In 2013, Ethiopia generated ETB 41,021.7mn in visitor exports. In 2014, this is expected to grow by 4.3%, and the country is expected to attract 588,000 international tourist arrivals. By 2024, international tourist arrivals are forecast to total 815,000, generating expenditure of ETB 63,375.8m, an increase of 4.0%.

In spite of a long history of promotion and development, Ethiopia's tourism industry is in its initial stages of development (Tadesse, 2015). He further noted that, Ethiopia's tourism has been more focused on the socio-cultural and historical aspects of the country's development. The nature-focused tourism of Kenya, Tanzania and Uganda has attracted more foreign tourists though Ethiopia's outstanding biodiversity and agro-ecological zones could match and even surpass the East African nature tourism potential. Unfortunately, the low level of development, marketing and promotion of nature tourism has resulted in many foreigners going to East Africa side-stepping Ethiopia.

2.2 Theoretical Frame work of the study: - System Theory in Public relations

This study uses systems theory as a basis of studying the applications of Public relations strategy in Tourism Marketing used by TE. Systems theory became popular as a communication theory because it is believed that communication helps in defining and sustaining a system. Without communication a system will fall out of homeostasis because the feedback loop or channel is not functioning properly. Systems theory plays an important role in communication theories because it helps develop strategies for effective communication, whether they are in individual, group or intercultural communication.

Systems theory is useful in Public relations because it gives us a way to think about relationships. Systems theory looks at organizations as made up of interrelated parts, adapting and adjusting to changes in the political, economic, and social environments in which they operate. This implied that, Organizations have recognizable boundaries; within which there must

be a communication structure that guides the parts of the organization to achieve organizational goals. The leaders of the organization create and maintain these internal structures.

According to the systems perspective, organizations depend on resources from their environments, such as “raw materials, a source of employees, and clients or customers for the services or products they produce. The environment needs the organization for its products and services. Organizations with open systems use Public relations people to bring back information on how productive their relationships are with clients, customers, and other stakeholders. Organizations with closed systems do not seek new information. The decision makers operate on what happened in the past or on their personal preferences. In this case, the main objective of PR is to develop and execute strategies and tactics that will benefit an organization in a given context. According to Raph (2009), public information is related to press a gentry in that one-way information dissemination is the purpose of the activity, but it differs from press a gentry in that truth is fundamental to its purpose. The information has to be accurate, true and specific – the main aim is to inform rather than persuade.

Two-way asymmetric communication is rooted in persuasive communications and aims to generate agreement between the organization and its publics by bringing them around to the organization’s way of thinking. Feedback from publics is used to adapt communications strategies to be more persuasive, not to alter the organization’s position. Finally, in two-way symmetric communication the aim is to generate mutual understanding the two-way communications process should lead to changes in both the public’s and the organization’s position on an issue.

Public relations contributes to organizational effectiveness when it helps reconcile the organization’s goals with the expectations of its strategic constituencies. This contribution has monetary value to the organization. Public relations contributes to effectiveness by building quality, long-term relationships with strategic constituencies. Public relations is most likely to contribute to effectiveness when the senior public relations manager is a member of the dominant coalition where he or she is able to shape the organization’s goals and to help determine which external publics are most strategic.

CHAPTER THREE

INTRODUCTION

In this chapter, Research Methodology, research design, the study area, data collection methods, sampling techniques, data collection and data analysis procedures are presented.

RESEARCH METHODOLOGY

Methodology is the systematic, theoretical analysis of the methods applied to a field of study. It comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. Typically, it encompasses concepts such as paradigm, theoretical model, phases and quantitative or qualitative techniques (Chinelo, 2016). Research methodology is a set of systematic technique used in research. This simply means a guide to research and how it is conducted (Chinelo, 2016). Therefore, Methodology is the most essential aspect in research process (collecting, analyzing and interpreting of data). Without appropriate methodology, a trustworthy research is unthinkable. In this section, research design and Descriptive Research method are presented.

3.1. Research design

The research design is the conceptual structure within which the research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. So the research design can be defined as a master plan for the determined methods, structure, and strategy of a research to find out alternative tools to solve the problems, and to minimize the variances (Kothari 2004).

Accordingly, this study employed qualitative descriptive research method. The descriptive research method is employed to investigate the Public relations strategy in Tourism Marketing as used by Tourism Ethiopia. Descriptive type of research method is selected to this study to investigate a specific situation to ascertain whether any general theories may arise out of it whether an existing theory are borne out by specific situations. And this involves an attempt to describe relationships which exist in reality (Chinelo, 2016).

Descriptive research method is most suitable where the research question is asking "how" and "why" (Yin, 2009). In this study situation, the primary research question is to investigate "How

the Public relations strategy is applied in Tourism Marketing in Tourism Ethiopia.” In this case using descriptive research method is appropriate for this study.

The primary objective of this study is to investigate the existing situation of PR in Tourism Marketing as used by Tourism Ethiopia. Therefore, Tourism Ethiopia is selected as a case study. Tourism Ethiopia is a governmental institution which is responsible for the Marketing of the Tourism destinations of Ethiopia.

3.2. Study Area

The study has conducted in Tourism Ethiopia. It is a governmental organization and primarily working on marketing the Tourism resources of Ethiopia. The institution is located around Bole airport.

3.3. Population and Sampling Techniques

Tourism Ethiopia is an organization which is responsible for the Marketing of the Tourism sector. The institution is located in Addis Ababa around Bole. Therefore, this organization has taken as a target population of the study. In relation to sampling method for in-depth interview and focus group discussion, the researcher has employed both purposive and snowball sampling techniques. The reason why selecting purposive sampling technique for in-depth interview is that it helps the researcher to find those informants who have available knowledge and experience that the investigators need, are capable of reflection, are articulate, have time to be interviewed and are willing to take part in the investigation. The key difference is that within the qualitative tradition, samples tend to be seen as illustrative of the broader social and cultural processes, rather than strictly and generally representative (Deacon et al., 1999). And it is where the researcher includes cases or participants in the sample because the researcher believes that they warrant inclusion (Hamed, 2016).

On the other hand, Snowball sampling helps the researcher to discover characteristics about a population that the researcher wasn't aware existed (Morgan, 2008). To triangulate the findings of the study, the researcher has used other Tourism experts. From these participants, Tourism Marketing and Tourist Destination experts were taken as additional sample. Below is the presentation of participants who participate in the interview and Focus Group Discussion session.

Table 3.3.1. Public relations experts of TE that Participated in the interview session

Position of Interviewee in TE	Quantity
Public relations experts	8
PR Directors	2
Event organizers	5
Total	15

Table 3.3.2. Tourism Marketing experts and Tourism Destination experts who participated in Focus Group Discussions

Position of Interviewee in TE	Quantity
Tourism Marketing experts	12
Tourism Destination experts	6
Total	18

3.4. Data Collection Instruments

As it stated by Robert (2011), Qualitative research method strives to collect, integrate, and present data from a variety of sources of evidence as part of the study. And it allows to represent the views and perspectives of the participants in the study. Capturing participants' perspectives is a major purpose of a qualitative study. In this regard, in-depth interview, focus group discussion, observation and document review were used in this qualitative research method.

In qualitative research method, Data collection techniques allow researchers to systematically collect information about Objects of study and about the settings in which they occur. And it allows to understand experiences, behaviors and attitudes from the participants of the study. In the collection of data the researcher have to be systematic. If data are collected haphazardly, it would be difficult to answer the research questions in a conclusive way (khalifa, 2012).

Therefore, using qualitative research method is the right way to answer the research questions. The research questions would be answered through qualitative analysis. As a result, unlike quantitative research method, qualitative research method uses logic to interpret and analyze the collected data.

3.4.1. In-depth Interview

The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. This method can be used through personal interviews and, if possible, through telephone interviews. The purpose of interview is to gather descriptions of the life-world of the interviewee with respect to interpretation of the meaning of the described phenomena (Gebrechristos & Degu, 2016). Qualitative researchers take pride in discovering and portraying the multiple views of the case. The interview is the main road to multiple realities (Stake, 1995).

Collecting data through interview can be done in several ways, of which face-to-face interviews, interviewing by telephone, interviewing using the Internet, e-mail and chat boxes (as MSN messenger), are some of the ways to conduct individual interviews (Gebrechristos & Degu, 2016). From these ways of interview, face to face interview method is the most common and helpful in collecting in-depth information. As a result, the interviewee can give the interviewer a lot of extra information that can be added to the verbal answer of the interviewee on a question. In this regard, the researcher has employed face to face interview to conduct individual interview.

According to (Gebrechristos & Degu (2016), In Face-to-Face interviews there is no significant time delay between question and answer; the interviewer and interviewee can directly react on what the other says or does. An advantage of this synchronous communication is that the answer of the interviewee is more spontaneous, without an extended reflection and it is easy compared to other interview methods. The reason employed face to face interview is to get intensive data from the respondents. Therefore, in the interview session PR experts, PR directors and Event organizers were participated.

3.4.2. Focus Group Discussions (FGDs)

According to Sushil and Baral (2016), FGDs involves gathering people from similar backgrounds or experiences together to discuss a specific topic of interest. It is a form of

qualitative research where questions are asked about their perceptions attitudes, beliefs, opinion or ideas. In FGD participants are free to talk with other group members; unlike other research methods it encourages discussions with other participants. FGD is an organized discussion between 6 to 8 people. It is led by interviewer in a loosely structured discussion of various topics of interest.

FGDs are a good way to gather in-depth information about a community's thoughts and opinions on a topic. It involves organized discussion with a selected group of individuals to gain information about their views and experiences of a topic (Sushil and Baral, 2016). In FGDs, Expressions other than those in verbal form such as gestures and stimulated activities can provide researcher with useful insights. Free and open discussion among the respondents results in generation of new ideas that can be very useful for decision-making (Sushil and Baral, 2016).

Accordingly, three focus group discussions were formed. At least 6 people were involved in the discussion and that turns the participants in to total of 18 people. The aim of FGDs is to triangulate respondents' (Tourism Marketing and Tourism Destination experts) reflection in relation to the application of PR strategy in Tourism Marketing. In his aspect, Tourism Marketing and Tourism Destination experts were participated in the FGDs session.

3.4.3. Document review

Document review is a systematic procedure for reviewing or evaluating document both printed and electronic (computer-based and Internet-transmitted) material. Like other analytical methods in qualitative research, document review requires that data be examined and interpreted in order to elicit meaning, gain understanding, and develop empirical knowledge (Corbin & Strauss, 2008). Documents contain text (words) and images that have been recorded without a researcher's intervention.

According to CDC (2018), Document review is a way of collecting data by reviewing existing documents. The documents may be internal to a program or organization or may be external Documents may be hard copy or electronic and may include reports, program logs, performance ratings, funding proposals, meeting minutes, newsletters, and Marketing materials.

