

# **ADDIS ABABA UNIVERSITY**



**School of Commerce**

**Post Graduate Program**

**Department of Marketing Management**

Assessing Integrated Tourism Marketing Communication Practices  
Of Ethiopia for International Market.

**By: Yetaseb Seyoum**

A Thesis Submitted To the School of Commerce Graduate Program of Addis  
Ababa University in Partial Fulfillment of the Requirements for the Degree of  
Masters of Arts in Marketing Management

**June, 2014**  
**Addis Ababa**

**ADDIS ABABA UNIVERSITY**

**SCHOOL OF COMMERCE**

**ASSESSING INTEGRATED TOURISM MARKETING  
COMMUNICATION PRACTICES OF ETHIOPIA FOR  
INTERNATIONAL MARKET**

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**ADVISOR: TEMESGEN BELAYNEH (PHD.)**

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**BY: YETASEB SEYOUM**

**Approved By Board of Examiners**

Advisor

Signature

Temesgen Belayneh (PHD.)

-----

Internal Examiner

Signature

Name: -----

-----

External Examiner

Signature

Name: -----

-----

JUNE, 2014  
ADDIS ABABA

## **DECLARATION**

I, the undersigned declare that this thesis is my work and has not been presented, in part or whole, in any other university or college. All sources of the materials used for this project work have been duly acknowledged.

Declared by:

Name: Yetaseb Seyoum

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Confirmed by:

Advisor: Temesgen Belayneh (Phd.)

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## **STATEMENT OF CERTIFICATION**

This is to certify that Ato Yetaseb Seyoum has carried out his post graduate thesis work on the topic entitled “Assessing integrated tourism marketing communication practices of Ethiopia for international market.”

The work is original in nature and suitable for summation for the award of master’s degree in marketing management (MA)

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Advisor: Dr. Temesgen Belayneh

Date: -----

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## **LIST OF ACRONYMS AND ABBREVIATIONS**

AFRAA: African Airlines Association

AHA: Addis Ababa hotel Association

ET- Ethiopian Airlines

ETO- Ethiopian Tourism Organization

ETOA: Ethiopian Tour Operators Association

GDP- Gross Domestic Product

GTP- Growth and Transformation Plan

IMC – Integrated Marketing Communication

ITB: Internationale Tourismus -Borse

ITMC – Integrated Tourism Marketing Communication

MoCT – Ministry Of Culture and Tourism

SSA- Sub- Saharan Africa

UNWTO- United Nation World Tourism Organization

WB – World Bank

WTM: World Travel Market

WTTC –World Travel and Tourism Council

## Abstract

*Tourism promotion efforts as a basic in the tourism demand have been overwhelmingly neglected in rigorous studies especially in Ethiopia. Moreover, even the very few studies that could be traced focused exclusively on developing country cases and we did not come across any study have been undertaken Ethiopian economies for which tourism accounts significantly to its economies. The purpose of this study is to assess Ethiopia's practice in terms of integrated tourism marketing communication for the international market. To collect the data both qualitative & quantitative approaches were used so in depth interview, focused group discussions and questioners were the instruments that are used to collect the data. With purposive sampling methods, data source were selected. These data source organizations have a direct role on the promotion of Ethiopia's tourism resource for the world market. From MoCT and other data sources marketing/promotional department staffs along with top management which are a total of 10 informants are involved for interview and one separate focused group discussions was created to see the practices of integrated tourism marketing communications. Moreover 75 questioner respondent were involved to cross check the qualitative findings. The study findings & results showed that Ethiopia As a country lacks the practices of integrated tourism marketing communications. Based on the research findings the possible Recommendations are forwarded to the concerned institutions and generally to the newly established organization (ETO) for the sake of providing, developing and implementing integrated marketing communications for international market.*

### Key Words

**Integrated Marketing Communication** is marketing communications in which all elements of the promotional mix are coordinated and systematically planned so as to be harmonious. (Kotler)

**Tourism** is the travel for recreational, leisure, family or business purposes, usually of a limited duration (for not more than one consecutive year). (UNWTO)

# CHAPTER: ONE

## INTRODUCTION

### **1.1. Background of the Study**

Tourism is a powerful vehicle for economic growth and job creation all over the world, especially for least developed countries. The tourism sector is directly and indirectly responsible (WTTC, 2011) for 8.8 percent of the world's jobs (258 million); 9.1 percent of the world's GDP (US\$6 trillion); 5.8 percent of the world's exports (US\$1.1 trillion); and 4.5 percent of the world's investment (US\$652 billion). The World Travel & Tourism Council estimates that 3.8 million jobs (including 2.4 million indirect jobs) could be created by the tourism industry in Sub-Saharan Africa (SSA) over the next 10 years.

Ethiopia is said to have the potential of becoming one of the major tourist destinations in the world, especially in three areas; cultural tourism, natural resources tourism, and business and conference tourism. According to the world economic forum, Travel & Tourism Competitiveness Index (2011) Ethiopia ranks 33 & 82 out of 140 world countries in terms of natural resources and cultural resources respectively. However International tourist arrivals (2011) were only 523,000 from these visitors, tourism generates 757.9 million dollar, which is far below other neighboring countries.

In the Growth and Transformation Plan (GTP), the government has set a target to create 3 million new job opportunities, of which 1.8 million or 60% percent of the job is expected to arise out of the tourism sector alone. The number of tourists that are expected to visit is predicted to reach one million by the end of 2015, double that of 500,000 visitors which arrived in the country at the beginning of the GTP (2010). According to the GTP plan, Ethiopia had to become one of the five major tourist destinations on the continent by 2012, while it was indicated that current statistics showed that the country is placed 22<sup>nd</sup> as a preferred tourist destination in Africa.

In the other side, Ethiopia's tourism potential has different bottle necks that unable the country to gain what it deserves from the sector for instance, poor historical images because of war and famine, inefficient and disorganized promotion at the international level, Lack of skilled manpower, absence of coordination among and between stakeholders, uncompetitive tourism service and products are the major one. Due to the reason, government carry out different works to alleviate the above mentioned problems like infrastructure development, opening of different tourist service organizations, and to gain competitive advantage from the sector. This is further supported by the commitment of the government in its decision to issue a tourism policy in August 2009, (WB, 2012)

In effect the major bulk of tourism promotion efforts are undertaken by the federal and/or regional government (through budgetary grants or allocations as well as tourism related tax) through the ministry of culture and tourism. However organized marketing and promotional practice issue left forgetfully, so Ethiopia should spend more business time by focusing on marketing specially promotion, (WB, 2012)

Since the roles of advertising and other forms of promotion are changing in the modern world of marketing, it is crucial to see the current practices seriously. The past, most marketers relied primarily on media advertising to tourists, travel agents, and convention planners to attract visitors. But, today many companies are taking a different approach in developing their marketing communication programs. Marketing and promotion is clearly essential for successful tourism and hospitality development (Williams, 2006)

The success of tourism is depend on numerous actors, in most cases, the international visitors that determine its success, planning and implementing integrated marketing communications at the international level is highly important. For promotion and advertizing to be effective, it must be carefully designed and coordinated to reflect the property's personality and make the property stand out in a crowd of competitors.(James R. 1996)

So this research brings in the main concept and practices of Integrated Marketing Communication (IMC) at the international level to improve Ethiopia's tourist destination image and to reinforce tourists' choices of travel destinations.

## **1.2. Statement of the Problem**

As mentioned above by World Economic Forum Ethiopia is said to be a potential for top tourist destination in Africa. However there are very few researches that are done on the issue of strategic tourism marketing in African case. Michelle C. Van Der Merwe(2003) explained in his thesis that there is little research emphasizing specific marketing and distribution strategies that may be applied by travel and tourism organizations, airlines and intermediaries to successfully market a tourist destination.

In the other side companies within the tourism industry are operating in a sector where the competition is extremely fierce, the bargaining power of customers is very high. Therefore, the techniques and strategies to communicate a message are of vital importance. Communication strategies introduce the product offering, attempt to confirm and reinforce positive attitudes towards the product, extend and deepen consumer awareness of the product, and attempt to change attitudes and behavior towards purchasing the offering. In addition, communication does not end with the purchase. The customer service and feedback are essential elements of communication in order to ensure repeat purchasing, (Camilla K., Johanna T., 2003)

According to Morrison (2002) the ultimate goals of promotion which is one of marketing mix is to modify behaviors through communication. Especially countries like Ethiopia that has poor image because of war and famine can be easily beneficial through the appropriate usage of marketing communication in the integrated manner. Since promotion requires helping customers through the various buying process stages to purchase and repurchase a particular service (Morrison, 2002) because promotion accomplishes this by informing, persuading and reminding customers.

The reason why tourism sector requires IMC as clearly stated by Morrison (2002) Consumers of products and service throughout the world are exposed for hundreds and even thousand of promotions in every week, these could include electronics, printing and other related Medias. In spite of the above fact human brain cannot possibly absorb all these messages because of internal and external factors. Due to the reason business properties have to tackle this hospitality and tourism challenges with selection of appropriate promotional techniques that works best for the situation for the sake of positively influencing customers.

According to Keller (2001), cited by Camilla K., Johanna T., (2003) the recent years of heavy increased media clutter, has made it more difficult and expensive for companies to reach and influence target groups through traditional media, such as television, radio and press. The role of new media technology such as the Internet and e-mail and their roles as effective marketing communication methods have also not been adequately assessed. Moreover application of IMC in the tourism sector also has a gap. With this lack of assessment, there is more uncertainty about how tourism organizations, tour operators and others should market Ethiopian tourism product, which marketing communication methods work best, to whom to market etc, (Michelle C. Van Der Merwe, 2003)

Media fragmentation and the need for more cost-effective and efficient marketing has apparently changed the way marketers approach the task of marketing and marketing communications should be shifted from traditional approach to IMC. The five elements of promotional mix which are advertizing, sales promotion, direct marketing, using sales person, and public relation should work in terms of one compliment the other with form of synergy to easily meet its target. Moreover promoting the national resource to the rest of the world should be done jointly with concerned stakeholders to be effective,(Camilla K., Johanna T.,2003)

Integration produces integrity because a country that is seen as a “whole” rather than pieces and parts is perceived as being more sound and trustworthy. To summarize, it is the right time to assess Ethiopia’s integrated tourism marketing communication practices at the international level and to show directions for the better future practices. According to S.Ul-Rehman & M.S.

Ibrahim,(2011) Integrated marketing communication study provides practice based and grounded insights as well as concrete suggestions for organizing communication campaigns.

### **1.3. Research Questions**

The researcher tries to answer the following basic research questions;

- Does Ethiopian government (MoCT) works international tourism marketing communication in the integrated way?
- What are the levels of integration among and between stakeholders to undertake marketing communication?
- How to develop and implement effective promotional mixes (IMC) to unlock the tourism sector potential?

### **1.4. Research Objectives**

The general objective of this research paper is to assess and determine the present integrated marketing communication practices used by tourism organizations to market/promote Ethiopia's tourism product best at the international level.

Specific objectives of the research include:

- To assess the Ethiopia's integrated tourism marketing communication practice.
- To evaluate the levels of integration and coordination among and between stakeholders to undertake tourism promotion.
- To highlight directions for the development and implementation of effective promotional strategies to be real beneficial from the industry.

### **1.5. Significance of the Research**

Since most of the tourism benefits are come across international visitors, this research paper will have a significant importance for the policy makers particularly for the Ethiopian ministry of culture and tourism office, as an input to valve benefits from the sector.

In addition to this

- All individuals and institutions can learn from this study to evaluate their performance in terms of IMC.
- The research also can use as a reference for other researcher or scholars in the future.

The contribution of the paper therefore, is in synthesizing well-developed and integrated communication techniques and to provide a comprehensive framework for marketing/promoting of Ethiopia's tourism resource to the rest of the world.

### **1.6. Scope of the Research**

The Ministry of Culture and Tourism is the central governmental body which is responsible for development and marketing Ethiopia's tourism resource to both international and domestic visitors in a well organized way. It is also mandated to design and implement programs to promote tourism and to encourage the establishment and maintenance of the necessary tourist facilities is MoCT, Gebreaninya, (2011) Moreover MoCT is responsible to play a leading role on the overall coordination of stakeholders towards the development and marketing of tourism products, (Proclamation No 691/2003)

This research tried to assess MoCT's national practices on the issue of integrated marketing communication for the international market; due to the reason the main focus area of this study is ministry of culture and tourism. However to assess the levels of involvement and coordination other selected tourism organizations here in Addis Ababa have been included.

### **1.7. Limitations of the Study**

This research is written on the tourism organizations perspective, it has not the aim to include the opinions of customers; moreover, it is not written on how to practices IMC in the domestic market rather for the international market level. Due to the reason the above mentioned issues requires further investigation and research

## **1.8. Organization of the Paper**

The paper is divided into five chapters. Chapter one deals with the introduction part that includes background, problem statement, study significance, research objective. Chapter two is all about the reviewing related literatures that includes overview of Ethiopian tourism, marketing communication, integrated tourism marketing communications, and theoretical literature are reviewed. Chapter three includes the study focus areas, and methodology. Result presentation, Data analysis and discussion of estimated results presented in chapter four. Finally in chapter five the conclusions and recommendations for policy making purpose are presented.

