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Addis Ababa University

College of Developmental Studies

Centre for Environment and Development

Program of Tourism Development and Management

**Assessment of Post-conflict Tourism Destinations Rebranding Strategies: Evidence
from Key Stakeholders in Addis Ababa**

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**A Thesis Submitted to the Centre for Environment and Development Studies in Partial
Fulfilment of the Requirements for the Degree of Master of Arts in Tourism
Development and Management**

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Addis Ababa, Ethiopia

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Declaration

I, Henok Alemayehu Ademe, do hereby declare that this thesis entitled “Assessment of Post-conflict Tourism Destinations Rebranding Strategies: Evidence from Key Stakeholders in Addis Ababa” is a product of my original research work. It was not submitted, in full or part, for the attainment of any academic degree elsewhere. All the resources and materials used for the thesis have been fully acknowledged. The reporting procedures do comply with the expected standards and regulation of the University.

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Date of submission: June 2022

College of Development Studies

Centre for Environment and Development Studies

Dedication

To Professor James Elwood Wiley

You are great adviser, the best friend, the most intellectual and logical person I
ever know. I am so glad you got to live to see the fruits, Jim.

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AHA	Addis Ababa Hotels' owners Association	Acron yms and Abbre viation s
CAP	Crises, Audience and Place	
CNN	Cable News Network	
DMCs	Destination management companies	
DMOs	Destination management organizations	
et al	and others	
ETOA	Ethiopian Tour Operators' Association	
ETPA	Ethiopian Tourism professionals' Association	
ETGPA	Ethiopian Tourist Guides Professional Association	
MICE	Meeting, Incentive, Conference and Exhibition	
MoT	Ministry of Tourism	
NGO	Non-Governmental Organization	
PCA	Principal Component Analysis	
PFA	Principal Factor Analysis	
PSG	Paris Saint-Germain Football Club	
SAM	Source, Audience, and Messages	
SPSS	Statistical Packages for Social Sciences	
UNESCO	United Nations Educational, Scientific and Cultural Organization	
UNWTO	United Nations World Tourism Organization	

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Abstract

The primary objective of this thesis was to find out what kind of rebranding strategies should major tourism stakeholders engage in the post-conflict period so that Ethiopia could be redrawn positively in the international markets. The study mainly adopted a non-probability sampling method, using both purposive and convenience sampling techniques to allow for conscious selection of respondents based on their competence, perspective, and experience in the tourism sector. A mixed research method, both qualitative and quantitative approaches is used to analyse the data. Data were primary collected through questionnaires, interviews and content analysis. Package for Social Science (SPSS) version 24 was used to process qualitative data and analyse by using inferential statistics, while thematic analysis was employed on qualitative data. The study showed that proper and practical application of tourism marketing tools have huge positive impact in the post-conflict image restoration. Further, the majority of the respondents indicated that following the civil-unrest, Ethiopia lacks unified approach to combat the effects of its tourism brand erosions. The study also revealed that tourism destinations rebranding marketing strategies in the post-conflict period were not consciously practiced by the major stakeholders. Tourism destination management organizations (DMOs) and other key entities need to design effective strategies that could bring together all the stakeholders, while encouraging agreements among tourism service providers in the country. The study contributes to the existing body of knowledge regarding tourism destinations marketing, particularly destination rebranding in post-conflict period. This thesis is also imperative to the major tourism stakeholders and tourism firms so that they can evaluate their tourism destination rebranding strategies based on the conclusion and recommendations given under the study.

Keywords: *tourism destination marketing, destination rebranding and repositioning, and destinations image restoration.*

Chapter One

Introduction

1.1. Background of the Study

We are living in an “*information age*”, where the world is interconnected mainly through different technologies. There is no doubt about the fact that negative or positive news of a country can reach globally within blink of an eye, and that this global information sharing can affect the country negatively and/or positively. Avraham and Ketter (2008) further state that in the age of the World Wide Web, satellites, global TV networks and the global economy, crises are widely covered in the international media and can empty out hotels, cancel flights and leave tourist attractions deserted overnight. Ethiopia is susceptible to these problems despite the fact that it is endowed with major cultural attractions, beautiful scenery, ethnic and religious diversity, and historical and natural UNESCO heritage sites.

Undeniably, the issues of security and continuous political turmoil have prevented the country from reaping the benefits of tourism for the last few years. Regrettably, when facing crisis, policy makers and tourism entrepreneurs do not have an impressive arsenal of weapons with which to defend tourism in the face of instability (Richter, 1999). The best actions tourism stakeholders and tourism professionals can take is to redesign the tourism products to be sold and to use corrective measures so that the tourism industry can be revived, regain its positive image, and resume its normal level of business activity. Tourism destination rebranding is not an easy task, especially if it is to achieve the level of success identified by Morgan, Pritchard, and Piggott (2003) who further explained, the challenge for destination marketers is to make the destination brand live, so that visitors experience the promoted brand values and feel the authenticity of a unique place.