The rationale for document review lies in its role in methodological and data triangulation, the immense value of documents in case study research, and its usefulness as a stand-alone method

for specialized forms of qualitative research. In other types of research, the investigator should guard against over-reliance on documents (Bowen, 2009, p. 29).

In relation to Document review, newspapers, magazines, flyers, brushes PR strategy, Tourism Marketing manual, editorial policy, Tourism destination maps and press release were intensively reviewed.

3.4.4. Observations

As (Gebrechristos & Degu, 2016) stated that, under the observation method, the information is sought by way of investigator's own direct observation without asking from the respondent. The main advantage of this method is that subjective bias is eliminated, if observation is done accurately. The information obtained under this method relates to what is currently happening; it is not complicated by either the past behavior or future intentions or attitudes.

Observation is independent of respondents' willingness to respond and as such is relatively less demanding of active cooperation on the part of respondents as happens to be the case in the interview or the questionnaire method (Gebrechristos & Degu, 2016).

According to Khalifa (2012), Observation is a technique that involves systematically selecting, watching and recording behavior and characteristics of living beings, objects or phenomena. Accordingly, the researcher is selected Non-participant observation because the researcher watches the situation openly or concealed but does not participate (Carlo, 2018). In this case, Billboards, posters, information desk offices, videos and audio were observed intensively.

3.5. Data Collection Procedures

In the time of collecting the research data, the researcher followed some fundamental procedures. First and for most, before conducting the data collection sessions with the PR practitioners, staffs and PR directors the researcher tries to have the good will of the organization (TE) through submitting a letter of support which is written by Addis Ababa university school of journalism and communication. After the researcher getting the good will of the organization and the participants, then the researcher has arranged the right time and place with the respondents to conduct the interview session and collecting other in-depth information with some other ways (document review, observation and FGD). All the interview questions were prepared in English

but asked in Amharic; because the respondents were interested in answering the interview questions in Amharic than in English.

The researcher has taken a month to collect the data through interview and with other data collection methods. The interview and the FGD session were recorded. All the Amharic responses of the respondents were translated and compiled in English for analysis. After collecting all the necessary data, the researcher acknowledged all the respondents and the management staffs of TE for their precious time.

3.6. Data Analysis procedures

The main purpose of this study is to investigate the Public relations strategy in Tourism Marketing as used by TE. Therefore, the collected data was analyzed and interpreted with qualitative techniques. The qualitative data was collected through in-depth interview, FGD, document review and observation. Unlike quantitative approaches, which tend to wait until all the numbers are in before the analysis begins, data analysis in qualitative studies is done early in the collection process and continues throughout the project (Wimmerand Dominick, 2003:111). Qualitative researcher use an inductive method: Data are collected relevant to some topic and are grouped into appropriate and meaningful categories; explanations emerge from the data themselves (Wimmerand Dominick, 2003:111).

Accordingly, the qualitative data of the study was analyzed manually; and the findings of the study is presented and illustrated by quotations arising from the in-depth interview and the FGD. The analysis and interpretation of the study is guided by the specific objectives of the study. All the data was collected from the TE.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter describes the presentation and analysis of data collected. The primary purpose of this study is to investigate the Public Relations Strategy used in Tourism Marketing as employed by Tourism Ethiopia. To answer the research questions of the study, the researcher has employed qualitative type of approach. In this case, to collect the valuable data the researcher has selected in-depth interview, focus group discussion, document review and observation as a data collection instruments. The data collected through all the instruments is presented and discussed below.

4.2. Findings of the In-depth Interview

4.2.1. The Importance of PR in Tourism Marketing

Tourism Ethiopia is an organization which is responsible for the promotion (Marketing) of the Tourism resources of the country. As a result, the organization has launched Tourism Marketing and Public Relations Directorates. To identify the importance of Public Relations strategy used in Tourism Marketing as employed by Tourism Ethiopia and to answer the research questions of the study some questions were asked for PR experts, PR directors and event organizers of the organization. The response of the respondents and the analysis of the researcher are presented below.

Do you think Public relations Practice is important in Tourism Marketing as used by Tourism Ethiopia? How?

In relation to the importance of PR practice in Tourism Marketing, one of the PR experts said the following:

“PR is a bridge that connects two parties. This means that creating mutual relationship b/n an organization and the general public. PR can also work with d/t channels to connect the institution with the public. PR could serve as a tool to sell services and products of a certain institutions. In this case, PR can be a key tool for Tourism Marketing. Therefore we PR experts can easily sell out tourist sites.”(Personal interview with PR expert 1, April 2019).

The other PR expert also added similar idea:

“PR is a bridge that helps to promote products and services of an organization. And public relations expert can be served as spokesman of the organization that he/she works in. Since Tourism industry in its nature needs awareness creation, so that PR is a fundamental tool to create awareness for local& international Tourists.”(Personal interview with PR expert 7, April 2019).

One of The PR director (PRD) of Tourism Ethiopia also confirmed that, PR served as information provider and Tourism Marketing agent.

“PR is a source of information for once institution or organization; And it is abridge b/n the institution and the stake holders or customers. In case of our organization, PR is working as a disseminator of information from the organization to the public. In our organization PR is dominantly working on the promotion of the Tourism sector. It is an event organizer, spokesman, counselor, & event Advertiser. PR can also play a significant role in building images of the country. ” (Personal interview with PRD 1, April 2019).

According to the implications of the findings, the importance and meaning of the Public relations somehow aligned with the literature so that, PR experts and staff of the organization are well understood about the importance of Public relations in Tourism Marketing.

From the above Public relations experts response, Public relations practitioners of the organization are working as promoter of the Ethiopian Tourism sites with the help of different PR tools. The experts are working on advertising Tourism destinations and publicizing them. The Public Relations experts who are working in the organization understand some of the fundamental roles of PR in Tourism Marketing. But apart from their understanding PR is much more than Marketing or promoting Tourism destinations.

PR can build the good images of the country in general and the organization in particular through Tourism resources of the country. It can be also vital for researching the development, management and Marketing of the Tourism sector of the country. But in the case of TE PR experts are limited only in the promotional activity of the Tourism sits.

As the researcher stated in the literature of the study, in the national level the practice of PR is in its initial stage; therefore PR is not given a due attention in every aspect of organizational activities. That's way PR is considered to be role less in the organization. The Organization considers PR only as a spokesman or sometimes an event organizer. But the practice of PR is much more than an event organizer. It is the back bone of an organization. However, the organization is not willing to the PR practitioners to work in respect to the Principles and approaches of the profession. PR practice usually needs autonomy for getting better result in the Tourism sector of the country.

One of the event organizers of the organization (EO 4) added that PR plays an important role in the organization in marketing the Tourism sector.

The other PR expert (PR8) stated that, Public relations is working as event organizer, spokesman, counselor and advertiser. Being spokesman and counselor is the other deep activity of PR practitioners. PR can serve as a counselor in the organization for the betterment of the Tourism Marketing. PR is also working in building good images of the country trough Tourism.

In general terms the organization uses PR as the Tourism Marketing agent, information provider, and a bridge that connects the organization with the public. So that PR is considered as the vital body in advertising the Tourism sector of the country via its promotional tools. As one can understand from the reply of PR experts and staffs of the organization, PR is doing the right job in Tourism Marketing and promotion with some limitations. On the other hand, PR has provided information to tourists.

4.2.2. Public Relations Opportunities in Tourism Marketing

To identify the opportunities of Public Relations strategy in Tourism Marketing as used by Tourism Ethiopia, one question was asked to the Public Relations Practitioners and directors and event organizers of the organization. The response of the respondents and the analysis of the researcher are presented below.

What are the opportunities of using public relations in Tourism Marketing as employed by Tourism Ethiopia?

Assessing Public relations opportunities in Tourism Marketing is one of a key objective of this study. Therefore, one of the Public relations experts (PR7) in the organization has said the following in respect to the opportunities of PR in Tourism Marketing.

“PR has a wide range of opportunities in Tourism Marketing. For instance, it can be used as a tool to promote the various Tourist destinations of the country. For the promotion of destinations, PR practitioner uses d/t Media outlets. It is not only working on the promotion of Tourist sites rather it can also work for the management and conservation of Tourist sites. The follow of local and international tourists are high ever than before. In our organization, PR is intensively working for the betterment of the Tourism industry.”(Personal interview with PR expert 7, April 2019).

One of the event organizers of the organization (EO 3) reflects different idea:

“PR has brought various opportunities in Tourism Marketing. For instance, it helps to sell the reputation of the country. And PR can also promote the Tourist destinations of the country. PR is working as a diplomatic channel that helps to create a friendly relationship with countries and governments to introduce the Tourism resources of Ethiopia. In case of our organization, PR is not working with passion on marketing the Tourism sector. That’s way we are less developed in Tourism Marketing unlike other African countries. Due to poor PR promotional activity Ethiopian didn’t Market the Tourism industry well.” (Personal interview with EO4, April 2019).

What one can understand from the reply of PR expert (7) is PR experts are the one that create good opportunity in terms of Tourism Marketing. The decisive role of PR is Marketing and promoting the tourist destinations through some Marketing instruments. For the Marketing of the Ethiopian Tourism resources, PR has employed some Media outlets. Apart from the Marketing activity, PR has also involved in the management and conservation of the Tourism Resources of

the country. As a result of the good deeds of PR the follow of tourists are alarmingly increasing ever than before.

Other PR expert (PR8) reflects different idea; in principle PR should work intensively in building the positive image and selling the reputation of the country. But in case of Tourism Ethiopia, PR practitioners are not working for the Marketing of the Tourism sector of the country. Most of the PR experts are working for none PR activities. As a result of some recent Tourism studies, the follow of tourists to Ethiopia is decreasing by large percent because of lack of proper Public relations Tourism Marketing activity. Ethiopia is fewer beneficiaries from the Tourism industry unlike some Eastern Africa (Uganda, Kenya, and Tanzania) countries. This is the result of the poor PR promotional activity. And the organization does not support the PR experts to work on the principles and approaches of the PR profession.

The other PR expert (PR6) also added that, Ethiopia is one of the beautiful Tourist destination countries in the world but due to poor Marketing system the country doesn't get the desired benefits from the sector. Over all the Organization didn't give autonomy for PR experts to do their job properly. The organization hasn't known the professional practice of PR that's way they consider PR as only baggage holder while organizational stuffs are moving somewhere. The governmental system itself contributes a lot for PR experts get less attention in the organization.

PR director (PRD 2) added that, in case of Tourism Ethiopia, PR experts are not doing the right job specially in marketing the Tourism sites. The PR experts and staffs of the organization are well understood about the fundamental roles of PR in Tourism Marketing but the organization is failed to use them wisely.