# CHAPTER TWO

## REVIEW OF RELATED LITERATURE

### **2.1. Integrated Tourism Marketing Communication**

#### **2.1.1. Overview of ITMC**

Travel and tourism has become a global industry that is widely considered to be the fastest growing industry in the world. It may be regarded as a catalyst for economic growth and has many benefits. Tourism is the lifeblood of many countries, especially less developed nations that have no other major industries, and should be classified as a major industry in Africa,(Michelle C. Van Der Merwe ,2003)

According to Michelle C. Van Der Merwe, (2003) it is beneficial to encourage tourists to visit a country because they inject foreign currency. This causes a ripple effect in and stimulation of the economy. To enhance tourist experiences in an area, Companies need to be exposed to the marketplace in order to attract new business and keep existing business – hence marketing should be an essential component of every business. Many different marketing communication methods are used by tourism organizations to promote their products and services, the main distinction being between personal and non-personal marketing communication methods, (Michelle C. Van Der Merwe, 2003)

#### **2.1.2. Definition OF IMC**

According to the American Association of Advertising Agencies IMC is

*“a concept of marketing communication planning that recognizes the added value of a comprehensive plan that evaluate the strategic roles of a variety of communication disciplines, e.g. general advertising, direct response, sales promotion and public relations-and combines these disciplines to provide clarity, consistency and maximum communication impact.” (AAAA 1997, 3)*

It is possible to identified that the above definitions has four pillars to assess the IMC practices, which are Consistent message and image, Multiple target groups- multiple communications mixes, database-based communication, Practice of relationship marketing.

According to Susan (1997) IMC suggests that marketers look at the customer first – his or her preferences, buying patterns, media exposure, and other factors – and then expose that customer to products and services that fit the customer’s needs via a mix of communication methods he or she finds attractive and credible.

Theoretically tourism promotion efforts (in terms of attendance in road shows, marketing, publicity and brand name among others) aim principally at disseminating as much information as possible about a destination and its attractions in an attempt to make it better known in the ever increasing competitive international tourism market,( Seetanah,2010) Moreover, as tourists have grown more sophisticated and knowledgeable about different destinations and tourism products, there is an increasing demand on promotional agencies to provide greater level of information pertaining to services offered (including hotel), activities, uniqueness of the destination and culture among others.

Concerning new markets, advertising should be more regular and consistent, regarding the amount of expense, so that the image of the tourist product to “be build” in a long-term basis. In that case, advertising alone is not sufficient. A comprehensive information strategy is required and of course the advertising “promise” should be credible, (Dionyssopoulou & Stafylakis, 2007)

A fundamental reason is that they understand the value of strategically integrating the various communications functions rather than having them operates autonomously. By coordinating their marketing communications efforts, companies can avoid duplication, take advantage of synergy among promotional tools, and develop more efficient and effective marketing communications programs. Advocates of IMC argue that it is one of the easiest ways for a company to maximize the return on its investment in marketing and promotion. Application of modern means of marketing communications breaks new grounds for positioning and expanding the proper image of one country, (Zaiachkovska, 2011)

### 2.1.3. IMC and Synergy

IMC is a goal worth pursuing because using multiple communication tools in conjunction with one another can produce greater results than tools used individually and in an uncoordinated fashion. That is, multiple methods combined can yield more positive communication results than do the same tools used individually or in an uncoordinated manner. There is a synergistic effect of using multiple well coordinated mar-com tools. TV and online advertising used together produced more attention, more positive thoughts, and higher message credibility than did the sum of the two media when used individually, (T. A. Shimp, 2010)

### 2.1.4. Integrated Marketing Communication Tools

According to Aronsson and Tengling (1995), as cited by Camilla K. & Johanna T. (2003) state that the most important marketing communication tools within the tourism industry are; advertising, direct marketing, personal selling, public relations, sales promotions and trade shows. In addition, several other marketing communication tools exist, such as; the Internet, events and sponsorships, packaging, point of purchase, word of mouth and corporate identity. All these tools are further summarized in the following sections below.

*Table 2.1: The Promotional Mix Used In Tourism*

	Promotional tool	Tourism application
1	Advertising	Television, newspapers, magazines, billboards, Internet, brochures, guidebooks
2	Sales promotion	Short-term incentives to induce purchase. Aimed at salespeople, distributors such as travel agents, and consumers. Can be joint promotions. Include merchandising and familiarization trips
3	Public relations	All non-paid media exposure appearing as editorial coverage. Includes sponsorship of events and causes
4	Personal selling	Meetings and workshops for intermediaries; telephone contact and travel agents for consumers
5	Word of mouth	Promotion by previous consumers to their social and professional

		contacts. Often perceived by consumers to be the most credible form of promotion.
6	Direct marketing	Direct mail, telemarketing, and travel exhibitions
7	Internet marketing	Direct e-mail marketing, Internet advertising, customer service, and selling and market research

Source: Simon and Louise Hudson (2010: 164)

Each promotional tool has its own weakness and strength that is why we need ingratiation among and between different tools. The 4Cs framework: a summary of the key characteristics of the tools of marketing communications;

*Table 2.1: Characteristic of Promotional Tools*

	Advertising	Sales promotion	Public relations	Personal selling	Direct marketing
<b>Communications</b>					
Ability to deliver a personal message	Low	Low	Low	High	High
Ability to reach a large audience	High	Medium	Medium	Low	Medium
Level of interaction	Low	Low	Low	High	High
<b>Credibility</b>					
Given by the target audience	Low	Medium	High	Medium	Medium
<b>Costs</b>					
Absolute costs	High	Medium	Low	High	Medium
Cost per contact	Low	Medium	Low	High	High
Wastage	High	Medium	High	Low	Low
Size of investment	High	Medium	Low	High	Medium
<b>Control</b>					
Ability to target particular	Medium	High	Low	Medium	High

audiences					
Management's ability to adjust the deployment of the tool as circumstances change	Medium	High	Low	Medium	High

Source: C. Fill & B. Jamieson (2010: 16)

IMC is all about unification of all marketing communications tools, as well as corporate and brand messages, so they send a consistent, persuasive message to target audiences.

The integrated marketing communications approach recognizes that advertising can no longer be crafted and executed in isolation from other promotional mix elements. As tourism markets and the media have grown more complex and fragmented, consumers find themselves in an ever more confusing marketing environment. Tourism marketers must address this situation by conveying a consistent, unified message in all of their promotional activities. An IMC campaign includes traditional marketing communication tools, such as advertising or sales promotion, but recognizes that other areas of the marketing mix like the Internet are also used in communications. Planning and managing these elements so they work together helps to build a consistent brand or company image, C. Fill & B. Jamieson (2010, pp16)

### **2.1.5. Managing Integrated Marketing Communication**

According to Kotler (2000) the era of a company relying on one or two communication tools is gone. This is because markets have divided into many small fragmented markets so it is not possible to use a single communication tool to reach all these markets. With the marketplace changing dynamically it is crucial for the companies to change how they approach marketing communication to ensure it is effective and enables them achieve their target, integrating these media aids and makes it easier for the organization to achieve its objectives.

Managing integrated marketing communication as a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communications disciplines for example general advertising, direct response,

sales promotion and public relation and combines these disciplines to provide clarity, consistency and maximum communications impact through the seamless integration of discrete messages, (Kotler, 2000).

### **2.1.6. Benefits of IMC**

Integrated Marketing Communications requires a lot of effort it delivers many benefits. It can *create competitive advantage, boost sales and profits, while saving money, time and stress. IMC benefits can be summarized as follows*

- *an IMC approach aligns short- and long-term marketing in order to avoid conflicts within an organization;*
- *it is a sound and clear approach;*
- *all target audiences are considered;*
- *individual and one-to-one communication is encouraged;*
- *synergy and recall increase;*
- *Results in financial benefits. (P. J. Kitchen & I. Burgmann,2010:6)*

IMC saves money as it eliminates duplication in areas such as graphics and photography since they can be shared and used in say, advertising, exhibitions and sales literature. Agency fees are reduced by using a single agency for all communications and even if there are several agencies, time is saved when meetings bring all the agencies together - for briefings, creative sessions, tactical or strategic planning. This reduces workload and subsequent stress levels - one of the many benefits of IMC,(Onasogahkayode (2013;29-31)

## **2.2. Ethiopian Tourism Industry and Marketing Communication**

### **2.2.1. Overview of Ethiopian Tourism**

Tourism is the act of travel for the purpose of recreation and business, and the provision of services for this act. Tourists are persons who are "travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited" (official UNWTO definition). International tourism comprises both out bound (Visits by the residents of a country to another country) and inbound tourism (Visits to a country by nonresident of that country)

There is considerable debate about the role of government in the tourism industry. One proposition is that in most developed countries government has tended to play the role of supporting tourism development, by providing infrastructure and a representative national tourism authority. Many governments offer investment incentives to encourage development of the tourism industry. In developing countries such as Ethiopia, the government through different way has invested in tourism facilities, such as spa, hotels, and also in tourism services such as travel agencies, buses, car hire and airlines. There is no definite pattern which reflects the role of government in the development of the tourism industry, (Leonard J. L. & Carson L. J., 1997)

Ethiopia is truly a land of contrasts and extremes; a land of remote and wild places. Some of the highest and most stunning places on the African continent are found here, such as the ruggedly carved steeples and spires of the semien mountains, one of UNESCO's world heritage sites and some of the lowest hot but fascinating Danakil Depression,([www.tourismethiopia.org](http://www.tourismethiopia.org))

Ethiopia's uniqueness makes it a fascinating destination for every kind of traveler, but in particular for the traveler who wants that bit more. Ethiopia's historic sites are extremely wide-ranging and possibly the most extensive in the whole of Sub-Saharan Africa. Experts claim that such sites are only a fraction of what Ethiopia has to offer given that a further 95% remain to be discovered and excavated, ([www.ethioembassy.org.uk](http://www.ethioembassy.org.uk))

Ethiopia has unique natural, cultural and historic tourism assets: UNESCO recognizes nine World Heritage Sites (including both natural and cultural sites), which is more than any other country in Africa. Sites of particular interest include the town of Aksum, the center of the 1st-7<sup>th</sup> century AD Aksumite Empire, the medieval capital of Lalibela, with its monolithic rock-hewn churches carved below ground level and regarded by many as one of the wonders of the world, and with Gondar and its 17th century castles and palaces, Lower Omo valley with a vast tract of true wilderness, is one of the last left in Africa, Tiya which is the site of around 40 ancient stelae, Harrar-The Walled City, The Semien Mountains National Park, The Lower Valley of Awash is found in Afar Regional State, The Konso with their terraced agricultural landscapes, the festivity of meskel(the founding of the true cross), (WB, 2012, 42)

#### **2.2.1.1. Nature-Based Tourism**

Ethiopia's size and location imply a rich variety of geography and climate. NBT offerings and opportunities are dispersed throughout the country. There are mountains for trekking, lakes of the Rift Valley for resort-like accommodations and water-based activities or Bird watching, and deserts to explore in the East. Ethiopia is rich in biodiversity, with 14 percent of its landmass being under a Protected Area System. Species endemic to Ethiopia are the Ethiopian Wolf, Walia Ibex, Gelada Baboon, and Giant Lobelia, among others. These species are characteristic of the Ethiopian afro-alpine eco-region. Other examples of the exceptional biodiversity of the Ethiopian Protected Area System are the wetlands and floodplains found in Gambella National Park. Ethiopia and Sudan share the second-largest mammal migration zone on the continent. Almost one million White-Eared Kob migrate between the two countries to take advantage of the vast grassland areas and floodplains. Ethiopia also has potential for attracting bird-watching tourism, welcoming 866 bird species, of which 16 are endemic,([www.ethiopiantourism.org](http://www.ethiopiantourism.org))

In addition to the national tourism strategy, the sector is also in great need of a national strategy for conservation areas, which could create an additional basis for eco-tourism and community-based tourism development in protected areas,(WB, 2012, pp42)

### **2.2.1.2. Historical Based Tourism**

Ethiopia, the oldest independent nation in Africa, has a heritage dating back to first century AD. Traders from Greece, Rome, Persia and Egypt knew of the riches of what is now Ethiopia, and by the first century AD, Axum was the capital of a great Empire. This realm became one of the first Christian lands of Africa. Late in the 10<sup>th</sup> Century, Axum declined and a new Zagwe dynasty, centred what is now Lalibela, ruled the land. Axum, Lalibela and Gonder now provide our greatest historical legacy. It was in the 16<sup>th</sup> Century that the son of the great explorer Vasco Da Gama came to Ethiopia, but then found a land of many kingdoms and provinces beset by feuds and War.

Legend has it that Emperor Menelik I, the son of the Queen of Sheba and King Solomon, brought the Ark of the Covenant from Jerusalem to Axum, where he settled and established one of the world's longest known, uninterrupted monarchical dynasties.

This is only one example of Ethiopia's magnificent history, which encompasses legend and tradition, mystery and fact, from a powerful and religious ancient civilization. The well-trodden path through Ethiopia's famous and fascinating historic places takes you through a scenically magnificent world of fairy-tale names, such as Lalibela, Gondar, Deber Damo and Bahar Dar.