News headlines	Date	Sources
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“ Ethiopia restricts information sharing about the war”	November 26, 2021	Reuters
“Blinken warns Ethiopia could be on a path to destruction ”	November 22, 2021	CNN
“U.S. joins last-ditch bid to stop Ethiopia conflicts spiralling into an all-out civil war , and ‘time is short’”	November 9, 2021	CBS News
“US orders some employees to leave Ethiopia as war escalates”	November 06, 2021	AP
“‘My blood is boiling’ war fever surging in Ethiopia as Its Civil War Spreads”	August 22, 2021	The New York Times
“Ethiopia’s Tigray crises rages on with no end in sight ”	November 20, 2020	DW
“Why Ethiopia’s conflict could Spill beyond its borders ”	Dec.1, 2020	The Washington Post

Currently, Ethiopia is presented to the world as a country that can’t be visited due to its status as a country in a state of civil war where insecurity reigns. Tourists do not visit places they perceive as characterized by instability and violence. That will not fulfil their expectations of a ‘holiday’. It is therefore, inevitable that the number of international tourists to Ethiopia declines despite lack of data on number of tourists to Ethiopia in 2020 and 2021. This necessitates the need to rethink about the prospects of tourism in post conflict situation in Ethiopia.

Table 1: Ethiopia’s crises report through mainstream media

Source: Collected and organised by the researcher (2022)

As shown in the table 1, the news headlines and in particular, at the bolded phrases from top mainstream media in the world, one can easily conclude that Ethiopia needs to rebrand itself if it expects to restore its image in the potential tourism markets. According to Dalia (2016) who state that empirical evidence shows the higher the frequency of different tourism crisis happening in a country, the more media coverage they obtain, the greater the negative impact on tourist demand.

Tourists typically consult their country's embassy websites or news outlets before making their choice of destination(s). Therefore, news providers have the power to influence tourists' decision-making processes, shape a country's image and determine the volume of future tourism in any country affected by internal turmoil. Considering how Ethiopia has suffered over the last couple of years and how its problems have been reported abroad, it is clear that the image of Ethiopia is in dire need of a major overhaul.

The obstacles that Ethiopia faces in its efforts to put itself back on the world tourism map are numerous. Therefore, this research proposes that rebranding of the country should be the first step in its path toward re-establishing itself as an important tourism destination, a process in which its tourism stakeholders should participate.

By the end of 2018, according to World Economic Forum Travel and Tourism Competitiveness Index 2019, Ethiopia's international tourism receipts annually totalled \$3,218.5 million, and industry employment was about 924,400 jobs. Unfortunately, over the last couple of years Ethiopian tourism has lost ground mainly due to internal political chaos and instability in some parts of the country, as well as to the COVID pandemic. Many Ethiopians engaged in tourism, though, are cautiously optimistic about their future in the industry. Very sadly, many tour operators, tour guides, hotels, chefs, drivers etc. are seriously affected due to the crises. Most of them have left the industry, but a minority are waiting hopefully for the industry to revive.

The main purpose of this thesis is therefore, to explore the concept of tourism destination rebranding and apply it to the Ethiopian context. Accordingly, this research considered various practical strategies and proper tools to be applied to tourism marketing campaigns. It also sought to identify potential tourism markets.

1.2. Statement of the Problem

Rebuilding of a destination's image is very decisive, not only for the direct and indirect beneficiaries of the industry, but also for the hidden and induced impacts on the tourism businesses. This cause-effect relationship is noted by Peter and Gui (2002) who stated, despite tourism's economic achievements, many people believe that the industry is safety/security dependent and highly sensitive to any form of sudden plague and violence including acts of terrorism, crime, and/or war. The big question therefore, is to find out how this ruined image of the country can possibly be repaired. What special strategies are needed in order to breakthrough into international tourism markets, especially in the immediate future? What kind of marketing campaign tools are needed? Who are the major role players? Therefore, these questions are the focus of this study and that the research answered.