Above all, PR can create a wide range of opportunities in the Tourism industry. In case of Tourism Ethiopia, the PR practitioners and staff of the organization well understand the decisive roles of PR. But as one understands from the reply of the some respondents, PR experts are not doing the right job as expected. On the other hand, due to the proper implementation of PR strategy, the follow of Tourists are alarmingly increasing ever than before in Ethiopia. And it has been selling Tourist destinations for both local and international Tourists.

4.2.3. The Implementation of Public relations Strategy in Tourism Marketing as Used by Tourism Ethiopia

To investigate the implementation of Public relations strategy in Tourism Marketing as used by Tourism Ethiopia, One question was asked to each of the Public relations expert, directors and event organizers of the organization. The response of the respondents and the analysis of the researcher are presented below.

How do you describe the implementation of Public relations strategy in Tourism Marketing as used by TE?

In relation to the implementation of Public relations strategy in Tourism Marketing, one of the Public relations expert (PR7) has said the following during personal interview.

“Our primary strategy is selling the Tourism sector; so that we implement our strategies through various communicational tools. To implement the strategy we have already an established system, well trained human power and budget. And to measure the effectiveness of our strategy, we monitor, evaluate the strategies and collect feedbacks from local and international tourists.”(Personal interview with PR expert 7, April 2019).

The other PR expert (PR 2) also added similar idea:

“As far as I know, the PR strategies have been implemented through public relations tools. PR expert promotes all the Tourism resources in every event in respect to the organizational strategic plan. We use press release in every moment for marketing the Ethiopian Tourism sector.”(Personal interview with PR expert 2, April 2019).

Another Public relations expert (PR15) indicated that PR has implemented its strategy in accordance with the organizational goals and PR tools are key parts during the strategy implementation process. The strategy has monitored by the PR experts to measure its effectiveness. News release is among the tool used to implement the strategy. The strategy is also implemented aiming at up grading the Tourism rank of the country. And PR has considered the mission, vision, goals, and external environment of the organization during the strategy implementation process.

As the responses of respondents, the organization creates a conducive environment for PR to effectively implement the specific Tourism Marketing strategies. To Market the Tourism sector of the country, the PR has shifted its dimension in respect to the global Tourism Marketing arena and work jointly with stakeholders.

One of the Event organizers of the organization (EO2) shared similar idea:

“The PR expert Implements the strategy in respect to the organizational goals. We have a communication strategy that used to work with stakeholders. We have also a system that helps to connect with regional culture and Tourism offices. We do have PR strategy even in woreda and kebele level.” (Personal interview with EO2, April 2019).

Another Event organizer of the organization (EO3) also reflects similar idea on the PR strategy implementation process in Tourism Marketing.

“We have a strategic plan in the institutional level so that we implement it in respect to the organizational goals and the current Tourism Marketing status. In our strategy we have image building activity that we are working through the Tourism sector. Promotional activity is a dominant way in the implementation of our strategy.”(Personal interview with EO3, April 2019).

As indicated from the findings, Public relations implement its strategy in respect to the organizational goals. As one of the organization’s documents indicated that, the primary goal of the organization is making Ethiopia one of the best Tourist destination country in the world and the leading Tourist attraction in Africa. In one or another way Public relations are still working to achieve this goal as well. During the PR strategy implementation period, organizational stakeholders are part of the implementation process. In addition to stakeholders, Region, Zone, Woreda and Kebele have also involved in the PR strategy implementation process.

Above all, the primary strategy of PR is selling the Tourism destination of the country. And PR has implemented the strategy undoubtedly. In the strategy implement process, PR has employed various communicational tools. So that communicational tools are a key element of Public relations in the strategy implement process. In addition to this, the organization has established a system that helps the PR experts to implement the Tourism Marketing strategy. The organization

has facilitated everything for PR experts while in marketing the Tourism sector of the country. As a result PR experts has done an excellent job in Tourism Marketing.

4.2.4. The Current Status of Public Relations Practice in Tourism Marketing as Employed by Tourism Ethiopia

To investigate the current status of Public Relations practice in Tourism Marketing, one question was asked to each members of the Public Relations experts, directors and event organizers in the organization. The response of the respondents and the analysis of the researcher are presented below.

Describe the current status of Public relations Practice in Tourism Marketing as used by Tourism Ethiopia?

Investigating the status of PR practice in Tourism Marketing is the primary objective of the study. So that regarding the status of PR, one of the PR (PR5) experts has said the following:

“Most of the time practice of PR in Ethiopia is weak. We can’t see a strong practice of PR in Ethiopia; even in our organizational context PR gets less attention. The Tourism Marketing role of PR is weaker than ever. PR is not considered as a profession in any case. All the Marketing or promotional activities are given to the Marketing department instead of letting PR expert work on by its own.” (Personal interview with PR expert 5, April 2019).

Another PR expert (PR 4) reflects different idea:

“PR is doing the right job in Tourism Marketing but we aren’t doing as what the Tourism sector needs. For instance, in the Tourism sector of Ethiopia, infrastructure and promotion are not given a due attention.” (Personal interview with PR expert 4, April 2019).

The other PR expert (PR2) also added that, the current status of public relations in TE is at its infant stage and it has worked in a much disorganized way. For the fact that, Public relations is not using its final effort in Tourism Marketing/promotion/. Because of the less attention and commitment of the organization, Public relations is limitedly working for the promotion of the Tourism sector of the country.

One of the PR expert (PR5) also said Ethiopia is rich in many Tourism attractions but it is not well promoted to attract both national and international Tourists so as to get the desired foreign exchanges. On the other hand, PR has worked only as the organization needs to be; and it is not working based on the international professional principles and approaches. Basically it is doing on none PR practices in the organization. The PR experts are only led by the management staffs and directors of the organization. So that PR has no road map in the promotion of the Tourism sector. In the national level Public relations practice gets less attention and this reflects in the Tourism Ethiopia. The system or structure of the organization itself makes the PR practice weaker in the Tourism Marketing process.

Regarding the current status of PR practice, one of the PR directors of the organization (PRD 1) has said the following:

“Since Tourism is more profitable smokeless industry, the PR department always takes over the promotional part of it; and PR brought vivid changes in the Marketing of Tourism sector. PR is intensively working on modernizing the information system to help the Tourism sector. Now, the PR department launches a Media forum in yearly bases to promote the tourist sites of Ethiopia. This means that we use all Ethiopian Media outlets to promote the Tourism sector. Recently some members of PR experts are traveled to East part of Gojjam to Market the Tourist destinations. More than 20 Medias were participated in the Eastern Gojjam Media forum this year.”(Personal interview with PRD1, April 2019).

Event organizer (EO4) also added similar idea:

“PR has used its final effort to promote the Tourism sector of the country. Every director in the organization has a good attachment with the PR experts and they recognize and support us in every aspect of our practice. Sometimes the follow of Tourists are decreasing due to the political unrest of the country. To solve the problem PR is working strategically.”(Personal interview with EO4, April 2019).

The other event organizer of the organization (EO3) also said that the current status of PR practice in Tourism Marketing is better than ever before. The organization has given a due attention for the PR experts; and the institution considered PR experts as a crucial body in the

promotion of the Tourism sector. During the promotional process of the Tourism sector, the PR department has used many media outlets and practical strategies. The strategy is well organized and supported by the managerial body of the organization during the implementation process. The organization has created enabling environment for the Public relations practice in Tourism Marketing. Due to this reason, PR is effective in the promotion of the Tourism sites. Many Tourists are coming to Ethiopia to visit the destinations. TE is being well known internationally because of the intensive work of PR.

The other event organizer (EO1) also reflects that the political unrest of the country challenges the Tourism Marketing. But PR has still worked strategically to bargain. Regardless of some defects, PR has done great job in Tourism promotion.

From the above results, we can understand that there are two different points of views. The first point of view is that PR is doing great job in the Marketing of the Tourism industry. Even the organizational directors and staffs are well understood the professional practice of PR. And the organization supports PR in every aspect if needed. PR has brought vivid change on the Tourism sector regardless of some weaknesses. Because of the proper promotional activity of PR, the current follow of Tourists are alarmingly increasing in Ethiopia. To Market the Tourism sector, PR has utilized different media outlets. From the tools of PR, using media forum is a key strategy in marketing the Tourism sector.

On the other said, the organization has lack of awareness about the professional practice of PR in Tourism Marketing. As a result, PR has got less attention on the eyes of staffs and directors. Even PR is not considered as a profession. Totally PR has no involvement in the Tourism Marketing activity. In the organization, all the Tourism Marketing activity is given to only the Marketing department instead of the PR department. This means that the organization didn't know the clear distinction between the practice of PR and the Marketing department. But in principle the Marketing department and the PR department are completely different in their practice.

4.2.5. The Challenges of Public Relations in Tourism Marketing as Used by Tourism Ethiopia

To explore the particular challenges of Public Relations strategy in Tourism Marketing as used by Tourism Ethiopia, one question was asked to each of the Public Relations experts, directors and event organizers.

Can you explain about the Particular challenges of Public Relations in Tourism Marketing as used by Tourism Ethiopia?

In relation to the specific public relation challenges in Tourism Marketing, one of the Public relations expert (PR 5) reflects the following:

“Employees of the institution considered PR as an event organizer than Tourism Marketing expert. But now the institution gave us especial emphasis and autonomy to work in accordance with our plan. The current challenge for PR and Tourism Marketing is the political instability of the country. The other problem we have is there is not technologically equipped man power in the institution. This means we are not supported with technologies that can help us in the promotion and Marketing of the Tourism sector.”(Personal interview with PR expert 5, April 2019).

The other PR expert (PR 4) also added that, PR experts are considered to be stage facilitators during Meeting time than professionals and the directors and staffs of the organization have negative attitudes towards PR practitioners. As a result, in Tourism Marketing professional roles are not given for the PR practitioners.

Another PR expert (PR 6) reflects that, directors and staff of the organization do not understand the professional roles of PR practitioners. They considered PR as only messenger or information provider to the directors and strangers respectively. The profession itself considered to be none core process in organizational placement. Therefore, PR practitioners are fare from the Tourism Marketing activities.

Regarding to the challenges of PR practitioners, one of the event organizer (EO4) has said the following:

”The TE has no adequate modern equipments and human resources for the promotion of Tourism sites. The organization’s financial and structural system is also the other challenges. And no professional PR practitioners are employed in the organization. We don’t have even own broadcast Media. And also there is lack of awareness about the practice of PR form directors. Therefore, PR is considered to be useless profession.” (Personal interview with EO4, April 2019).

The PR director (PRD1) also added similar idea:

“PR expert has faced countless challenges in the course of Tourism Marketing. For instance; PR expert has not given equal attention with other professionals. They considered PR as “spy (ሰላይ)” and before this PR is considered as transporter of baggage of directors. And PR expert usually do not work in respect to his/her strategic plan.” (Personal interview with PRD 1, April 2019).