### **2.2.1.3. Cultural based Tourism**

Ethiopia is truly a Land of discovery - brilliant and beautiful, secretive, mysterious and extraordinary. Above all things, it is a country of great antiquity, with a culture and traditions dating back more than 3,000 years. The traveler in Ethiopia makes a journey through time, transported by beautiful monuments and the ruins of edifices built long centuries ago.

Ethiopia, like many other African countries, is a multi-ethnic state. Many distinctions have been blurred by intermarriage over the years but many also remain. The differences may be observed in the number of languages spoken - an astonishing 83, falling into four main language groups: Semitic, Cushitic, Omotic and Nilo-Saharan. There are 200 different dialects.

Regarding the country nations and nationalities, which is estimated to be over 90 million, the number of ethnic Oromo accounts about 34.5 % while Amhara (Amara) is 26.9%, Somali (Somalie) 6.2 %, Tigray (Tigrigna) 6.1%, Sidama 4%, Gurage 2.5%, Welaita 2.3%, Hadiya 1.7%, Afar (Affar) 1.7%, Gamo 1.5%, Gedeo 1.3%, other 11.3% (2007 Census), ([www.ethiopian-tourism.org](http://www.ethiopian-tourism.org))

#### **2.2.1.4. Conference and Business Tourism**

Ethiopia's position as a regional air transport hub and as a center for regional development and diplomatic institutions such as the United Nations Economic Commission for Africa (UNECA) and the African Union (AU) offers opportunities to capitalize on Addis Ababa as a site for meetings, incentives, conventions and exhibitions, or MICE-related travel. In the same way, Addis offers opportunities to develop high-quality ancillary services, such as spas and entertaining facilities, creative industry products, crafts, and one- to two-day excursions to nearby satellite sites. Currently, Addis is ranked sixth among Africa's cities when it comes to attracting MICE tourism. Future mega-conference events, such as the World Economic Forum Africa planned for 2012, and the AU anniversary planned for 2013, offer important opportunities to further develop and adequately plan this tourism segment. (WB, 2012, pp43)

Besides these, other promising niche products include core cultural-heritage tourism, community-based tourism, sports tourism (marathon), paleontological tourism, bird watching tourism, agro-tourism, and religious tourism, among others, most of them still unexplored.

#### **2.2.1.5. Comparative Advantages of Ethiopia**

One of the clear comparative advantages of Ethiopia as a tourism destination is its interesting mix of cultural and nature-based tourism resources. The Travel and Tourism Competitiveness Index, compiled by the World Economic Forum (2011), can be used to compare Ethiopia's set of nature- and culture-based resources with those of other emerging tourism destinations and competitors. Such a review shows Ethiopia to have an appealing mix of tourism resources, as it is relatively well-positioned for both cultural and nature-based offerings, as compared to other emerging destinations with imbalanced sets of culture and nature-based resources, such as

Morocco, Kenya, and South Africa. This highlights the potential for Ethiopia to build its tourism sector to offer a diversified set of products and to capitalize on the complementarities between cultural and nature-based resources, a critical factor for differentiating itself from competitors,(WB,2006)

### 2.2.2. Ethiopian Tourism Visitors

According to the report by MoCT(2013) who visited Ethiopia in the years under review, large amount of visitors came from Europe, representing up to 32 percent. The second most important region that contributed visitors to Ethiopia is America, particularly North America with a participation of up to 31 percent of the total of tourists, the majority originated from the United States. Moreover the percentage changes between years from 2010 to 2012, the amount of income that are generated also clearly stated.

*Table 2.1: International Tourist Arrival in Ethiopia by Number & By Region*

Region	International Tourist Arrivals			% Change	
	2010	2011	2012	11/10	12/11
Africa	140,076	160311	180294	14.44	12.46
Europe	136,690	162,784	170653	19.08	4.83
America	95,203	96,246	117082	1.09	21.64
South Asia	15,366	20,746	19182	35.01	-7.53
East Asia & Pacific	33,393	28,884	46515	14.81	61.04
Middle east	42,301	47,583	53472	12.48	12.37
Oceania	5,221	5,874	5367	12.51	-8.63
<b>Total</b>	<b>468,305</b>	<b>523,438</b>	<b>596341</b>	<b>11.77</b>	<b>13.92</b>
Tourism FE Receipt / USD	333,352,000	411,638,987	1,190,775,613	35.3	23.5

Source, MoCT, 2012

### 2.1.2.1. Major Sources of Market

As a traditional pattern, the USA exists as the leading visitors' producer to the country, accounting up to 16 percent. The figure below reveals the top ten major sources of markets and shows that the ranking of markets remained virtually unchanged in the years under review, with the United States, China, UK, Germany, Kenya and Italy, followed by France, Sudan, India and Saudi Arabia.

Of the top 10 inbound visitor markets, the United Kingdom, China and Germany take second and third place respectively in the year 2012 with a relatively significant share of the market.

*Table 2.2: Major Tourism Source Markets for Ethiopia*

	Country	No. of Visitors	%	Rank	12/11
1	USA	99,642	16.71	1 <sup>st</sup>	23.0
2	China	35,383	5.93	2 <sup>nd</sup>	75.1
3	UK	31,606	5.3	3 <sup>rd</sup>	9.19
4	Germany	29,918	5.02	4 <sup>th</sup>	20.73
5	Italy	22,623	3.79	5 <sup>th</sup>	19.04
6	France	20,972	3.52	6 <sup>th</sup>	26.97
7	Kenya	20,276	3.4	7 <sup>th</sup>	1.82
8	India	19,211	3.22	8 <sup>th</sup>	-2.31
9	Saudi	18,556	3.11	9 <sup>th</sup>	-1.77
10	Sudan	16,816	2.82	10 <sup>th</sup>	-6.17
	Total	315003	52.8		16.47

Source, MoCT, 2012

In reference of the report by MoCT, the peak months for arrivals fell during November/December and the mini peak is in July. The highest number of arrivals was recorded in December, followed by January and on the other hand, the lowest number of arrivals was recorded in June and July in the years under considerations. Twenty thousand six hundred and

nine visitors arrived in Ethiopia during the month of December 2012, reflecting an increase of 15% compared same time, December 2011, the previous year. **Let's look the case of Africa in 2012.**

*Table 2.3: Number of African Tourist to Ethiopia in December 2012*

No	African countries	Busine ss	Confere nce	Leisure & Holiday	Transit	Visiting Relatives & Friends	Not – Stated	Total	% share
1	Kenya	331	127	578	294	128	114	1572	3.40%
2	Sudan	275	105	479	244	106	94	1303	2.82%
3	Nigeria	273	105	476	242	105	94	1295	2.80%
4	South Africa	187	72	327	166	72	64	888	1.92%
5	Djibouti	146	56	255	130	56	50	693	1.50%

Source, MoCT, 2012

*Table 2.4: Number of African Tourist to Ethiopia in June 2012*

No	African countries	Busin ess	Conferen ce	Leisure & Holiday	Trans it	Visiting Relatives & Friends	Not – Stated	Total	% share
1	Kenya	380	291	612	272	116	303	1974	3.40%
2	Sudan	315	241	508	226	96	251	1637	2.82%
3	South Africa	214	165	346	154	66	171	1116	1.92%
4	Djibouti	167	128	270	120	51	133	869	1.50%
5	Uganda	134	103	216	96	41	107	697	1.20%

Source, MoCT, 2012

### **2.2.2.2 Main Purpose and Motivations to Visit Ethiopia**

According to the exits survey conducted by MoCT the following basic information are gathered so we can adjust any marketing communication works accordingly,

*Table 2.5: Main Purposes to Visit Ethiopia*

	<b>Main Purpose of Visit</b>	<b>% of visitors</b>	<b>Remarks</b>
<b>1</b>	Leisure and Holidaying	50 percent	
<b>2</b>	Business	29 Percent	
<b>3</b>	Visiting Friends & Relatives	10 Percent	
<b>4</b>	Conference	4 Percent	
<b>5</b>	Others	7 Percent	

Source, MoCT, 2012

From the above table we can see that around 80% of Ethiopian visitors are coming for the purpose of vacation and business purpose

*Table 2.6: Sources of Motivation to visit Ethiopia*

	<b>Source of Motivation:</b>	<b>% of visitors</b>	<b>Remarks</b>
1	History	27.73 Percent	
2	Cultural Life	42.89 Percent	
3	Nature & Wildlife	29.29 Percent	

Source, MoCT, 2012

From the above table we can see that around 27% are coming to visit the historical, attractions, 43% are to visit the cultural lives in Ethiopian and the remaining 29% are coming to see Ethiopia's natural resources.

Among the 1306 survey participants we can see that the regional shares of Ethiopia in relation to the visited/available tourism resources

*Table 2.7: Percentage Share of Tourists in Ethiopia's Region*

	Regions	Percentage Share of Regions	Number of Visitors who Visited	Major tourist resources in the region
--	---------	-----------------------------	--------------------------------	---------------------------------------

1	Amhara	16.17	511	Historical/Cultural/Natural
2	SNNP	11.71	370	Natural/Cultural
3	Oromia	10.28	325	Natural/Cultural
4	Tigray	10.06	318	Historical/Cultural
5	Others than AA	16.4		

Source, MoCT, 2012

### 2.2.3. The Tourism Marketing Mix

According to UNWTO (2007) the tourism destination marketing mix is at the heart of the destination marketing plan. The challenge facing destination marketers is to select and combine the best mix of marketing elements in order to be most competitive and obtain the best return on investment in the target markets, while achieving the goals and objectives.

The traditional destination marketing mix consists of the four P's, namely Product, Place (distribution channels and locations), Promotion and Price.

**Product:** What experiences and services should be packaged and developed for presentation to target markets? Product development and packaging includes aspects such as product-market matching, product mixes, product life cycle, product packaging and new product development.

**Place:** What distribution channels are most appropriate to distribute product to target markets? The destination place (distribution) strategy should take into account changes in the traditional travel channel, the emergence of the Internet and other new media and the role of low-cost and scheduled airlines.

**Pricing:** Which price points appeal to target markets and how can these is achieved? While Destination Management Organizations do not “sell” commercial products they should act as watchdogs pertaining to value for money in the destination.

**Promotion:** What is the best mix of promotional techniques to reach target markets most effectively, including advertising, sales, promotions, publicity, etc.?

The components of the mix should be seamless and integrated to ensure an effective marketing thrust, (UNWTO, 2007)

### **2.2.3.1. Why Ethiopian Tourism Need Promotion?**

The negative image of Ethiopia is persistent; there is an urgent need to develop and project a competitive and unique country image through the development of a research-based branding and marketing strategy, created through close collaboration with the private sector and cultural sector stakeholders. Marketing and destination branding is currently not receiving enough attention. Strategic partnership with and direct involvement by the private sector is essential, as well as a parallel and complementary domestic campaign to raise tourism awareness. Similarly, it will be crucial that higher-level Ethiopian officials and future brand champions embrace a proactive attitude to counterbalance negative image s when natural disasters occur or when major events make international headlines and obscure the communication of Ethiopia's vibrant offerings. (WB, 2012, pp12)

### **2.2.4. Integrated Tourism Marketing Communication**

The communication of the elements of a tourism product to the target public represents a difficult task (mainly because of its complexity) that requires careful attention. Promotion refers to the communicative activity of marketing. It fills the perceptual and informational gaps that exist between suppliers of tourism (industry) and the tourists (market). Promotion involves the creation and dissimulation of information that the tourist need to take a purchase and consumption decision, (Benjamin, 2010)

Ethiopia as a multiple tourist destination, which allows practicing the majority of the types of tourism, addressing implicitly to a large number of market segments with different necessities and sophistication degrees of desires and preferences, Thus, based on a complex buying decision process, it is necessary that the elements of the tourism product are communicated through a large number of promotional instruments, in the same time, relevant for the consumers, with which they should have contact from the moment they wish to visit a destination, until the end of the consuming act including purchasing souvenirs, promotional objects, which may act as a stimulus for repeating the touristic experience,(WB,2012)

Integrated marketing communication represents the planning, creation, integration and implementation of all contact points which a consumer has with a certain brand, as potential distribution channels, for messages which may influence directly or indirectly the purchasing process (Shimp, 2010).

In today's globalized market, every tourism product competes with every other at its price point. Although the prime decision maker is the individual traveler, the size of the flow of tourists to a particular destination is to a considerable extent determined by the world tourism industry, represented by tour operators, travel agents and transport services in the countries of tourist origin. Destinations can influence these external industry managers through effective and continuing promotion and marketing campaigns along with a high-quality product to sell that is competitive in value, (WB, 2006)

Promotions like Internet advertising and the catalogues distributed to travel agencies, it is fundamental to increase the tangibility of the product, especially for this specific target clientele, which must trust the information in order to buy, (Benjamin, 2010)

### **2.2.5. Ethiopia's Promotional Practices**

According to the Ethiopian growth and transformation plan (2010), the tourism industry policy direction plan aims to make Ethiopia one of the best tourist destinations in Africa. Moreover tourism industry products and service will be expanded in quantity and quality to be competent enough for the sake of building an attractive image of the country. The implementation strategy basically depends on the proper marketing and promotional linkages to a global market with partnership and cooperation of stake holders, (GTP, 2010)

The negative image of Ethiopia as a country of poverty, starvation, drought and floods is one of the main impediments to promoting Ethiopia as a tourism destination and therefore, Image strategy will play a crucial role for the industry. MoCT has been making an effort to change such an image by running a booth at international tourism fairs, holding exhibitions, and using the media, (WB, 2012) The Ethiopian GTP could be a great opportunity for Ethiopia to change its image for the better.