This is a critical stage for Ethiopian's tourism. The industry must devote considerable effort toward reimagining itself as a worthy tourist destination and alter perception that has been created due to the civil unrest. Ethiopia should promote itself as a country that has a vibrant and dynamic society intent on moving forward with a fresh new spirit. This study firmly argues that promotion strategies, applicable mechanisms, and tools are essential to any hope of rebranding the country to the recovery of its post crisis tourism industry. Therefore, tourism destination rebranding is important to regain the international acceptance and to restimulate international tourists so that the tourism industry recover its positive image. Not wanting to be overly ambitious nor to put the cart before the horse, as the saying goes, the researcher proposed to find out if Ethiopia indeed has the potential to successfully rebrand itself for international tourism markets, if existing marketers have applied effective strategies for conducting rebranding campaigns, and if Ethiopian marketers and other stakeholders can reach a general consensus on whether or not the country should rebrand itself as a tourism destination.

According to Avraham and Ketter (2008), crises are different in many cases, some are caused by terrorist attacks on tourist destinations, and others by a sudden outbreak. Based on magnitude, certain crises cause massive damage and thousands of casualties and others have no casualties. There are prolonged crises and short-lived ones. With all these variations, different recovery strategies are obviously necessary. Therefore, Ethiopian tourism marketers should apply the most appropriate campaign strategy to each situation in which the country is currently involved. Above all, the study disclosed the need to have a paradigm shift in the way Ethiopia's tourism authorities and stakeholders view its tourism product to determine whether or not it should be rebranded to attract the attention of potential tourists in the major market countries.

The main gap in the literature on tourism destination rebranding is the lack of sufficient research on African contexts. Though there are a few related works on Egypt, Rwanda, and a few other countries, studies that focus explicitly upon destination rebranding in the aftermath of political turmoil and civil unrest are sorely lacking. Similarly, as far as the researcher has been able to search on the internet, consult tourism authorities' websites, and research works so far done, very little information is available on rebranding Ethiopia's tourism industry. Therefore, the novel aspect of this study is that it is the first of its kind in this regard and it attempted to add to the scarce literature on this important subject.

In addition, what the researcher witnessed from different works of literature is that for tourism destination rebranding and image restoration to be effective, the identification of products, the development of infrastructures, using campaign tools and rebranding components rebuilding, and collaboration among major stakeholders are crucial issues need to be addressed. However, the role of rebranding and marketing tourism destinations in post-conflict period in Ethiopia is under investigation.

It was also observed that, the funding and collaboration among the major stakeholders on the promotion and marketing of Ethiopia's tourism destinations in aftermath of the civil unrest is not satisfactory. Moreover, the researcher observed that the techniques (tools) for delivering campaign messages in post conflict period, the most common techniques for example, advertising, direct mailing/marketing, sales promotion, event organization and public relations are not employed accordingly. Thus, that is why the researcher interested and investigated the potentials and practices of post-conflict tourism destinations rebranding marketing strategies in Ethiopian context by collecting evidences from the major stakeholders in Addis Ababa.

1.3. Objectives of the Study

1.3.1. General Objective

The overall objective of this study is to examine how Ethiopia can channel its tourism destinations into a rebranding program so that it will enhance its potentials to tap into foreign markets.

1.3.2. Specific Objectives

The specific objectives of this study are:

1. To assess the potentials of tourism destination rebranding as an alternative marketing strategy in the aftermath of the conflict.
2. To identify the effectiveness, or lack thereof of the current tourism destinations rebranding practices by the major stakeholders in Addis Ababa.
3. To assess whether tourism rebranding campaign tools and components are applied in the aftermath of civil unrest.

1.4. Research Questions

The following are specific research questions that this study answered in the analysis.

1. What tourism potential markets should destination marketers search when the country confronts crises that can damage its tourism business?
2. What tourism destination rebranding practices should destination marketers use in the post-conflict period?
3. To what extent can rebranding campaign tools and components be used as a strategic tool in repositioning tourism destinations in the international tourism markets?

1.5. Significance of the Study

Unquestionably, effective destination rebranding is a very important issue particularly for crisis-affected and image-ruined tourism destinations. Remodelling the negative image of a destination and proving that the destination is safe, secure and still worthy to visit is the most pressing issue of tourism destination rebranding. Accordingly, this thesis has a major significance that Ethiopia's tourism marketers and stakeholders such as the Ministry of Tourism, Addis Ababa Art, Culture, and Tourism Bureau, Ethiopian Tour Guides Professional Association, and Ethiopian Tour Operators' Associations could use the findings of this research to assess their preparedness and evaluate the current strategies. It can also be used as additional tool on the area of study so that destination rebranding strategies and campaigning tools can be referenced.

Existing research on the subject area mainly focuses on Western nations' experiences which may not be applicable to African contexts. Therefore, this thesis could serve to stimulate other researchers to develop additional African case studies on this issue.

