



**ANALYSING THE PRACTICE OF DIGITAL MARKETING  
IN PROMOTING ETHIOPIAN TOURISM IN CASE OF  
ETHIOPIAN TOURISM ORGANIZATION**

**By: Roman Dessie**

**May, 2018**

**Addis Ababa, Ethiopia**

**Addis Ababa University  
School of Commerce Marketing Management  
MBA Program**

**ANALYSING THE PRACTICE OF DIGITAL MARKETING  
IN PROMOTING ETHIOPIAN TOURISM IN CASE OF  
ETHIOPIAN TOURISM ORGANIZATION**

**Thesis submitted to Addis Ababa University School of Commerce in  
Partial fulfillment of the requirement for the award of the degree of  
Masters in Marketing Management (MA)**

**By: Roman Dessie**

**Advisor: Tewodros Mesfin (PhD)**

**May, 2018**

**Addis Ababa, Ethiopia**

## STATEMENT OF DECLARATION

I hereby declare that the research entitled “Analysing the practice of digital marketing in promoting Ethiopian Tourism in case of Ethiopian Tourism Organization” is my original work done under the guidance of my advisor Dr. Tewodros Mesfin. It has never been presented in Addis Ababa University or any other university for any purpose. All sources of the materials used for writing the research report have been acknowledged.

---

Roman Dessie  
(Candidate)

---

Date

This is to certify that the above declaration made by the candidate is correct to the best of my knowledge.

---

Dr. Tewodros Mesfin  
(Thesis Advisor)

---

Date

## **ACKNOWLEDGEMENT**

From the beginning to the end I would like to express my deepest gratitude to almighty God for his blessing and for making me to accomplish this huge achievement. Many thanks to my research advisor, Dr. Tewodros Mesfin for his continuous advice, training and professional guidance towards the realization of this study. My special thanks and appreciation goes to my beloved husband for his contribution greatly to my success in every bit of my work and also throughout my career advancement. Without his loving hands none of these would have been possible.

I am also grateful to my brother – Ermias Dessie , not only went through my paper for his support but also his encouragement throughout the building of this work. Moreover, I would like to truly thank my friends Mrs. Martha Abera and Mrs. Kuleni Gudeta for always being by my side through this program. My sincere appreciation also goes to the director of Tourism marketing, Mr. Sisay Getachew and Mr. W/Gebrial Berhe – team leader, Tourism marketing at Ethiopian Tourism Organization who were willing to give his time by providing me the required documents and sitting through my interviews; without their help this work would not have become a reality.

# Table of Contents

## CHAPTER ONE

### 1. INTRODUCTION

1.1. Background of the study .....	1
1.2. Brief of Ethiopian Tourism Organization .....	3
1.3. Statement of the problem .....	5
1.4. The Research questions .....	6
1.5. Objectives of the study .....	6
1.6. Significance of the study .....	7
1.7. scope of the study .....	7
1.8. Limitation of the study .....	8
1.9. Organization of the study .....	8
1.10 Definition of the terms.....	8

## CHAPTER TWO

### 2. Review of Related Literature

2.1. Theoretical Framework .....	10
2.1.1. Tourism in Ethiopia .....	10
2.1.2. The Growth and Origins of Digital Marketing .....	11
2.1.3. Elements of digital marketing .....	12
2.1.4. Impact of Digital marketing in transforming the tourism industry .....	16
2.1.5. Elements of digital marketing Framework .....	18
2.1.6. Characteristics of a Successful Digital Marketing Campaign .....	22
2.2. Empirical Framework.....	25
2.2.1. Digital marketing in promoting a tourist destination .....	26

2.2.2. Measurements of the effectiveness digital marketing.....	27
2.2.3. Research gap .....	28
2.3. Conceptual Framework .....	28

## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

3.1. Description of the study area.....	29
3.2. Research Approach .....	29
3.3. Research Design.....	30
3.4. Population and Sample.....	30
3.5. Data sources and Types.....	31
3.6. Data Collection Procedure .....	31
3.7. Data Validity and Reliability .....	32
3.8. Data Analysis .....	33
3.9. Ethical Consideration .....	33

## **CHAPTER FOUR**

### **4. DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

4.1. General Profiles of the Respondents .....	34
4.2. Tourist information Source and the degree of usage of the digital marketing elements.....	39
4.3. Summary of the Interview.....	44
4.3.1. Who is responsible for digital marketing in ETO?.....	44
4.3.2. digital marketing practices OF ETO.....	45
4.3.3. The challenges of ETO in using digital marketing.....	45
4.3.4. Checking ETO'S website if it is user friendly.....	46
4.3.5. ETO's practice in boosting it Website.....	46

4.3.6. Presentation of ETO's website.....	46
4.3.7. ETO's practice in using the Digital Framework (Learn & Relat back)....	47
4.3.8. Majority Regions which use the digital promotion of ETO.....	47
4.3.9. What are the majority age group who usually come to Ethiopia?.....	47

## **CHAPTER FIVE**

### **5. SUMMARY, CONCLUSION AND RECOMMENDATIONS**

5.1. Summary of Major Findings.....	48
5.2. Conclusion.....	49
5.3. Recommendations.....	51

### **REFERENCES .....53**

### **Annexure.....58**

**Annexure I:** Observation of ETO’s Digital Elements.....I

**Annexure II:** Questionnaire.....V

**Annexure III:** Interview Guide.....XV

## **LIST OF ABREVAITIONS AND ACCRONYMS**

- ETO: Ethiopian tourism organization
- MOCT: Ministry of culture and tourism
- DMO: Destination management Organization
- GDP: Gross domestic product
- TO: Tour Operator
- ESTDP: Ethiopian Sustainable Tourism Development project
- NTDP: National Tourism Development Policy
- ECTT: European Council on Tourism and Trade
- GOE: Government of Ethiopia
- TTC: Tourism Transformation Council
- TB: Tourism Board
- OECD: Organization for Economic Co-operation and Development

## LIST OF TABLES

Table 1.1 Historical Benchmarks in Ethiopian Tourism Industry.....	10
Table 3.1 Reliability Analysis of Variables.....	32
Table 4.1.1: General profile of respondents.....	35
Table 4.1.2 Respondents' profile of Gender versus their age.....	35
Table 4.1.3 Respondents' region of residence versus their age.....	36
Table 4.1.4 Respondents' age versus purpose of their visit.....	37
Table 4.1.5 Respondents' purpose of their visit versus their trip organizer.....	38
Table 4.1.6 Respondents' awareness about ETO versus their source of information .....	38
Table 4.2.1 Tourists information source .....	39
Table 4.2.2 Digital marketing elements which attract tourists .....	40
Table 4.2.3 Digital marketing elements which engage tourists.....	41
Table 4.2.4 Digital marketing elements which retain tourists .....	42
Table 4.2.5 Digital marketing elements which helps to learn about tourists and relate back	43
Table 4.2.6 Contribution of Digital Promotion by a destination marketer to plan a trip ...	44

## LIST OF FIGURES

Figure 1: RACE Digital Marketing Measuring Framework .....	18
Figure 2: The Digital Marketing Framework.....	19
Figure 3: Conceptual Model.....	28
Figure 4 : Screenshot of ETO'S Tweeter page .....	I
Figure 5 : Screenshot of ETO'S YouTube page .....	I
Figure 6: Screenshot of ETO'S websites page which shows privacy policy.....	II
Figure 7 : Screenshot of ETO'S website home page which presents hyperlink to related	II
Figure 8 : Screenshot of ETO'S website on root base pictorial description of attractions	III
Figure 9 : screenshot of search engine to check the effective usage of SEO by ETO.....	III
Figure 10: ETO's usage of Google analytic report .....	IV

## ABSTRACT

*The purpose of this study was to analysing the practice of digital marketing in promoting Ethiopian Tourism in case of Ethiopian Tourism Organization. The study employed both qualitative and quantitative approaches. Interview, questionnaire and observation were the main data gathering tools. The interview was undertaken with marketing director and one marketing team leader of ETO and also 399 questionnaires were distributed to international tourists who were found in one of the major tourist destination: Addis Ababa. Out of which only 342 respondents' returned properly which meant more than 85 percent coverage of total respondents. The collected data were analysed using both the descriptive and inferential statistics. The findings demonstrated that most of tourists who came to Ethiopia used search engines as their major source of tourist information , it was found out that ETO partially utilized the two digital marketing frameworks called attract and retain whereas ETO failed in the utilization of the three digital marketing frame works which are called engage , learn and relate back . Social media accounts (YouTube, Face book and twitter), Website, Search engine optimization, Mobile App and digital content were identified as the digital marketing elements which ETO is employed currently. The challenges of ETO to implement the digital marketing were identified. Six major challenges were recognized as prominent obstacle for ETO not implement the digital marketing tasks effectively. As a final point, the research was concluded raising major findings of the research and recommendation was given to the way forward for the organization under this study (ETO). In the meantime, the researcher also believed that these recommendations and the results of this study might be used as a reference for future researchers who will be interested to conduct their research on the tourism promotion using digital marketing frameworks.*

**Key words:** *Digital Marketing, Digital marketing framework, marketing, tourism industry*

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the study

Technology advancement influenced the overall business sector and become the path to any business success. The adoption of this innovation paradigm enable many business organization to be characterized in having effective marketing and higher global sales. Driving innovation with information technology is coming to be a simple formula in flourishing within todays digitalized business world. Innovation through information technology has created the radical changes in business, for instant, online shopping is more efficient than shopping in a store and digital marketing is more efficient than high cost newspaper, television, and radio advertising. (Business Vibes, 2015)

Spreads of Information and Communication Technologies (ICTs) have generated deep changes in the tourism sector affecting customers as well as suppliers. Travelers are more demanding and look for differentiated and personalized services. ICT and Web 2.0 offer new opportunities and resources to improve tourism organizations and destinations, competitiveness, and profitability.

An analysis of previous trends and opportunities shows that ICT developments, and especially Web 2.0, have generated a deep change in consumer habits and Expectations. Travelers are more demanding and look for differentiated and personalized Services. Therefore, tourism organizations should collect customer information at each stage of tourism service experience (before, during, and after, the trip) and simultaneously provide timely and accurate information, relevant to their customers. Specifically, the destination marketing organization is affected by these advancement, in terms of promoting a destination and reaching out potential tourists. (Roberta, 2015).

Emarketer (2013) reported as our digitalized world is changing rapidly. Marketers are accordingly shifting their budgets toward the digital channels. These channels are creating exciting opportunities as many of the channels interact synergistically with each other and allow better connectivity with the customers. Indeed, customers are becoming more empowered and

are saying “Know Me, then Amaze Me.” This is truly the Age of the Customer. Marketers are responding by putting the customer at the center of their business strategies.

Some of the evidence depicts the incremental growth of digitalization. In the past 3 years (2010-2013), consumers’ time spent on social media and digital content increased from 52 minutes a day to nearly 90 minutes while the time spent per day on TV, radio and print media reduced from 6.1 hours per day to 5.1 hours per day in 2008. There are 182 billion e-mail messages sent each day and seventy billion pieces of content shared on Facebook every month. The shift here is not only towards digital media, but to the addressability opportunity within digital as well ((Roberta, 2015).

As a result of the emerging of digitalization of the economy, the tourism sector, in general, and destination marketing Organizations (DMO), in particular, are facing various challenges and opportunities. The rapid growth in the use of the internet and mobile devices by tourists to select touristic destinations and purchasing a tour packages are initiating tourism organizations to implement latest digital strategies. Adopting digital marketing is becoming mandatory for DMOs in order to overcome the challenge of how to get through the right people, at the right time and place. Moreover, many national tourism Organizations (NTOs) are making digital marketing as the center of their marketing strategies and they are investing significantly to enhance and update their marketing approaches and strategies in line with this cost effective technology (OECD, 2017).

Different scholars define the concept of digital marketing in different ways, according to their experience, background and knowledge. However, the most commonly quoted definitions were given by Kotler and American. Accordingly, Kotler and Armstrong defined digital marketing as is a form of direct marketing which links consumers with sellers electronically using interactive technologies like emails, websites, online forums and newsgroups, interactive television, mobile communications and others (Kotler and Armstrong, 2009).

“The term “digital marketing” appeared only recently in the world of professional marketing and communication. It refers to the promotion of products and brands among consumers, through the

use of all digital media and contact points. Although digital marketing has many similarities with Internet marketing, it goes beyond it, since it frees itself from the Internet's single point of contact and accesses all so-called "digital media," including, for example, mobile telephony (SMS or applications) and interactive television, as the communication channel. The term "digital marketing" therefore seeks to bring together all the interactive digital tools at the service of marketers for promoting products and services, while seeking to develop more direct and personalized relationships with consumers." (Flores, 2014)

With reference to the information mentioned in the above, digital marketing is one of the modern trends in promoting tourist destinations that have proved to be effective and efficient in sending out valuable messages to targeted audience. Besides, in our country, some researchers tried to address the traditional way of promoting the tour & travel industry by giving very little attention to the digital marketing. That is why this research was aiming at analyzing the practices of the adoption of digital marketing being utilized by ETO in promoting Ethiopian tourism. This newly established government entity is selected for this research based on its mandate in promoting Ethiopian tourism.

## **1.2. Brief of Ethiopian Tourism Organization (ETO)**

Information available from their website (Ethiopia.travel, 2015) explained ETO was established in 2013 under government of Ethiopia proclamation No. 294/2013. It is based in Addis Ababa and works in close collaboration with public and private stakeholders.

### **VISION AND MISSION OF THE ETO**

#### **Mission**

Develop the country's tourist destinations in collaboration with various stakeholders, market and promote the destination at national and international level through employing competitive marketing and promotional strategies. (Ethiopia.travel, 2015)

#### **Vision**

Making Ethiopia among the top five tourist destinations in Africa by 2025.

## **MAIN AREAS OF WORK OF THE ETO**

The ETO started operations in 2014 and it is working hard to implement its mandate that can be **summarized as follows:**

### **Fostering Destination and Product Development**

Improving the competitiveness and sustainability of tourism destinations, products and services in Ethiopia through smart and efficient destination planning and management, human resources development, quality services, investment promotion and business development; properly aligned with market opportunities and requirements. The ETO will also identify policies essential to the development of tourism. (Ethiopia.travel, 2015)

### **Marketing Ethiopia as a Tourism Destination**

Improving the image of Ethiopia in the world, contributing to a strong and attractive destination brand, and leading a consistent and coordinated effort to communicate and promote the different destinations and tourism products Ethiopia has to offer, in collaboration with the private sector and the regional governments. The domestic market will also be targeted. (Ethiopia.travel, 2015)

### **Ensure Collaboration and Alignment**

Bringing together and ensure proper communication and coordination among the different stakeholders involved, directly or indirectly, in tourism development and marketing. In particular: federal government bodies, regional and local governments, private sector associations, NGOs and donors. (Ethiopia.travel, 2015)

As a result, the main mandates of the Ethiopian Tourism Organization are tourism destination development and marketing Ethiopia with the collaboration of the various stakeholders involved in the Ethiopian tourism business industry. (Ethiopia.travel, 2015)

Moreover, in an interview on CNN (Yogerst, 2017) Mr. Solomon Tadesse - CEO of the Ethiopian Tourism Organization (ETO) says “The government finally decided in 2013 that tourism could generate jobs, income and wealth just like any other economic sector. A tourism transformation council was established to provide direction to the industry and the ETO was created to handle marketing, promotion and product development.” (Ethiopia.travel, 2015)

### 1.3. Statement of the problem

Ethiopia handles numerous heritages, yet its commitment to use its tourism endowment is very limited. A research conducted by Theodros (2012) showed that, tourism-heritages (natural or cultural) have made a huge contribution to the development of the country, however, lack of promotion of these heritages become a major obstacle that hinder the country from not harvest fruits of tourism sector. Despite the current growth of tourism arrivals to Ethiopia, the country's tourism market share in Africa remains limited. (ETO, 2015). "Due to these facts, Ethiopia is in a weak position in terms of international tourism promotion.

Accordingly, the government of Ethiopia (GOE) has now started to take important strategic steps towards structuring the Ethiopian tourism industry marketing. (STMP, 2015-2025). Hence, in today's global trend, it is no longer enough to rely only on traditional marketing for destination marketers, it is mandatory to explore how digital marketing can be used for promoting the tourist destination and include them in their marketing mix. This is very crucial to gain a competitive advantage if any tourist destination don't want to fall behind their competitors. (Business Vibes, 2015).

This global trend is given emphasis on "Ethiopian Tourism marketing strategy, 2016-2020", therefore, ETO stated digital marketing as most important elements in its established marketing strategy and written in the policy as follows:

- ✓ Campaign Creative design and production including developing online marketing tools (especially website and social media ), and developing downloadable screensavers - wallpapers, still image & video library
- ✓ Major online marketing drive (setting up appropriate tools for online destination marketing, e-mail marketing, partnerships with online travel rating platforms etc.)