An important success factor in the development of the new tourism in Africa undertaking effective and creative marketing and promotion is undoubtedly important for the country. In reference to Ethiopian tourism policy (2009) a strategy on tourism consists of six pillars among these pillars image strategy, strengthening information management capacity, and tourism promotion are some of the marketing based strategies that are boldly written.

According to Engel, Warshaw & Kinnear; (1991) that is cited by Benjamin (2010) Promotional strategy is a controlled integrated programme of communication methods and materials designed to present an organization and its products to prospective customers; to communicate need satisfying attributes of product to facilitate sales and thus contribute to long-run profit performance.

Promotional and marketing campaigns require in-depth knowledge of who they are intended for, so as to plan an adequate strategy and avoid waste. In fact, having a marketing orientation means identifying and, at times, anticipating the customers' needs in order to offer a fully satisfying product. (Catena, 2004)

The main subjects which the researcher has selected to fit in this study was “to ensure concretely the country's full benefits by sustaining competitiveness in the international tourism market, by turning Ethiopia into a particularly preferred destination in Africa, and by maximizing direct and indirect economic benefits” (Tourism development policy, 2009).

If the promotional practices are done in coordinated & integrated manner Ethiopia as a nation can obtain what it deserves from the sector. Promotional campaigns should be designed to guide our country from the promotion of mass market tourism into niche-markets and focus on the country's tremendous travel and tourism variety, especially its food, shopping attractions, health and culture. Moreover this can be used as a tool to change Ethiopia's image in Africa and the world.

### **2.2.6. Destination Brand and Integrated Marketing Communication**

According to Selamawit (2013) a destination brand is the destination's competitive identity: it is the essence of the destination that distinguishes that destination from all other destinations. This essence makes the destination distinctive and memorable. It enables potential visitors to recognize the destination and, over time, understand what makes the destination different and appealing. In short, it is the destination's character, which is the foundation of the destination's international competitiveness – its brand personality.

Endowing a destination with a consistently recognizable character can apply equally to tourism as well as to purchasers of export products from that destination as well as to potential inward investors: the more it gains a reputation for its positive appeals, the more attractive the destination is to such audiences, for whom it is competing against other places to attract. One effective branding strategic tool heritage site administrators may use in building a brand image is through Integrated Marketing Communications (IMC). Tourism administrators could design unified messages through IMC to deliver to target visitors for a stronger destination image,( Yu-Ju W. , Chihkang W. & Jingxue Y.,2009)

Brand communication is an initiative taken by organizations to make their products and services popular among the end-users. Brand communication goes a long way in promoting products and services among target consumers. The process involves identifying individuals who are best suited to the purchase of products or services (also called target consumers) and promoting the brand among them through any one of the following means. In terms of content, IMC corporate communications cover all tools of communications applied by the company and the combination of these as well as the company's brand communication policy and the consistent brand message, (M. Bernschütz,2011)

Generally speaking nation's destination brand can easily communicated to the audiences through different promotional tools.

### **2.2.7. Joint Promotional Practices**

As part of IMC A manager's main duty is profit-generating, therefore the company communicates with the costumers & stakeholders in order to gain profit. Stakeholders can be consumers, employees, company partners, the state, local governments, agencies, suppliers. (M. Bernschütz, 2011)

Image building and International marketing should mainly be the responsibility of the national tourism organization which is ministry of culture and tourism (MoCT) as clearly stated in the tourism strategy. However, marketing and promotion plans for Ethiopia as a whole should be developed jointly with the regions and the private sector. To be performed effectively, the marketing and promotion of Ethiopia as an international destination requires a coordinated and structured approach that applies across the nine provinces.

According to Ato Girma Wake who is former CEO of Ethiopian Airline, Joint promotion by tourism organization with airlines and other concerned organization to enhance the image of African destinations is critical. Because destination marketing requires multiparty involvement of Airlines, hotels, tour operators, attractions is highly important. Airlines should support tourism organization in promoting tourism products as they have more access for domestic and international destinations.

Further Ato Girma W. elaborated that MoCT should enhance cooperation between airlines and tourism sectors by jointly organizing festivals, conferences, fares etc Joint tasks may requires Developing incentive commission structures, Participation in tourism brochures and Range of tourism packages (short & long ) with wide range of price options Complementary destinations packages. There is an urgent need to develop and project a competitive and unique country image through a research-based marketing and branding strategy, requiring close collaboration with the private sector and the broader cultural sector,( GTP,2010)

In the literature review, it has been well described by different authors that integrated tourism marketing communication is essential for growth of tourism sector & economic development of a country.

## **2.3. Conceptual Framework to Assess the Practices of IMC**

### **2.3.1. IMC Implementation Models**

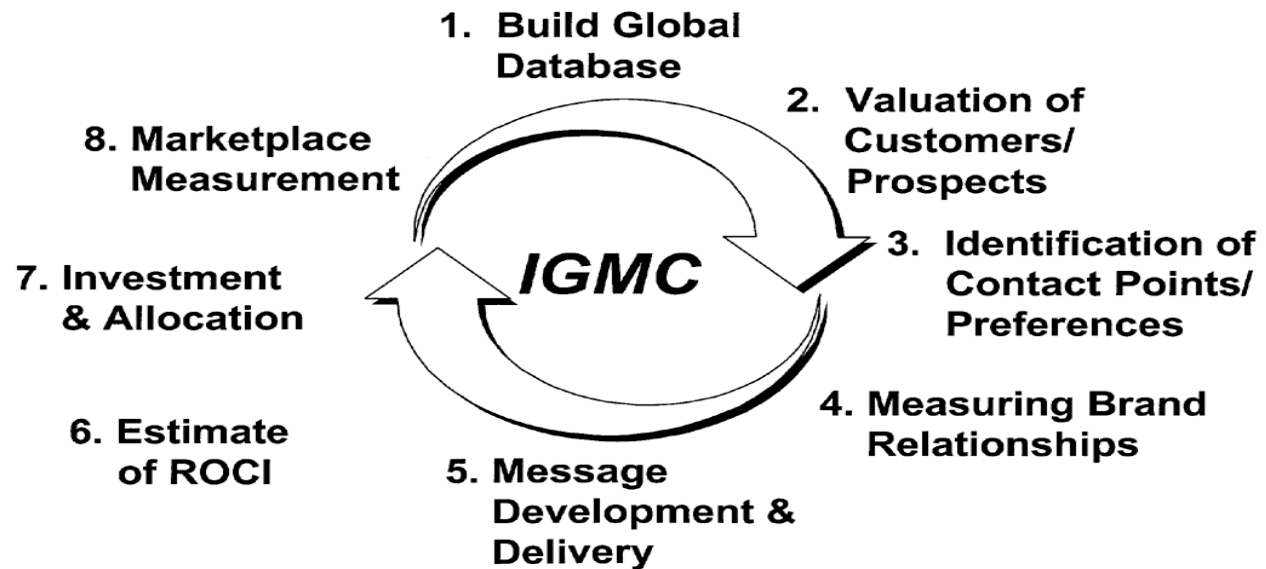
IMC (integrated marketing communications) is a (brand) strategy oriented company management concept which considers the needs and habits of the company's target group. It implies flexible corporate culture and interactive communication. In accordance with corporate objectives, the company and its agencies plan the campaigns together, and these campaigns are based on a consistent, coordinated, creative idea confirmed by measurements.'

This chapter is devoted to the presentation of the theoretical concepts & IMC models relevant to this study, this will enable us to develop ideas, which will later on serves as a ground for comparing our findings and finally concluding the aim of this research study the suitable marketing strategies, in terms of promotion and communication, that will enable Ethiopia to properly practice Tourism IMC Globally competitively, new potential market

According to Duncan & Everett, (1993), as cited by *Tomas Blomster Hanna Nyberg* (2004) Since IMC is considered both as a concept and a process, the degree of integration also may vary. So initially, when a company is considering IMC globally they need to develop a logical approach that leads the planner through various steps involved in developing a successful communication program (Schultz & Kitchen, 2000)as cited by *Tomas Blomster Hanna Nyberg* (2004). As a result, the eight-step processes were developed as a good tool for companies and have been successfully implemented by companies all around the world.

So the researcher used this eight step process model to assess the integrated tourism marketing communication practices of Ethiopia for international market. The model is illustrated below;

### 2.3.1.1. IMC Application Model



**Source:** Schultz and Kitchen (2000)

*Figure 2.1; IMC application Model*

**1. Build Data Base:** Ethiopia to develop an effective marketing communication program to promote its tourism resource in a global market, the preliminary issue will be having an updated knowledge of the customers and the prospects, either electronically or through hard copies (Schultz & Kitchen, 2000).

The main theme is that the process must be customer centric or audience driven, which acknowledges the shift of power that has taken place over recent years due, to some extent, to changes in technology.

**2. Valuation of Customers and/or Prospects:** Step two values the customers and prospects, due to the fact that the company wants to find the best customers and prospects (ibid). According to Schultz & Kitchen (2000) as cited by Tomas Blomster & Hanna Nyberg (2004) that the best way of value the customers and the prospects is to look more into detail at the "income flows", meaning that the companies then can determine how much to invest to either retain, grow or transfer the customers to specific products/services within their portfolio. When the companies knows details such as how much a group/person might generate in the future they can decide

how much they are willing to spend on that prospect and turn them into a customer, (Tomas Blomster & Hanna Nyberg,2004).

**3. Identification of Contact Points/ Preference:** Both the customers and prospects come in contact with the company in multiple ways in the marketplace. Companies today need to decide what communication approaches customers and prospects prefer and respond to their preferences.

**4. Brand Relationship:** After properly designing specific but a unique brand to be promoted, As a result the companies need to know what type of relationship the customers have with the brand, in order to build effective communication programs. Because As Schultz & Kitchen (2000) states: *.Customers buy brands, Customers trust brands, Customers rely on brands, but most of all Customers have relationships with brands.*

**5. Message Development and Delivery:** Tomas Blomster & Hanna N. (2004) for many companies the development of a message and incentives within the IMC program are unfortunately forgotten. Far too often companies believe that they have created a good idea, without considering the people they are communicating with. Together with the development of a message are the delivery systems which include whenever and wherever a customer or prospect comes into contact with the brand or the organization.

**6. Estimating the ROCI:** Tomas Blomster & Hanna Nyberg (2004) the better the customer and prospects the company chose to invest in the better the returns will be. In order to estimate any kind of return from the customer, knowledge of the current value of each specific customer is necessary, consequently, the company needs to know the current value of the customer in order to estimate the level of investment in the future.

**7. Investment and Allocation:** In this step a lot of decisions need to be made together with the information and material that is contained in the company databases or in their actual marketplace experience, (Tomas Blomster & Hanna Nyberg, 2004)

**8. Marketplace Measurement:** What really happened and what the company got out of the investment and how long it took to achieve those returns is the marketplace results will be the last but a critical step on IMC Process, Tomas Blomster & Hanna Nyberg, 2004)

### **2.3.2. Conceptualization and Frame of Reference**

After having reviewed the literature within the field of study we have conceptualized the theory to explain the main dimensions, factors or variables of our research questions that will be studied, as suggested by the above mentioned researchers.

Rowley (1998) and Czinkota & Ronkainen (2001), as cited by Camilla K. & Johanna T. (2003) are both discussing a step-wise process that can be used in order to carefully plan a successful integrated marketing communication strategy.

Based on the above two widely used models the researcher draws the following basic parameters to assess the practices of Ethiopian integrated tourism marketing communication internationally.

- Identify the target audience
- Determining the communication objectives
- Design the message
- Select communication channels
- Establish promotional budget
- Decide on promotional mix
- Measure results

#### **2.3.2.1. Target Audience**

Having a clearly defined target audience is vital in the decisions a company may make in its marketing communication decisions. The target should include current customers, potential buyers, and the general public. Having a target audience will help define what to say, how to say, where to say it, whom to say it, and where to say it; Kotler (2000) Ethiopia's tourism sector is characterized by a diversified set of tourism segments between leisure and business tourism.

Ethiopia's set of source markets is also well-diversified and less dependent on international leisure tourist flows. The top source market overall is Africa, driven in part by a growing number of business and conference tourists. Within Africa, the top three source markets for Ethiopia are Kenya, Sudan, and Nigeria. In terms of leisure tourists, the top regional source market is Europe. The United States is the dominant source country, accounting for 15 percent (leisure and business tourists) of all arrivals. The United Kingdom and Germany are also among the top individual source countries, accounting for a total of 6 percent and 4 percent respectively for leisure and business tourists,(WB, 2012). So it is critical to identify the target visitors before deciding the type of message to be transmitted.