Moreover, national scale image distortions could occur anytime in the future due to terrorism, crime, civil wars, political turmoil, internal chaos, etc. But the focus should be given on how countries recover from their crises and overcome negative images. Therefore, this thesis could be used as important document for government organizations and institutions in Ethiopia to assist with future destination rebranding efforts. New point of views, strategies and applications are found in scholarly papers and studies since research by its nature is ignited from and informed by previous research findings. This thesis primarily focuses on destination rebranding from the perspective of present tourism suppliers and major stakeholders in Ethiopia.

However future researchers can use this research to stimulate further research. They may wish to consider destination rebranding from the perspective of business travellers, leisure tourists, and other consumers. The thesis also has potential value for tourism policy developers and tourism planners as they give due consideration to the concept of destination rebranding in the aftermath of different crises. Last but not least, this thesis can be used for tourism marketing individuals, tourism professionals, tour operators and hoteliers as a tool to provide insights for their corporate and private tourism businesses practices.

1.6. Scope of the Study

The following focal points have delimited the study.

1.6.1. Spatial Delimitations

Though they are important, regional tourism bureaus, museums, and other attractions sites are not part of this research for the purpose of handling. Instead, the research is delimited to Addis Ababa, the nation's capital and primary entrepôt for foreign visitors. Even though the researcher believes tourism rebranding to be an issue that needs to be resolved at the national level, Addis Ababa is home to line ministries as well as most national level associations of

hotels, tour operators, transportation companies, etc. It is therefore the most suitable location for the conduct of this research.

1.6.2. Delimitation by Theme

The research focuses on destination rebranding, and the kinds of strategies that should be applied toward that goal so that Ethiopia can revive its tourism industry from its current low level. Other important dimensions of the tourism industry such as the impacts of civil unrest on tourism finances, its impact on market development, and on the status of current attractions are not part of the study.

1.6.3. Delimitation by Unit of Observation

Unit of observation refers to participants consulted during the research from which/whom relevant data are collected. Therefore, this thesis classified the unit of observation into two major focuses. These include major data sources which are formally assigned as marketers of Ethiopian tourism industry or the DMO's. These are the Ministry of Tourism and Addis Ababa Art, Culture and Tourism Bureau.

Supporting sources that can play role in the marketing campaigns were gathered from different stakeholders. These are Ethiopian tour operators' associations (ETOA), Addis Ababa hotels associations (AHA), Ethiopian tour guides professionals' association (ETGPA), from institution, tourism professionals, tour guides, Ethiopian tourism professional association (ETPA), star-rated hotels, tour operators, and car rentals. Therefore, other potential tourism stakeholders for example tourists, other tourism service suppliers (i.e., restaurants, tourist standard cafés etc.) are excluded for the purpose of feasibility and the desirability of keeping the focus on achieving a rebranding consensus, which is the primary target of the study.

1.6.4. Delimitation by the Methodology Adopted

The research is delimited to a mixed approach. Using this format, the researcher brought the two approaches together and equal emphasis was given for both qualitative and quantitative data in the research. The qualitative data were open-ended i.e., without prearranged responses while quantitative data included closed-ended responses which are found on the questionnaire.

1.7. Limitation of the Study

The following are the major limitations of this study.

1.7.1. Limitation from Lack of Proper Data

Due to the fact that the registering and documenting important tourism data in Ethiopia is at a poor stage, the researcher has found out that getting important data to support the study was the major challenge of the study. For example, efforts done on tourism destination image restoration and related data were completely unavailable even at the ministerial level.

1.7.2. Methodological Limitation

The thesis didn't use a longitudinal data collected at different points in time. Rather it was based on a cross-sectional data which were collected within a proposed data collection period. The researcher would like to recognise that the research respondents replied to interviews and questionnaires from their previous exposure to, experience with and level of understanding of the subject of the research project. In this case, data might be subjective and may not be free from bias.

1.8. Organization of the Study

The thesis is divided into five chapters, each of which is subdivided into sub-chapters. The first chapter covers the introduction, statement of the problem, general and specific objectives, the research questions, significance of the study, scope of the study, limitations,

organization of the study, ethical considerations and operational definitions. The second chapter includes the review of related literature.

These include reviewing journal articles, books, theses, dissertations, and different websites that can enhance the study. The major concepts assessed are the destination rebranding, rebranding strategies, rebranding campaigns, rebranding tools, reviewing African experiences and major theoretical foundations.

Chapter three discusses on the research design and methodology. This includes the study area, the study design, data sources, sample size and sampling procedures, research instruments, methods of data analysis, subject of the study, measurement scales and statistical procedures. Chapter four includes results based on the research findings. Chapter five discusses conclusions derived from the research and recommendations that can be offered based on the research findings.