Another event organizer (EO 2) stated that the organization and other concerned body do not consider PR as a profession. Even the directors and other department in the organization do not know the fundamental functions of PR. They consider PR as a spy, event organizer, bag holders of directors and notice poster. Due to this reason, the Marketing department has taken all the Tourism Marketing activities alone. PR practitioners are idle and working with none PR practices.

The implication of the above finding is, there is lack of awareness in the organization about the fundamental practice of PR in Tourism Marketing. All the challenges are resulted from lack of good leadership in the organization. The organizational system itself is a challenge for PR practitioners in Tourism Marketing. The other fundamental challenge is the organization employed unprofessional personals. This means PR expert are employed without taking PR courses rather they are graduates of social sciences.

PR is not considered to be as a profession TE. PR experts are not working with their own strategic plan rather they are working in respect to the organizational strategic plan. All the challenges of PR are both internal and external. Before some years ago, the organization has considered PR as event organizer than giving other roles. But as one understands from the findings, at the moment the organization is giving especial emphasis for PR practitioners.

Lack of academically and technologically equipped man power is the other challenges as implied from the findings. And PR practitioners are not supported with updated tools to Market the Tourism industry. The political unrest of the country is the other challenge of PR so that this affects the practice of PR in Tourism Marketing.

4.2.6. Ways of Managing the Challenges of Public Relations Practice in Tourism Marketing

To identify the ways of managing the Public relations challenges, one question was asked to the Public Relations experts, directors and event organizers.

How could the challenges be manage?

In respect to the Public relations challenges management, public relations experts and staff of the organization reflected their own idea. Therefore one of the PR expert (PR7) has said the following:

“We the whole PR experts set solutions for every problem we have faced. And we are always working together in the implementation of PR strategies. We always make a hot discussion on what we are going to do.” (Personal interview with PR expert 7, April 2019).

The other PR expert (PR3) added similar idea:

“We are always reacting immediately against the challenges with the practical strategies. We the PR department develops good sense of team spirit. For instance, if one PR expert is absent from office, all other PR experts will take over all his/her duties. We are qualified enough in every position we belongs.” (Personal interview with PR expert 3, April 2019)

The other PR expert (PR5) also added similar idea:

“The first step to tackle the challenges is doing the right job. We the PR experts are well aware of the professional practice of PR. We are flexible on doing things. We always deal on things together. We are doing our job without any professional interference. So that in our organization, PR expert gets good credit and also we are doing our job with full freedom.” (Personal interview with PR expert 5, April 2019).

One of the PR directors (PRD1) asserted that, the entire PR expert has given immediate solutions for every challenge they face. This habit is good in solving immediate problems. Making group discussion is also their tool to tackle the challenges they face. They always set strategy to solve the problem and make discussed on the PR strategy implementation process.

One of the event organizers of the organization (EO3) said that:

“When problems are occurred, all PR experts have easily maintained intensive discussion with the managerial level. As much as possible PR experts are working together to solve any draw backs during the practice. We are still working our best to attain organizational goals.” (Personal interview with EO 3, April 2019).

Another event organizer (EO5) also added that, Public relation has maintained a hot discussion with directors of the organization and some other organizational staffs when things are become out of their capacity. The other important thing is creating awareness to the directors and the whole organizational staffs about the fundamental roles of PR and how it is very important in the development of Tourism Marketing. Even if they are not doing their job in respect to the PR principles and approaches, still they are doing their right job to achieve organizational goals.

From the above findings one can conclude that, the PR experts have developed sense of good team spirit during Tourism Marketing process. One PR expert can cover the weakness of others. PR has managed the challenges through doing the right routine job at the right time. PR expert has developed sense of flexibility while in the promotional activity of the Tourism destinations so as to provide immediate solution. And before implementing the Public relation strategy, PR experts have made intensive discussions.

PR is working independently with full freedom. And PR has done all the activities in Marketing Tourism resource of the country together with other departments. PR has taken some training to fix problems and fill the existing skill gaps in the course of PR professional practice. The training is help full to narrow the skill and principle gape in the Public relations practice. Providing training is automatically valuable in creating awareness on the fundamental approaches and principles of PR for practitioners and organizational staffs.

4.2.7. The Specific Public Relations Tools Used in Tourism Marketing

In order to explore the specific Public Relations tools that Tourism Ethiopia employed in Tourism Marketing one questions was asked to each of the Public Relations experts, directors and event organizers.

What are the specific Public Relations tools that Tourism Ethiopia used in Tourism Marketing?

In relation to the specific PR tools, one of the PR practitioners (PR2) has said the following:

“We are using some social Medias such as face book, twitter, you tube & others. We use face book permanently. We sometimes use some print Media out lets for the promotion of Ethiopian Tourism. We disseminate flyers and magazines written in English to address the global Tourist. Apart from this, we also use radio and television stations. But we can’t use international Medias to promote tourist sites due to financial constraints.” (Personal interview with PR expert 2, April 2019).

Other PR expert (PR5) also reflects nearly similar idea:

“We are using all the governmental and private broadcast Media out lets for the advertisement of Tourist sites. At the moment EBC TV, Addis FM 96.3 Radio station and **Hagre** printing Media and communication are part our PR tools. We are also employing social Medias, so that we upload updated Tourism information every day. Sometimes international Medias have come here and cover the story of Tourism sites and cultural resources of Ethiopia. These are BBC, CNN and Aljazeera are some of the international Medias that are working with us in covering Tourism resources by their own will. We are participating at least in ten trade fairs every year to advertise our Culture and Tourism resources. Some of tread fairs are held in Germany, France, England, USA and other countries. We are also working with tour operators, so that tour operators are plying vital role in the promotion of the Ethiopian Tourism industry.”(Personal interview with PR expert 5, April 2019).

Other PR expert (PR8) confirmed that, Public relation is employed advertisement as a tool in Tourism Marketing. To know the effectiveness of the tools PR has done Media evaluation in

monthly basis. But PR is not working with international Media outlets so as to attract international Tourists; this implied that PR is not using multiple tools for Tourism Marketing.

One of the PR directors (PR 1) asserted a similar idea; PR is dominantly used as an advertisement tool for Tourism Marketing. To advertise the Tourist destinations, PR has employed some Media outlets. These Media outlets are broadcast, print and social Media outlets. Social Medias are employed frequently than other Media outlets in Tourism Marketing. Since PR is employed as a very limited form of Tourism Marketing tools, personal sales, sales promotion, direct Marketing, events and sponsorship are not employed in the course of Tourism Marketing.

In relation to the specific PR tools, one of the event organizers (EO 4) also added this:

“PR dominantly uses advertisement with the help of d/t mass Media outlets. PR is promoting the Tourist destinations with the selected local broadcast Media outlets such as Fana broadcast corporation, EBC TV & EBS TV, Wale TV, Ethiopian news agency and Ahadu radio station. It is always focused on some other local print Media outlets. For example, Herald, Addis Zemen, Reporter and Capital newspapers are used for destinations advertisement purpose. Even if we haven't used international Media outlets, Ethiopian Airlines and Minister of Foreign Affairs are working with us to attract international Tourists. In addition to this, we also use Public Diplomacy Group to exhibit our culture and traditions to the rest of the world.” (Personal interview with EO 4, April 2019).

The other event organizer (EO2) also added a similar idea:

“PR is using broadcast Media outlets for Tourism advertisement purpose. In addition to this, online (social) Medias and print Media outlets are used. Sometimes we also use international Medias if there is a very special event. In case of social Media the PR departments use Facebook, Twitter and web page. In case of print Media, we use Tuba Magazine, flyer, brochures, newspapers and other private print Medias. In broadcast Media outlets, we are working with Hargeseb Radio, EBS TV, EBC TV, FAN TV and others as well. And we are rarely working with some Medias permanently.” (Personal interview with EO 2, April 2019).

Another event organizer (EO4) noted that, PR is dominantly employed the selected local broadcast Medias outlets for Tourism advertisement purpose. Apart from broad cast media, PR has also used social and print Medias together but international broadcast Medias are not utilized in this context to attract international tourists.

The above findings show that, Public relations experts employed three media outlets (broad cast, print, and social media outlets) in the time of Tourism Marketing. In this regard, Social Medias are used frequently as Tourism Marketing tool. Broad cast media is also used in the form of package and live transmission service to cover some Tourism events so as to advertise them all to penetrating the local and international Tourism Marketing arena. PR is also participating in the international trade fairs to advertise Ethiopian Culture and Tourism resources. And local tour guides and tour operators are part of the public relations tools.

PR has worked out with international Medias to attract the international Tourist. The international Medias are used when there are some especial programs to cover like “Adawa victory memorial” program and others. CCTV, Aljazeera and BBC are some of the international Medias that PR has worked with. This shows that PR is striving to promote the Tourism industry of Ethiopia to the international Market arena.

Above all, PR has used all Media outlets to advertise the Tourism resource of the country. Special events, street events, exhibitions and awareness creation programs are some of the activities that PR has used as a Tourism Marketing tools.

4.2.8. The Strength and Weakness of the Specific Public relations Tools used in Tourism Marketing

So as to identify the strength and weakness of the specific Public Relations tools, particularly during the Marketing of the Tourism resources of the country and evaluating the effectiveness and efficiency of these tools one question was asked the Public Relations experts, directors and event organizers of Tourism Ethiopia.

Describe the strength and weakness of the specific Public relations tools particularly in marketing the Tourism resources of the country?

In respect to the strength and weakness of the specific PR tools, one of the PR expert (PR6) said the following:

“Currently Social Medias are stronger than any other Medias we use; and they are effective in address many people once to many areas. The weakness of social Medias is some people may not know or use them. Print Medias also used as a source of information for longer time but it is poor to address as many people as social Medias.” (Personal interview with PR expert 6, April 2019).

The other PR expert (PR4) reflects the same idea:

“We address many Tourists with social Medias. Tools like broad cast Medias are effective in the promotion of the Tourism sector. Therefore, this helps us to aware Tourists about our Tourism resources. We bought air time from EBC TV and other broad cast Media out lets. In working with private Medias, it is too coasty to broadcast the Tourism programs. But the tools we are using are effective in the increment of tourists.” (Personal interview with PR expert 4, April 2019).

One of the PR directors (PRD 1) indicated that, social Media is used dominantly in the promotion of Tourism destinations than other Media outlets. The Medias used in Tourism Marketing are effective. During the advertisement process, some Media outlets are too expensive. Social Media is more important than other Medias out lets for Tourism Marketing. Therefore the rest of the PR tools have some sort of weakness in addressing Tourists.