In addition, ETO proposed capacity building of ETO and regional Bureaus in building the staffs' online marketing skills and providing Wi-Fi in key tourist areas which will be a bench mark in promoting the country using digital marketing. (ETO, 2015)

While destination marketers agree that marketing in digital channels is appropriate for promoting a country's tourism, the question now is "more about the how," "what are the digital marketing frameworks which determine the effectiveness of a digital marketing practices in getting more audiences/ Users?" (DTC Perspectives, 2010)

Thus, the researcher went through assessing the role of digital marketing, which is the must to do innovative promotional tool, in building Ethiopia as a tourist destination. To achieve these objective, any destination marketer should know how to properly utilize the five elements of digital marketing framework in reaching the target group. The risk associated with unsuccessful usage of digital marketing that is particularly highlighted in tourism promotion is the lack of relevant researches. Besides, the researcher was also gone some way to identify the challenges of ETO to capitalize digital marketing in an effective manner.

#### **1.4. The research questions**

1. What are the main information sources for tourists to know about Ethiopia?
2. What are the digital marketing practices implemented by ETO to promote Ethiopian Tourism?
3. How well ETO utilizes the elements of the digital marketing frame work into its digital marketing practices to achieve its tourism promotion objectives?
4. What are the challenges of ETO in promoting the Ethiopian Tourism using digital marketing?

#### **1.5. Objective of the study**

##### **General Objective**

The overall objective of the study was to analyze the practice of digital marketing of ETO in promoting Ethiopian tourism.

##### **Specific Objectives**

This research tried to address the following specific objectives:

- ✓ Identify the digital marketing elements ETO is employing currently
- ✓ Analyze ETO's contemporary digital marketing practices in terms of its utilization of the elements of the digital marketing frame work

- ✓ Assess the major information sources for tourist to learn about Ethiopia.
- ✓ The challenges of ETO in promoting the Ethiopian Tourism using digital marketing

## **1.6. Significance of the study**

The results of the study are expected to help to deliver the following benefits to the concerned parties such as any marketers who works in tourism sector, tour operators, and especially for the ETO's marketing department managers and staffs, decision makers, researchers, investors in the tourism industry and etc. These benefits are:

- ✓ To help ETO's marketing division to assess the performance of their existing digital marketing practices in terms of deployment of the elements of the digital marketing frame work
- ✓ To add up the store of knowledge on the effect of digital marketing in promoting Ethiopian tourist.
- ✓ To serve as an input for the decision makers in both the Tourism Transformation Council (TTC) and Tourism Board (TB) in their role of leading & supervising ETO in its major obligation of promoting Ethiopian Tourism
- ✓ To help tour operators and tourism digital marketers as a reference while they prepare their digital marketing strategy
- ✓ To contribute as a resource for future researchers by providing insight on related topics.

## **1.7. Scope of the study**

The researcher focused on the assessment of the role of digital marketing in promoting a country's tourism which was restricted to ETO's digital marketing practices. However, the organization under this study –ETO has different marketing strategies, this research focuses on only the digital marketing strategies. Furthermore, the scope of this research was limited to identify major tourist information sources, challenges and practices of ETO and the five elements of digital marketing framework. The target populations of the study were delimited to international tourists who will be found in one of the major tourist destination: Addis Ababa and the interview were conducted only two experts of ETO: marketing director and experts of ETO.

## **1.8 Limitation of the Study**

It was difficult to keep track of all touristic destination of Ethiopia as they are located in different part of the country; as a result, the researcher was limited to focus on international tourists who were visiting Addis Ababa during the survey period. Due to the high turnover of the marketing experts of ETO, the interview data was collected only from two experts of ETO: marketing director and one marketing team leader. Moreover, the major limitation of this study was there is no previous study in the field.

## **1.9 Organization of the study**

The research has five chapters. The first chapter is introductory part which has background, objective, significance, limitation & scope of the study, statement of the problem and definitions of different terms. The second chapter was outlined the review of different literatures related to areas under study. It consists definition of terms and concepts about digital marketing and destination marketing organization. The third chapter is concentrate on the methodology of the study and consists of research approach & design, sample size, data source & types, data collection procedures and method of data analysis, and ethical consideration of the research. The fourth chapter focuses on data analysis and interpretation of the study. The last chapter (chapter five) included summary, conclusion and recommendation of the research parts.

## **1.10. Definition of the terms**

**Promotion:** “coordination of all sellers initiated efforts to set up channels of information and persuasion in order to sell goods and service or promote an idea” (Kotler, 2005).

**Destination marketing organization (DMO):** “is an organization that promotes a town, city, region, or country in order to increase the number of visitors. It promotes the development and marketing of a destination, focusing on convention sales, tourism marketing, and services. Such organizations promote economic development of a destination by increasing visits from tourists and business travelers, which generates overnight lodging for a destination, visits to restaurants, and shopping revenues and are typically funded by taxes.” (Wikipedia, 2017)

**Search engine Optimization (SEO):** “Quite simply, SEO is the umbrella term for all the methods you can use to ensure the visibility of your website and its content on search engine results pages (SERPs)” (Search engine watch, 2016).

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

This chapter covers the review of related literatures. It includes there main part; theoretical framework, Empirical literature review and conceptual framework of the study.

#### 2.1. Theoretical Framework

##### 2.1.1 Tourism in Ethiopia

Ethiopia’s tourism industry began in the 1960’s in acknowledging its tremendous tourism potential like its numerous tourist attraction, a visitor welcoming and proud people of their country’s historic heritage. (Ali Y, 2016). The formation of the organization of African Union (OAU) in 1963 and the foundation of the African Hall in Addis Ababa helped the business of tourism to get special attention the then government even if there were many challenges in developing the tourism industry in Ethiopia. (ESTDP, 2013). In general, (Yogerst, 2017) reported that Ethiopia grasps the beautiful landscape , the scenery, the culture including the thousands of churches and monasteries which are the fruits of Ethiopian's ancient orthodox Christianity and some of them registered as UNESCO World Heritage Sites.

**Table 1.1 Historical Benchmarks in Ethiopian Tourism Industry**

S.No.	Historical Periods (GC)	Major undertakings
1	1965	Development of the first tourism plan
2	1974	Decline of tourism due to Derg regime closed door policy
3	1991	Revival of tourism due to the stability of the country’s political situation
4	2009	The formulation & implementation of National Tourism Development policy (NTDP)
5	2012	Establishment of National Tourism Transformation Council (TTC) and Ethiopian Tourism Organization (ETO) in support of the ministry of culture & tourism
6	2015	Change of Ethiopian tourism brand name from " Ethiopia, 13th month of sunshine " to "Ethiopia, the Land of Origins"

Adopted: MOCT (2009 pp. 17) & ETO (2015 pp. 66)

Nowadays, Tourism is not only one of the world's largest, but also one of its fastest growing industries, and its support in speeding up national development, serving as a source of Foreign exchange, promoting micro & small- scale enterprises is a great contribution. The industry also makes tremendous impact in creating jobs directly & indirectly and safeguards sustainable development. (TDP, 2009).

Among many tourism destinations, Ethiopia has also enjoyed these a healthy rate of growth over the years. As a result, continuous growth has become an assumed norm in many destinations. (Edward & Jason Burgess, 2008). The latest statistics depicts, Ethiopia has been enjoying exceptional tourism growth in the recent years. Observing the International tourist arrivals, the growth is very tangible which is rising from 64,000 in 1990 to 681,249 in 2013 which is 4.2% of the country's GDP in 2013. Accordingly, the travel & tourism sector is expected to grow by 4.8% p.a. reaching ETB 59, 495.2m (3.6% of GDP) by 2024. (STMP, 2015-2025).

### **2.1.2 The Growth and Origins of Digital Marketing**

Several technologies together have facilitated the rise of digital marketing. Among these emerged technologies, the Internet, browsers, widespread computing, and database technologies are the back bone of digital marketing growth. (Debra, 2015)

In a world where over a 170 million people use social media on a regular basis, every working professional is expected to be familiar with at least the core concepts of digital marketing. On a regular basis, over 170 million the world population use social media, every professional in marketing is expected to be familiar with at least the core concepts of digital marketing. In simple terms, Digital Marketing is the promoting of products over the internet or any form of electronic media or digital channels to promote products and services to target market. (Digital marketing Institute, 2017).

“The term Digital Marketing was first used in the 1990s. The digital age took off with the coming of the internet and the development of the Web 1.0 platform. The Web 1.0 platform allowed users to find the information they wanted, but did not allow them to share this information over the web. Up until then, marketers worldwide were still unsure of the digital

platform. They were not sure if their strategies would work since the internet had not yet seen widespread deployment.” (Avantika, 2017)

The beginning of the transition to the digital era of marketing was begun after the clickable banner went live in 1993. Because of this gradual shift, the year 1994 saw new technologies enter the digital marketplace. The very same year, Yahoo was launched. Within a year, yahoo received hits 1 million hits which promoted the changes in digital marketing space. (Wikipedia, 2016)

The higher demand of companies optimizing their website to attract more consumer towards their web leads the emerging of the popular search engine- Google in 1998. Followed the digital marketing world saw its first steep surge in 2006, when search engine traffic was reported to have grown to about 6.4 billion in a single month. (Google, 2017)

“Products marketed digitally are now available to customers at all times. Statistics collected by the Marketing technology for 2014 show that posting on social media is the top online activity in the US. The average American spends 37 minutes a day on social media. 99% of digital marketers use Facebook to market, 97% use Twitter, 70% use Google+, 69% use Pinterest and 59% use Instagram. 70% of B2C marketers have acquired customers through Facebook. 67% of Twitter users are far more likely to buy from brands that they follow on Twitter. 83.8% of luxury brands have a presence on Pinterest. The top three social networking sites used by marketers are LinkedIn, Twitter, and Facebook.”(Avantika, 2017 pp. 2)

### **2.1.3 Elements of digital marketing**

Laterally speaking, digital marketing is any type of marketing for products or services that use electronic devices. The reason of emerging of digital marketing is followed by the consumption of electronic devices by majority of the people in the world. It is assumed that digital marketing is all about content marketing and social media. While these exist as types of digital marketing, they are not both encompass what digital marketing is all about. Digital marketing can be done online and offline. (Rob, 2017)

Even though both forms of digital marketing are very important for an effective marketing strategy, this paper focus is only on online digital marketing. Types of online digital marketing include: Search Engine Optimization (SEO), Search Engine Marketing and Pay-Per-Click Advertising, Social Media Marketing, Content Marketing, affiliate marketing, influencer marketing, email Marketing, viral Marketing and Mobile Phone Advertising. (Rob,2017)

### **Search Engine Optimization (SEO)**

SEO is the most general type of Digital marketing which is used to increase the process of growing the online visibility in non-paid across the search engines. There are various techniques involved in this process ranging from on-site technical analysis and improvement, to blogging, link-building and content creation. Search engine results pages (SERPs) appear to users after they search for a given set of keywords using a search engine like Google or Bing. The higher rank on a SERP for a digital marketing, the more traffic is directed to your site and the more chances of making a passive visitor an active customer. A company's website appear at the top of user's non-paid search results if the website is optimized using SEO. (KVR, 2015)

### **Social Media Marketing**

Unlike to what a lot of people think, Social Media Marketing is much more than just publishing on social networks: it also involves having a good strategy, defining some previous objectives, identifying networks where the audience is in order to have presence and be able to target, work out a specific calendar of content for social networks, interact with consumers and measure each action and interaction in real time. Social media is a crucial part of a digital marketing strategy. It allows a marketer to connect with their consumers in a more intimate way. From this interaction, they can gain valuable customer feedback that allows you to improve your customer service, product, or service. Example of the known social Medias are Facebook, Twitter, Snap chat, and LinkedIn. (Germán, 2015)

Social media are especially important for tourism, which is information-intensive activity. Tourism consumers need information that can help them in the process of travel planning and decision making related to the selection of tourist destinations as well as of different types of tourism products. Personal recommendations are particularly important in this context, because of the intangibility of tourism products. Social media provide this with the content created by the

consumers (consumer-generated content - CGC), and with the comments that can be trusted. Social media has a special significance for the activities of destination marketing organizations (DMO). Destinations marketers can use social media before the travel (to inspire, inform, engage), during the travel (to facilitate at destination) and after the end of the travel (to remember, share and engage).

### **Search Engine Marketing and Pay-Per-Click Advertising**

“Search Engine Marketing, also known as marketing in search engines, is a form of promoting a website in different search engines- like Google, Yahoo or Bing- so that it appears in the first few search results. It’s done by paying for advertising positioning in search engines (pay per click -PPC), but this is not only paying to place an ad but includes many other aspects such as the choice of ad slogan, the text that accompanies it, the countries where it is going to appear, the possibility of targeting different audiences, choosing what search terms will appear, selecting key words to maximize results and the investment return obtained for each monetary unit investment to put just a few examples.” . (Germán, 2015)

Among the search platform Google Ad Words and Bing Ads are the most common paid search platforms. A predetermined amount of search engine charges are paid by a digital marketers to display an advertisement in a number of places on a search engine results page (SERP) generated from specific keywords or phrases. Recently PPC advertising is begun by social media platforms.

Which is a great system to be an example of how the different types of digital marketing channel into each other to form a complete digital marketing strategy. (Rob, 2017)

### **Content Marketing**

The practice of delivering a quality piece of content to users is all about content marketing and enable a marketer to generate sales and leads. This content can live anywhere online. Tweets, a YouTube video, and blogs on a website all comprise content marketing that is why content is called the king of internet. Content marketing is the life of Digital marketing since it is very difficult or impossible to understand it without content marketing. Content Marketing is effective because it can be merge with other types of digital marketing like SEO and Social Media Marketing. (Yevgenia, 2016)

## **Affiliate Marketing**

Affiliate marketing refers to the process of paying for conversions, in another words, it is a type of performance based marketing. It is just like hiring a sales person for sales of a company's product or service since the affiliate earns a commission like the hired sales person. There is no upfront cost to affiliate marketing, the company can determine the rate for affiliate marketing and it is only paid for conversions. Affiliate marketing is used by many bloggers or e-commerce websites. The terms and conditions should be discussed a head of a marketers choose to use affiliate marketing. The affiliate represents the company's brand, so marketers want them to carry their brand's message close to the affiliate. There are secondary tier of players in affiliate marketing which includes affiliate management agencies, super-affiliates and specialized third party vendors. A marketer can approach affiliate marketing in two ways: Company can offer an affiliate program to others or it can sign up to be another business's affiliate. If company wants to drive an affiliate program, then, the company owner has to pay affiliates a commission fee for every lead or sale they drive to company's website. (Afrina, Sadia and Kaniz , 2015)

## **Influencer Marketing**

It is recently practiced digital marketing type. Influencer marketing uses people with an enormous online reach considered experts by a target market to drive traffic and sales. Influencer marketing is popular on social media channels like Instagram and Snapchat. Companies hire Instagrammers with large followers to promote their brand by posting one or more photos with the product. Companies now engage in Instagram or Snapchat "takeovers" where the hired influence controls the company's social media platform for a given amount of time, most often a day. These social media takeovers drive the influencer's following to a company's social media channels increasing the company's new followers and unique views.

## **Email Marketing**

As blogged by Susan in the balance (2017), Email marketing allows a company to update its email subscribers on a regular basis about a company. This fosters a relationship unlike any of the other types of digital marketing. A company email updates provide value to its consumer. As a result, a company build brand trust and brand loyalty. The best email marketing campaigns involve a list of subscribers earned by a company's content and company, not paid for by its company. People who opt-in to a company's email subscription prove more likely to become

active buyers. Email marketing is like a Direct digital marketing is used to send ads, to build brand and customer loyalty, to build customer trust and to make brand awareness. Company can promote its products and services by using this element of digital marketing easily. It is relatively low cost comparing to advertising or other forms of media exposure. Company can bring complete attention of the customer by creating attractive mix of graphics, text and links on the products and services.