1.9. Operational Definitions

Campaign- refers to a specific communications drive directed towards potential customers through a communications campaign which includes the full range of above-and below-the-line advertising and media (McCabe, 2009).

Rebranding- involves initiating progressive reform and making a radical break with past socio-political policies that precipitated the mayhem or caused the disaster (Amujo and Otubanjo, 2012).

Recovery Marketing- Recovery marketing can be defined as the actual or possible regaining, restoration, or improvement of something lost or taken away as a result of a significantly negative situation (Ashaq and Gordhan, 2018).

Tourism destination- is a physical space with or without administrative and/or analytical boundaries in which a visitor can spend an overnight. It is also intangible with its image and

identity which may influence its market competitiveness (World Tourism Organization, 2019).

Chapter Two

Literature Review

1.1. Tourism Destination Rebranding (Conceptual Review)

Tourism destination rebranding is mostly practiced when a particular tourism destination suffers from a negative image in the mind of potential tourists and business travellers. This can happen when the country experiences either natural or manmade crises such as earthquakes, hurricanes, political turmoil, terrorism, crime, war, severe financial crises, epidemics, etc. Hence, the concept of tourism destination rebranding is highly associated with the distorted tourism destination image and image recovery strategies. The practical recovery actions are mostly performed by destination marketers in a negatively perceived tourism destination. Richter (1999) argue that rebranding tourism requires more than a technical process of repairing amenities, exchanging investments, and marketing. The nature of the political unrest and what if any role tourism played in it must be understood. The marketers' challenge is how to manage destination image that would unfortunately result in positive behavioural outcomes in a climate of the numerous events (natural or human caused) that influence image formulation (Sönmez and Sirakaya, 2002).

Many countries have confronted the challenges of negative images due to either natural or human caused crises. Many countries have also adapted their own strategies to improve their tourism images. Examples of such countries, for example, Greece has applied a practical action to combat the negative image of the country due to economic and socio-political challenges. Greece faced serious image and reputation deterioration due to its economic and socio-political challenges and the new government led by Prime Minister launched a large

rebranding campaign to restore the state's credibility with foreign audiences and global markets (Bisa, 2013).

Furthermore, Bisa (2013) acknowledges that in the late 2012 amid the financial crisis, the Greek Tourism Ministry launched a four-minute promotional video, with a title 'Greece welcomes you', acquiring a total cost of 75, 020 Euros. The videotape portrayed dancers performing the flash mob with the Landon Bridge in the background.

Similarly, Singapore has developed tourism rebranding as a strategy of nation's image restoration. In 2009, when facing economic and financial crisis the Singapore authorities found new tools to improve the country's brand by adapting to new digital media, promotion through events and direct marketing aggressively (Popescu and Corbos, 2011). When the country fell into an economic crisis, it used tourism as a tool for economic revival. They rebranded their tourism industry and enacted the rebranding campaigns like 'Uniquely Singapore!' in 2004 and 'Your Singapore!' in 2010.

Furthermore, Carlsen and Hughes (2016) state that, Maldives faced a serious natural disaster when the Indonesian tsunami struck in 2004, implemented a rebranding campaign. The country suffered a large decrease in bookings following the disaster leading to sizeable operating losses. However, after the crisis, Maldives implemented a strategic tourism rebranding campaigns that the stakeholders and tourism authorities believed would help the country's tourism industry recover its markets. One month after the tsunami, Maldives developed a tourism market recovery strategy for the Maldives which that included marketing strategies for the short, medium, short-Medium, and long-terms.

As mentioned above, tourism destination rebranding is a very common practice in many Western and Asian countries, and it was employed using different recovery strategies in order

to improve the economy and/or image of the affected country. Few African countries have done so, a situation that will be discussed below.

1.2. African Experiences: Exemplary Countries in Rebranding Tourism Destinations

There are few countries in Africa that implemented tourism destination image repair campaigns. For example, South Africa has rebranded its tourism destination to resurrect the country as a destination during the post-Apartheid crime wave. But the reason for choosing the following two countries, i.e., Egypt and Rwanda for a brief discussion is because they have done detailed research on the importance and applicability of tourism destination rebranding marketing strategies after serious crises they faced.

1.2.1. Egypt

Egypt's tourism industry started developing during the 1970s. Since then, the country has become a 'must see' destination. For instance, according to Beirman (2003), among many sites in the country, the Great Pyramid of Giza and the Sphinx are the unofficial symbols of world tourism. Egypt used its tourism destinations and sites effectively. In Egypt, tourism is economically critical to the nation and the tourism industry is the most important source of Egypt's foreign exchange earnings (Beirman, 2003).