One of the event organizers (EO3) also added that Broad cast Media is good in addressing many people as much as possible; on the other hand, it has short duration on air. There for, this is the challenges of broadcast Media in Tourism Marketing. The challenges of broad cast Media can cover through print media out lets. But print media has also face lack of readers. Nevertheless, all Medias are effective in attracting both local and international tourists.

The other Event organizer (EO2) of the organization also said the following idea:

"In using print Media outlets we are not effective because people always prefer to use electronic Media. The print Medias are too expensive in time of publication and distribution. Broad cast Media is a tool which can address as many as we want. And the challenges of the broad cast Media is the program will stay for a short period of time on air. Apart from this, Social Medias are good in disseminating information

for many viewers. But it is difficult to identify a person who writes and comments.”
(Personal interview with EO 2, April 2019).

The other PR director (PRD2) also added nearly the same idea:

“In using print Media it is difficult to address all b/c of the over booming of social and electronic Medias. And it is difficult to people who cannot read. But it is believed to be necessary to document Tourism Marketing activities. In case of online (social) Medias, they are good to address as many as we want in a short period of time. On the other hand, in using broad cast Media out let, it is difficult to repeat the program that covered once. But they are useful in addressing many people at once.”
(Personal interview with PRD 2, April 2019).

Another PR member (PR 8) added that Public relations expert dominantly used social Medias with its problems in the promotion of Tourist destinations. So that utilizing social Media wisely supports the Tourism Marketing process at large. Even if the other Medias are not helpful during Tourism Marketing, they are contributing a lot with their problems during the Tourism promotional activity. In this regard, social Medias are more effective than other kinds of Medias during Tourism Marketing.

The other event organizer (EO 4) also stated that, PR has employed social Medias in Tourism Marketing than any other Medias. Social Medias are dominating the whole world so that people can easily access them. On the other hand, the print Media is too expensive in the process of Tourism sector advertisement. But sometimes print Medias are good to document and advertise the Tourism sector. PR has employed every Tourism promotional tools with their strength and weaknesses.

Thus, the above findings implied that PR has employed the three Media out lets in Tourism Marketing. From the specific PR media outlets, social Medias are the primary one. It is help full for PR experts to cover large areas at once but it is also difficult to address the one who do not use social Medias or access internet service. In using broad cast media out lets, it is effective for the direct Market of the tourist destinations. But it is too coasty to buy air time to Market the tourist destinations. Since the organization doesn't have won private media, they pay much for the specific air times to cover any Tourism events.

Apart from social Medias and broad cast media out lets PR has also used print media out lets as additional Tourism communicational tools. In this regarded, PR is still employed flyers, magazines and newspapers as Tourism promotional tools. All these are very useful especially to document necessary files for longer time in the Tourism Marketing process but they are too expensive in the time of publishing and distribution.

Even if social Medias are the main Medias tool of PR, but these Medias are not known by the local and international Tourists. As a result the number of followers on Face book is less than 10,000. PR is not working with schedule or strategy with the promotional tools. Above all, the three media outlets (broadcast, print and social Medias) have their own strength and weaknesses during the advertisement process of the Tourism industry. From this social Media is much stronger than any other Media out lets in Tourism Marketing whereas broad cast and print Medias are less valuable than social Media. This shows that social Medias are more valuable than main stream Medias in Tourism Marketing.

4.2.9. The Specific Public Relations Strategy Used by Tourism Ethiopia in Tourism Marketing

To identify the specific Public relations strategy in Tourism Ethiopia as used in Tourism Marketing, one question was asked for each of the Public relations Expert, directors and event organizer the organization.

What are the specific Public Relations strategies that the Tourism Ethiopia used in Tourism Marketing?

In respect to the specific Public relations strategy, one of the PR experts (PR8) has said the following:

“We have specific Public relations strategies. We implement it in the promotional activities of Tourism sites. The first strategy is using modern diplomatic crow so as to introduce our Tourism resources. And the other strategy is participating in trade fairs, exhibitions and using embassies as a tool. But these tools are not helping us to meet our Tourism Marketing goals.” (Personal interview with PR expert 8, April 2019).

The other PR expert (PR3) added similar idea:

“There is Tourism development strategy in the organization which is employed by the PR department. The public relations strategy is showing ways for the Promotion of Tourist sites globally. Facilitating and advertising Tourist destinations are the fundamental activity of PR practitioners. We are also using Public diplomacy as a technique to advertise the Tourism industry. Purposefully we are intensively working with well-known Ethiopian cultural Ambassadors.”(Personal interview with PR expert 3, April 2019).

The other PR expert (PR4) stated that, Public relations has employed a strategy in the Tourism Marketing process. The primary strategy is promoting the Tourism resources of the country through modern cultural diplomatic crowds. And PR is taking part in trade fares, exhibitions and use Embassies for the Marketing of the Tourism industry. PR also uses famous artists, athletes and politicians as a strategy or as a tool in the promotion of the Tourism resource. But the strategy is not effective in achieving the goals of the institution. As per the Tourism resources of the country, PR hasn't done enough for the Promotion of the Tourism sector.

One of the PR directors (PRD1) also added that PR has employed very limited and inappropriate Tourism Marketing strategies.

In respect to the Public relations specific strategy, one of the event organizers of the organization (EO 2) reflects different idea:

“Currently PR is not working strategically in Tourism Marketing so that PR is poor in attracting Tourists. Trade fairs are sometimes prepared in different part of the world. When Ethiopian public diplomats participate there, they only show how to make coffee rather than promoting the Ethiopian Tourism sites in order to address the international Tourists. We are not also using international Media outlets for promotion b/c of inadequate budget allocation.” (Personal interview with EO 2, April 2019).

Another event organizer (EO 3) reports that Sometimes PR has strategically worked in attracting local Tourists than international Tourists. Apart from this, PR has taken part in international

trade fairs and the Ethiopian diplomats participate there but they didn't introduce the Tourism resources of country. Simply they have shown the Ethiopian coffee ceremony there.

The other PR director (PRD 2) confirmed that, the main strategy of PR is facilitating the advertisement process of the Tourism sector. And working with public diplomatic crowd is the other strategy as used by the Public relations experts in Tourism Marketing. In addition to using cultural ambassadors, PR has also used broadcast Medias for the promotion of the Tourism sector as a strategy.

The other PR expert (PR expert, 7) stated that, the primary strategy of PR is making Tourists to satisfy in the consumption of goods and services during their stay in Ethiopia. And making Tourists stay long here in Ethiopia. As we understand from the response, Working with stakeholders and building the good image of the country are also the strategies of PR in Tourism Marketing. The other one is allocating enough budgets as a PR strategy to implement every PR strategy in Tourism Marketing. But Tourism needs a very comprehensive Marketing strategy.

From the above result one can understand that, the primary strategy of PR is advertizing the Tourist destination of the country through various communicational tools. This means that, increase the follow of Tourists in Ethiopia through intensive promotional activity; and making Tourists to stay longer in Ethiopia. The other strategy is working on the development of Tourism infrastructures and accommodations.

The Public relations expert takes part in trade fairs and exhibitions to exhibit the tourism resources of the country. In addition to this event, PR also uses public diplomatic crowds and ambassadors who are working in Ethiopian embassies which are located in different part of the world. But these bodies are not working well in the Marketing of the Tourism sector so that the PR Marketing strategy is failed to achieve organizational goals.

PR also used the three media outlets in the Marketing of the Tourism sector. Regardless of using the international Media outlets, PR experts have employed all the local Media outlets in Tourism Marketing. But due to lack of access in using international Media outlets, PR doesn't address the international tourists. Above all, PR is not using multiple strategies in Tourism Marketing. The strategies are not effective in attracting both local and international tourists.

4.2.10. The Relationship between Public Relations and the Marketing Department in Tourism Marketing

To explore the relationship between the Public Relations and the Marketing department one question was asked for both the PR experts, directors and event organizers of the organization.

Do you think the Public Relations experts are working with the Tourism Marketing department in the course of Tourism Marketing? Explain.

Regarding to the relationship between Public relations and the Marketing department, one of the PR experts (PR4) has side the following during personal interview:

“PR and Marketing department are not working together in the organization rather they are working independently. The Marketing department takes all the Tourism Marketing activities alone. Sometimes the PR department is neutral from Tourism Marketing because the staff and the director of the organization consider that Marketing department is more valuable than PR department.”(Personal interview with PR expert 4, April 2019).

The other PR expert (PR 6) also reflects similar idea:

“I think these two departments are not working together in the Tourism sector of Ethiopia because the Marketing department is taking all the activities alone. Our public relations department is working only on the promotion of Tourism sites.” (Personal interview with PR expert 6, April 2019).

The other respondent (PR2) reported that, the public relations expert and the Marketing department of the organization are not working together in the Tourism Marketing process. The Marketing department has its own Tourism Marketing strategies and implement by itself. It has taken all the Tourism Marketing activities alone because the organization believes that the Marketing department is more valuable than the Public relations department in Tourism Marketing. However, the Public relations department executes its part to support the Tourism Marketing process.

One of the PR directors (PRD 2) indicated that, there is a strong relationship between Public relations and the Marketing department. These two departments are working on especially the

advertisement of the Tourism sector. As a result, Tourism marketing is booming and the follow of Tourists are increasing ever than before. PR has also worked with other departments in the organization in the process of Tourism Marketing; However PR is sometimes working independently while in the promotion of the Tourism destination of the country. Even if the PR department and the Marketing department are working together in Tourism Marketing, they cannot get the desired results as the Tourism resources of the country. But still they are doing what they can do. The tie between these two departments is good.

The event organizer of the organization (EO 5) of the organization also added similar idea:

“The relationship between PR & the Marketing dep’t is extremely poor. They are pushing each other than working together for the betterment of the Tourism industry. They are frequently working independently even if their final goal is the same. The Marketing department pushed forward most of the activities to PR instead of doing by itself so that PR is not effectively working in Tourism Marketing.”(Personal interview with EO 5, April 2019).

According to the above findings, one can understand that there two ideas in relation with the relation between Public relations experts and the Tourism Marketing department. In this regard, some respondents confirmed that these two departments are working together in Tourism Marketing. Whereas the other respondents also reflected that these two departments are not working together. The relationship between PR and the Marketing department is too poor as compared with the relation of PR with other department in the organization. They are working independently than working together in Tourism Marketing. The Marketing department forwards all the Tourism Marketing activities to the PR department only. As a result, PR is not being effective in Tourism Marketing. As a result of working independently the Tourism Marketing process is not effectively go through.

4.3. Finding of the Focus Group Discussion

4.3.1. Data Analysis and development of themes

As indicated in chapter three of this study, focus group discussion (FGD) is one of the data collection instrument to answer the research questions of the study. FGD is employed for getting insight from Tourism Marketing and Tourism destination experts’ point of view.