### **Viral Marketing**

Viral marketing refers to a post of some sort that is trendy, funny, or strange enough to bring in a massive amount of shares online. Viral marketing causes an enormous spike in website traffic over a short period of time. This is hard to do but the benefits alone make the effort worth a digital marketer's time. (Susan, 2017)

### **Mobile Phone Advertising**

Each of the types of digital advertising can happen on a mobile device. Some types of marketing using a mobile phone do not fit the above types of digital marketing. These include SMS advertising which could prove an asset to local marketing efforts. A digital marketer can prompt your consumers to use SMS to receive special offers, coupons, and updates from your company. (Cheryl, 2013)

#### **2.1.4 Impact of Digital marketing in transforming the tourism industry**

In the early 21st century, the use and impact of the Internet on the society and economy can be considered as one of the key factors for the global business transformation, particularly the tourism sector. In this regard, the use of the Internet for marketing purposes and the technology based on it represents one of the most important developments in the performance of the overall marketing activities, and especially promotional ones. This development has caused the increase in directing marketing, especially promotion activities, to so-called "electronic" or "digital" marketing. Hospitality and tourism is one of the industries that is most affected by digital development. The basis for this diversion is an increasing use of the Internet for the marketing activities of tourism marketers and tourism policy carriers. The main transformation in tourism industry in using digital marketing as one of promotional tools can be summarized as follows (Middleton and Clarke, 2001):

- ✓ Increase power of the customer (ability given to the people to ‘shop around’ for bargains and choose from a much wider selection of travel opportunities than those offered by the main travel agency and tour operator chains).The result is that the market is increasingly dominated by a new type of visitor: a fluent, Independent, confident and curious to discover - new places and cultures.
- ✓ Digital consumption today is very different from what it used to be, even a few years ago. Consumers have become accustomed to use online digital tool not only to obtain information but also for the purpose of the booking and final purchase of tourism products.
- ✓ Digital marketing is no longer just for fixed desktops. Nowadays, tourists need to be connected at all times. Travelling from point A to point B can be a long and tiring experience. In an attempt to make the journey experience more pleasant for travelers, airlines install advanced in-flight entertainment systems that allow people to watch movies and TV shows, play games, listen to the radio and make phone calls from the aircraft.
- ✓ Strategic changes in the tourism sector - the possibility for customers to be able to compare online prices of all essential parts of the tourism product, the harmonization of regulations and standards, the elimination of restrictions in the services sector, consumer protection and the wide application of quality management.
- ✓ Much larger selection of tourist destinations that are available to potential guests, often at the expense of existing developed tourist destinations.
- ✓ The creation of a destination management system that should be used as a source of information and a place for booking and the purchase of destination tourism products.
- ✓ At the Destination, additional services result in repeat sales. Before going on a trip, most people research the place they’re about to visit. Once they arrive at the destination, the search for the best places to visit continues. Thankfully, the power of Wi-Fi allows travelers to use their devices anywhere from the hotel room to coffee shops and touristic attractions. As a result, planning any trip becomes as easy as visiting a review website and choosing the next destination point.

### 2.1.5 Elements of the Digital marketing framework

Digital marketing is about utilizing digital technology to achieve marketing objectives of a company. According to the Business Dictionary (2014), effectiveness is defined as the degree to which objectives are achieved and the extent to which targeted problems are solved. With regard to Digital marketing in promoting tourism destination, these have to have the right digital marketing strategy in order to stay competitive. From all the channels used to market the destination, the most effective are those to which the destination marketers should pay more attention so that the marketing practices can have more success.

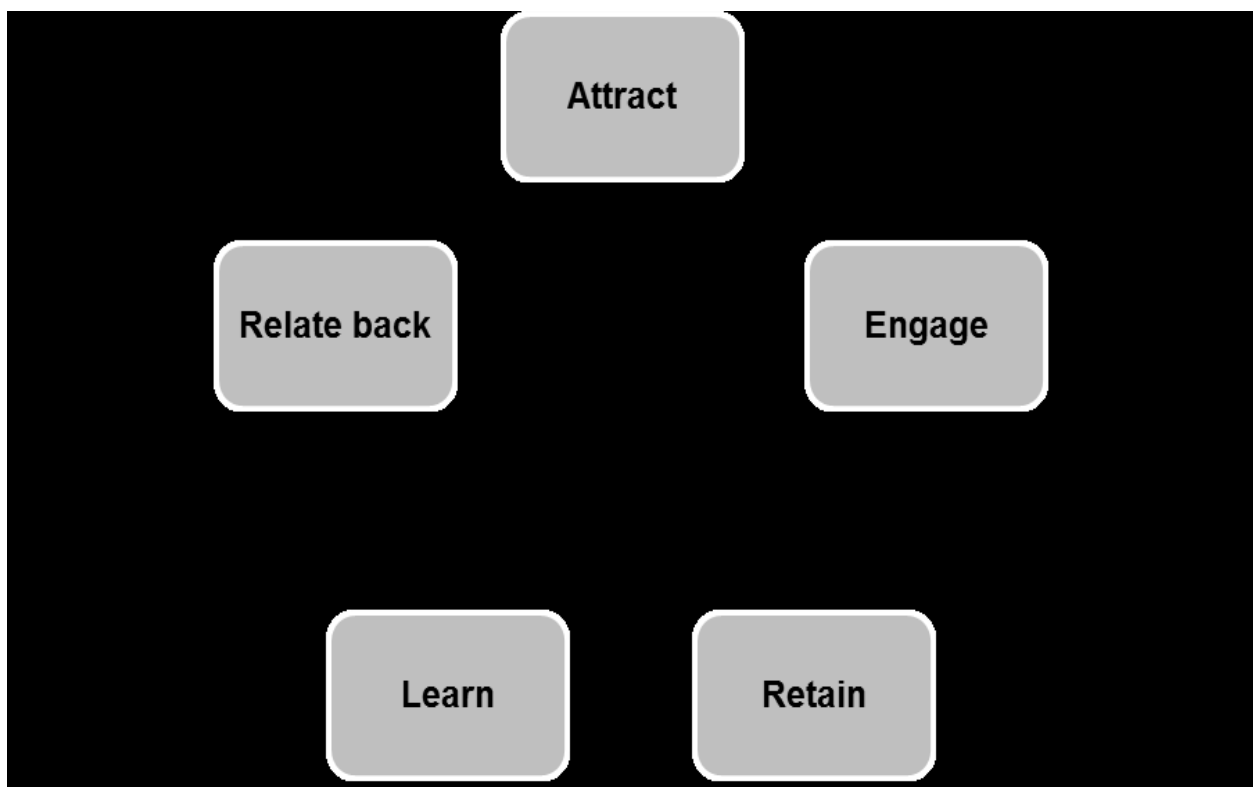
Without appropriate planning, continuous market research and systematic analysis, very few tourism promoting companies are able to achieve their marketing goals and establish valid online presence. A digital marketing measurements are needed to support a digital orientation of an organization, and most importantly to align its goals, strategies and tactics. (Chaffey, 2012). Useful framework for measuring the effectiveness of digital marketing is RACE frameworks. RACE framework was shaped in 2012 by Dave Chaffey at Smart Insights. RACE acronym stands for Reach, Act, Convert and Engage.



**Figure 1: RACE Digital Marketing Measuring Framework**

Source: Dave Chaffey (2012) Smart Insights webpage

For the purpose of this research, the Digital Marketing Framework (DMF) which was first proposed by Kierzkowski et al. (1996, pp. 8) are used. They suggested that there are five steps that a business should follow to market itself successfully through digital technologies. This DMF is the most popular and widely used e-marketing framework and it focuses on five elements that are essential in e-marketing, namely attracting customers, engaging customers, retaining customers, learning about the customers and finally relating back to customers. (Kierzkowski et al., 1996, pp. 13).



**Figure 2: The Digital Marketing Framework**

Source: The Digital Marketing Framework by Kierzkowski et al (1996, pp. 8)

### **Attract customers using Digital Marketing**

In this frame work, the first step is attracting the audience, customers and prospective customers to voluntarily visit an interactive application. Marketers at this stage should utilize the correct

tools to attract the types of customer they are targeting. A number of marketing communication tools should be used to spread the business's web presence so as to maximize the effectiveness of digital marketing. In relationship to digital promotion, there are various ways in which a business attracts customers to its digital media. For example, (Euge, 2015) suggest 3 best methods to attract clients with digital marketing:

- ✓ **Respond to the concerns of your public:** this is considered as the best customer service approach since addressing the concerns of your audience favors the recommendation of your brand by word of mouth and helps you retain current clients as well. To manage the cost of hiring to handle the public inquiries, it is the best way that to create a standard responses to Frequently Asked Question (FAQ) which is also save a lot of time.
- ✓ **Use a brand ambassador:** this is not mean that use a famous public figure, which is very expensive. However, this can be easily managed by Social Media Networks in order to identify which users interact most with your publications with enthusiastic or favorable comments on your products or services.
- ✓ **Use Contests and Discounts to gain clients:** as a human nature, we love sweepstakes and these are an excellent form to attract clients to a digital media.

### **Engage customers using Digital Marketing**

The attention of the customer, the next step of the Digital Marketing Framework is to engage customers. Marketers need to develop strategies for engaging the customers. To engage customers, marketers need to generate interest and encourage participation on their web page (Martin, 2017). Generating interest and participation will encourage visitors to continue revisiting the site, and this can lead to a successful interaction or transaction. Posting creative content of high quality which is valuable to customers should engage the customers and create a user-friendly site.

As Danyl (2014) describes engaging customer is the biggest challenge in marketing, however, sophisticated tactics are not required in achieving engagement with a customer or fan. He has

raised few important points which any digital marketers know to drive customer engagements towards a company digital promotion. These are:

- ✓ Have insights of customers, their needs from online services and perceptions of a company's service
- ✓ Understand the gap between the customer needs and a company's delivery and plan on how to improve and priorities satisfaction
- ✓ Provide useful Content and offers that can engage different audience types. Content must be genuinely useful to your customers for it to be a meaningful. Understand and leverage consumer motivation, need, intent and/or purchase history then there's the potential to re-market and so re-engage with someone much more easily. (socialmedia.com, 2013)
- ✓ Create an integrated communications lifecycle, integrating channels, content and marketing around the customer

Any Consumer value useful information and convenience, Mohanbir (2014) says, but they also want to be inspired to be engaged. Ways of inspire customers is to share your brand's vision and share them how the brand is an agent of social impact.

### **Retain customers using Digital Marketing**

Once customers have been attracted and engaged, marketers need to retain them, which is the third step. Relationships with customers can be built by maintaining contact with them (Kierzkowski et al., 1996). Continuous renewing of content by marketers on their profile pages can create a reason for customers to revisit their profile pages. The focus of marketers at this stage is to lure customers to interact with the business or other users of that web page. According to (Martin, 2017), at this stage marketers can “make use of the switching cost concept by increasing the time and energy that the customers spend on the site” or to develop a virtual community on the web. Chan and Guillet (2011) add that if the business invests more resources and establishes relationships with customers, it could retain customers by preventing them from switching to competitors' sites.

### **Learning about the customer**

Learning about the customers is the fourth step of the DMF. With their interactive nature, social media sites provide an opportunity for marketers to learn about the preferences of their customers, which will help the business to enhance its future service. At this stage marketers can make use of digital media to test their services or products and get feedback from customers.

### **Relate back to the customer**

The final step of the DMF is to relate back to the customer. Because of the two-way communication offered by interactive media, marketers have the opportunity to deliver a personalized service or communication about the availability of a personalized service. At this final stage, Kierzkowski et al. (1996:6) emphasize that marketers need to maximize the “full potential of the interactive media, especially those particularly applicable to the business’s product/service category.

### **2.1.6 Characteristics of a Successful Digital Marketing Campaign**

The tourism industry, in particular, has been disrupted as a whole with the rapid development of the internet. Users purchase services related to tourism online at the click of a button while comparing amongst other businesses from all over the world. As Gurneet (2017) defined there are six top characteristics of successful digital marketing campaigns: Quality Website, Strong Social Media presence, Search Engine Optimization, Email Marketing, Engaging Content and Mobile-Friendly. In order to compete and succeed digitally, these most relevant characteristics of effective digital marketing are briefed as follows:

#### **Quality Website**

A digital marketer must find a way to attract customers to visit the web site, engage them there for a while and make them frequent visitors of their website, to do so, quality website is required. These days to any established business, quality website is a prerequisite for conducting effective digital marketing. Destination marketers use their website to work as digital destinations for tourists who can access it 24x7. As Zach Bulygo at kissmetrics(2015) has outlined the 10 key elements of a high quality website which are :

- ✓ Quality content: It is very important to keep the website content quality in which the content is original, purposeful, and correctly optimized information that people and search engines are driven to read, view and share .
- ✓ Content length: Neither very short nor very long content length is not advisable. Usually top ranking websites have 900+ words of content per page.
- ✓ Images & Video : web pages with more images are ranked better , top ranking web pages have an average of 7 images. Advisable size of an image is at least 32 x 32 px.
- ✓ Readability: this means that the ease in which text can be read and understood. This can be done by removing all clutter, unnecessary words and limit the length of the content.
- ✓ Grammar & spelling: Mistakes in grammar & spelling makes the web look bad in the eyes of its customer. Flawless copy give it professional look.
- ✓ Formatting: web visitors are less likely to read a post with poor formatting. Google can detect page layout and having poor formatting might lead to get penalized. A web with good formatting uses short sentences and paragraphs and bold & italics to highlight important parts.
- ✓ Relevance & context: Most search engines like Google is moving towards analyzing topics and content, not just keywords. The search engines understands the meaning of words and how they are related to each other.
- ✓ Expertise: High quality websites require enough expertise to be influential and trustworthy on their topic. Web visitors want to read posts from experts that can dig into a topic and explain it. Excellent web content writing experts focus on detailed, well-researched posts, link to other posts and give examples to support their points.
- ✓ Social media shares: High quality websites have social media buttons present on the pages and more social media shares correlate to higher search engine ranking.

- ✓ Google internal & external links: web pages that ranked better generally have a better internal link structure with more links. Linking to valuable external resources satisfy the readers.

In addition, a good website should have all the services clearly listed down along with the relevant information. . The website must be built in a way that it allows the users to make a purchase without the need of any kind of assistance. It must be updated regularly keeping in view the changing customers' needs and preferences. A good website represents the quality the business stands for and thus it should be developed and maintained keeping in mind the functionality of the industry.

The most relevant social media platforms for a tourism business include: Facebook, Twitter, LinkedIn, You Tube and Instagram. These social media platforms enable businesses to reach out and talk directly to their users. Tourism promoting organizations should focus on posting content which adds value to tourists which will help to improve the tourists' engagement rate. Presence on these platforms not only helps brands to establish credibility, improve customer services but also provides insights on what your customers are up to. A great social media presence can serve as an important foundation to a success of promotion using digital marketing. (Business. Com, 2017)

### **Search Engine Optimization**

SEO is an integral part of digital marketing today. The online ranking of a business on various search engines determines the online popularity and helps increase website visits. There is a lot of misconception that SEO efforts would lead to immediate results. It is important to understand that SEO is an ongoing process and takes time to show results. SEO plays a very important role in determining the website traffic. The businesses need to ensure that equal attention is paid to both on-page and off-page SEO activities. Use of 'Keyword Planner' to find the most relevant keywords for the tourism business is the first step towards effective SEO. Google, the biggest search engine, understands synonyms so keywords must be carefully chosen. The focus should be on creating quality backlinks rather than just increasing their numbers. Usage of long-tailed keywords such as 'Best Adventure package Ethiopia' shall lead to more conversions rather than short-tailed keywords. (Christopher, 2016)

## **Email Marketing**

Sending several worthless e-mails to customers is not effective way of Marketing. Email marketing needs to be planned and executed well to ensure maximum returns. Sending personalized emails shows a business cares to the customer as well as increases the chances of getting instant replies from the targeted costumer. Being less costly and ease are the two big advantages of email marketing. Emailing is an inexpensive way of digital marketing to promote a company and its products and/or services compared to many other types of marketing.( Susan , 2017)

## **Engaging Content**

Content is the core of digital marketing. Content used across various online platforms should lead to increased engagement rates. Businesses need to ensure that they post relevant content across various platforms at the right time. In the tourism industry, videos and info graphics are an interactive content type to get noticed and engage the users. Good quality content must be engaging and add value to the everyday lives of the audiences. According to Sofie (2013), “There's no secret formula to successfully engaging with your audience on social media, but applying 'The 80/20 Rule' should always be a big part of your social media strategy. It simply comes down to this: use just 20% of your content to promote your brand, and dedicate 80% to content that really interests your audience and engages them in conversations.”

## **Mobile-Friendly**

Everything that a business does digitally today should be mobile friendly. Majority of online users today access the internet on their mobile phones and this should reflect in every aspect of digital marketing considerations. There are 6.8 billion people on the planet, 4 billion of them own a mobile phone, most of which are smartphones. The website, app, updates on social media, emails, SEO or any other aspect of digital marketing, being mobile-friendly is a prerequisite in today's times. (Cheryl, 2013)

## **2.2. Empirical Framework**

As digital marketing is at its early stage of development there are only few studies specifically in this area. Hence, only few relevant studies will be discussed here for this Study.

There are only few studies are found on this research topic area since digital marketing at its early stage of development specifically in Ethiopia. As a result, few relevant studies will be discussed here for the empirical analysis.