On the less positive side, however, the country has faced many serious humanmade and natural crises that severely affected its tourism industry and given it a negative image. Beirman and Van (2011), cited in Avraham (2016) explain that tourism crisis events are defined as those that severely undermine the visibility, reputation, marketability and perception of tourism destinations and associated enterprises. Furthermore, Dinnie (2011), cited again in Avraham (2016) recognise that recurrent negative acts can completely bring to an end the tourism industry for a country.

When stating the Egyptian tourism industry, Abdel-Azim (2009), cited in Avraham (2016) notes that the country suffered from a series of crises, forcing many Western governments to impose travel warnings, steps which had a negative effect on the flow of tourists; this represented the Egyptian tourism industry's greatest challenge. Hence, Egypt, among the best tourist destinations, has experienced many crises that have affected its entire image. For example, Beirman (2003) depicts that the country faced challenge from 1979–82, due to the opposition of the Egyptian–Israeli accord subjected Egypt to political isolation. Consequently, tourism from the Arab world collapsed during this period.

According to Avraham (2016), Egypt has confronted lots of tourism crises and the crises were reported in the international media that affected the country's image. Egypt has suffered many crises such as wars, terrorist attacks, internal political tensions and violent changes in government. Though the country faced series of tourism challenges, Egypt's tourism destination marketers used effective strategies and also aggressively applied tourism campaigning so that the country can recover the sector (Avraham, 2016). Avraham (2016) explains briefly that the Egyptian marketers' use of varied strategies, tools, tactics, and marketing creativities. This includes marketing activities across the globe, flexibility and rapid changes made in their messages, market segments targeted and types of tourism offered immediately after the crisis events. Moreover, Beirman (2003) state that the centralised nature of Egypt's tourism marketing facilitated the employment of a national marketing strategy. The strong interaction and coordination between public and private sectors of Egypt's tourism industry facilitated a relatively disciplined and focused marketing response to the terrorist outbreaks.

Egypt tourism marketers have applied different techniques to build the destination's image; some of them are related to the marketing aspect. Developing countries' tourism destination marketers, including Ethiopia can learn a lot from Egypt's experience in dealing with tourism crises. Avraham (2016) describes those developing countries should learn a great deal from the experience gained by the Egyptian marketers and anyone who asks how a country in the Middle East could attract some 14 to 15 million tourists a year could get a better explanation from the Egyptian experiences.

1.2.2. Rwanda

Many people associate the country Rwanda with dreadful genocide that took place in 1994. However, after the shocking crisis was over, the country adopted destination rebranding at national level in an attempt to erase (if possible) or at least minimise its negative image around the world. The 'VisitRwanda' campaign was implemented to target and attract potential tourists to the country. One of the techniques the country used was to promote the country by entering into commercial arrangements with '*Arsenal*' a football club in England, and '*Paris Saint-Germain (PSG)*' a famous French football club. Arsenal, a wealthy English football club, announced that it was going to be sponsored by Rwanda, a poor African country that is generally known for the horrific genocide that took place there in 1994. In exchange, Arsenal agreed to feature the 'Visit Rwanda' logo on the left sleeve of all the football team's kits for the following three football seasons (Thomas, 2021).

An official website about Rwanda's partnership with Paris Saint-Germain states that for three seasons, the PSG community and the world will have a unique opportunity to experience Rwanda's breath-taking beauty, creative culture, innovative environment, and modern and distinctive Made in Rwanda products through unprecedented and creative communications (<https://www.visitrwanda.com/paris-saint-germain>).

Despite receiving criticism for a poor nation like Rwanda sponsoring very rich football teams, the Rwandan tourism destination campaigners feel that they are able to reach a wider public by having the association with the two high name recognition football clubs. The benefits were noted by Booth (2010), cited in Thomas (2021) who stated, "You used to Google Rwanda and the first thing you would see would be about genocide. Now we are feeding content and stories to journalists about the economy and culture. A lot of it is about images." Thomas (2021) argues that nation-states, such as Rwanda, are expected to make themselves more attractive to foreigners and foreign capital; and nation branding is one of the tools available that states seem to deem handy to serve this goal. Generally, Rwanda's approach is still being debated by researchers and scholars, one saying Rwanda's tourism destination rebranding approach is an effective way of rebranding the country from its negative image while others disagree that the government led partnership and trade deal with world class rich football clubs is waste of the poor country's capital.

Therefore, we can learn from those two countries, Egypt and Rwanda, that image restoration and attracting potential markets is very important. Though implementing the campaigns and marketing it globally is not easy and direct task, it still has big influence in changing potential customers image about a destination.