Demographically, a total of 18 Tourism Marketing and Tourism destination experts were participated in FGD in three groups. The two FGDs were conducted with the Tourism Marketing experts with 12 participants; six individuals for each FGDs. The other FGD was conducted with the Tourism destination experts; six participants were involved. The variable in the study are sex, age, work position, work experience and educational qualifications. In this case the age of participants is ranged from 25 to 48. And 12 male and 6 female experts participated in the group discussion. All of them were destination and Tourism Marketing experts. They have from 2 to 18 work experience and all the participants were BA and Masters Degree holders. Currently all these experts are working in Tourism Ethiopia.

The group discussion was based on the five selected thematic concepts identified from the group discussions. The thematic concepts are: Public relations situation in Tourism Marketing as used by TE, The significant role of Public relations in Tourism Marketing as used by TE, Problems associated with Public relations practice in Tourism Marketing as used by TE, Public relations specific tools used in Tourism Marketing employed by TE and Over all public relations tactics in Tourism Marketing as used by Tourism Ethiopia.

The following five thematic concepts are discussed in detail below.

4.3.2. Public relations situation in Tourism Marketing as used by TE

In order to investigate the current situations of PR in tourism marketing as used by TE, some of the FGDs with Tourism marketing and destination experts revealed that PR has a role in promoting the good deeds of the organization. It only promotes the good images of the organization. The Experts who are participated in the FGD conclude that PR has no role in Tourism Marketing communication. As a result the Tourism Marketing task has done by the Tourism Marketing department in the organization. And PR experts have no the required skills and capacities. The following are extracts the respondents' views on this notion

FGD A (4) in our organization Public relations experts are specifically working on introducing and promoting the positive deeds of the organization instead of involving in Tourism Marketing process. Therefore, The Tourism Marketing communication has done by the Tourism Marketing department in the organization. And PR practitioners are not getting the required trainings to upgrade their skill and capacity.

FGD C (3) Public relations department is working as a communication manager rather than as a Tourism Marketing expert. As far as I know Public relations is working primarily in building the images of the organization. In principle Public relations is vital in Tourism Marketing but in case of Tourism Ethiopia, PR has no power in it. And it doesn't have the required skills and capacity. So they have skill and capacity gap in Tourism Marketing.

FGD B (1) Public relations experts have no role in Tourism Marketing. Sometimes Public relations experts have worked as an image builder of the organization. PR experts have the required skills and capacities but they did not doing tasks in relation with the principles and approaches of it.

FGD B (2) in some extent the practice of PR in Tourism Marketing is good but it is not adequate. Since the staffs and directors of the organization do not have enough knowledge about the practice of PR, they don't have good attitudes towards the Public relations Experts. And there is lack of capacity, understanding and skill in the organization.

Based on the above findings it is easy to conclude that most of the respondents shared similar idea regarding the current situation of PR in tourism Marketing as used by TE. They focused that PR experts are stick with only promoting the positive deeds of the organization.

However, one of the participants has different point of view regarding the current situations of PR in Tourism Marketing as used by TE. FGD B (2) explained that PR experts are strictly working on Marketing the Tourism Industry with some weakness.

The reflection of this participant is similar with the finding obtained from the in-depth interview. As a result, PR experts are primarily working on image building and Marketing the Tourism industry.

4.3.3. The significant role of Public relations in Tourism Marketing as used by TE

In relation to the significant role of PR experts in Tourism Marketing, some of the participants of FGD reflect that, PR has no role in Tourism Marketing. Basically, PR mostly promotes the positive side of the organization. And it served as a bridge that connects the general public with the organization. As the reflection of the participants, all the Tourism Marketing activity has

done by the Tourism Marketing department in the organization. The respondents' reflection presented as follows:

FGD C (6) basically the task of Public relations in the organization is to create a smooth relationship with the general public. And it has brought a special opportunity in building the positive images of our organization. But in relation to Tourism Marketing, PR does not have a significant role at all. Public relations usually works minor organizational staffs.

FGD 2. A (4) In case of our organization the role of Public relations and the Tourism Marketing department is different. In this point, Public relations is publicizing the positive deeds of the organization whereas the Tourism Marketing department of the organization intensively works on selling and promoting the Tourist destinations of the country.

FGD C (3) Public relations has a significant opportunity in Marketing the Tourism Industry of the country. The PR experts are better in addressing and disseminating necessary information to the target audience effectively. PR experts also create special opportunity for the Tourism industry to better get required attention from various parties. But mostly, Public relations is rightly working on political issues than in Tourism Marketing.

FGD B (5) to some extent Public relations has brought a special opportunity in the Tourism Marketing aspect. Logically and strategically, the Tourism sector has sold out by the intensive work of Public relations but still PR needs improvement on public and private partnerships to intensively work on the Tourism Marketing. On the other hand, PR does not have its own strategy to work with.

Unlike the other participants, participant FGD C (3) and FGD B (5) reflected that PR experts are intensively worked in marketing the Tourism industry. But the activity of PR is not absolute in Tourism Marketing because they are sometimes focused on political issues than marketing the Tourism sector.

Based on the above findings, one can see the different reflections from the respondents regarding the significant role of PR in Tourism Marketing. Some of the participants

believe that PR has played significant role in Tourism Marketing where as the other reflects different.

4.3.4. Problems associated with Public relations practice in Tourism Marketing as used by TE

To explore the responses of participants regarding the challenges associated with the practice of PR in Tourism Marketing, the experts are asked to reflect their opinion on the practical problems of PR. In this regard, the findings showed that the majority of the participants believe that directors and staffs of the organization have no good attitude on the practice of PR. Even they do not consider PR as a profession. Organizational managements do not know the fundamental role of PR in Tourism Marketing. PR has done all the activities only what the management ordered to be done. Event the governmental policy denied the Public relations practice. Instead of doing the main tasks of the organization PR is focused only reporting the positive images of the organization. Therefore, PR has no much role on Tourism Marketing process. Below are what the participants are said:

FGD 3 (C) The fundamental challenge of Public relations practice is the miss understanding of staffs and directors of the organization in the profession. During the establishment of the Public relations department in the organization, there were sever problems. Even all the organizational staffs do not understand the professional practice of PR. As a result, the Tourism industry does not get the service of PR experts rather it has done by the Tourism Marketing department in the organization.

FGD 5 (A) The first challenge of Public relations is the governmental work structure and lack of clear Public relations strategy in Tourism Marketing. Public relations experts are focused with only reporting the positive deeds of the organization. PR Experts are always instructed by the directors to do only what they want. Even directors do not understand the fundamental roles of Public relations.

FGD 3 (B) The fundamental problem of PR is working without the basic strategies and tactics and lack of expert's efficiency. The other challenge is that there is no good attitude by staffs towards the PR experts. There is also lack of skills among practitioners, budget, lack of equipments and lack of stockholders and experts coordination. In this case lack of skill among experts is a critical challenge of PR.

FGD 1. (C) The organization is not familiar with digital communication channels so that the PR experts are working without considering what the global Tourism Marketing needs. And it is hard to believe that PR experts are not professional even they don't have clear understanding about Tourism Marketing.

Based on the above finding, it is easy to conclude that most of the participants believe that, there is lack of awareness among organizational directors on the Practice of PR in Tourism Marketing. They emphasized that there is miss understanding between PR experts and the management. And all the Tourism Marketing activity is done by the Tourism Marketing department.

And the other fundamental problem of PR is lack of well designed strategy, communicational technologies, skills, budget and lack of coordination with stakeholders. The above findings are similar with the findings gained from in-depth interview.

4.3.5. Public relations specific tools used in Tourism Marketing as employed by TE

In order to get the responses of the experts regarding the specific PR tools used in Tourism Marketing, some questions were administered. According to the responses of the experts, the majority of the experts states that PR department has used some specific Tourism Marketing tools. But the specific PR tools are produced and used by the Tourism Marketing department in the organization. In this regard, PR has no role in the production and dissemination of Tourism Marketing Tools. Sometimes PR reports the positive images of the organization than selling the Tourism destination of the country. And PR usually uses the tools for only promoting the organizational activities. Here are the opinions of the experts:

FGD B (4) In case of Tourism Ethiopia, PR has employed some specific Tourism Marketing tools. But The Tourism Marketing department of the organization has used the specific Marketing Communicational tools practically. These tools are attending public events, press release, Newsletters, and blogging, and social Medias.

FGD C (3) in similar ways, Public relation department do have some specific Tourism Marketing tools but the Tourism Marketing department is used them practically. Print media out lets, Virtual shows, trade fairs, rode shows and familiarization trips are an example of communicational tools.

FGD A (1) the Public relations department has used news release, special Tourism events and cultural and social events. We have been employed broad cast, print and social media outlets in marketing the Tourism industry. Sometimes these tools are not used for Tourism Marketing rather we use them for only promoting some organizational activities.

FGD B (5) Press release, awareness creation campaigns and participating in international trade fairs are some of the Public relations department tools used to Market the Tourism sector. In this case PR has used some specific Tourism Marketing tools.

The finding obtained from the FGD is similar with the findings obtained from in-depth interview. But what is different is the PR experts are used the tools for the promotion of the organizational activity; however, the tools are produced and disseminated by the Tourism Marketing department in the organization.

4.3.6 over all public relations tactics in Tourism Marketing as used by TE

When asked to reflect the overall PR strategies in Tourism Marketing, all the Tourism Marketing and destinations experts agreed that the PR department has no well planned specific Tourism Marketing strategies. All the PR activities are unplanned. As they said that the PR experts are not given special emphasis. And it is not considered as a Marketing tool rather it considers as a voice of politicians. Over all, the Tourism Marketing activity has done by the Tourism Marketing department in the organization. And the department has got its own Tourism Marketing strategies. The opinion of the participants presented as follows:

FGD A (6) Public relations department does not have specific Tourism Marketing strategies so that the organization is using the Tourism Marketing department in Tourism Marketing process. In this regard, this department has used different Medias to promote the Tourist destinations as a strategy.

FGD C (5) The Public relations practice is not given due attention in the organization that's way there is no specific strategies for Tourism Marketing. All the PR activities are unplanned. More of the Tourism Marketing works are done by the Tourism Marketing department alone.

FGD B (4) there is no specific Public relations strategy on the ground. The public relations practitioners simply try to build the positive image of the country through

marketing the Tourism industry. There are no even well planned PR strategies. PR is not considered as a Marketing tool. It is considered to be voice of politicians.

FGD C (2) there is no specific PR strategies in the organization. As usual PR is primarily focused on image building as Tourism Marketing strategies. Sometimes there may be unplanned strategies with high level of implementation problems. Even if PR is critical tool for Tourism Marketing, it hasn't guided with professional principles. The works of PR didn't isolate from political propagandas.