#### **2.3.2.2. Communication Objective**

According to Kotler,(2000) After determining the target audience and identifying how the audience distinguish the product the company is in a position to determine what its objectives will be according to the target group's opinion or change with the target audience. The objectives usually include giving information to the target, changing product perceptions in the target audience, and obtaining consumers reaction. This can be conducted through market research. In this regard the Ethiopian government should decide on the general and specific objectives of promotion that are expected after reaching customers.

#### **2.3.2.3. The Message**

Having defined the desired response the communicator develops an effective message; ideally the message should gain attention, hold interest, arouse desire and elicit action Kotler (2000) from the statement it can be argued that it's mostly about capturing the buyers' attention and making a lasting impression to ensure that they will make a purchase. Kotler, further stated that formulating the message requires solving four problems, message content, message structure, message format, message source.

#### **2.3.2.4. Communications Marketing Budget**

Most companies have done research and discovered that half or more of their communication funds go to misuse but they cannot explain exactly where the money is lost so it's tough to decide how much to spend on the marketing commitments, (Kotler,2000)

Affordable method here the company decides its budget in relation to its budget and what is available in its treasury, there is no consideration of what the promotional needs are they just go for what is available. The majority of properties they are experienced to allocate a promotional and marketing budget an average of 5% of their sales.

The advertising and promotional budgets in most firms are a large line item. Hence, tourism researchers have given a lot of attention to identify advertising effectiveness and return on investment, (Wolfe, & Crofts, 2011)

Different organizations use different ways to setting promotional budgets that includes, percent of sales, competitive parity, affordable method and objective and task.

According to Beesley (2013) explains on her article on the title How to calculate your Marketing Budget, Many businesses allocate a percentage of actual or projected gross revenues – usually between 2-3 percent for run-rate marketing and up to 3-5 percent for start-up marketing. But the allocation actually depends on several factors: the industry you're in, the size of your business, and its growth stage. For example, during the early brand building years retail businesses spend much more than other businesses on marketing – up to 20 percent of sales.

As a general rule, many businesses with revenues less than \$5 million should allocate 7-8 percent of their revenues to marketing. This budget should be split between brand development costs (which includes all the channels you use to promote your brand such as your website, blogs, sales collateral, etc.), and the costs of promoting your business in terms of campaigns, advertising, events, etc, (Caron, 2013)

#### **2.3.2.5. Marketing Communications Mix**

The Marketing mix is the most fundamental concept of marketing. Each effort requires a financial investment that has an implementation date and costs that can be allocated across a given timeframe, (Wolfe, & Crofts, 2011)

The communication mix aids an organization in deciding the modes of communication it will employ to help attract potential customers. The mix depends on the message and target group. Kotler (2000) States that company must allocate the promotion budget over the five promotional

tools – advertising, sales promotion, public promotions, and publicity, sales force and marketing. Study has shown that competing companies will lay different emphasis on the different marketing communications mix hence a company selling cars may tend to rely on personal sales while a competitor may rely on direct marketing. With each communication mix comes, costs and different targets.

According to Rattanakitrungrueang, (2006) Variety of marketing communication techniques which will have different effects on consumer behavior, it is summarized as follows:

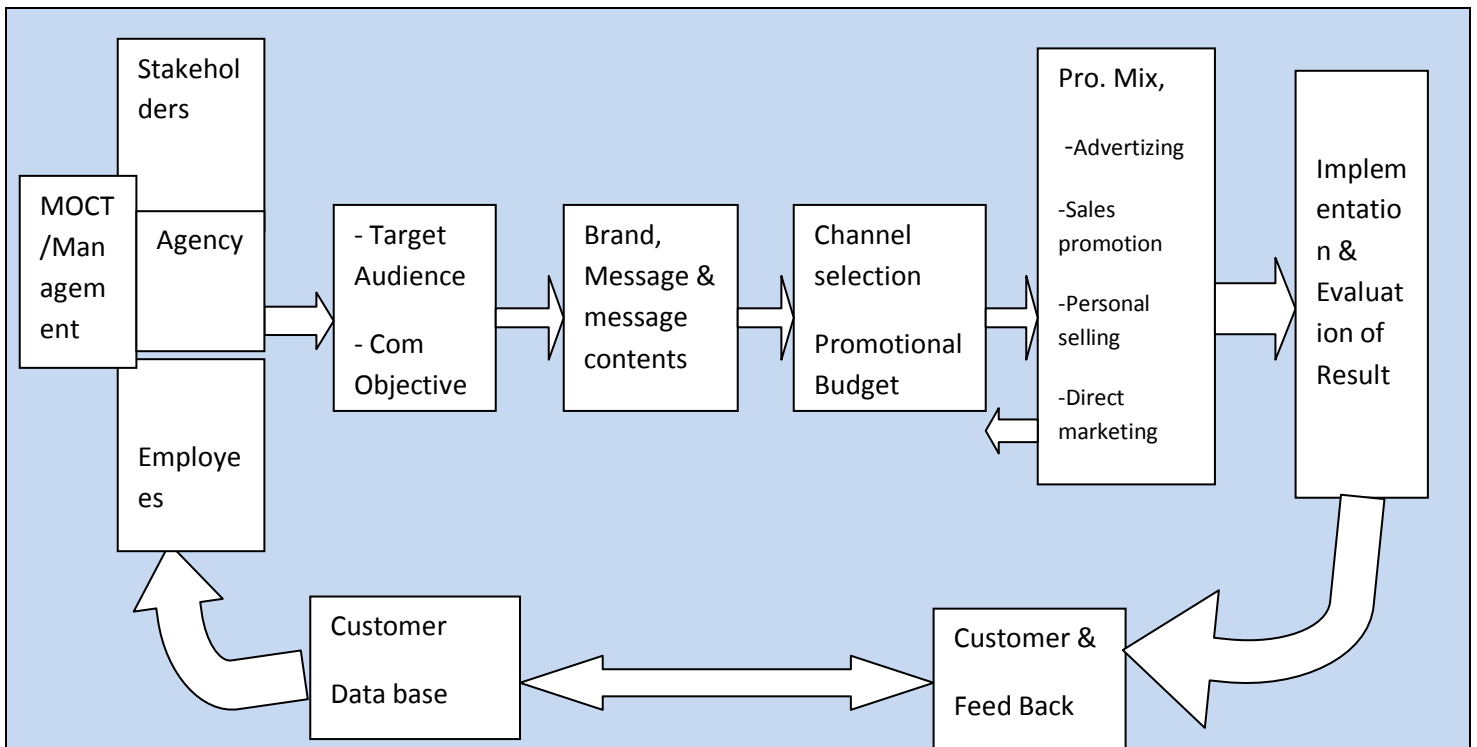
- 1) Press or public relation techniques – the tourism organization will use these when it wants to create a favorable impression of the organization in the consumer's mind.
- 2) A brochure is used by tourism organizations when they are trying to initiate sales. The brochure should be used to reassure consumers about the product offering which is particularly important in a market where there is a high spend feature.
- 3) Advertising is used by tourism organizations when they want to reach large audiences in an efficient manner. Television advertising is often used by tourism companies at the beginning of the booking season to encourage early interest and bookings. Advertising is often used to repeat the marketing communication messages in an attractive and appealing manner. The logic here is that repetition of messages will have a greater positive effect on the consumer.
- 4) Sales promotion is often used by tourism organizations to try to encourage the potential consumer to try the product for the first time, or to attract repeat purchases.
- 5) Personal selling is very important in tourism because services by their very nature involve a high degree of face-to-face selling activity. Personal selling is used by tourism organizations either directly or indirectly to initiate sales or encourage consumers to buy more.
- 6) Point of sale material will help the tourism organization to encourage consumers to enter the market or buy more of the particular product or service. It is very important that the point of sale material and merchandising material in general meets consumer expectations.

### 2.3.2.6. Measuring Communication Results

After putting the communication plan into action a company must conduct a study to measure how effective the message was by checking, how many people heard the message, how frequently, and their feelings towards the message. This helps the company to know if the campaign was successful and if it has helped the product popularity. It further tests if the campaign helped the company attract the targets it set when commencing the campaign. From that the company can know how to conduct its future campaigns boldly and know what to change in future campaigns. The results of the communication mix helps, the company knows if to carry on using same media or if it needs to change approach in communication,(Kotler, 2000)

### 2.3.4. IMC Practical Framework

Therefore, IMC practical indicators based on reviewing theoretical literatures models on both marketing- communications-based perspectives were found and adopted in this research to ask the respondents how these indicators are suitable for assessing the overall IMC program & practices.



Source: Own Works

Figure 2.3. IMC application framework for Ethiopian tourism

# CHAPTER THREE

## RESEARCH METHODOLOGY

### **3.1. Research Approach and Methods**

#### **3.1.1. Research Design**

The research is descriptive nature to assess and investigate the practices of MoCT and other stakeholders for the usage of integrated tourism marketing communication for international market. Because the researcher was not interested in finding cause-and-effect relationships; neither merely classifying the problems or opportunities found, but rather making inferences about the results obtained. According to Hair et al (2000) as cited by M. Caroline Van Der Merwe,(2003) This type of research uses a set of methods and procedures to collect raw data and create data structures that describe the existing characteristics of a defined target population or market structure. Descriptive studies generally allow decision makers to draw inferences about their customers, target markets or environmental factors,(M. Caroline Van Der Merwe,2003)

#### **3.1.2. Research Approach**

The research approach refers to the chosen way of treating and analyzing the selected data and is generally said mixed approach method.

So for the purpose of this study, qualitative and quantitative research approach is used. Triangulation is used in the study to improve the profundity of the understanding of the research, by applying the two independent research methodologies. These methodologies, though independent, are supportive of each other, because if both results support the dominant concept, they will greatly enhance the validity of the result of the study.

According to Holme and Solvang (1991) as cited by Camilla K. & Johanna T. (2003) quantitative approach is formalized and structured. The results from a quantitative research are assumed to be measurable and presentable in figures and tables. It aims at generalizing by studying few variables on a large number of entities. A qualitative approach draws conclusions

from non-quantifiable data, such as, attitudes, values, or perceptions. It gives the possibility to gather information and investigate several variables from a few numbers of entities, thus providing the possibility to gain a deeper understanding of the studied area.

Therefore, indicators based on reviewing literatures on both marketing and communications-based perspectives were found and adopted in this research to ask the respondents how these indicators are applied for assessing the overall IMC program & practices.

For the quantitative approach: a total of 75 participants were involved to answer questionnaires from different institutions. The scales utilized for the quantitative approach are taken from the literature in integrated marketing communications context with some modifications where needed to the current study context. All the constructs, e.g. target audience, marketing communication objectives, message, communication channels, promotional budget, marketing communication effectiveness & result, and organizational performance, were measured on a Likert scale. The respondents had to indicate their experience with the statements on a 5-point Likert scale.

For qualitative purpose: a total of 10 informants were selected from different institutions, from these institution top managerial positions asked to assess the integrated marketing communications of Ethiopia. So the following customized references are used. Multidimensional character of the IMC concept with distinguishable four principal dimensions which are One voice, Interactivity, cross-functional planning, Profitable long-term relationships are the major themes during the interview.

The major importance of qualitative data could be to cross check the value of data that are collected with quantitative methods. Since qualitative and quantitative methodology has its own inherent strengths and limitations, using both may emphasize each one's strengths and minimize their limitations.

## **3.2. Data Sources and collection methods**

The research used two types of data which are primary data that are collected from the ministry of culture and tourism, Tour Operators Association, Hotel Association, Ethiopian airline, Addis Ababa tourism office were the organizations that are used as source of data through interview and questioner. Since research on Ethiopian tourism marketing is very infant, secondary data was used from the reports by MoCT, WB, UNWTO, WTTC, and other previous related articles, literatures and books in order to support the information that are collected with primary sources.

## **3.3. Study Population and Sampling Procedures**

Data was collected from the target population in general, which is MoCT. This research targets mainly MoCT since it is the sole responsible body to undertake any tourism promotion domestically or internationally. To get genuine information other additional selected governmental and nongovernmental organizations was participated to collect the needed data.

Due to the reason in addition to MoCT, there are different tourism organizations which are involved in tourist service provision activity and to undertake international marketing and promotion. Ethiopian Airline is well experienced in promoting Ethiopia to its 80 or more destination target clients and the rest of the world, Ethiopian Tour Operators Associations which is a group of 185 tour and travel organizations, and Ethiopian Hotel Association which is a collection of 60 hotels here in Addis Ababa city are also involved in promoting Ethiopia's tourism products locally as well as internationally.

### **3.3.1. Sampling Technique**

According to Dr. Dolores C. Tongco (2007:151) Purposive sampling is a practical and efficient tool when used properly, and can be just as effective as, and even more efficient than, random sampling. He also further advised to use purposive sampling effectively with the consideration of these points, Determine the type of information needed, Define the qualities the informant(s) should or should not have, Find informants based on defined qualities, Use appropriate data gathering techniques etc.