1.3. Tourism Destination Rebranding Campaign Components

Tourism destination marketers should tailor destination rebranding campaigns toward reaching their target markets. There are many campaign components, but according to Avraham and Ketter (2008) the most important are a place's logo, slogan and visual symbols. Each of these components contributes to the campaign's success or failure therefore, they should be handled with utmost care.

1.3.1. Place Logos

Many scholars believe that changing a logo of tourism destination is required if that particular destination wants to rebuild its image and attract potential tourists with a new spirit. Avraham and Ketter (2008) states that tourism marketers should be creative when they select logos. To fulfil the logo's potential as a meaningful marketing tool it should be unique, cohere with the new image the place is trying to project and use the place's distinctive characteristics (Gabor, 2006, cited in Avraham and Ketter, 2008).

1.3.2. Place Slogans

A good slogan may serve for many years and through several different campaigns; it can lay out a destination's vision, reflect its spirit and create enthusiasm and momentum (Avraham and Ketter, 2008). According to Sya (2004), cited in Avraham and Ketter (2008) different countries and cities have adapted effective slogans which lasted longer. For example, as part of its marketing plan, Malaysia chose two slogans; 'Malaysia, Truly Asia,' which sought to offer an authentic visitor's experience and 'Made in Malaysia,' that shows sense of quality, excellence and innovation.

1.3.3. Visual Symbols

The main advantage of visual symbols is their ability to convey messages quickly and efficiently (Avraham and Ketter, 2008). Furthermore, the scholars listed some of the world's famous visual symbols such as 'the Eiffel Tower' in Paris, 'Big Ben' in London, Red Square in Moscow, the Great Wall of China and the Guggenheim Museum in Bilbao. Visual symbols, as part of campaigning components can serve a lot to rebrand a tourism destination. Visual symbols such as monuments, interesting buildings, gates, sculptures, towers, bridges or forts which have become recognising symbols of the place can play important role in the destination image rebuilding.

1.4. Tourism Destination Rebranding Campaign Strategies

Tourism destinations should apply rebranding strategies to counteract chronic image distortions either to help the recovery of their country's economy or to rebuild a positive image for their tourism industry, or both. Avraham and Ketter (2008) state that overcoming an image crisis is a long and complicated process, requiring much more than a change of logo and slogans. Choosing the most appropriate response strategy is a difficult decision that might affect the place for years. Therefore, an aggressive, focused, continuous and effective strategy implementation is very important. Tourism destinations rebranding after genocide, mass killings or natural disaster involves initiating progressive reform and making a radical break with past socio-political policies that precipitated the mayhem or caused the disaster (Amujo and Otunbanjo, 2012).

Countries can employ multiple tourism destination rebranding strategic options when they wish to rebrand their tourism destination; however, the following three options which are

defining the campaign objectives, defining the target audience and recognizing a place's characteristics.

1.4.1. Defining the Campaign Objectives

When tourism marketers' employ a rebranding strategy, they should first define its objectives so that they will be able to evaluate the effectiveness of the campaign. According to Avraham and Ketter (2008) when tourism destinations prepare a campaign, one first needs to know who its target audience is and what the campaign's objectives for the public. According to the scholars defining campaign objectives include informing, convincing and reminding. Informing is intended to inform the target audience, and convincing is intended to convince the target audience of the preferability of a certain place over its competitors, or to make it more preferable. The third point, reminding, according to the writers is achieved when the campaign keeps consumers aware of the place.

1.4.2. Defining Target Audience

According to scholars in tourism destination marketing, the second most important rebranding campaign strategy is defining the target audience. Defining the target audiences carefully is very important before launching a campaign, as different audiences require different campaigns (Avraham and Ketter, 2008). The audience may be potential buyers or current users, those who make the buying decision, or those who influence and the target audience heavily affects the communicator's decision on what will be said, how it will be said, when it will be said, where it will be said, and who will say it (Kotler, Bown and John, 2020).

1.4.3. Recognizing a Place's Characteristics

Recognizing a place's characteristics includes having a clear understanding of its population size and demographic data. For example, the review and analysis should include the market's average income, its population age structure, the educational level, etc. Avraham and Ketter (2008) add on this that getting to know the product is the best way to find the key elements that will later serve as the campaigns anchor. Place marketers should be familiar with the decision-making process of the target audience, their criteria for choosing a certain place instead of others and which of the place's characteristics are most relevant for their decision making.

1.5. Rebranding Campaign Tools

Avraham and Ketter (2008) indicate that to reach the target audience and convince it to the potential markets, marketing professionals should use diverse techniques as distributing brochures, creating advertisements for different media, hiring a spokesperson and a PR office, and publishing a newsletter. Therefore, tourism marketers should determine the most appropriate tools for a campaign in each potential tourism market. Listed hereunder are several major campaign tools, but others not mentioned here can also be used.