The findings obtained from this FGD are quite different from the findings gained from the in-depth interview. In the in-depth interview the PR experts confirmed that there are some specific PR strategies where as in the finding of the FGD there are no specific PR strategies

4.4. Finding of Document Review

In this case, the researcher has reviewed basic Public relations communications tools, editorial policy, and specific Tourism Marketing strategies. The Document review has carried out with the three main themes. The findings and the analysis of the researcher are presented below.

4.4.1. Public relations Tourism Marketing communicational tools, editorial policy and Tourism Marketing Manual

As the intensive Document review of the researcher, The Public relations department doesn't have a Tourism Marketing strategy and editorial policy. But in the case of the institution's Tourism Marketing department there are Tourism Marketing strategies and editorial policy. The Tourism Marketing department of Tourism Marketing strategy consists of:

- ❖ Selecting the country where the Tourism destinations of the country can be sold out.
- ❖ Selecting the country where the Tourist destinations are promoted well; and identifying what sort of Media out lets can be used for the promotional Tourism destination.
- ❖ The strategy consists of the overall Tourism Marketing methodology and the definition the Ethiopian Tourism brand the so called "Land of Origin"

- ❖ Finally, the Tourism Marketing strategy has designed in 2016 and will faith out soon.

As the intensive investigation of the researcher, the Tourism Marketing department Tourism Marketing strategy has designed by professional consultants and it has different Tourism Marketing segments. What one can understand from this finding is that, The Tourism Marketing department has done all the Tourism Marketing activities with the basic Marketing communicational tools, editorial policy and specific Tourism Marketing strategies. In this regard, Public relations department has no role or has very limited role in accordance of the findings of the above findings.

4.4.2. The number and dissemination of Tourism Marketing communicational tools used by Public relations

According to the researcher intensive review, Unlike the Public relations department, the Tourism Marketing department has employed worldwide Tourism Marketing strategy. In this case, the Tourism Marketing departments of TE sorts out some countries that their citizens frequently visit the Ethiopian Tourism destinations. Accordingly, the Tourism Marketing department has employed some specific Tourism Marketing tools.

- ❖ Trade fairs (getting engaged in Tourism Marketing events around the world)
- ❖ Business to business events (B to B)
- ❖ Fame trips (inviting international Medias and tour operators)
- ❖ Social Medias (face book, Instagram, twitter, YouTube etc) especially for Middle East countries tourists.

According to the above findings, the Tourism Marketing department of the TE has used various Tourism Marketing tools to address international tourists. The Tourism Marketing communicational tools are designed and used by only the Tourism Marketing department of TE. In this regard, the PR department has no role in designing and using the Tourism Marketing tools.

4.4.3. Quality of Public relations tools in content, designed, picture and circulation

- ❖ The Tourism Marketing department of the organization has used different print media outlets in marketing the Tourism destinations. From these specific print media outlets, Flyers, brochures, magazines, and Tourism site maps.
- ❖ The Tourism site map is prepared in to five Tourism Marketing roots. These are, the North, the South, the East, the West and the Addis Ababa area Tourism destination roots. When the Tourism Marketing department is going out of Ethiopia to engage in Tourism events, all the print media outlets are disseminated to the different country citizens as a promotional strategy.
- ❖ The department has at least 17 print Media outlets. The Brochures and the Flyers are published with the six foreign languages. These are French, Italian, German, Chinese, English and Spanish.
- ❖ The print Media outlets are designed in international standards. The organization has got financial support from World Bank and all the print Media outlets are designed within World Bank standards. As a result the design, content, picture and the color are well combined. So that they are very quality.
- ❖ These print Media outlets are prepared by international company and published in India.

The above result reveal that, the Tourism Marketing department of TE has used international standard print Media outlets in Tourism Marketing. The Print media outlets are designed with six international languages. The Tourism Marketing department has worked in collaboration with World Bank especially in the Tourism Marketing process. The PR department has no significant role in Tourism Marketing regardless of building the good images of the institution.

4.5. Findings of the Observation

Observation is the other data collection instrument in this study. In this regard, Billboards, posters, information disk offices, promotional videos and audios are intensively observed in respect to TE. The observation has carried out within five fundamental themes. Accordingly, the findings and the analysis of the researcher are provided below.

4.5.1. Billboards and posters used by Public relations

According to the researcher's observation, Public relations doesn't use Billboards and posters in helping the Tourism Marketing communication. This implies that indirectly the Public relations department does not intensively working on attracting tourists; because the PR department is focused on the promotion of the reputation of the institution. However, the Tourism Marketing department of the organization uses Billboards and posters to promote the Ethiopian Tourism brand the so called "land of origin"

4.5.2. Number of billboards hanged throughout the Addis Ababa city

According to the researcher's very intensive observation, Very small amount of Billboards and posters are hanged over the city. Even these billboards and Posters are hangover in a very limited area in Addis Ababa city. Bole international airport, Ministry of culture and Tourism, Tourism Ethiopia, and some star rated hotels are some of the specific areas that Tourism promotional Billboards and posters are hangover.

4.5.3. Designed of the Billboard in color, content and size

As the researcher's observation, the design, color, content and the size of the Billboards and posters are below the international standards. Even most of them are prepared only in a single language (Amharic). They are not well decorated that's way they are not attractive. These are prepared by the Tourism Marketing department but not the PR department.

4.5.4. Public relations information disk that provides information to tourists

As the researcher intensive observation there are two Tourism information centers that have established by Tourism Ethiopia. The first Tourism information center is located in Bole international airport where as the other is found around Meskel square. These Tourism information center still provide necessary information to the none package tourists. In thus Tourism information centers, Tourism Marketing communicational materials (tools) are produced and disseminated to international tourists. And the Tourism Information center which is found in Bole international airport is orienting the new arrival tourists about the overall Tourism destinations of the country.

4.5.5. Production of videos and audios in order to Market the Tourism resources

Videos and audios are produced and international Media outlets are invited in order to cover important Tourism events. This has been done for the last many years with fame trips and international tour and travel agents. Unlike Public relations department, the Tourism Marketing department in the organization invites international journalists to cover Tourism events. This department uses this strategy especially for northern and eastern African countries. BBC, CNN and Euro news, are some of the international Medias that the Marketing department works with. Ukraine's and Poland's Medias also support the Marketing of the Tourism sector of Ethiopia.

The above observation findings implied that, TE has used Bill boards and Posters to Market the Tourism destination of the country and frequently promotes the Tourism brand of the country ``land of origin.`` But the number of Bill boards and posters are very limited. They are only found in Bole international airport, MCT, TE and in some star rated Hotels.

The Bill boards and Posters are not designed with international standards. Most of them are designed with a single language Amharic. And they are not well decorated and attractive enough. However, standardized videos and audios are produced to Market the Tourism destinations. In some cases, the produced videos and audios are aired in CNN, BBC and Euro news. And the TE works with some other European countries (Ukraine and Poland) in helping the Marketing of the Tourism destinations.

In similar cases, TE has also established Tourism information centers that have provided information for non packaged tourists. In the information center, international standard brochures and flyers are disseminated for new arrival tourists. All the Tourism Marketing tools are produced and disseminated only by the Tourism Marketing department in the organization. However, in all this Tourism Marketing activities, PR has not played a significant role in the production and dissemination of Tourism Marketing tools. It has only focused on the promotion of the reputation of the organization.

CHAPTER FIVE

5. SUMMERY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter introduces summary of the findings, conclusions and recommendations for further studies.

5.1. Summary of the Findings

This study tries to investigate the Public relations strategy in Tourism Marketing as used by TE. In this regard, the status, opportunities, challenges and the specific tools of PR are specifically examined. Accordingly, the findings of the study are discussed below,

5.1.1. The status of PR in Tourism Marketing as used by TE

According to the interview results obtained from the PR experts, the importance and meaning of the Public relations somehow aligned with the literature so that PR experts and staffs of the organization are well understood about the significant of Public relations in Tourism Marketing.

As a result of the finding of the study, Public relations practitioners of the organization are working as promoter of the Ethiopian Tourism sites with the help of different tools. The experts are working on advertising Tourism destinations and publicizing them. The Public relations experts who are working in the organization understand some of the fundamental roles of PR in Tourism Marketing.

In accordance with the FGD results, most of the participants shared similar idea regarding the current situation of PR in Tourism Marketing as used by TE. They focused that PR experts are working only in the promotion of the positive deeds of the organization. In this regard, PR has no a significant role in the Marketing of the Tourism industry

5.1.2. Opportunities of PR in Tourism Marketing as used by TE

In terms of the oppotunities of PR in Tourism Marketing, the interview findings reviled that; PR can create a wide range of oppotunities in the Tourism industry. In case of Tourism Ethiopia, the PR practitioners and staff of the organization well understood the decisive roles of PR. But per the finding of the study, PR experts are not doing the right job as expected. On the other hand, due to the proper implementation of PR strategies, the follow of Tourists are alarmingly

increasing ever than before in Ethiopia. And it has been selling Tourist destinations for both local and international Tourists.

According to some respondents, Ethiopia is one of the beautiful Tourist destination countries in the world but due to poor Marketing system the country doesn't get the desired benefits from the sector. Over all the Organization didn't give autonomy for PR experts to do their job properly. The organization hasn't known the professional practice of PR that's way they consider PR as only baggage holder while organizational stuffs are moving somewhere. The governmental system itself contributes a lot for PR experts get less attention in the organization.

From the results obtained from the FGD, In case of Tourism Ethiopia, PR experts are not doing the right job specially in Marketing the Tourism sites. The PR experts and staffs of the organization are well understood about the fundamental roles of PR in Tourism Marketing but the organization is failed to implement the professional practice of PR. There for, all the Tourism Marketing activates are only done by the Tourism Marketing department in the organization.

5.1.3. Challenges of PR in Tourism Marketing as employed by TE

The finding gained from the interview session implied that, there is lack of awareness in the organization about the fundamental practice of PR in Tourism Marketing. All the challenges are resulted from lack of good leadership in the organization. The organizational system itself is a challenge for PR practitioners in Tourism Marketing. And the organization employed unprofessional personals. This means PR expert are employed without taking PR professional courses rather they are graduates of social sciences.

PR is not considered to be as a profession in TE. PR experts are not working with their own strategic plan rather they are working in respect to the organizational strategic plan. All the challenges of PR are both internal and external. Before some years ago, the organization has considered PR as event organizer than giving other significant roles.

Lack of academically and technologically equipped man power is the other challenges as the implications of the findings. And PR practitioners are not supported with updated tools to Market the Tourism industry. The political unrest of the country is the other challenge of PR so that this affects the practice of PR in Tourism Marketing.

With regard to the management of challenges of PR in the practice of Tourism Marketing, PR has developed good sense of team spirit in handling the problems. And maintaining hot spot discussion is the primary solution that has taken by the PR experts.