### **2.2.1 Digital marketing in promoting a tourist destination**

As explained by Edward Brooker, Jason Burgess, (2008), the development of digital marketing affected consumers' behavior, in this case tourists purchase decision in good way. This days, using different digital marketing tools such as social network sites, blogs or websites, tourists are enabled to reach information quickly and in a great detail. These Various forms of digital marketing offer an option for tourists in their choice of tourist destination. The development of ICTs and particularly the digital media empowered the “new” tourist who is becoming knowledgeable and is seeking exceptional values for money and time. They are less interested in following the crowds in packaged tours and much more keen on pursuing their own preferences and schedules.

Process of changing behavior of the tourists, their preferences and demand undergoes the process of increasing importance of digital marketing as a promotional tool in tourism sector, therefore, becoming an important variable in our research. (Singh, 2015)

In conclusion, digital marketing elements has influenced and changed the way how tourists search and buy not only a tour package, but also it refers to related services as well. It influences people's travel planning: where to go, when is the best time to go, what to see, where to eat, what other say about destination and a number of other information about destination are available online. (Jason Burgess, 2008)

Some of the referred researches have taken one of the element of digital marketing – Social media and the researchers concluded how important it is for promoting a counties tourism. According to (Singh, 2015), “social media is playing an imperative role in a digital marketing world”. He also suggest that social media is appropriate tool in order to increase brand awareness and that availability of media networks are very important factor. Social media is “a powerful source for travel planning” and several other studies agree regarding important role of social media and its impact on travel decision (Michaela, 2017). There are a large number of

possibilities to market and brand services (and products) through social media. Awareness, proper networking, analysis of your competitors, addressing all issues, brand value, more online visibility and reputation management are some of aspects to deal on social network sites (Singh, 2015).

### **2.2.2 Measurements of the effectiveness digital marketing**

The study conducted in India –Delhi University concluded that any business, especially destination marketers, to be successful digitally, they require to have quality website, SEO, Email marketing, Presence on social media, content, mobile-friendly. These elements of digital marketing play a very crucial role in promoting a country's tourist destination. (Gurmeet, 2017)

For the purpose of this research, the focus was how these crucial digital marketing elements were utilized. Thompson (2004), in a research entitled, "Usage and effectiveness of online marketing tools among B2C firms in Singapore", investigated the five digital marketing frameworks such as:

- ✓ The first element of the Digital Marketing Framework involves how to attract customers to the firms' digital marketing elements
- ✓ After attracting the attention of the customer, the next step of the Digital Marketing Framework is to engage customers
- ✓ Once customers have been attracted and engaged, marketers need to retain them, which is the third step
- ✓ Learning about the customers is the fourth step of the DMF
- ✓ The final step of the DMF is to relate back to the customer.

Finally, he has concluded that the utilization of Digital Marketing Framework is useful for examining the effectiveness of various digital marketing elements.

These digital marketing frame work in measuring the effectiveness of digital marketing elements is further discussed by Munar (2012), who suggested that, to be successful in digital marketing elements requires the destination marketing organization like ETO to maintain updated and valuable content( attract), learn about consumers through engagement(learn & engage) , using feedback , discussion and other interactive media tools(retain) and also states that DMOs need to offer information including those of the organization, provide customizable multilingual content

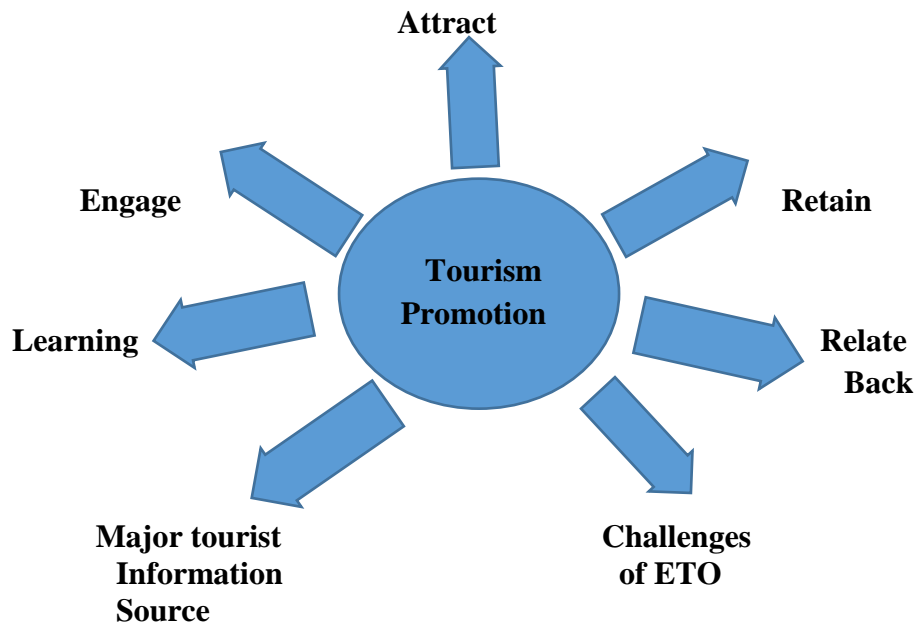
to deliver user – friendly web pages(Relate Back) that would foster sustained destination competitiveness.

### 2.2.3 Research gap

With reference to the empirical review in the above, Even if promoting a countries tourist sector using digital marketing elements is a crucial promotional tools, almost no research was found which focus in Ethiopia, specifically in ETO which is the only destination marketer in the country. In addition, ETO’s digital marketing practice in terms of the utilization of the digital marketing frameworks was also not studied. Therefore, this research aimed to analyze the digital marketing practice of ETO in promoting Ethiopian as a tourist destination.

### 2.3. Conceptual Framework

In order to provide answer to this research questions, the following conceptual framework diagram was used. The variables are the five elements of digital marketing frame works (attract, engage, retain, relate back and learning), major tourist information source, Challenges of ETO and tourism promotion.



**Figure 3: Conceptual Model**  
Adopted: Kierzkowski et al (1996, pp. 8)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter deals with research methodology used to carry out the research. The chapter was organized in nine sub sections. In its first part there is a description of the study area, research design, then after it was presented subsequently about research approach, population, sample and sampling technique, data type, sources and instruments, data analysis.

#### **3.1. Description of the study area**

Addis Ababa (the name means 'new flower') is of fairly recent origin - Menelik II founded the city in 1887. Situated in the foothills of the Entoto Mountains and standing 2,400 metres above sea level it is the third highest capital in the world. The city has a population of about two million. Before moving to the present site of Addis Ababa, Menelik had established temporary capitals at six different locations caused by exhausting the fuel wood at each of these sites. Addis itself was in danger of being abandoned until the introduction of fast-growing eucalyptus trees from Australia provided the city with a regular source of fuel. Addis Ababa is an important administrative centre not only for Ethiopia but also for the whole of Africa. The headquarters of the UN Economic Commission for Africa was established here in 1958 and it is the site of the African Union (AU) headquarters. Addis Ababa is considered as potential tourist attractions since it has more than 250 bird species, indigenous plants, hot spring water, 150 historic buildings and monuments, cultural and religious festivals and including frequently visited 13 attraction sites.

#### **3.2. Research Approach**

This research made use of both quantitative and qualitative research methods in order to achieve an ultimate goal. Qualitative data was collected through in-depth interviews with two ETO'S director of marketing and team leader of marketing to get deeper understanding on the issue and

Quantitative data was collected through standardized questionnaire to analyses the digital marketing practices of ETO to promote Ethiopian Tourism.

### **3.3. Research Design**

This research used descriptive and explanatory approach. A survey design in order to reach out large number of respondents, survey research was used which is the systematic gathering of information from respondents in order to understand and/or predict some aspect of the behaviour of the population of interest, generally in the form of a questionnaire. A survey is appropriate when investigating many entities and few variables, and it gives exact data (Kothari, 2004). Furthermore Survey research provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population. It included cross-sectional and longitudinal studies using questionnaires or structured interviews for data collection, with the intent of generalizing from a sample to a population (Kothari, 2004).

This research was employed descriptive research which helped to understand the topic and interpret what question. These natures of the descriptive research serves to find out ETO's digital marketing practices.

### **3.4. Population and Sample**

The target population of this study included randomly selected 399 international tourists who come to Ethiopia for touristic destination visit. For this study, however, the researcher made use of samples taken only from the major touristic destination: Addis Ababa. The Tourists who were found visiting the City were under consideration. And one marketing team leader as an expert and one director of ETO were part of the selected population since it was believed that these experts have an in-depth knowledge on their organizations' approach to adoption and implementation of digital marketing.

Moreover, the study targeted at 208000 which is the total vacation tourist arrival in 2016/2017 in Addis Ababa. (Ethiosports, 2017). Among the total population of vacation tourists (208000), 399 was calculated as sample size using the formula described hereunder (Israel, 2009).

$$n = N / (1 + N (e)^2)$$

Where,

n = required sample size

N= number of total population

e = level of confidence = 95% (0.05)

To gather the required data, a non-probability sampling method, namely purposive sampling method was employed followed by face to face interview and the researcher's own observation.

### **3.5. Data sources and Types**

There were two main sources of data that used by the researcher, namely primary and secondary data. In this study the researcher used both primary and secondary Sources of data.

#### **i. Secondary data**

Secondary data for the study was collected from different journals, research studies, books, articles, newsletters and webpages.

#### **ii. Primary data**

Primary data was collected from respondents of the study using questionnaire and face to face interview was used to answer some of this research question. In addition, the researcher observed the digital promotion of ETO like its social media and website.

### **3.6. Data Collection Procedure**

Questionnaires were prepared in English language to make it easy for the respondents (tourists). The interview part was conducted with the company's experts based on their time schedule. The qualitative data (information from interviews and researcher's own observation) was discussed using the qualitative description in conjunction with quantitative data. The observation was used to check whether ETO has a digital marketing presence in at least the majority of digital

platform. In addition, observation was used to see how the ETO utilized the elements of digital marketing frame works. Finally, the collected data from questionnaire, interview and observation was transferred to electronic data format for analysis. This study used Chronbach ‘s alpha to assess the internal consistency of variables in the research instrument. Chronbach’s alpha is a coefficient of reliability used to measure the internal consistency of the scale. According to Zikmund Etra (2010), scale with coefficient alpha between 0.6 and 0.7 indicate fair reliability so for this study a Chronbach’s alpha score of 0.70 or higher is consider adequate to determine reliability.

### 3.7. Validity and Reliability

This study used Cronbach’s alpha coefficient in order to test the internal consistency of variables in the research scale. The closer Cronbach’s alpha is to 1, the higher the internal consistency reliability (Sekaran, 2003). Overall, the internal reliability coefficients for the entire constructs are very strong as all alpha coefficients are more than 0.8. In conclusion, the relationships among the items are reliable for further analysis.

In order to ensure the quality of this research, Standardized questionnaire was used so that the instrument is already tested and valid.

**Table 3.1 Reliability Analysis of Variables**

Variables	Cronbach’s alpha coefficient	Number of Items
Attract	0.982	6
Tourist information source	0.915	6
Engage	0.909	7
Learn and relate back	0.903	5
Contribution of Digital Promotion by destination marketer	0.837	4
Retain	0.836	5

### **3.8. Data Analysis**

As the data type is both quantitative and qualitative, different methods were also used in analysing the data. In analysing quantitative data (information from the questionnaire), a statistical software packages such as Statistical package for Social Science (SPSS vs. 20) and Microsoft excel were employed. The questionnaire comprises items describing various online marketing tools used in the five elements: attract, engage, retain, learn and relate of the Digital Marketing Framework. For each item, the extent of usage is rated on a five point Likert scale ranging from (1) strongly disagree to use to (5) strongly agree to use. Then interpretation and discussion of the results was done. The qualitative data (information from interviews) and the researcher's observations were discussed in conjunction with quantitative data.

### **3.9. Ethical Consideration**

This study was not fabricated, falsify or misrepresent the data. The paper was approved by Addis Ababa University School of commerce, department of marketing management. And the consent of each participant/sample unit was obtained before data collection was commenced. The researcher was undertaken to protect the rights of the respondents by:

- ✓ Confirming that all collected data was used solely for the academic study purpose and kept confidential.
- ✓ Informing the respondents to participate without any forced act.
- ✓ Clearly informing all respondents the reason and purpose of the research

## **CHAPTER FOUR**

### **DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

The chapter deals with data analysis and discussion of the research findings. The data analysis was made with the help of Statistical Package for Social Science (SPSS v. 20). The data obtained from the distributed questionnaire were subjected to descriptive statistics analysis using one way & two way(Cross tabulation) frequency tables , mean (central tendency) , Cronbach alpha . In order to make the collected data suitable for the analysis, all questionnaires were screened for completeness. Out of the 399 distributed questionnaires, 348 were collected, however, 6 incomplete questionnaires were identified and discarded while the collected questionnaires were checked during data editing. Therefore, 342 questionnaires were found to be valid and used for the final analysis. The information gathered from the interview were discussed in conjunction with the quantitative data.

#### **4.1. General profiles of respondents**

The first part of the questionnaire consists of the general information of the research participants who are international tourists. For that reason, the following variables about the respondents were summarized and described in the subsequent table. These variables includes: region of their residence, sex, age, the frequency and purpose of their visit to Ethiopia, their trip organizer and their knowledge of ETO.

**Table 4.1.1: General profile of respondents**

Variables	Categories	N(%)**	Variables	Categories	N(%)**	
Region of residence	Africa	24(7%)	If your answer to question #4 is “NO”, how many times have you visited Ethiopia before	One	50(14.6%)	
	Europe	159(46.5%)		Two	29(8.5%)	
	North America	41(12%)		Three	5(1.5%)	
	South America	3(0.9%)		Total	84(24.6%)	
	Asia	115(33.6%)		What is purpose of your visit to Ethiopia?	Business	41(12%)
	Total	342(100%)			Conference	101(29.5%)
Sex of respondent	Male	188(55%)	Vacation		174(50.9%)	
	Female	154(45%)	Others		26(7.6%)	
	Total	342(100%)	Total		342(100%)	
Age of the respondent	18-30	26(7.6%)	Was your trip to this destination organized by		Tour Operation company	168(49.1%)
	31 - 45	68(19.9%)		Ethiopian Tourism Organization (ETO)	4(1.2%)	
	45- 60	168(49.1%)		Ethio-holidays (Ethiopian Airlines)	60(17.5%)	
	60+	80(23.4%)		I arranged my trip	8(2.3%)	
	Total	342(100%)		a conference organizer	101(29.5%)	
Is this your first visit to this destination (Ethiopia)	Yes	258(75.4%)	If your answer to question # 10 is “Yes”, kindly write how you get to know about ETO?	Total	342(100%)	
	No	84(24.6%)		Yes	90(23.3%)	
	Total	342(100%)		No	252(73.7%)	
				Total	342(100%)	

**Table 4.1.2 Respondents’ profile of Gender versus their age**

			Age of the respondent			
			18-30	31 - 45	45- 60	60+
Sex of respondent	Male	Count	14	44	68	62
		% within Sex of respondent	7.4%	23.4%	36.2%	33.0%
	Female	Count	12	24	100	18
		% within Sex of respondent	7.8%	15.6%	64.9%	11.7%
Total	Count	26	68	168	80	
	% within Sex of respondent	7.6%	19.9%	49.1%	23.4%	

Table 4.1.1 and 4.1.2 shows among the total number of respondents 188 (about 55 %) are male and 154 (45%) of the total respondents are female. It can be said that the number of male tourists who visit Ethiopia are by 5% higher than female tourists. Participants (tourists) were categorized by Young age ( 18- 30 years; n = 26) , adults (ages 31 -45years, n = 68), middle-aged adults (45 - 60 , n = 168) and older adults ( 60+ years old , n = 80). It can be said that most of the tourists in this sample population were middle aged adults and older adults between aged 45 to 60 + that consisted 248 which is almost 73 % of the population and slightly higher number of male(n =30). The data collected from interview also assured that these age groups are higher in number in visiting Ethiopia because such group is mainly interested in history, culture and landscape. They are curious and keen to learn about the places they travel to and are independent ‘active’

sightseers. They want to encounter new places and out-of-the-ordinary experiences that is why they select a country like Ethiopia which is very rich on history, culture and landscape. They are likely to travel as a couple or with other adult friends that is why the number of Male and Female shows slight difference.