The sampling method used for the purpose of this study is a process of Purposive Sampling to identify case sites & targets, because the unit of analysis chosen is a specific issue with a specific purpose. Only those case sites are chosen that fit to the nature of research questions in a manner to minimize extraneous variance, all the target data sources are well experienced in the involvement of promoting Ethiopia's tourism resources in the international market.

This sampling method is selected with the understanding that it is not representative of the broad population, but it attempts to represent a specific portion of the population it could be taken as strategic samples since it is taken from the practitioners. Furthermore, it can also be argued that the sampling method used is convenience sampling, for the reason that the sample is readily accessible.

### **3. 4. Instrument**

The data was collected through two instruments which are in depth interview/qualitative approach and questioner/quantitative approach, so all informants and respondents were the tourism marketing related working staff members along with top management members of different selected organization.

The researcher consulted with experts from the Ministry Of Culture And Tourism and other Academicians to appraise the strength of data collection instruments.

#### **3.4.1. Interview**

Interview questions are basically semi-structured and open ended, to properly fit to the settled objective; the needed data were collected through in depth interview, of those concerned individual informants from the selected organizations. So a total of 10 peoples were selected to be interviewed, the majority of the interviewee informants were those who are working on top managerial positions from MoCT, ET, ETOA and AHA. Interview questions are designed to collect and extract information from the participants about the overall practices of Ethiopia in

terms of integrated tourism marketing communication for international market. Due to the reason the questions focus area was adopted from IMC Models that are explained in the literature review chapter, which includes types of communication media, target audiences, type of message, the level and type of integration, promotional budget, and evaluation methods for the success of IMC.

### **3.4.2. Questioners**

The researcher invited a total of 100 respondents however only 75 of them replied with in the settled time schedule. The respondents who participated to answer questioners were selected from the above mentioned institutions. Most of the respondents were non-interviewed, but they are working in tourism marketing expert level positions, to better cross check the certainty of information that is collected with interview. The majority of respondents have more than three years of experience in tourism sector specifically on marketing related area. Like the interview the focus area for questioner was on assessing integrated tourism marketing communication practices of Ethiopia. The questioner's themes were adopted with some modifications from different IMC models in reference to chapter two that includes target audiences, communication objectives, message quality, communication channel, promotional mix, budget allocation, evaluation procedures.

### **3.5. Validity and Reliability**

The researcher assumes personal responsibility for the validity and authenticity of the data collected. Primary data was collected from experts with long standing experience of working in Ethiopian tourism sector, which made their contribution valid and reliable for this research.

### **3.6. Data analysis**

After sorting out the invalid questionnaires, 75 completed questionnaires, and interview data from 10 peoples made up of respondents from different institutions, were used for the analysis. The data were coded, computed, and analyzed using SPSS for Windows.

A descriptive statistical analysis which is frequencies percentage was used according to the respective objectives. Frequencies were used to display the distributions of respondents' demographic, working company and position, and IMC attributes that are practiced by tourism organizations. Because interval scales were used to measure respondents' opinion and experience on Ethiopia's practice on ITMC. SPSS software was used to analyze the data that was obtained through questionnaire from the respondents. In addition, tables, charts and graph were used so as to analyze the collected data.

In addition to the first hand information that is collected through questioners, interview and, secondary data also used to triangulate the analysis. Moreover my seven years of experience on Ethiopian tourism sector and out of these four years of experience under MoCT, helps me to look the research problem critically

### **3.7 Ethical Considerations**

In this study, special emphasis was given to ethics in the data collection process and in the overall research process. The ethical issues that were addressed are the following:

- The objectives of the study were clearly stated in the proposal and the participants are appropriately informed about those objectives.
- The plan of the study was reviewed by the thesis advisor.
- The sponsor of the study was clearly stated at the start of the interviews that were conducted with the participants.
- The interviewees will take parts in the study on voluntarily basis. They also have the right to withdraw from the study any time they wanted to. The study is conducted in such a way that it was not interfering with the business activities of the company.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS & INTERPRETATION

#### 4.1. Introduction

In this chapter the data collected will be analyzed. The research questions will be analyzed in divided sections. The empirical data will be compared to the theories presented in the frame of reference in order to examine if they match or if they differ from each other. The researcher uses mixed method. The term “mixed methods” refers to an emergent methodology of research that advances the systematic integration, or “mixing,” of quantitative and qualitative data within a single investigation or sustained program of inquiry. The basic premise of this methodology is that such integration permits a more complete and synergistic utilization of data than do separate quantitative and qualitative data collection and analysis

The findings obtained from the quantitative & qualitative tools were classified according to the themes emerging from the responses. Moreover the researcher tried to comprise the questioners with interview, with other secondary information along with the researchers experience and exposure to the issue. So all are presented as follows;

Researcher distributed 100 questionnaires for respondents, but 75 respondents replied for the questions properly. By relying on the data obtained through questionnaires and analyzed the data by frequency distribution table.

#### 4.2. Demographic information

Demographic information about respondents was summarized by descriptive statistics, below

*Table 4.1: Respondents' Personal Information*

No.	Respondents Back Ground Information		Frequency	Percent (%)
1	Gender	Male	42	56
		Female	33	44
		Total	75	100.0

2	Age	Less 25	12	16
		25 to 35	45	60
		36 to 45	15	20
		46 to 55	3	4
		Total	75	100.0
3	Education	12 complete	3	4
		Diploma/Certificate	39	52
		Degree	30	40
		Above degree	3	4
		Total	75	100.0

From the Respondents' Personal Information table, it is possible to describe that from the whole 75(100%) respondents: 42(56%) of them are males and 33(44%) of them are female; and 12(16%) are under 25 years, 45(60%) are in between 25 to 35 years, 15(20%) are in between 36 to 45 years and 3(4%) are in between 46 to 55 years old. Their education levels are from 12 complete to post graduates; 3(4%) of them are 12 complete, 39(52%) of them have diploma, 30(40%) are degree and the rest are 3(4%) post graduates respondents.

*Table 4.2: Respondents' and their company's Information*

No.	Respondents & their company Back Ground Information		Frequency	Percent (%)
4	Position	G/Manager	21	28
		Marketing Manager	26	34.67
		Marketing Expert	18	24
		Supervisors	12	16
		Total	75	100.0
5	Experience	Less 1 Year	5	6.67
		1-3 Year	25	33.33
		3-6 Year	28	37.33
		Above 6 Year	17	22.67
		Total	75	100.0

6	Organization	MOCT	12	16
		Ethiopian Airline	5	6.67
		Tour Operators Association	35	46.67
		Ethiopian Tourism Organization	7	9.33
		Hotel Association	9	12
		A.A Tourism Bureau	7	9.33
		Total	50	100.0

From the Respondents' Personal Information Table 2., it is possible to describe that from the whole 75(100%) respondents: 21(28%) of them are G/ Mangers and 26(34.67%) of them are Marketing Mangers, 18(26%) are Marketing Experts, 12(16%) are supervisors; and their work experiences 5(6.67%) are less than one year, 25(33.33%) are in between 1 to 3 years, 28(37.33%) of them are between 3 to 6 years and the rest are 17(22.67%) above 6 years of working experience in various tourism sector. The Employers of the respondents; 12(16%) are at the ministry of culture and tourism (MoCT), 5(6.67%) are from Ethiopian Airlines, 35(46.67%) tour and travel Operators; 7(9.33%) Ethiopian tourism organization (ETO), 9(12%) Addis Ababa Hotel association and 7(9.33%) of the rests are from Addis Ababa Tourism Bureau.

### 4.3. IMC Process & Strategy

Table 4.3: Tourism Marketing Communication Strategy & Practices

	Not Effective		Less Effective		Neutral		Effective		Very Effective	
	Fre.	(%)	Fre.	(%)	Fre.	(%)	Fre.	(%)	Fre.	(%)
Identifying Target Audiences	5	6.7	22	29.3	14	18.7	31	41.3	3	4
Determining Promotional Objectives	3	4	27	36	21	28	15	20	9	12
Determining Promotional Appropriation	17	22.7	24	32	12	16	18	24	4	5.3
Establishing the mix of Promotional Elements	11	14.7	25	33.3	9	12	18	24	12	16
Wisely allocation of promotional budget	12	18	24	32	12	16	14	18.7	7	9.3

The respondents have been asked if they have designed promotional strategy and program particularly in identifying target audience, determining promotional objectives, determining promotional appropriation and establishing the mix of promotional elements to put their level of agreement using Likert's five scale options. Accordingly, from the total respondents 75(100%): whether they have properly identified target audience, 5(6.7%) replied not effective at all, 22(29.3%) replied less effective, 14(18.7%) of them neutral, 31(41.3%) replied effective and the rest 3(4%) replied very effective; and whether they have determined promotional objectives 3(4%) replied not effective at all, 27(36%) replied less effective, 21(28%) of them neutral, 15(20%) replied effective and the rest 9(12%) replied very effective; and whether they have determined promotional appropriation 17(22.7%) replied not effective at all, 24(32%) replied less effective, 12(16%) of them neutral, 18(24%) replied effective and the rest 4(5.3%) replied very effective; and if they established the mix of promotional elements 11(14.7%) replied not

effective at all, 25(33.3%) replied less effective, 9(12%) of them neutral, 18(24%) have replied effective and the rest 12(16%) replied very effective respectively. Regarding to allocation of budget for specific promotional practices 12(18%), replied not effective, 24(32%) less effective, 12(16%) neutral, 14(18.7%) effectively allocate budget and the remaining 7(9.3) said that very effectively.

To conclude that the tourism sectors promotion strategy and practices entire effectiveness is below 50%.

*Table 4.4: Applicability of the Promotional Mix Elements*

Mix Of Promotional Elements	Never applied		Less applied		Averagely applied		Many times applied		Always applied	
	Fre.	(%)	Fre.	(%)	Fre.	(%)	Fre.	(%)	Fre.	(%)
Sales Promotion/ familiarization	2	2.7	10	13.3	32	42.7	22	29.3	9	12
Public Relation	18	24	18	24	30	40	8	10.7	1	1.3
Advertisement	48	64	17	22.7	6	8	4	5.3	0	0
Personal sales	6	8	14	18.7	19	25.3	27	36	9	12
Official Website	23	30.7	33	44	16	21.3	3	4	0	0
Word Of Mouth	12	16	27	36	15	20	12	14	9	12
Direct marketing /Trade Show & Event	0	0	3	4	15	20	54	72	3	4

The respondents have been asked whether they apply the mix of the promotional elements aggressively to communicate well with the target tourists:-

Accordingly, from the total respondents 75(100%): The respondents have been asked how often they applied Sales Promotion, 2(2.7%) replied Never applied, 10(13.3%) replied Less applied, 32(42.7%) Averagely applied, 22(29.3%) replied Many times applied and the rest 9(12%) replied Always applied; and how often they applied Public Relation 12(24%) replied Never applied, 18(24%) replied Less applied, 30(40%) Averagely applied, 8(10.3%) replied Many times applied

and the rest 1(1.3%) replied Always applied; and how often they applied **Advertisement**, 48 (64%) replied Never applied, 17(22.7%) replied Less applied, 6(8%) Averagely applied, 4(5.3%) replied Many times applied and non of the respondents replied Always applied; and how often they applied **personal sales** 6(8%) replied Never applied, 14(18.7%) replied Less applied, 19(25.3%) Averagely applied, 27(36%) replied Many times applied and the rest 9(12%) replied Always applied; and how often they applied internet marketing 23(30.7%) replied Never applied, 33(44%) replied Less applied, 16(21.3%) Averagely applied, 3(4%) replied Many times applied and non of the respondents replied Always applied; and how often they applied Word of Mouth, 12(16%) replied Never applied, 27(36%) replied Less applied, 15(20%) Averagely applied, 12(14%) replied Many times applied and the rest 9(12%) replied Always applied; and how often they applied Trade Show/ Event no of the respondents replied Never applied, 3(4%) replied Less applied, 15(20%) Averagely applied, 54(72%) replied Many times applied and the rest 3(4%) replied Always applied

It can be inferred that from the Liker’s five scale the mix of the promotional elements that are practiced “Many Times Applied: &“**Always applied**”,; Direct Marketing, Trade Show/Event, sales promotion, personal sales, Word of Mouth, Public relation, are applied in the tourism sectors.