Based on the FGD finding, most of the participants believe that, there is lack of awareness among organizational directors on the Practice of PR in Tourism Marketing. They emphasized that there is miss understanding between PR experts and the management. That's way, all the Tourism Marketing activity is done by the Tourism Marketing department.

And the other fundamental problem of PR is lack of well-designed strategy, communicational technologies, skills, budget and lack of coordination with stakeholders.

5.1.4. Specific tools of PR in Tourism Marketing used by TM

In relation to the PR tools, Public relations experts have employed three media outlets (broad cast, print, and social media outlets) in the time of Tourism Marketing. In this regard, Social Medias are used frequently as Tourism Marketing tool. Broad cast media is also used in the form of package and live transmission service to cover some Tourism events so as to advertise them all to penetrate the local and international Tourism Marketing arena. PR is also participating in the international trade fairs to advertise Ethiopian Culture and Tourism resources. And local tour guides and tour operators are part of the public relations tools.

PR has worked out with international Medias to attract the international Tourist. The international Medias are used when there are some especial programs to cover like “Adawa victory memorial” program and others. CCTV, Aljazeera and BBC are some of the international Medias that PR has worked with. This shows that PR is striving to promote the Tourism industry of Ethiopia to the international Market arena.

The findings obtained from the FGD reveal that, PR experts are used some tools only for the promotion of the organizational activity; however, the tools are produced and disseminated by the Tourism Marketing department in the organization. In this case, PR has no role in Tourism Marketing.

In regard to the weakness of the Public relation tools, the print media outlets are no effective in the Marketing of the Tourism sector as the respondents of the interview session revealed that. In

this regard, social Medias (face book, YouTube, twitter, and instagram) are very effective in marketing the Tourism industry.

5.2. Conclusions

This study has focused on the topic, “An investigation of Public relations strategy in Tourism Marketing as used by Tourism Ethiopia”. This study has the objective of investigating the application of PR strategies in Tourism Marketing as employed by TE.

Accordingly, the study has employed qualitative case study approach. This kind of approach is used to investigate the status of Public relations strategy in Tourism Marketing as used by TE. In this regard, this study tries to identify the status, opportunity, challenge, and the specific tools of Public relations as used in Tourism Marketing in TE.

The target populations of this study are Public relations experts, event organizers, PR directors, Tourism Marketing experts and destination experts of TE. The organization (TE) was selected using the convenience sampling technique. In this regard, fifteen (15) Public relations staffs were selected purposively as a sample for in-depth interview whereas eighteen (18) samples were also selected from Tourism Marketing and destination experts for focus group discussion (FGD) purpose. In this regard, in-depth interview, FGD, document review and observation are used as a data collection instruments in this study.

The finding of this study indicated that most of the Tourism Marketing activity has done by the Marketing department than the Public relations department in TE. Even if the findings with staff of the PR reveals that, all the Tourism Marketing activities are done by the Public relations department but as the researcher investigation through other means of data collection methods (FGD, document review and observations) all the Tourism Marketing activities are totally done by the Marketing department of the TE. Accordingly, in terms of the status of PR, staffs of the organization have no good attitude towards the practice of PR. As a result, this is the basic challenges of PR in general. PR has no role in Tourism Marketing rather than promoting the reputation of TE. In the Tourism Marketing part, the Marketing department has used the three media outlets (broad cast, print and social Medias) and rarely international Medias are also used.

The general result of the study indicated that, the organization (TE) has worked with the Marketing department in Tourism Marketing than the PR department. In this case, all the Tourism Marketing activities are taken by the Marketing department.

As the intensive evaluation of the Marketing department within FGD, document review and observations, the department has intensively worked in Tourism Marketing regardless of some challenges they face. So that, the researcher assured that the PR department has no or little role in Tourism Marketing.

5.3. Recommendations

- ❖ As the findings of the study, even if the organization has good understanding about the practice of PR, but it doesn't use the full effort of PR in Tourism Marketing. Therefore, the organization (TE) should understand the significant role of PR experts and letting them to involve in the overall Tourism Marketing activities. Directors, management body and organizational staffs need to understand the significant roles of the PR experts in both Tourism Marketing and organizational reputation management activity.
- ❖ PR experts are only considered as promoter of Tourist sites and all the Tourism Marketing activities are given only to the Marketing department. But PR is more than like a promoter agent. It can work as a researcher, councilor, promoter, Marketing expert and channel of communication between the organization and the local and international Tourists. Therefore, the organization should have to look the multiple roles of PR. And refereeing the international approaches, principles and strategies could be advisable for the better usage of PR practices. On the other side, the organization need to council or distinguish the role of PR and the Marketing department to see the better result in Tourism Marketing.
- ❖ The Tourism Ethiopia should have to implement the PR specific strategies to see the wide range of opportunities of PR itself in Tourism Marketing. PR has always independent strategic plan but it has to be in line with the mission and vision of the institution. PR experts and staffs of PR need to get autonomy to work in respect to the approaches and principles of the PR profession. At the moment, PR is considered as a baggage holder and event organizer but the organization should know that PR is much more than that. And it

needs to understand that PR is between life and death for the organization especially in Tourism Marketing.

- ❖ The organizational structure and system should be inevitable for the practice of PR because the organizational system itself is the basic challenge of PR in time of Tourism Marketing. The organization also needs to employ professional PR experts. And the organization should believe that PR is a profession. Furthermore, Tourism Ethiopia should use well designed PR strategies, skilled man power, and adequate budget and should also maintain good coordination with stakeholders.
- ❖ The organization should collectively use all the media outlets (broad cast, print and social Medias) within the Public relations department. In addition to the three local media outlet and special events, the PR department need to work frequently with international media out lets such as CNN, Aljazeera, BBC, Euro news and CGTN.
- ❖ Beside the main stream Medias, the PR department should use e -marketing system to properly Market the Tourism industry. Finally, the PR department should get the desired attention to get best result in the Tourism industry.

5.4. Future Research

The researcher of this study understands that, this study cannot be enough to satisfy the demands of TE in the practice of PR in Tourism Marketing. As a result, other study will have to conduct to answer more questions under the study area. Therefore, other similar studies on the practice of PR in Tourism Marketing in TE will be helpful to fill the existing gaps. Furthermore, the researcher needs to recommend Tourism Ethiopia to investigate intensively the findings and recommendations of this study so as to fill the existing gaps in relation to the practice of PR in Tourism Marketing.

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Annexes

Appendix I. Interview Questions

These interview questions are designed to collect relevant data to investigate the Public relations strategies in Tourism Marketing. Therefore, you are kindly requested to provide your genuine and complete response to the following questions. **Your cooperation is highly appreciated in answering the questions genuinely.**

Interview checklist for Public relations experts, directors and Event Organizers of Tourism Ethiopia

1. What do public relations mean to you? Can you list out the fundamental activities of Public relations that applied in Tourism Marketing? Do you think Public relations practice is important in Tourism Marketing as used by Tourism Ethiopia?
2. What are the opportunities of Public relations experts in Tourism Marketing?
3. Do you think Public relations is working in respect to a strategic plan? What specific Public relations strategy or practice dose Tourism Ethiopia use in Tourism marketing? How do you describe the implementation of Public relations strategy in Tourism Marketing?
4. Describe the current status of Public relations practice in Tourism Marketing as employed by Tourism Ethiopia? What are the attitudes of staffs and directors towards Public relations practice?
5. Can you explain about the particular challenges of Public relations in time Tourism Marketing?
6. How could you manage the challenges of Public relations?
7. What are the specific Public relations tools that Tourism Ethiopia employed? How the organization does used the Public relation tools in the course of Tourism Marketing?
8. Describe the strength and the weakness of the Public relations tools particularly in Tourism Marketing? Do you think all the Public relations tools are effective and efficient in marketing the Tourism industry of Ethiopia?
9. Do you think Public relations experts of you organization play a decisive role in Ethiopian Tourism Marketing?
10. Do you think the Public relations Tourism Marketing strategy considers the current Tourism status of the country?

Appendix II. Focus Group Discussions (FGDs) Checklist

Thematic Questions for FGDs

Questions for Tourism Marketing Experts and Destination experts

I. Demographic details of participants

1. Name/code_____
2. Sex_____
3. Age_____
4. Your work position in the organization_____
5. Your work Experiences in PR or Tourism marketing_____
6. Educational Qualification_____

II. The status of Public relations in Tourism marketing as used by the Tourism Ethiopian.

1. Do you state the major functions of PR in Tourism Marketing as used by the Ethiopian Tourism Organization? What are the attitudes of staffs and directors towards the practice of PR?
2. Do you think the practice of PR is necessary in Tourism Marketing? Yes/No
3. If your answer is yes what are the significant roles of PR in Tourism Marketing?
4. Do you believe all the PR experts have the required skill, capacity and understanding?

III. Opportunities of public relations in tourism marketing as employed by Tourism Ethiopian.

1. Do you think Public relations experts bring especial opportunity in Tourism Marketing? Yes/No
2. If your answer is yes what are the opportunities that Public relations brought in Tourism Marketing?
3. Do you think you Organization is effectively use the practice of PR in Tourism Marketing? Do you think PR is engaged with in planning, research, communication evaluation and execution process to improve the Tourism Marketing?

IV. Challenge of Public relations practice in tourism marketing as used by the Tourism Ethiopian.

1. What are the practical challenges that PR faced during the practice of Tourism Marketing?
2. Do you think the organization is not letting PR working within its approaches and principle?
3. Do you think your organization understands the decisive role of PR in Tourism Marketing?

V. Public relations tools used in Tourism Marketing

1. What are the specific PR tools used in the time of Tourism Marketing?
2. Do you think all the PR tools are evaluated to measure their effectiveness? Yes/No
3. If your answer is yes how do you evaluate them?

VI. The specific Public relations Strategies used in Tourism Marketing

1. What are the specific PR strategies used in Tourism Marketing? Do you think the specific strategies are effective in Tourism Marketing? If so How?

Concluding question

- ❖ Of all the things we've discussed today, what would you say are the most important issues you would like to express about the over role of PR in Tourism Marketing?

Appendix III. Document review guideline

1. Does the Tourism Ethiopia have Public relations strategy, editorial policy and Tourism Marketing manual?
2. How many Tourism Marketing communication tools are produced by the organization?
3. To what extent the Public relations tools are quality in their content, design and pictures, and its circulation?
4. Dose the Public relations department disseminates flyers, brushers, news papers, press releases, Tourism destination maps and magazines to local and international Tourists?

Appendix IV. Observation Checklist

1. Dose the Public relations department use Billboards and posters to introduce the Tourism resources of the country?
2. Dose the Public relations department posted Billboards and posters in a very visible area?
3. How many Billboards are hanged throughout the city?
4. Do the Billboards are well designed in color, content and size?
5. Dose the organization have information desk to provide Tourism information?
6. Dose the Public relations department produce videos and audios to Market the Tourism sector?