**Table 4.1.3 Respondents’ region of residence versus purpose of their visit**

		Region of residence * purpose of their visit to Ethiopia Crosstabulation				
		What is purpose of your visit to Ethiopia?				
			Business	Conference	Vacation	Others
Region of residence	Africa	Count	0	12	7	5
		% within Region of residence	0.0%	50.0%	29.2%	20.8%
	Europe	Count	20	38	96	5
		% within Region of residence	12.6%	23.9%	60.4%	3.1%
	North America	Count	7	14	15	5
		% within Region of residence	17.1%	34.1%	36.6%	12.2%
	South America	Count	0	0	3	0
		% within Region of residence	0.0%	0.0%	100.0%	0.0%
	Asia	Count	14	37	53	11
		% within Region of residence	12.2%	32.2%	46.1%	9.6%
Total		Count	41	101	174	26
		% within Region of residence	12.0%	29.5%	50.9%	7.6%

Based on Table 4.1. 3, majority of the international tourists who come to visit Ethiopia are from Europe (n= 159, 46.5 %) and Asia tourists (n= 115, 33. 6 %) and their purpose of visit were Vacation. It can be said that Europe and Asia are the main tourist generating regions for Ethiopia. These regions are among the technologically advanced regions and this is also supported by the interview data which indicated that these regions are high users of the digital marketing of ETO as the experts of ETO’s found out from their digital marketing analytic report.

**Table 4.1.4 Respondents' age versus purpose of their visit**

		purpose of their visit to Ethiopia * Age of the respondent Crosstabulation				
		Age of the respondent				
			18-30	31 - 45	45- 60	60+
What is purpose of your visit to Ethiopia?	Business	Count	5	25	9	2
		% within What is purpose of your visit to Ethiopia?	12.2%	61.0%	22.0%	4.9%
	Conference	Count	7	7	76	11
		% within What is purpose of your visit to Ethiopia?	6.9%	6.9%	75.2%	10.9%
	Vacation	Count	14	24	69	67
		% within What is purpose of your visit to Ethiopia?	8.0%	13.8%	39.7%	38.5%
	Others	Count	0	12	14	0
		% within What is purpose of your visit to Ethiopia?	0.0%	46.2%	53.8%	0.0%
	Total	Count	26	68	168	80
		% within What is purpose of your visit to Ethiopia?	7.6%	19.9%	49.1%	23.4%

Table 4.1.3 and Table 4.1.4 indicate that 51 % of the sample population came to spend their vacation in Ethiopia , majority of them are the middle aged adults and older adults between aged 45 to 60 + that consisted n= 248 which is almost 73 % of the population. In addition, one - fourth of the sample population who are under this age group came to Ethiopia for conference and they were found doing the city tour after the conference is over. As a result, it can be said that conference tourism is the second potential area which attract international visitors to come to Ethiopia. However, Among the total population (n= 26) of young age group (18- 30) , 54 % of them came to Ethiopia for vacation purpose. This indicate that even if insignificant number of young generation was shown on the sample population, their typical purpose was visiting the country and they can be called real tourists.

**Table 4.1.5 Respondents' purpose of their visit versus their trip organizer**

purpose of visit to Ethiopia? * trip organizers Crosstabulation						
			Was your trip to this destination organized by			
			Tour Operation company	Ethiopian Tourism Organizatio n (ETO)	Ethio- holidays (Ethiopian Airlines)	Other
What is purpose of your visit to Ethiopia?	Business	Count	11	2	28	0
		% within What is purpose of your visit to Ethiopia?	26.8%	4.9%	68.3%	0.0%
	Conference	Count	0	0	0	101
		% within What is purpose of your visit to Ethiopia?	0.0%	0.0%	0.0%	100.0%
	Vacation	Count	155	2	17	0
		% within What is purpose of your visit to Ethiopia?	89.1%	1.1%	9.8%	0.0%
	Others	Count	2	0	15	9
		% within What is purpose of your visit to Ethiopia?	7.7%	0.0%	57.7%	34.6%
<b>Total</b>		Count	168	4	60	110
		% within What is purpose of your visit to Ethiopia?	49.1%	1.2%	17.5%	32.2%

Table 4.1.5 shows that majority of visitors who came for vacation purpose (n= 168, 49 % of the sample population) organized their trip through tour operation companies while 1.2 % of the sample population organized their trip through ETO. The data obtained from the interview conducted to ETO marketing experts also proved that ETO does not directly involve in tour operation and only familiarization tours for potential foreign tour companies and investors are organized by ETO as part of its marketing activities and ETO share the information to legally registered local tour companies whenever the group tourist package requests are received. As a result, it can be said that this insignificant number of visitors who organized their trip to Ethiopia through ETO were potential foreign tour companies or investors who came for familiarization tour invited by ETO.

**Table 4.1.6 Respondents' awareness about ETO versus their source of information**

knowledge about ETO * how they get to know about ETO Crosstabulation					
			information source		
			at a tourism trade fair	i saw its website	Social media
Do you know about Ethiopian Tourism Organization (ETO)?	Yes	Count	57	5	28
		% within Do you know about Ethiopian Tourism Organization (ETO)?	63.3%	5.6%	31.1%
<b>Total</b>		Count	57	5	28
		% within Do you know about Ethiopian Tourism Organization (ETO)?	63.3%	5.6%	31.1%

Table 4.1.6 indicates that Out of the total surveyed international visitors (n= 90, 26 % of the total sample population) were aware of the existence of ETO which very few in number. Majority of them (63 %, n= 57) explained they got to know about ETO at a tourism trade fair. The remaining visitors said that their information source about ETO is social media (n= 28, 31 %) and visiting ETO’s website (n= 5, 5.6%). The data from the interview assured ETO participated a number of international trade fairs per year that is why this survey showed the majority were aware about ETO at tourism trade fair. As research found out through interview and personal observation of ETO’s social media presence, ETO **Facebook** has 15,173 followers, **tweeter** 1231 followers and four videos on **YouTube** have a total of 21,278 viewers within two years. As a result 31 % of the visitors (participants) who are aware of the existence of ETO mentioned social media is one of their source of information to know about ETO followed by tourism trade fairs.

#### 4.2. Tourist information Source and the degree of usage of the digital marketing elements

One statistical approach for determining equivalence between groups is to use simple analyses of central tendency (Mean). The mean indicates to what extent the sample group on average agrees or does not agree with the different statement. The lower the mean, the more the respondents disagree with the statement. The higher the mean, the more the respondents agree with the statement. (Bhattacharjee, 2012).

**Table 4.2.1 Tourists information source**

Source of Tourist Information	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean
Social media (like Facebook, YouTube , Twitter, LinkedIn)	0(0%)	32(9.4%)	28(8.2%)	113(33%)	169(49.4%)	4.23
Search engines (like Google and etc.)	0(0%)	0(0%)	7(2.1%)	139(40.9%)	194(57.1%)	4.55
e-commerce Websites	4(1.2%)	20(5.8%)	120(35.1%)	96(28.1%)	102(29.8%)	3.80
E-mail marketing	6(1.8%)	36(10.5%)	176(51.5%)	87(25.4%)	37(10.8%)	3.33
Content marketing (like blog, e-newsletter & etc.)	4(1.2%)	36(10.5%)	133(38.9%)	115(33.6%)	54(15.8%)	3.52
Mobile advertising (SMS)	39(11.4%)	36(10.5%)	156(45.6%)	74(21.6%)	37(10.8%)	3.10

On the request of the source of tourist information (Table 4.2.1), participants (tourists) replied social media (n=169; 46.4% as strongly agree and n=113; 33% agree), search engines (n=194; 57% as strongly agree and n=139; 40.9% agree), search engines (n=194; 57% as strongly agree and n=139; 40.9% agree) and e-commerce websites (n=102; 28.8% as strongly agree and n=96; 28.1% agree). Search engines (M=4.55) became the most used information source to come to Ethiopia followed by Social Media (M= 4.23), e-commerce (M=3.80), Content marketing (M=3.52), E-marketing (M=3.33) and Mobile advertising (M=3.10). As it is presented on Figure 9, the researcher has done her own observation by checking the Google search engine to check whether ETO's websites found at the top or not, the website was shown on the front page of the search engine even if it was not found at the top. More Over, the observation depicted that the social Medias of ETO like Facebook, YouTube, Tweeter and LinkedIn have very few visitors and followers. As a result, it can be said that ETO failed to boost its digital presence that is why insignificant number of the sample population know about ETO (Table 4.1.6).

**Table 4.2.2 Digital marketing elements which attract tourists**

Variables	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
user friendly website (get assess the information of the website easily)	0(0%)	0(0%)	2(0.6%)	61(17.8%)	279(81.6%)	4.81	0.408
Prefer to get information from the websites which I get at the top of any search engines?	0(0%)	0(0%)	4(1.2%)	87(25.4%)	251(73.4%)	4.72	0.474
digital promotions which present a profile and contact details of the company	0(0%)	0(0%)	8(2.3%)	87(25.4%)	247(72.2%)	4.70	0.508
websites or other digital marketing which present attractive pictures & Video of tourist sites & etc.	0(0%)	0(0%)	8(2.3%)	87(25.4%)	247(72.2%)	4.70	0.508
digital promotions which present contests, service discounts & the likes	0(0%)	0(0%)	8(2.3%)	87(25.4%)	247(72.2%)	4.70	0.508
get immediate response online or from offline FAQ(frequently asked questions)	0(0%)	0(0%)	8(2.3%)	87(25.4%)	247(72.2%)	4.70	0.508

Table 4.2.2 shows that digital marketing elements in which participants (tourists) were attracted. User friendly web site (n= 279; 81.6% as strongly agree and n = 61; 17.8% agree & M= 4.81), websites which are found at the top of any search engines (n= 251; 73.4% as strongly agree and n=87; 25.4% agree & M= 4.72). The rest of the variables which are digital promotion with contact and profile details of the company, websites present attractive pictures, video, contests,

service discount similarly rated strongly agree (n= 247 ; 72 % & M= 4.7 ) and agree (n=87 ; 25.4 % & Mean ) . Referring the mean for the above mentioned variables, all of the rate shows  $M > 4$  which means that all of the above mentioned digital marketing elements help in attracting tourists towards any digital promotion, especially if it is user friendly website (M= 4.81). As per the researcher's observation of ETO's website, it can be said ETO's website (www.ethiopian.travel) moderately fulfill the above mentioned elements to attract more tourists to visit the site. For instant, it has attractive pictures & video and presents contact and profile of the company and the information from the website can be assessed easily. However, it failed in presenting contests and online / offline responses (FAQ)(not interactive).

**Table 4.2.3 Digital marketing elements which engage tourists**

Variables	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean
virtual online communities, forums and discussion groups	0(0%)	17(4.98%)	44(12.87%)	152(44.45%)	129(37.72%)	4.1
websites provide information in different languages (User friendly)	0(0%)	0(0%)	2(0.59%)	61(17.84%)	279(81.58%)	4.8
trip advisory or testimonials on websites (recommendation about the tourist destinations)	0(0%)	0(0%)	10(2.93%)	71(20.77%)	261(76.32%)	4.7
social media interaction in handling tourists complains on time	0(0%)	0(0%)	8(2.34%)	87(25.44%)	247(72.23%)	4.7
digital promotion introduce new services to tourists	0(0%)	0(0%)	2(0.59%)	153(44.74%)	187(54.68%)	4.5
social networking site with discussion wall	0(0%)	17(5%)	43(12.65%)	151(44.42%)	129(37.95%)	4.2
digital promotion which has lucky draws	0(0%)	0(0%)	8(2.34%)	87(25.44%)	247(72.23%)	4.7

Table 4.2.3 indicates that the participants' degree of engagement in digital marketing elements. virtual online communities, forums and discussion groups (n= 129; 37.7% as strongly agree and n= 152; 44.5% agree, M= 4.1), websites provide information in different languages (n= 279; 81.58% as strongly agree and n= 61 ; 17.84 % agree & M = 4.8 ) , testimonials on websites (n= 261; 76.32 % as strongly agree and n= 71 ; 20.77 % agree & M = 4.7 ) , on time interaction on social media (n= 247; 72.23 % as strongly agree and n=87 ; 25.44 % agree & M = 4.7 ) , provide updates on new services(n= 187; 54.68 % as strongly agree and n= 153 ; 44.74% agree & M = 4.5), discussion wall in social network sites (n= 129; 37.95 % as strongly agree and n= 151 ; 44.42% agree & M = 4.2) and digital promotion with lucky draws(n= 247; 72.23 % as strongly agree and n=87 ; 25.44 % agree & M = 4.7). Referring the mean for the above mentioned variables, all of the rate shows  $M > 4$  which means that all of the above mentioned digital marketing elements help in engaging tourists towards any digital promotion, especially if the

website is user friendly website (M= 4.81). As per the researcher’s observation of ETO’s web page, it can be said ETO’s website (www.ethiopian.travel) failed to fulfill the above mentioned elements to engage tourists when they visit the site. As shown on Figure 4 and 5, the pictures, videos and update on the new services on ETO’s social media pages (tweeter, Facebook and YouTube) are outdated and static. The website failed to have testimonials and lack in presenting different languages platform which used only in English language and it might be a stumbling block to other language speakers not to spend more time on the website.

**Table 4.2.4 Digital marketing elements which retain tourists**

Variables	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean
Present games, contests and forums to users	0(0%)	0(0%)	8(2.34%)	87(25.44%)	247(72.23%)	4.7
Provide hyperlinks on the promotion to related sites	0(0%)	0(0%)	2(0.59%)	61(17.84%)	279(81.58%)	4.8
webpage which has security features and privacy statements	1(0.3%)	23(6.73%)	19(5.56%)	123(35.97%)	176(51.47%)	4.3
digital promotion provide fresh content on regular bases	0(0%)	0(0%)	2(0.59%)	153(44.74%)	187(54.68%)	4.5
digital promotion which receives visitors comments	0(0%)	0(0%)	8(2.34%)	87(25.44%)	247(72.23%)	4.7

Once tourists have been attracted and engaged, marketers need to retain them and thwart them from switching to competitors’ sites. As a result, participants (tourists) stated the elements which make them to visit the web pages time and again (Table 4.2.4) are Present games, contests and forums to users (n= 247; 72.23% as strongly agree and n= 87; 25.44% agree, M= 4. 7), Provide hyperlinks on the promotion to related sites (n= 279; 81.58% as strongly agree and n= 61 ; 17.8 % agree & M = 4.8 ) , webpage which has security features and privacy statements (n= 176; 51.47 % as strongly agree and n=123 ; 35.97 % agree & M = 4.3 ) , digital promotion provide fresh content on regular bases(n= 187; 54.68 % as strongly agree and n= 153; 44.74 % agree & M=4.5)and digital promotion which receives visitors comments (n= 247; 72.23 % as strongly agree and n=87 ; 25.44 % agree & M = 4.7 ). In this regard, the researcher observed that ETO’S website has privacy policy (Figure 6) to protect itself (M= 4.3) and the web visitors which is appreciated if it is dynamic and controlled well. Hyperlinks to related sites (M= 8) like links to tour operators & hotel owners associations, Ministry of culture & tourism, Ethiopian airline and Ethioholidays are provided (Figure 7). This feature is highly favored by the web tourists as one of the major features which can retain them, as a result, it can be said its one of

the qualities of ETO’s website. However, ETO’s website does not make use of some of the major web features to encourage tourists to revisit the page since it failed in offering fresh content on regular bases and visitors’ interactive environment was not observed.

**Table 4.2.5 Digital marketing elements which helps to learn about tourists and relate back**

Variables	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean
I prefer if they websites support chat groups	0(0%)	0(0%)	8(2.34%)	87(25.44%)	247(72.23%)	4.7
I suggest if they update customers about content change on their websites	0(0%)	0(0%)	2(0.59%)	148(43.28%)	192(56.15%)	4.6
I suggest if they engage in real time interaction with the visitors	0(0%)	0(0%)	6(1.76%)	103(30.12%)	233(68.13%)	4.7
Provide personalized responses	0(0%)	0(0%)	6(1.76%)	103(30.12%)	233(68.13%)	4.7
Provide linkages to other related & relevant links	0(0%)	0(0%)	2(0.59%)	61(17.84%)	279(81.58%)	4.8

Table 4.2.5 shows the participants’ suggestion on features to be presented on the digital promotion of tourist destination. The degree of their preferences of these features were shown as follows: Websites supports chat groups (n= 247; 72.23 % as strongly agree & n=87; 25.44 % agree & M = 4.7), timely update customers on content change on a website (n= 192; 56.15 % as strongly agree and n=148 ; 43.28 % agree & M = 4.6 ), engage a real time interaction with web visitors and provide personalized response both shown as ( n= 233; 68.13% as strongly agree & n=103 ; 30.12 % agree and both showed M = 4.7. Even if they get report from Google analytics which can help to learn about the tourists’ interest (preference) and try to relate its services & products back to towards their interests, they could not make use of the data to achieve these objectives. As ETO’s experts mentioned during the interview, they are well aware of the importance of these digital marketing Framework but they failed to work on it in depth due to the high turnover of the digital marketing experts.