*Table 4.5: Most Effective Promotion Mix for Tourism Products*

Promotion mix	Not Effective		Less Effective		Neutral		Effective		Very Effective	
	Fre.	(%)	Fre.	(%)	Fre.	(%)	Fre.	(%)	Fre.	(%)
Sales Promotion	3	4	12	16	18	24	24	32	18	24
Public Relation	6	8	15	20	6	8	36	48	12	16
Advertisement	3	4	9	12	12	16	42	56	9	12
Personal sales	24	32	14	18.7	19	25.3	12	16	6	8
Website	0	0	0	0	6	8	56	74.7	13	17.3
Word Of Mouth	0	0	0	0	18	24	23	30.7	34	45.3
Direct marketing	1	1.3	12	16	9	12	21	28	32	42.7

/Trade Show& Event										
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The respondents have been asked the mix of Promotional elements that are most appropriate to reach to the target tourists:-

Accordingly, from the total respondents 75(100%); their response to Sales Promotion effectiveness is, 3(4%) replied Not Effective, 12(16%) replied Less Effective, 18(24%) Neutral, 24(32%) replied Effective and the rest 18(24%) replied Very Effective; and their response to Public Relation 6(8%) replied Not Effective, 15(20%) replied Less Effective, 6(8%) Neutral, 36(48%) replied Effective and the rest 12(16%) replied Very Effective; and their response to **Advertisement**, 3(4%) replied Not Effective, 9(12%) replied Less Effective, 12(16%) Neutral, 42(56%) replied Effective and the rest 9(12%) replied Very Effective; and their response to **personal sales** 24(32%) replied Not Effective, 14(18.7%) replied Less Effective, 19(25.3%) Neutral, 12(16%) replied More Effective and the rest 6(8%) replied Very Effective; and their response to internet/website none of the respondents replied that using internet is not effective and less effective, but replied Neutral,6(8%), 56(74.7%) replied Effective and the rest 13(17.7%) replied Very Effective; and their response to Word of **Mouth**, none of the respondents replied that using word of mouth is not effective and less effective, but replied Neutral, 18(24%) replied Effective and the rest 23(30.7%) replied Very Effective; and their response to direct marketing/Trade Show/ Event 1(1.3%) replied Not Effective, 12(16%) replied Less Effective, 9(12%) Neutral, 21(28%) replied Effective and the rest 32(42.7%) replied Very Effective

It can be observed that from the Liker’s five scale “**More Effective and Very Effective**”, promotional tool for tourism in reference to respondents opinion; Official Web-Site & internet, Word of Mouth, Direct Marketing & Trade Show/Event, Advertisements, Sales promotion, Public relation, are most appropriate reach to the target tourists.

*Table 4.6: Evaluation (Feed-Back) Mechanisms*

	Not Practiced		Less Practiced		No answer		Mostly Practiced		Extremely practiced	
	Fre.	(%)	Fre.	(%)	Fre.	(%)	Fre.	(%)	Fre.	(%)
Tourist Direct Feed-Back	9	12	21	28	11	14.7	24	32	10	13.3
Tourist Comment Card	24	32	21	28	5	6.7	17	20	10	13.3
Tourist Comment on Web site	12	16	27	36	12	16	15	20	9	12
Professionals Feed-Back	14	18.7	12	16	10	15	33	44	6	8

The respondents have been asked which evaluation mechanisms their company applies to assure the appropriateness of the promotion tool/s if they get information from the international tourists:-

Accordingly, from the total respondents 75(100%); their response to Tourist Direct Feed-Back 9(12%) responded they do Not Practiced, 21(28%) Less Practiced, 11(14.7%) Neutral, 24(32%) More Practiced and 10(13.3%) Extremely Practiced; and their response to Tourist Comment Card 24(32%) responded they do Not Practiced, 21(28%) Less Practiced, 5(6.7%) Neutral, 17(20%) More Practiced and 10(13.3%) Extremely Practiced; and their response to Tourist Comment on Official Website 12(16%) responded they do Not Practiced, 27(36%) Less Practiced, 12(16%) Neutral, 15(20%) More Practiced and 9(12%) Extremely Practiced; and their response to Professionals Feed-Back 14(18.7%) responded they do Not Practiced, 12(16%) Less Practiced, 10(15%) Neutral, 33(44%) More Practiced and 6(8%) are Extremely Practiced.

*Table 4.7: Evaluation (Feed-Back) Mechanisms*

	Daily		Weekly		Monthly		Every 6 Months		Yearly		Not at All	
	Fre.	(%)	Fre.	(%)	Fre.	(%)	Fre.	(%)	Fre.	%	Fre.	%
How often Feed- Back collected	0	0	12	16	12	16	29	38.7	13	17.3	9	12

They have been asked how often they collect tourists feed-back using the various means; they replied that none of the respondents collected tourist feedback about methods of preferred marketing communication in a daily basis, but 12(16%) responded in a weekly basis, 12(16%) of them monthly, 29(38.7%) of them practiced on bi annual basis, 13(17.3%) of them yearly and 9(12%) of them not at all.

*Table 4.8: Evaluation of Message Design, Consistency and Reliability*

	Not designed Consistent Reliable		Less designed Consistent Reliable		Neutral		More designed Consistent Reliable		Very designed Consistent Reliable	
	Fre.	(%)	Fre.	(%)	Fre.	(%)	Fre.	(%)	Fre.	(%)
Message Design,	22	29.3	18	24	19	25.3	9	12	7	9.4
Consistency	28	37.4	18	24	13	17.3	10	13.3	6	8

The respondents have been asked whether they design appropriate, consistent and reliable Message in order to communicate well with the target tourists:-

Accordingly, from the total respondents 75(100%); their response to tourism marketing communication Message Design evaluation, 22(29.3%) of them replied Not designed, 18(24.2%) of them replied Less designed, 19(25.3%) of them are neutral, 9(12%) of them replied More

designed and 7(9.4%) of them replied properly designed. And their response to Message Consistency, 28(37.4%) of them replied Not consistent, 18(24%) of them replied Less consistent, 13(17.30%) of them are neutral, 10(13.3%) of them replied More consistent and 6(8%) of them replied very consistent.

To conclude the majority of respondent are hot happy with the messages design, consistency that are transmitted through different promotional tools.

*Table 4.9: Monitoring Message Consistency and Reliability*

	Never Monitored		Somehow monitored		Neutral		More Monitored		Always Monitored	
	Fre.	(%)	Fre.	(%)	Fre.	(%)	Fre.	(%)	Fre.	(%)
Message Consistency Through Promotion Mix	17	22.7	21	28	15	20	13	17.3	9	12

The respondents have been asked whether their company monitor the message consistency and reliability transferred through the mix of Promotion elements:-

Accordingly, from the total respondents 75 (100%); their response in Monitoring Message Consistency and Reliability is presented here 17(22.7%) replied that they never monitor, 21(28%) rarely monitored, 15(20%) of the respondents were neutral, 13(17.35) monitor regularly and the remaining 9(12%) respondents replied that they always monitor the message quality. To conclude it in reference from the respondents experience it is unusual to regularly monitor the quality of the message that is used during tourism promotion.

*Table 4.10: Tourism stakeholders' promotion determination and integration*

	No Integration		Less Integration		Average		High Integration		Very High Integration	
	Fre.	(%)	Fre.	(%)	Fre.	(%)	Fre.	(%)	Fre.	(%)
To whom to promote	12	16	27	36	26	34.7	7	9.3	3	4
What type message to use	13	17.3	25	33.3	25	33.3	8	19.7	4	5.33
When to promote	10	13.3	12	16	27	36	21	28	5	6.7
How to promote	15	20	17	22.7	21	28	12	16	10	13.3

The respondents have been asked whether the tourism stakeholders' have determined and integrate to promote Ethiopia's tourism by clearly stipulating to whom, what, when and how to reach the target tourists:-

Accordingly, from the total respondents 75(100%); their response to Whom to Promote; 12(16%) of them replied that no integration, 27(36%) of them replied Less integration, 26(34.7%) of them replied average integration, 7(9.3%) of them more integration, and 3(4%) of them high integration. And their response what type of message to use; 13(17.3%) of them replied that no integration, 25(33.3%) of them replied Less integration, 25(33.3%) of them replied average integration, 8(19.7%) of them more integration, and 4(5.33%) of them high integration. And their response When to promote; 10(13.3%) of them replied that no integration, 12(16%) of them replied Less integration, 27(36%) of them replied average integration, 21(28%) of them more integration, and 5(6.7%) of them high integration. And their response How to promote; 15(20%) of them replied that no integration, 17(22.7%) of them replied Less integration, 21(28%) of them replied average integration, 12(16%) of them more integration, and 10(13.3%) of them high integration.

From the above illustration, the majority of the respondents replied that there is No Integration, Less Integration Average integration among and between stake holders.

## 4.4 Levels of Integration for IMC

Table 4.11: Assessing Levels of Integration

Dimensions for ITMC	Very Dissatisfied		Dissatisfied		Neutral		Satisfied		Very Satisfied	
	Fre.	%	Fre.	%	Fre.	%	Fre.	%	Fre.	%
Promotional mix integration	24	32	19	25.3	11	16.7	12	16	9	12
Promotional mix with marketing mix integration	19	25.3	25	33.3	17	26.7	10	13.3	4	5.4
Creative integration/message	13	17.3	30	40	9	12	12	16	11	16.7
Intra-organization integration	25	33.3	19	25.3	10	13.3	17	26.7	4	5.4
Inter-organization integration	16	21.3	33	44	9	12	14	18.7	3	4
Information and database systems	20	26.7	20	26.7	25	33.3	10	13.3	0	0
Integration of communications targeted towards internal and external audiences	8	10.7	18	24	11	14.6	20	26.7	18	24
Integration of corporate and “unitized” communications	17	26.7	12	14	20	26.7	16	21.3	10	13.3
Geographical integration	15	20	22	29.3	16	21.3	13	17.4	9	12

Source: Riku Kajjansinkko, (2003:45-47)

Integration of promotional mix 24(32%) was dissatisfied, 19(25.3%) was dissatisfied, 11(16.7%) was neutral, 12(16%) was satisfied and the remaining 9(12) was very satisfied with the integration of promotional mix elements to achieve synergy. So to conclude (24+19+11) which is 72% are not happy with integration of promotional mixes which are advertizing, public relation, personal sales, sales promotion and direct marketing.

Regarding to integrating promotional mix with marketing mix, 19(25.3%) was very dissatisfied, 25(33.3%) was dissatisfied, 17(26.7) was not sure to express their opinion/experience, 10(13.3) was satisfied and the reaming 4(5.4) which are very few are very dissatisfied. To conclude Integration of the elements of the promotional mix with those of the marketing mix to achieve synergy is not there in Ethiopia towards promoting tourism resource. According to R. Kaijansinkko, (2003) It is necessary to integrate the promotional mix with all the other elements of the marketing mix and to plan for and integrate the objectives of them all.

While assessing the Creative integration, 13(17.3%) was very dissatisfied, 30(40%) was dissatisfied and 9(12%) was neutral, 12(16%) was satisfied with Ethiopia's practices in terms of creative integration and the remaining 11(16.7%) was very dissatisfied. To conclude almost more than 50% of the respondents are not satisfied Integration of creative themes, concepts and messages across the numerous marketing communications activities.

While checking the levels of intra-organization integration, 25(33.3%) the respondents were very dissatisfied, 19(25.3%) was dissatisfied, 10(13.3%) was un able to express their satisfaction/dissatisfaction, 17(26.7%) was satisfied and the remaining few respondents which are 4(5.4%) was very satisfied. But Integration of all the relevant internal departments under MoCT, individuals and activities within an organization should be integrated which impact upon marketing communications.

In the other side when looking the inter-organizational integration, 16(21.3%) was very dissatisfied, 33(44%) was dissatisfied and 9(12%) was neutral to take stand, 14(18.7%)was

satisfied and the remaining 3(4%) was very satisfied with the practices of MoCT to involve external stakeholders while undertaking tourism promotion.

Integration with and between all external organizations involved in marketing communications on behalf of an organization should be satisfactory, (R. Kajansinkko, 2003)

While assessing the information and database system as part of IMC, 20(26.7%) was very dissatisfied, 20(26.7%) was dissatisfied, 25(33.3%) was neutral, 10(13.3%) was satisfied and no one was very satisfied. To conclude the majority of respondents which are around 65(86.7) of the respondents were not satisfied instead dissatisfied. In spite of these findings researchers like Kajansinkko, (2003) argued that a well-managed database with useful information is highly important for integrated marketing communications.

About Integration of communications targeted towards internal and external audiences issue, 8(10.7%) of the respondents was very dissatisfied, 18(24%) was dissatisfied, 11(14.6) was neutral, 20(26.7) was satisfied and 18(24%) was satisfied. A variety of audiences, “publics” and “stakeholders”, need to be considered within the context of IMC. The audience members may be internal or external to the organization.

Integration of corporate and “unitized” communications, 17(26.7%) the respondents were very dissatisfied, 12(14%) was dissatisfied, 20(26.7%) was neutral, 16(21.3%) was satisfied and the remaining 10(13.3%) was very satisfied.

Corporate communications — corporate identity and image is often perceived as a separate activity to “unitized” communications (e.g. product, brand, personality or trade communications) and usually has different people responsible for corporate communications.

About geographical integrating integration across national and international boundaries, while undertaking tourism promotion, 15(20%) was very dissatisfied, 22(29.3%) of the respondents was dissatisfied, 16(21.3%) was not interested to express their satisfaction/dissatisfaction, 13(17.4%) was satisfied and 9(12%) was very satisfied. To conclude this is complicated through

language, cultural and regulatory variations and made all the more complex due to global branding and managerial control issues of centralization versus decentralization.

## **4.5. Discussion**

Here the researcher tried to briefly discuss the IMC issues that are addressed by the majority of interview informants in reference to the proposed model & settled research question.

### **a. Does Ethiopian government (MoCT) works international tourism marketing communication in the integrated way?**

Based on our frame of reference, to assess the practices of IMC on Ethiopian tourism sector it is clearly observed that the majority interview informants put the Ethiopian tourism brand issue as a base for IMC. I can mention examples and experiences of other country like India; the Ministry of Tourism initiated the “Incredible India” campaign in December 2002. (India, 2001:75) The campaign promotes India as a unique destination having a distinct cultural heritage with IMC.