**Table 4.2.6 Contribution of Digital Promotion by a destination marketer to plan a trip**

Variables	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean
Make me to be well aware of Ethiopia	0(0%)	0(0%)	7(2.05%)	131(38.31%)	204(59.65%)	4.6
Provide me a lot of preferences of different tourist attraction places	0(0%)	0(0%)	2(0.59%)	61(17.84%)	279(81.58%)	4.8
Provide me travel information for safety and security	0(0%)	0(0%)	6(1.76%)	103(30.12%)	233(68.13%)	4.7
Provide the local service providers information like hotels , tour operators and car rental companies	0(0%)	0(0%)	6(1.76%)	103(30.12%)	233(68.13%)	4.7

Based on the descriptive data on Table 4.2.6 , make me to be well aware of the country( n= 204; 59.65 % as strongly agree & n= 131; 38.31 % agree & M = 4.6 ) , Provide me a lot of preferences of different tourist attraction places( n= 279; 81.58 % as strongly agree & n=61 ; 17.84 % agree & M = 4.8 ), Provide me travel information for safety and security and Provide the local service providers information like hotels , tour operators and car rental companies( n= 233; 68.13% as strongly agree & n=103 ; 30.12 % agree and both showed M = 4.7 ). The participants responded that they highly expect a DMO's like ETO to provide a lot of tourist attraction preference its digital marketing elements (M=4.8). In this regard, the researcher observed that ETO'S website has root base pictorial description of attractions (Figure 8) by which tourists can get general information on the tourist attraction places.

### **4.3. Summary of the interview**

After the secondary data were obtained, in-depth interviews with two ETO'S director of marketing and team leader of marketing were conducted. These experts have more than 7 years experiences as a destination marketer in ministry of culture and tourism and later transferred to ETO. These interviews helped the researcher to gather primary data which could not be found in published form but they are important to answer some of the research questions about the company under this study - ETO.

#### **4.3.1 Who is responsible for digital marketing in ETO?**

They informed that ETO has two strategic sessions for marketing strategic business unit: offline marketing unit and digital marketing unit. As a result of high turnover in the technical experts of digital marketing, the digital marketing unit currently does not have dedicated personnel to manage the digital promotion actively.

#### **4.3.2 What are the digital marketing practices implemented by ETO?**

They have used that most of digital marketing strategies which are mentioned on Ethiopian tourism marketing strategy are not implemented due to some many teething troubles. The digital marketing practices implemented by ETO currently are :

- ✓ Social media accounts : Youtube Face book and twitter accounts under the brand name of ‘Ethiopia land of origins’
- ✓ Website, URL: [www. Ethiopia .travel](http://www.Ethiopia.travel)
- ✓ Search engine optimization to bring ETO’s website at the top of Google’s search results.
- ✓ Mobile App which can be installed by Google play store and provide useful information on the destination.
- ✓ Distribute USB which contains a brand awareness information’ Ethiopia land of origins’ as giveaway for international trade fairs.

Referring the literature review on Chapter two of this research (2.1.3 Elements of digital marketing) , the major digital marketing elements which are a must to be implemented by any DMO were not practiced by ETO.

#### **4.3.3. What are the challenges of ETO in promoting the Ethiopian tourism using digital marketing?**

The experts replied in detail on the challenges on ETO which become obstacle not to implement all digital marketing campaigns which are stated on the country’s tourism marketing strategies in effective manner. These challenges are:

- ✓ Lack of manpower to administer the digital marketing elements

- ✓ Very hard to manage the perception of the decision makers towards the effectiveness of digital marketing since most of them are in adopting such technology
- ✓ Inadequate financial resources to manage digital marketing campaigns, traditionally adequate budget is allocated for attending trade fair but there is shortage of budget to conduct digital campaign as planned
- ✓ The high turnover of the experts in the organization
- ✓ Lack of expertise in the digital marketing field
- ✓ Lack of ICT infrastructure

#### **4.3.4. Checking ETO's website if it is user friendly**

Both of the experts replied that the users can swiftly connect to the website and access the information easily since the server is hosted in USA not locally and also the domain name of the website is very simple. However, they have said it does not fulfil some of the digital features to say the site is very friendly so that they said it is moderate. (Refer: the survey result discussion on Table 4.2.2 & 4.2.3)

#### **4.3.5. ETO's practice in boosting its website**

The interviewees could not give clear answer on this issue. However, the researcher has done its one observation by checking the Google search engine to check whether ETO's websites found at the top or not. As shown on below (Figure 9) , the website was shown on the front page of the search engine even if it was not found at the top. Hence, it can be said that ETO moderately implements SEO. As it is shown on the survey result and the observation (Figure 9), the major information sources of tourists to come to Ethiopia are search engine and Social media so that ETO would have been achieve its objective of promoting Ethiopia if ETO put much effort on these digital elements.

#### **4.3.6. Presentation of ETO's website**

The interviewees answer for this direct question was yes. They have said ETO presents high resolution pictures on its social media pages (website, Facebook and twitter) and posted 8 thematic and very interesting videos. However, as per the researcher observation (Figure 4 & 5), ETO failed to make the pictures and videos updated and dynamic. (Refer: the survey result discussion on Table 4.2.3)

#### **4.3.7 ETO's practice in using the Digital Framework (Learn & Relate back)**

The interviewees mentioned as ETO uses Google analytics to learn about the tourists' interest and develop a product/ services to meet their expectation. Referring the literature review of this research, Google analytics is a vital tool to address two of the digital marketing frame works (learn and relate back). Google (2018) defined the Importance of Google Analytics as a very important digital marketing tool, which allows a firm to measure the results of its digital campaigns in real-time, compare the data to previous periods, and learn(understand ) about costumers interest.

#### **4.3.8. The majority Regions which use the digital promotion of ETO**

The interviewees mentioned tourists from Europe, Asia and North America regions are using the digital promotion of ETO to plan a visit to Ethiopia. The survey result also shows majority of the tourists come from these regions, however, only 26% the sample population knew about the presence of ETO.

#### **4.3.9. The majority age group who usually come to Ethiopia**

The response of the experts said that the majority of the tourists who are coming to Ethiopia are middle aged and old age tourist (Refer, Table 4.1.2). Recently, the growth has also shown on the young age tourists. Therefore, ETO has an integrated marketing communication mix which is a mix of traditional marketing and digital marketing to address both groups. As the survey result shows (Table 4.1.4) , almost above 50% of the young age group came to Ethiopia for vacation purpose who are called real tourists. Hence, it can be said that ETO can achieve its objective if it strength its internal resources and focus more towards the implementation of its integrated marketing communication mix strategy.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter aims to review the problem of the research and conclude the findings with regard to the general and specific objectives of the study. Recommendation that focuses on how the problem identified could be addressed is included in this chapter.

#### 5.1 Summary of Major Findings

The purpose of this study was to analyze ETO's digital marketing practices in promoting Ethiopian Tourism. Moreover, it had specific objectives such as identify the digital marketing elements ETO is employing currently, analyze ETO's contemporary digital marketing practices in terms of its utilization of the elements of the digital marketing frame work, assess the major information sources for tourist to learn about Ethiopia and the challenges of ETO in promoting the Ethiopian Tourism using digital marketing.

The researcher used questionnaires at 86 % return rate, observation and Face to face interview as instruments for data collection. Statistical tables and figures based on respondents and descriptive analyses were used to explain the data collected.

Based on the analysis undertaken by the researcher the following findings were brought out:

- ✓ From the researcher's own observation and the face to face interview, it was identified that Social media accounts (YouTube, Face book and twitter), Website, Search engine optimization, Mobile App and digital content are the digital marketing elements which ETO is employed currently.
- ✓ From the mean score value of the descriptive statistics, Search engines became the most used information source to come to Ethiopia followed by Social Media. Mobile advertising were found out to be the last preference of the tourists to serve as tourist information source.
- ✓ The practice of ETO's utilization of the features of the digital marketing frame work (attract, engage, retain, learn and relate back) were assessed by statistically analysing the

response from the tourists, the researcher's own observation and the data from the interview. As a result of these analysis , it was found out that ETO partially utilized the two digital marketing frameworks called attract and retain whereas ETO failed in the utilization of the three digital marketing frame works which are called engage , learn and relate back .

- ✓ From the data collected through the face to face interview and the researcher's own observations, the challenges of ETO to implement the digital marketing were identified. These challenges are lack of manpower to administer the digital marketing elements, perception of the decision makers towards the effectiveness of digital marketing ,inadequate financial resources to manage digital marketing campaigns, the high turnover of the experts in organization, lack of ICT infrastructure and adequate skills / expertise in the digital marketing field.

## **5.2. Conclusion**

The study attempted to meet its objectives addressing the raised research questions by employing different analysis techniques. So as to address its first objective the research through analyzing different prior studies and theories come up with the five elements of digital Marketing Frameworks which entail several issues and practices that can guide a digital marketer in which elements of digital marketing tools should focus on by assessing the preference of their customers in the utilization these elements.

The first element of the Digital Marketing Framework involves how to attract tourists to ETO's digital marketing elements. The result of this research indicated ETO partially utilizes this farm work. However, the full utilization can be achieved by implementing a digital marketing elements which are majorly user friendly followed by digital marketing elements presents attractive pictures, videos, service discounts and contests and also using SEO ETO can attract more users/tourists towards its website.

The second element of the Digital Marketing Framework relates to engaging users' interest and Participation, after attracting them to the digital promotion, so as to achieve an interaction or a transaction. The result of this research identified that ETO failed in utilizing this farm work. The participants (tourists ) response showed that they can be engaged more if the digital marketing of

tourist destination( in this case ETO) make use of virtual online communities, forums and discussion groups, websites provide information in different languages , testimonials on websites , on time interaction on social media , provide updates on new services and digital promotion with lucky draws.

The third element in the Digital Marketing Framework relates to customer retention strategies.

The results suggested that ETO partially utilized this frame work. It is important to keep website sites “fresh” by continuously renewing content and/or providing dynamic content , provide hyperlinks on the promotion to related sites, present security features and privacy statements on a webpage and an interactive digital media which can receives visitors comments and provide on time response accordingly.

The last two elements of the Digital Marketing Framework revolves round providing customized interactions and delivering value to Customers (relate back) after the relevant information about customers are abstained (learn). The result of this research depicted that ETO used Google search analytic reports to learn about its customers (tourists), however, it failed in using this reports effectively which can help to provide customized digital promotion which can meet the tourists interest followed by developing a customized products / services.

The second objective of this research was met by employing face to face interview to ETO’s marketing experts, this research found out the digital marketing elements which are implemented by ETO which are Social media accounts (YouTube, Face book and twitter), Website, Search engine optimization, Mobile App and digital content. The research concluded that these digital marketing implemented by ETO are very minimal as ETO is the only destination market in Ethiopia.

In addition, the third objective of this study was met by the survey conducted through questionnaire. The result depicted that Search engines became the most used information source to come to Ethiopia followed by Social Media. Mobile advertising were found out to be the last preference of the tourists to serve as tourist information source during planning their trip.

In conclusion, the results indicated that the five features of digital marketing framework as well as several digital marketing tools as indicated in the literature review part of this research were not widely adopted by ETO. This study pointed some plausible reasons which are lack of manpower to administer the digital marketing elements, perception of the decision makers towards the effectiveness of digital marketing ,inadequate financial resources to manage digital marketing campaigns, the high turnover of the experts in organization, lack of ICT infrastructure and adequate skills / expertise in the digital marketing field.

### **5.3. Recommendations**

Depending on the findings of the study and conclusions made, the researcher came up with some important recommendations that can be used by ETO in order to achieve its major objective to promote Ethiopia to be among the major destinations which are preferred by tourists from the major tourist generating regions. The recommendations are:

1. The implementation of the digital marketing communication strategy requires significant resource investments. Although financial investments are quite minimal, as digital marketing initiatives are cost-effective, human and infrastructure investments have to be substantial. Therefore, it is essential for management of ETO allocate the infrastructure and follow state of the art technologies and human resources accordingly. To implement, maintain and develop the digital marketing strategy using the five digital marketing frameworks, digital marketing tasks required to be managed by skilled people with capabilities and having knowhow on the digital technology. Such human resources shall support the digital strategy through continuous delivery, control, follow up and optimization of digital communication and content.
2. Based on the results of the study, ETO must give due emphasis on working towards search engine optimization in order to present its web page on top of search engines. As this research found out that search engines are the major source of information for tourists to come to Ethiopia.
3. Digital channel in tourism marketing has become essential part of strategy of many destination marketing organization in the world. . Nowadays, even for small tour companies, there is a very cheap and efficient way to market their products or services.

Digital marketing has no boundaries. ETO can use any devices such as smartphones, tablets, laptops, televisions, game consoles, digital billboards, and media such as social media, SEO (search engine optimization), videos, content, e-mail and lot more to promote Ethiopia as a tourist destination.

4. Moreover, ETO's Digital marketing may succeed more if it considers user needs as a top priority by identifying its target group. This research found out that the major tourist generating regions to Ethiopia are Europe, Asia and North America and the age group the tourists are middle and old ages. ETO must also focus on the demographic differences of the tourists so as to arrange digital promotions that fits to the needs and requirements of these different segments of international tourists.
5. Finally, further studies should be conducted nationwide to boost the country's tourism sector using different digital marketing platforms. Since there overall has been little research performed in the field of Ethiopian Tourism promotion from digital marketing perspectives, more extensive studies are indeed are recommended to be undertaken. While this study took a specific research approach, it is suggested that future studies focus on wider in scope within this context.

## REFERENCES

- Afrina Y, Sadia, T, & Kaniz, F, (2015). 'Effectiveness of Digital Marketing in the challenging Age: An empirical study', *International Journal of Management Science and Business Administration*, 1 (5), pp. 69-80. Available at: <https://researchleap.com/effectiveness-of-digital-marketing-in-the-challenging-age-an-empirical-study/> [Accessed 19 November 2017].
- Ali, Y, (2016). 'Challenge and Prospect of Ethiopian Tourism Policy', *J Hotel Bus Manage*, 5(134) (p.3), abstract only. <https://www.omicsonline.org> [Accessed 23 October 2017]
- Audrey, Ference. (2017) '7 customer Engagement Strategies that marketers can't ignore', *Out brain digital marketing & discovery*, 16 MAY. Available at: <https://www.outbrain.com/blog/3-golden-customer-engagement-strategies-that-marketers-cant-ignore/> [Accessed 12 December 2017].
- Avantika, Monnappa , (2017). 'The history and evolution of Digital Marketing', *Simplilearn*, 19 August. Available at: <https://www.simplilearn.com/history-and-evolution-of-digital-marketing-article>[Accessed 21 November 2017].
- Bhattacharjee, A., (2012). *Social science research: principles, methods, and practices*. 2<sup>nd</sup> edition. Florida. University of South Florida Tampa.
- Business Dictionary (2014). *Digital Marketing*. Available at: <http://dictionary.reference.com/> [Accessed 15 December 2017]
- Business vibes (2015) 'The Importance of Information Technology in Business Today' Available at: <https://www.business2community.com/tech-gadgets/importance-information-technology-business-today-01393380> [Accessed 30 November, 2017]
- Chan, N.L. & Guillet, B.D. (2011). Investigation of social media marketing: How does the hotel industry in Hong Kong perform in marketing on social media websites? *Journal of Travel & Tourism Marketing*, 28(4), 345–368.
- Cheryl, Conner (2013) 'Fifty Essential Mobile Marketing Facts', *Forbes Blog*, 12 November. Available at: <https://www.forbes.com/sites/cherylsnappconner/2013/11/12/fifty-essential-mobile-marketing-facts/#639682e67475> [Accessed 13 December 2017].
- Christopher, Ratcliff. (2016) 22 essentials you need for optimizing your site. Available at: <https://searchenginewatch.com/2016/01/21/seo-basics-22-essentials-you-need-for-optimizing-your-site/> [Accessed 12 December 2017].
- Danyl, Bosomworth (2014) '7 big questions to drive customer engagement', *smart insight*, 26 September. Available at: <https://www.smartinsights.com/digital-marketing-strategy/customer-retention-strategy/7-questions-to-drive-customer-engagement/> [Accessed 13 November 2017].
- Dave, Chaffey (2012) *Smart insights*, 08 December 2012. Available at <http://www.smartinsights.com> [Accessed 18 December 2017].

Debra Zahay. (2015) Digital Marketing Management. USA: Business Expert Press, LLC.  
Digital Marketing Institute (2015) Digital Marketing. Available at:  
<https://www.digitalmarketinginstitute.com/> [Accessed 09 December 2017]

DTC Perspectives (2010). Marketing to digital consumer.

Edward Brooker, Jason Burgess, (2008) "Marketing destination Niagara effectively through the tourism life cycle", International Journal of Contemporary Hospitality Management, 20 (3), pp.278-292, <https://doi.org/10.1108/09596110810866091> [Accessed 19 November 2017].

Emarketer Daily web (2013). US Total Media Ad Spend Inches Up, Pushed by Digital Read More. Available at: <https://www.emarketer.com/> [Accessed 12 December 2017]

Ethiopian Tourism Organization (2015) Ethiopia. Travel. Available at:  
<https://www.ethiopia.travel/about-eto> [Accessed 8th November 2017] Ethiopian Tourism Organization (2015). Tourism marketing strategy for Ethiopia (2016-2020), Ethiopia.

Ethiosports (2017) 'Addis Ababa Attracts over 650,000 tourists in past 9 months', Ethiosports, 22 July. Available at: <http://www.ethiosports.com/2017/07/22/addis-ababa-attracts-over-650000-tourists-in-past-9-months/> [Accessed 7 December 2017].

Euge, Skaf (2015) 'The 5 best methods to attract clients with digital marketing', Social tools Blog, 10 November. Available at: <https://www.socialtools.me/blog/en/the-5-best-methods-to-attract-clients-with-digital-marketing/> [Accessed 19 December 2017].

Google (2017). Our story. Available at: <https://www.google.com/intl/en/about/our-story/> [Accessed 02 December 2017]

Google (2018). Google analytic report: Available at:  
<https://developers.google.com/analytics/devguides/reporting> [Accessed 02 March 2018]

Gurneet Kaur. (2017). "THE IMPORTANCE OF DIGITAL MARKETING IN THE TOURISM INDUSTRY." International Journal of Research - Granthaalayah, 5(6), pp.72-77. Available at: [http://granthaalayah.com/Articles/Vol5Iss6/10\\_IJRG17\\_A06\\_387.pdf](http://granthaalayah.com/Articles/Vol5Iss6/10_IJRG17_A06_387.pdf) [Accessed: 16 October 2017] Israel, G. (2009). Determining sample size. Florida: University of Florida

Katy, Willis. (2007) strong social media presence. Available at:  
<https://www.business.com/articles/building-a-strong-social-media-presence/> [Accessed 12 December 2017].

Kierzkowski, A., McQuade, S., Waitman, R., & Zeisser, M. (1996) 'Marketing to the digital consumer' McKinsey Quarterly, 3, pp. 5-21. Available at:  
<https://books.google.ca/books?isbn=1522551883> [Accessed 12 November 2017]

Kothari, C.R., (2004). Research methodology: Methods and techniques. New Age International.

Kotler, P. and Keller, L. (2009). Marketing Management. 13<sup>th</sup> ed. Pearson: Prentice Hall lead to profitability? *Managing Service Quality*. Vol. 15 No. 2

KVR(2015).kvrwebtech. Available at:<https://www.kvrwebtech.com/digital-marketing-faqs/types-digital-marketing/>[15 November 2017]

Laurent Flores (2014) How to Measure Digital Marketing. New York. PALGRAVE MACMILLAN

Martin, Walsh (2011) ‘A Digital Marketing Measurement Framework to assist your organization to understand, develop, introduce and operationalize digital marketing measurement’, Business Technology Blog, 21 February. Available at: <https://www.slideshare.net/martinwalsh/digital-marketing-measurement-framework-martin-walsh> [Accessed 13 November 2017].

Michaela, Lindquist. (2017), Social medial marketing within small and medium sized tourist enterprises, department of marketing. MA Thesis. Hanken School of economics.

Middleton Victor .T.C and Jackie Clarke (2001) Marketing in travel and tourism, 3rd end. Butterworth-Heinemann, Oxford.

Ministry of Culture and Tourism (2013). Ethiopian Sustainable Tourism Development project. Ethiopia

Ministry of Culture & Tourism (2009). National Tourism Development policy, Addis Ababa, Ethiopia

Ministry of Culture and Tourism (2015). Sustainable Tourism Master Plan (2015-2025).Ethiopia: UNECA. Available at: <http://www.uneca.org> [Accessed 11 October 2017]

MohanbirS, Sawhney (2014) ‘To improve your customer engagement strategies: Ask not how you can sell, but how you can help’. Available at: <https://insight.kellogg.northwestern.edu/article/to-improve-your-customer-engagement-strategies> [Accessed 11 December 2017].

Munar, A.M.(2012) ‘social media strategies and Destination management’,Scandinavian Journal of Hospitality and tourism, 5(2) pp.101-120 . Available at: <http://sinergiejournal.eu/index.php/XXVIII/article/download/1287/983> [23 December 2017]

OECD (2017). “A review of the policy framework for tourism marketing and promotion. Paris: OECD/ Available at: <http://dx.doi.org/10.1787/096d0ace-en> [Accessed 15 November 2017]

Philip. Kotler (2005) Principle of marketing 3rd edition. New York. Pl.

Rob, Benson (2017) ‘Types of Digital Marketing (and How to Use Them!’24 August. Available at: <https://www.sparklogix.com/9-types-of-digital-marketing-and-how-to-use-them/> [Accessed 02 December 2017]

Roberta Minazzi. (2015) Social Media Marketing in Tourism and Hospitality. Switzerland: Springer International.

Rosemary M, Roberts L & Mercy M , ( 2016). ‘Examining social media marketing performance: A focus on travel agencies and tour operators in South Africa’, *Africa journal of Hospitality, Tourism and Leisure*, 5(2), pp. 1-16. Available at: [http://www.ajhtl.com/uploads/7/1/6/3/7163688/2016\\_article\\_36\\_vol\\_5\\_\\_2\\_.pdf/](http://www.ajhtl.com/uploads/7/1/6/3/7163688/2016_article_36_vol_5__2_.pdf/) [Accessed 22 December 2017]

Singh, J. (2015, December 15). Retrieved from EBRIKS: Singh,J. (2015) ‘How social media helps in establishing your brand in the virtual world?, EBRIKS, 15 December. Available at: <http://www.ebriks.com/blog/how-social-media-helps-in-establishing-your-brand-in-the-virtual-world/> [Accessed 20 December 2017].

Sofie.De.Beule. (2013) *The 80/20 Rule: Why Just 20% of Your Social Media Content Should be About Your Brand*. Available at: <https://www.socialmediatoday.com/content/8020-rule-why-just-20-your-social-media-content-should-be-about-your-brand> [Accessed 20 December 2017].

Susan, Ward (2017) ‘What is Email Marketing’, *the balance Blog*, 5 October. Available at: <https://www.thebalance.com/email-marketing-2948346> [Accessed 13 December 2017].

Theodros. A (2012). *Culture and development in Ethiopia: forum for social studies*. Addis Ababa: Eclipse printers.

Thompson S.H. Teo. (2004) ‘Usage and effectiveness of online marketing tools among Business-to-Consumer (B2C) firms in Singapore’, *International Journal of Information Management*, 25 (2005), pp. 203–213

Wikipedia (2017).*Destination marketing Organization*. Available at: [https://en.wikipedia.org/wiki/Destination\\_marketing\\_organization](https://en.wikipedia.org/wiki/Destination_marketing_organization). [Accessed 13 November 2017]

Wikipedia (2016). *History of yahoo*. Available at: [https://en.wikipedia.org/wiki/History\\_of\\_Yahoo/](https://en.wikipedia.org/wiki/History_of_Yahoo/) [Accessed 10 December 2017]

World Tourism Organization (2016). *Tourism Highlights*.

Yevgenia, Nayberg. (2016), ‘5 ways to authentically Engage your customers’, *insight*, 4 April. Available at: <https://insight.kellogg.northwestern.edu/article/five-ways-to-authentically-engage-your-customers> [Accessed 28 November 2017].

Yogerst, J.(2017) ‘Ethiopia is the hot new place in Africa’ , *CNN*, 4th August. Available at: <http://edition.cnn.com/travel/article/ethiopia-africa-travel-next-big-thing/index.html> [accessed 8th November, 2017]

Zach, Bulygo. (2015) ‘The elements of a high quality website (infographic)’, *kissmetrics*, 22 July. Available at: <https://blog.kissmetrics.com/elements-high-quality-website/> [Accessed 20 December 2017].

Zina O’Leary. (2004) *the essential Guide to doing Research*. London: SAGE

# **ANNEXURE**

# Annexure I: Observation of ETO's Digital Elements

Figure 4 : Screenshot of ETO'S Tweeter page

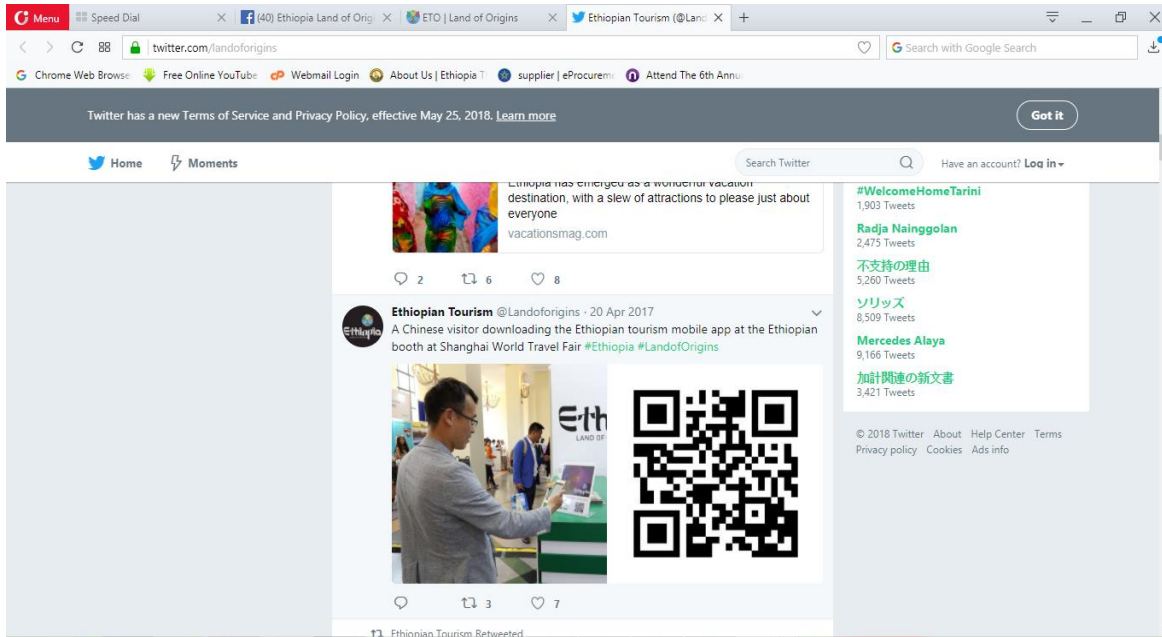
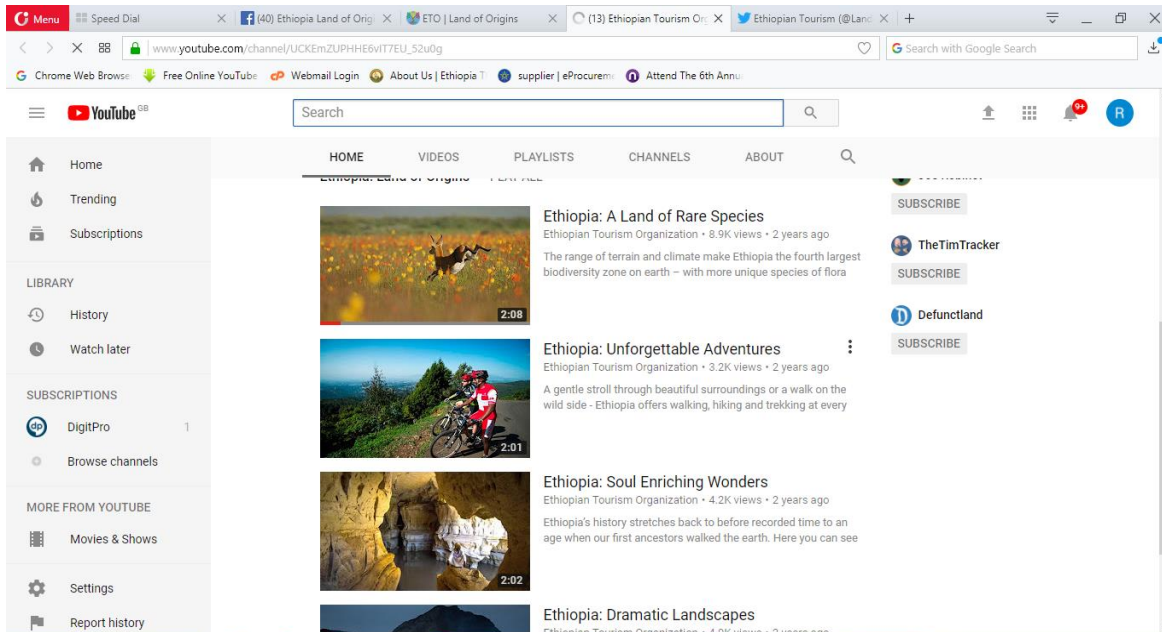
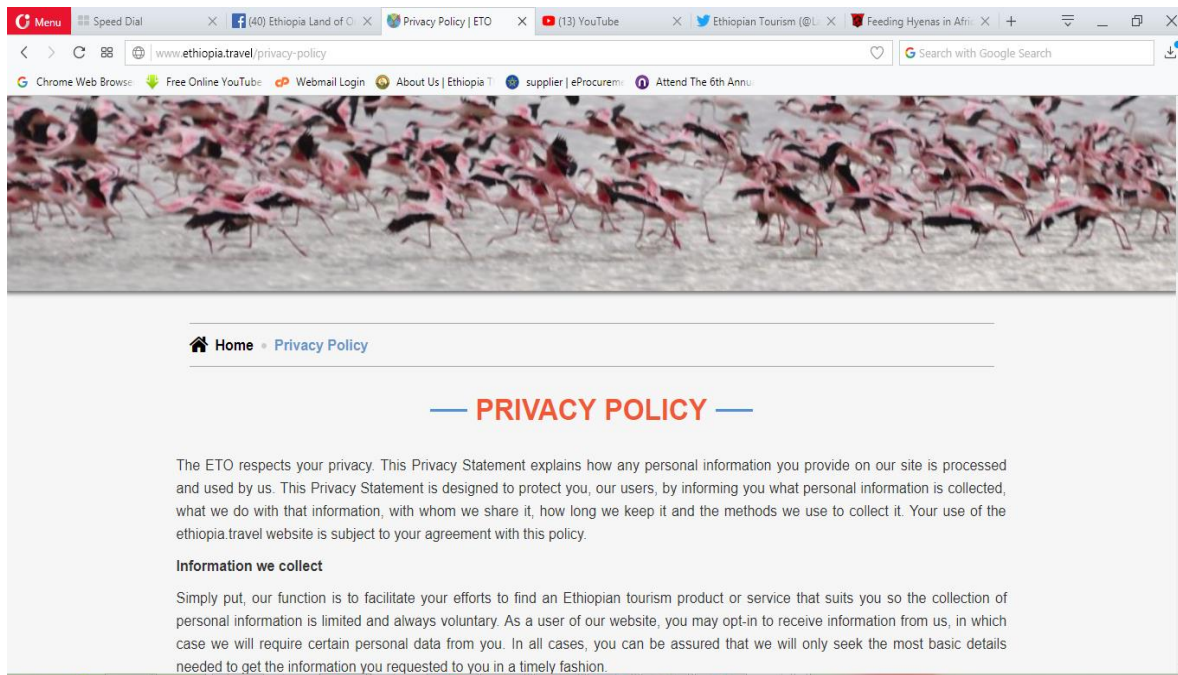