Interview informants explained that to undertake any kinds of marketing communication the primary issue will be identifying and knowing the target customers, because for different target customers’ different message, different promotional tool and approaches could be employed. However the practical aspects of Ethiopian tourism case lacks of properly identifying its target market, message design and consistency, unclear marketing and promotional objective, unreasonable and insufficient promotional budget, illogical mix of promotional elements and no proper method to evaluate the results of promotional activity.

Informants and respondents further elaborate that, it’s very difficult to measure the travel and tourism promotional practices that are done by our office, since the return on investment is long term. But after participating in international tourism trade fairs they tried to evaluate and report to the higher level managements.

Most of Marketing and Promotional experts at MoCT are not professional enough to undertake promotion in integrated manner even to give comments and feed backs, in the other side the government don't have a commitment to build the staffs capacity and to utilize properly.

**b. What are the levels of integration among and between stakeholders to undertake marketing communication?**

The term *stakeholders* refer to all the relevant publics or multiple markets with which any given firm interacts. External audiences may refer to customers, consumers, prospects and other entities outside the organization, while internal audiences refer to those within the organization, such as employees, managers, and so on. Accurately identifying customers and prospects – or what is termed in IMC as *aggregates* – for a given brand, is crucial in the success of any IMC programme. Building and developing positive relationships, not only with the firm's external markets but also with its internal audience, is paramount, as it fosters in them a sense of loyalty and business ownership, (Jerry Kliatchko, 2008)

The majority of informants argued that most of marketing communications activities are not done with the involvement of privet sectors. Unlike other countries the promotional works are left to the government until the formation interview assures that, External integration which is all about the levels of integration among and between MoCT and Other concerned governmental and nongovernmental organizations to promote Ethiopia as tourist destinations is at infant level.

To undertake IMC Properly the involvement of customers, prospects, employees, suppliers, and other governmental and nongovernmental stakeholders is critical.

According to Onasogahkayode (2013) IMC has different components that includes vertical, horizontal, external and internal. However the levels of integration in Ethiopian tourism are not clear and well coordinated.

# CHAPTER FIVE

## SUMMERY, CONCLUSION AND RECOMMENDATION

### **5.1. Introduction**

In reference to my assessment on the practices of Ethiopia as a nation to promote its tourism resource internationally in the integrated manner, here presented conclusion and recommendations. So to reach on this conclusion different individuals in differ working position in differ offices share us their experience and practices. Moreover, researcher referred different literatures, books, journals and reports from MoCT, besides to my own exposure and experience in the sector and ministry.

### **5.2. Summary of the Major Findings**

To summarize the major findings of this study, in reference to the settled research objectives, Ethiopia lacks to undertake promotional works in the integrated manner. There are no clear objectives behind any marketing communication practices; there is a limitation of promotional budget to engage in different tools at the same time. International tourism marketing communication practices mainly focused on participation of trade fairs. The participation of local community, private sectors and professionals in the field is very poor that needs improvement.

### **5.1. Conclusion**

Throughout this study we tried to assess the practices of MoCT or Ethiopian Government on the integrated tourism marketing communications for international market. The issue was looked at a different angle.

First we looked the potentials of Ethiopia as a tourist destination with its unique historical, cultural and natural tourism resources in General. It is a land of nine UNISCO registered heritages, the source of Blue Nile, the cradle of human kind with 3 million years old of Lucy, wide variety of birds and wild life with endemic flora and fauna, more than 10 national parks, the land of divers

cultural life with more than 80 nations and nationality, land of extremes from the lowest valley (Dalol) to the roof of east Africa (Ras Dashin) and many, many more.

Second we looked the organizational structure of tourism governing body which is ministry of culture and tourism and other important stakeholders which involved on the development and marketing of tourism resource internationally. That includes Ethiopian flag carrier, Ethiopian airline, and Ethiopian tour operators association a group of more than 185 individual tour organizations, Ethiopian hotels association which is a group of more than 51 independent hotels. Even if there is a clear guideline on the roles and mandates of MoCT & others organization it is hardly practiced properly.

Third we looked on the overall practices of the above mentioned governmental and nongovernmental organizations role towards the promotion of Ethiopia's tourism resources in integrated way. Even if Ethiopia plans in 2012 to be top five tourist destinations in Africa, without proper marketing communication the goal will not be successful. We can see that what types of promotional tool is used for a specific country is not known, the promotional goals is not clearly settled, there is limited in marketing budget in comparison with other African countries, the levels of involvement of private sector is not satisfactory, evaluating the practices of different promotion with a clear criteria is not there,

Finally levels of integration, internally (integration with in MoCT), externally (integration of MoCT with other stakeholders), vertically (integration of the corporate mission with the department) and horizontally (integration between subordinates under MoCT) is not properly described and implemented.

In the other side different countries and cities like India, Lasvegas, Uganda etc.. were very successful for promoting its tourist destinations by integrating different promotional tools, messages, objectives, budget and the like issues.

To briefly conclude after discussing the stages in the Integrated Communication Strategy, we conclude: Stages in the designing of the communication strategy are informal

I found that communication tools that are often unconsidered and unplanned are to a great extent implemented or considered. Specifically, the tourism product design is a main tool to communicate the message and receive a lot of free publicity through media and events, and exhibitions. The awareness and coordination of the different sources of messages strengthens the brand image and keep it consistent.

## **5.2. Recommendation & Policy Implications**

It is obvious a new Ethiopian transformational council and tourism organization is established for the purpose of tourism development and marketing activity. These are the two major issues what any country can deal to be beneficial from the tourism sector. So it is critical to assess what was the weakness and strengths of MoCT while undertaking the above mentioned tasks, could be the foundation for the success of ETO.

- Ethiopia's enormous tourism resource should have its own identity to be marketed and promoted in the world. So the turning point might be creating and promoting Ethiopia as unique brand.
- Clearly describe the corporate mission, vision and a goal of the tourism marketing activity along with properly designed tourism marketing strategy is indispensable.
- The marketing communication (promotion) objective has faucet from the corporate tourism marketing goal.
- In reference to the marketing communication objective the target and potential visitor countries have to be identified, based on their need.
- In reference to the target visitors need and communication objectives it is important to design the message to be promoted. A panel of marketing experts can be established for this purpose, all other concerned private and non private organizations should follow this accordingly.
- Based on the needs of target clients, settled objective, message contents different promotional tools should be proposed including advertizing, sales promotion, direct

marketing, personal selling, public relation and publicity. Since each tool has its own weakness and strength it is important to consider one should complement the other.

- Based on the above facts a need to allocate sufficient budget at least 3% of the total income that are generated by the sector. For instance in 2013/14 we got 1.1.billion USD from tourism sector according to MoCT, marketing budget will be 33 million USD, which is near to that of Kenya & Egypt.
- We don't have to allocate majority of the budget to one promotional tool example to participate trade faire. In sated, we have to allocate equivalently for advertizing, internet, sales promotion and trade faire. Use Ethiopian celebrities like Haile Geberesialse, Tedwodros Kasshun and the like personalities as a Public Relation officers to promote Ethiopia
- We have to make sure the internal, external, vertical and horizontal integration throughout the marketing communication practices.
- This task should be done with sufficient professionals, previously MoCT tried to promote Ethiopia with 20 staffs (professionals and non professionals) ETO should believe in Ethiopians.
- Internal marketing should come first and external marketing comes second, all Ethiopian staffs should be informed about countries tourism potenatial.
- Governmental and nongovernmental organizations should work closely for one objective which is promoting Ethiopia's tourism as one brand. In sated of focusing one private profit.
- Need to focuses on the developmental issues near and round tourist destinations that includes, quality and sufficient service providers(hotels, transportations), roads, hygiene and sanitation, electricity ....

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# Appendix

## 1. Interview Questions Themes

### Interview Questions

Name: ..... Interview# .....

Company: ..... Working Position: .....

#### **Part One: Introduction**

1. Explanation about the research and researcher.
2. Any questions or comment before we start?

#### **Part Two: Back Ground**

We will start with some background information about you & your work.

1. Tell me a little about yourself?
2. What do you know about IMC?

#### **Part Three: Main Questions**

1. What is your company role in the international tourism marketing communication practices?
2. When, how and why you use IMC?
3. Which country is your target audience to promote Ethiopia's tourism product by using specific types of promotional tool?
4. What are the objectives that are expected after the international marketing communication activities?
5. How do you organize the message, message contents and communication media?
6. What are Ethiopia's tourism unique features in comparison with our competitors to be communicated to the world?

7. What are Ethiopia's tourism brand and its relation with the IMC practices?
8. How do you explain the level of integration among and between promotional tools?
9. How do you allocate budgets for particular types of international marketing communication practice?
10. Do you have a visitor's data base system that can be used as reference for designing IMC?
11. Does Ethiopia uses push or pull or both strategy to sale its tourism based products in the international market? Why?
12. What are the levels of cooperation between MoCT and other concerned stakeholders towards the promotion of Ethiopia internationally?
13. How do you evaluate the IMC practices and result in reference to the settled objectives?

#### **Part Four: Conclusion**

1. What is your general conclusion and recommendation about the mentioned issue?

# **ADDIS ABEBA UNIVERSITY**

School Of Commerce  
Post Graduate Program

## **DEPARTMENT OF MARKETING MANAGEMENT**

*Assessing Integrated Tourism Marketing Communication (ITMC)  
Practices of Ethiopia*

### Questionnaire

THANK YOU FOR AGREEING TO COMPLETE THIS QUESTIONNAIRE. PLEASE READ THE FOLLOWING

Dear respondent,

This questionnaire seeks to obtain information about Ethiopia's ITMC Practice for international market. Your answers are entirely *confidential and anonymous* – please do not write your name on the questionnaire. Most questions can be answered by circling the number that corresponds to your practice and experience.

#### **Part One: Demographic Information**

1. Age range of respondents
  - a. Up to 25
  - b. Up to 35
  - c. Up to 45
  - d. Up to 55
  
2. Gender Composition of respondents
  - a. Male
  - b. Female
  
3. Educational Back Ground of Respondents
  - a. 12 complete
  - b. Diploma/Certificate
  - c. Degree
  - d. Above degree

5. Working Position of Respondents

- a. G/Manager
- b. Marketing Manager
- c. Marketing Expert
- d. Supervisors

6. Years of Experience of Respondents

- a. Less 1 Year
- b. 1-3 Year
- c. 3-6 Year
- d. Above 6 Year

7. Respondents Company

- a. MOCT
- b. Ethiopian Airline
- c. Tour Operators Association
- d. Ethiopian Tourism Organization
- e. Hotel Association
- f. Chamber of Commerce

**Part two IMC Process based Questions**

*a. Tourism Marketing Communication Strategy & Practices*

	Not Effective	Less Effective	Neutral	Effective	Very Effective
Identifying Target Audiences					
Determining Promotional Objectives					
Determining Promotional Appropriation					
Establishing the mix of Promotional Elements					

Wisely allocation of promotional budget					
Identifying Target Audiences					

***b. Applicability of the Promotional Mix Elements***

	Never applied	Less applied	Averagely applied	Many times applied	Always applied
Sales Promotion/ familiarization					
Public Relation					
Advertisement					
Personal sales					
Official Website					
Word Of Mouth					
Direct marketing /Trade Show & Event					

***c. Most Effective Promotion Mix for Tourism Products***

	Not Effective	Less Effective	Neutral	Effective	Very Effective
Sales Promotion/ familiarization					
Public Relation					
Advertisement					
Personal sales					
Official Website					
Word Of Mouth					
Direct marketing /Trade Show & Event					

***d. Evaluation (Feed-Back) Mechanisms***

	Not Practiced	Less Practiced	No answer	Mostly Practiced	Extremely practiced
Tourist Direct Feed-Back					
Tourist Comment Card					
Tourist Comment on Web site					
Professionals Feed-Back					

***e. Evaluation (Feed-Back) Mechanisms***

	Daily	Weekly	Monthly	Every 6 Months	Yearly	Not at All
How often Feed- Back collected						

***f. Evaluation of Message Design, Consistency and Reliability***

	Not designed Consistent Reliable	Less designed Consistent Reliable	Neutral	More designed Consistent Reliable	Very designed Consistent Reliable
Message Design,					
Consistency					

***g. Monitoring Message Consistency and Reliability***

	Never Monitored	Somehow monitored	Neutral	More Monitored	Always Monitored
Message Consistency Through Promotion Mix					

***h. Tourism stakeholders' promotion determination and integration***

	No Integration	Less Integration	Average	High Integration	Very High Integration
To whom to promote					
What type message to use					
When to promote					
How to promote					

### Part Three: IMC Levels of Integration

#### *a. Assessing Levels of Integration*

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
Promotional mix integration					
Promotional mix with marketing mix integration					
Creative integration/message					
Intra-organization integration					
Inter-organization integration					
Information and database systems					
Integration of communications targeted towards internal and external audiences					
Integration of corporate and “unitized” communications					
Geographical integration					