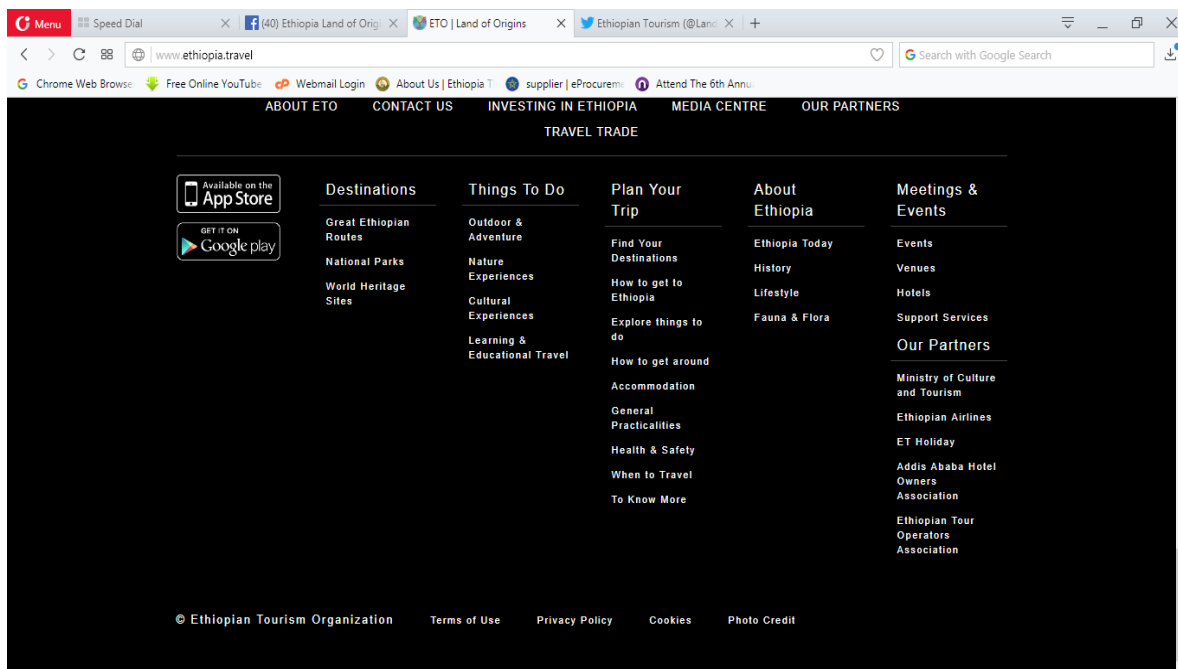
Figure 5 : Screenshot of ETO'S YouTube page



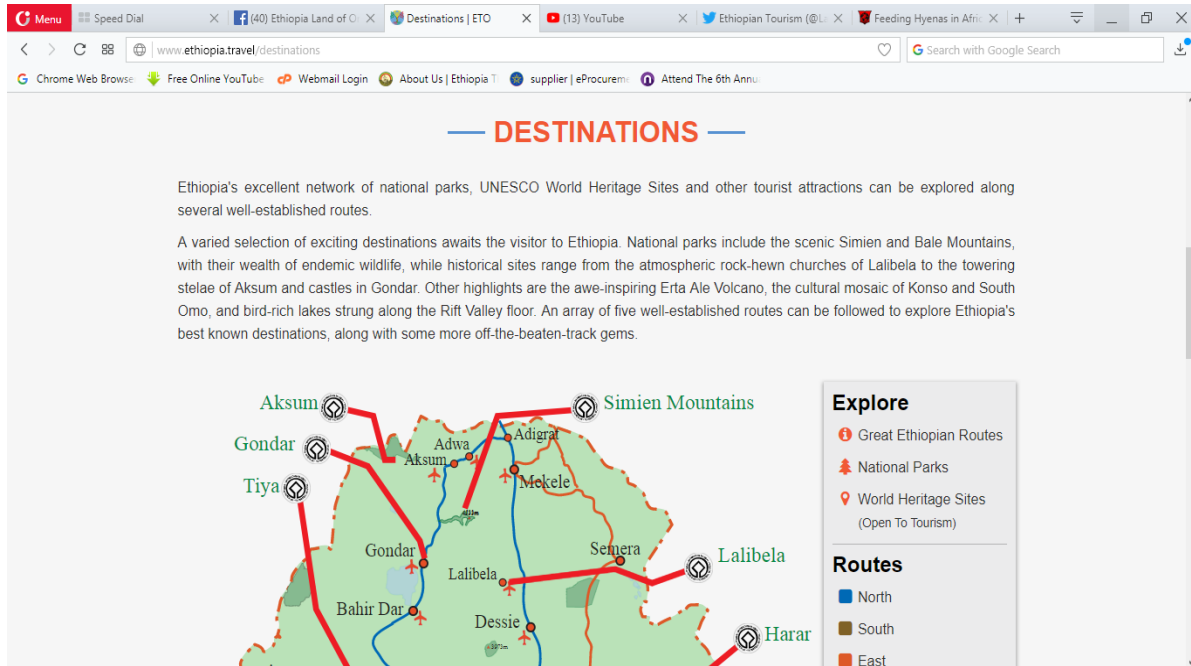
**Figure 6: Screenshot of ETO'S websites page which shows privacy policy**



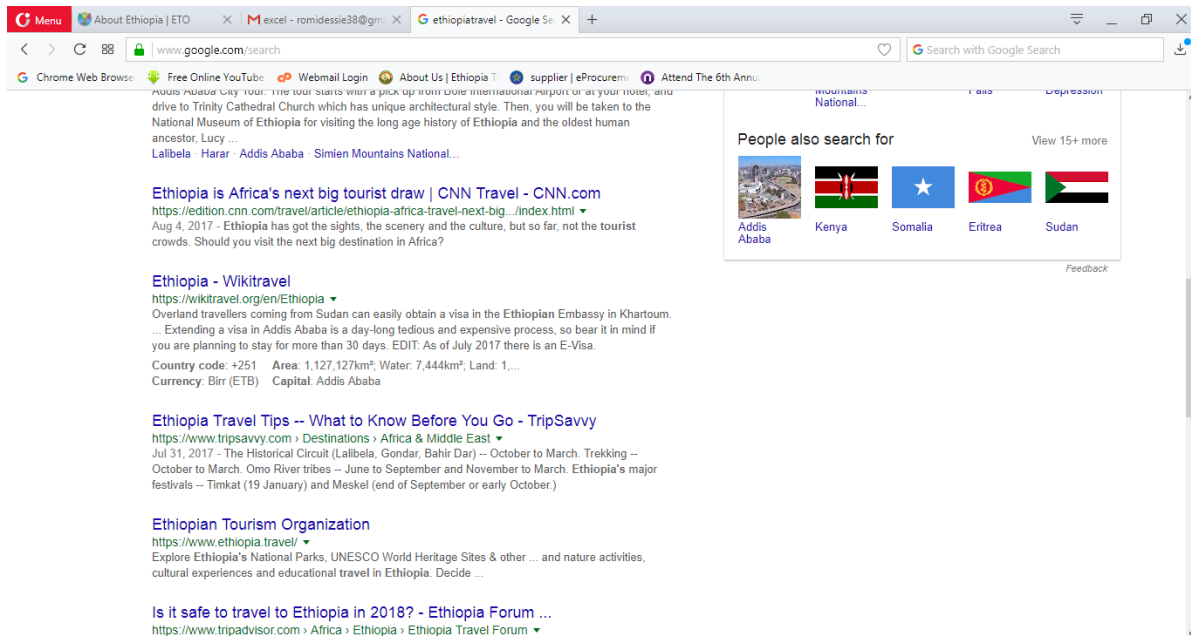
**Figure 7 : Screenshot of ETO'S website home page which presents hyperlink to related**



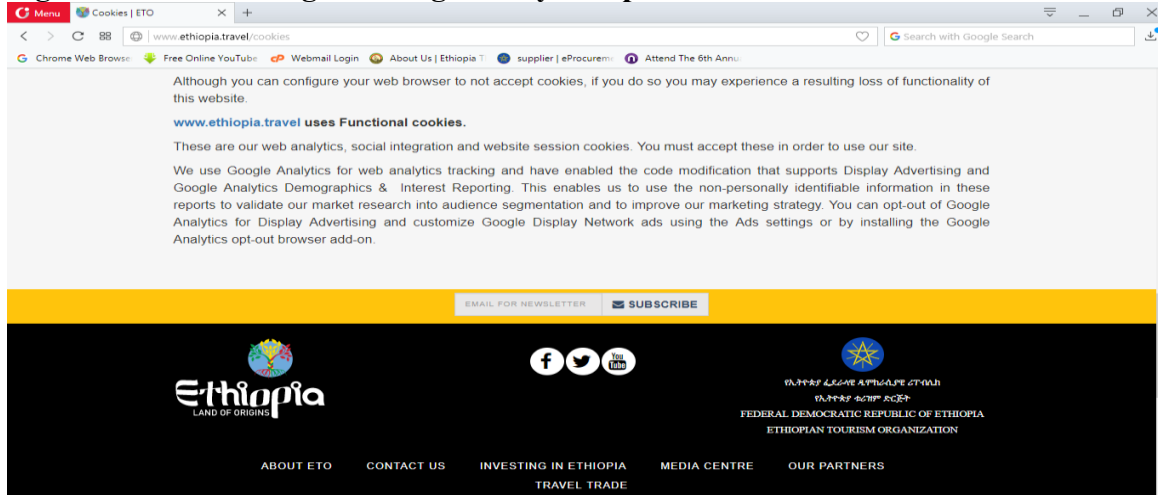
**Figure 8 : Screenshot of ETO'S website on root base pictorial description of attractions**



**Figure 9 : screenshot of search engine to check the effective usage of SEO by ETO**



**Figure 10: ETO's usage of Google analytic report**



## **Annexure II : Questionnaire**

### **ABABA UNIVERSITY SCHOOL OF COMMERCE DEPARTMENT OF MARKETING MANAGEMENT GRADUATE PROGRAM**

#### **SURVEY QUESTIONNAIRES**

Dear Respondent,

This questionnaire is an invitation to consider your participation in the study. I am conducting research as part of the Masters of Art in Marketing Management at School of Commerce, Addis Ababa University under the supervision of Dr. Tewodros Mesfin. My research title is: “Analyzing the practice of digital marketing in promoting Ethiopian Tourism in case of Ethiopian Tourism Organization (ETO)”.

As a result, the questionnaire is targeted to travelers who have visited Ethiopia. This study is purely for academic purpose and thus does not affect you in any case and the purpose of this questionnaire is to gather data regarding analyzing the practice of ETO in promoting Ethiopia using digital marketing.

Therefore, I would kindly ask you to take a few minutes of your time for filling out this questionnaire and all the information you will provide is considered confidential and data will be used EXCLUSIVELY for the needs of this research. The success of this study is depend on your genuine, frank and timely response.

Thank you in advance for your Cooperation!

Sincerely,

Roman Dessie , +251 911469 692

E-mail: [romidessie38@gmail.com](mailto:romidessie38@gmail.com)

If you would like to receive a copy of this research, please state your e-mail address:

---

## **PART I: Respondents' general profiles**

You are kindly requested to put 'circle' for your answer to the questions provided below.

1. Region of residence:

- |           |                  |           |
|-----------|------------------|-----------|
| 1. Africa | 3. North America | 5. Asia   |
| 2. Europe | 4. South America | 6. Others |

2. Your Gender:

- |         |           |
|---------|-----------|
| 1. Male | 2. Female |
|---------|-----------|

3. Age

- |          |            |           |        |           |
|----------|------------|-----------|--------|-----------|
| 1. 18-30 | 2. 31 - 45 | 3. 45- 50 | 4. 60+ | 5. Others |
|----------|------------|-----------|--------|-----------|

4. Is this your first visit to this destination (Ethiopia)?

- |        |       |
|--------|-------|
| 1. Yes | 2. No |
|--------|-------|

5. If your answer to question #4 is "NO", how many times have you visited Ethiopia before?

- |        |        |          |                  |
|--------|--------|----------|------------------|
| 1. One | 2. Two | 3. Three | 4. Four and more |
|--------|--------|----------|------------------|

6. What is purpose of your visit to Ethiopia?

- |             |               |             |           |
|-------------|---------------|-------------|-----------|
| 1. Business | 2. Conference | 3. Vacation | 4. Others |
|-------------|---------------|-------------|-----------|

7. If your answer to question # 6 is "Other", kindly write your purpose of visit?

8. Was your trip to this destination organized by?

- |   |  |
|---|--|
| 1. Tour Operation company               | 3. Ethio-holidays (Ethiopian Airlines) |
| 2. Ethiopian Tourism Organization (ETO) | 4. Other                               |

9. If your answer to question # 8 is "Other", kindly write who organized your trip?

10. Do you know about Ethiopian Tourism Organization (ETO)?

- |        |       |
|--------|-------|
| 1. Yes | 2. No |
|--------|-------|

11. If your answer to question # 10 is "Yes", kindly write how you get to know about ETO?

**PART II: Tourist information Source and the degree of usage of the digital marketing elements**

Please show the extent to which you agree or disagree with the statements given below. This is to assess the following on the scales of strongly disagree to strongly agree. Strongly disagree is given the least weight of 1; while strongly agree is given the highest weight of 5.

1= strongly disagree

2= Disagree

3= Neutral

4= Agree

5= strongly agree

S.No.	General (you can choose more than one)	(1)Strongly Disagree	(2)Disagree	(3)Neutral	(4)Agree	(5)Strongly Agree
<b>I. Which of the tourist information source you have used to come to Ethiopia?</b>						
1	Social media (like Facebook, YouTube , Twitter, LinkedIn)					
2	Search engines (like Google and etc.)					
3	e-commerce Websites					
4	E-mail marketing					
5	Content marketing (like blog, e-newsletter & etc.)					
6	Mobile advertising (SMS)					

S. No.	Measurements of digital promotions (you can choose more than one)	(1)Strongly Disagree	(2)Disagree	(3)Neutral	(4)Agree	(5)Strongly Agree
<b>II. Which one of the following attract you while you search information about tourist destination?</b>						
7	user friendly website (get assess the information of the website easily)					
8	Prefer to get information from the websites which I get at the top of any search engines?					
9	digital promotions which present a profile and contact details of the company					
10	websites or other digital marketing which present attractive pictures & Video of tourist sites & etc.					
11	digital promotions which present contests , service discounts & the likes					
12	get immediate response online or from offline FAQ(frequently asked questions)					
<b>III. Which aspects of digital promotions engage you and make you spend more time on them?</b>						
13	virtual online communities, forums and discussion groups					
14	websites provide information in different languages (User friendly)					
15	trip advisory or testimonials on websites (recommendation about the tourist destinations)					
16	social media interaction in handling tourists complains on time					

17	digital promotion introduce new services to tourists					
18	social networking site with discussion wall					
19	digital promotion which has lucky draws					
<b>IV. Which aspects of digital promotions make you to revisit the promotion sites time and again?</b>						
20	Present games, contests and forums to users					
21	Provide hyperlinks on the promotion to related sites					
22	webpage which has security features and privacy statements					
23	digital promotion provide fresh content on regular bases					
24	digital promotion which receives visitors comments					
<b>S. No.</b>	<b>Tourists preference of digital marketing feature</b> <b>(you can choose more than one)</b>	<b>(1)Strongly Disagree</b>	<b>(2)Disagree</b>	<b>(3)Neutral</b>	<b>(4)Agree</b>	<b>(5)Strongly Agree</b>
<b>V. What do you suggest on the features to be presented on digital promotions of tourist destination?</b>						
25	I prefer if they websites support chat groups					
26	I suggest if they update customers about content change on their websites					
27	I suggest if they engage in real time interaction with the visitors					

28	Provide personalized responses					
29	Provide linkages to other related & relevant links					
<b>S. No.</b>	<b>Tourists Opinion on the importance of digital marketing (you can choose more than one)</b>	<b>(1)Strongly Disagree</b>	<b>(2)Disagree</b>	<b>(3)Neutral</b>	<b>(4)Agree</b>	<b>(5)Strongly Agree</b>
<b>VI. How do they think a specific country destination marketer digital promotion (in this cast Ethiopian tourism organization) helps you during planning your visit?</b>						
25	Make me to be well aware of Ethiopia					
26	Provide me a lot of preferences of different tourist attraction places					
27	Provide me travel information for safety and security					
28	Provide the local service providers information like hotels , tour operators and car rental companies					

**Adopted: Rosemary M, Roberts L & Mercy M, (2016)**

## **ANNEXURE III: Interview Guide**

### **Interview questions for marketing Experts and director of ETO**

This interview is designed to obtain information from marketing experts and director of Ethiopian Tourism Organization in terms of: digital marketing practices in promoting Ethiopian Tourism. You will be presented with a series of closed & open ended questions and the decision to answer each question is your own. However, your contribution in answering as many questions as possible so as to provide important information would be greatly appreciated.

1. What is your role in this organization?
2. Who is responsible for digital marketing in your organization?
3. What are the digital marketing practices implemented by ETO to promote Ethiopian Tourism?
4. What are the challenges of ETO in promoting the Ethiopian Tourism using digital marketing?
5. Do you think the ETO's website is user friendly (tourists access the information easily)?
6. If the answer for question No. "6 "is" yes" how? Or if the answer is "No" why not?
7. Do ETO exercises any search engine optimization activities? Is the digital promotions easily accessed at the top of known search engines?
8. Do you think all the digital promotions of ETO presents the profile & contact details of the company and have attractive pictures and videos?
9. Do ETO presents security features and privacy statements on its websites?
10. What mechanisms are practiced to attract, engage, and retain visitors towards ETO's digital marketing?
11. What mechanisms are practiced in ETO's digital marketing to learn about visitors' interest and respond towards their interests?
12. How often the digital marketing elements including websites updated or provide fresh contents?