1.5.1. Media Campaigns

Media advertisements can play decisive role in tourists' decision-making processes. Avraham and Ketter (2008), cited in Morgan and Pritchard (2001) state the report of the World Tourism Organization (WTO) that governments spend \$350 million annually on destination marketing.

Media campaigns can include purchasing media air space and using it to deliver messages to target audiences. The media plays a critical role during political crises by providing updates to international audiences (Kanlayanasukho, 2013).

Moreover, Weimann (2000), cited in Avraham and Ketter (2008) explains that many researchers have written about the effect of television shows and films on the image of the countries, cities and tourist destinations. Most people have not visited many of the places depicted, so one of their main sources of knowledge about a given place is what they see in films and on television.

Different countries and cities have used media as tool of campaigning. For example, Vienna, Austria has effectively designed a media campaign that mainly uses mainstream media like CNN. Popescu and Corbo (2011) indicated that CNN aired two Vienna campaigns on multiple occasions. The first one, under the slogan ‘Swing into Spring – Vienna’ has run 342 times in over 147 million homes, mainly in Europe, Africa and the Middle East. The second spot, with the slogan ‘Fall for Vienna’ was aired on CNN and Euro news 448 times, covering 155 million households. In addition, 45-second spots from both ads were screened in 121 cinemas in Paris.

According to Piggot (2001) cited in Avraham and Ketter (2008) explains that advertising is the most popular tool for marketing that according to a CNN poll, \$538 million was spent on marketing in many locations in the United States alone during 1999. Therefore, tourism destination marketers can rebrand their destination and attract tourists, using media advertinments, and we can say that both print and broadcast media have the power of reaching potential tourists effectively.

1.5.2. Direct Marketing

According to Avraham and Ketter (2008), the method of direct emailing involves directly addressing target populations through mail, personal meetings, telephone or electronic mail.

Here the task is that target audience is sent brochures, maps, photographs and information pamphlets in the hope that they will become interested in investing in or visiting the place.

Direct marketing is useful in helping potential tourists know more about a destination and rethink the negative images about it they may previously have held. Avraham and Ketter (2008) further add that the use of direct mailing/marketing enables the place marketers to address each potential customer personally and to respond to his/her specific needs.

1.5.3. Marketing Places on the World Wide Web

Marketing places on the World Wide Web is one of the most common tools of marketing tourism destinations. For example, for its tourism campaign Vienna has used the World Wide Web platform. Popescu and Corbo (2011) explain that the city portrayed itself using online, via different websites and all of Vienna's features are available on the Internet. Indisputably, the World Wide Web nowadays is an important forum for delivering campaign messages about countries, cities, and tourist destinations that wish to target their messages to audiences around the world. Avraham and Ketter (2008) add that the internet offers multiple advantages that includes designing a website is often less costly than advertizing or building media space, the internet makes the place available for a variety of target audiences and it enables the space to constantly deliver a great quantity of updated information.

1.5.4. Ground Operators

Many tourism professionals and scholars define 'ground operators' as those who handle local businesses at the ground level in the destination. They can also be local partners, business handling companies, or destination management companies (DMCs). Kanlayanasukho (2013) argue that ground operators can play an important role in helping a destination recover its image because they have staffs at the local level and can provide a more accurate and complete picture of events there. Thus, if tourism destination market planners use ground tour

operators and various ground level agents as campaigning means, they can achieve a lot in simple way.

1.5.5. Public Relations

Kotler et al. (2020) defines public relations as, “The process by which a positive image and customer preference are created through third-party endorsement” Kotler et al. (2020) commented that public relations is an important technique for tourism marketers to use as it has been shown to be more effective than other methods of tourism marketing. Kotler et al. (2020) further state that mass marketing is no longer the answer to some of communication needs mainly because advertising costs continue to rise while audience reach continues to decline.

According to many researchers on this specific subject, tourism marketers can perform five activities in public relation. These are press relations, product publicity, new products corporate communications, lobbying, and counselling. Kotler et al. (2020) state that piece of a restaurant local newspaper by the food editor has more impact than an advertisement written by the restaurant’s management. Hence, a better credibility and image restoration can be gained by cultivating positive relations with the press by using effective public relation tool.

1.6. Theoretical Foundation of the Research

According to Grant & Osanloo (2014), cited in Adom, Hussein and Agyem (2018) a theoretical framework is blueprint or guide for research and it is a framework based on an existing theory in a field of inquiry that is related and/or reflects the hypothesis of a study. Several scholars compare the role of the theoretical framework to that of a map or something similar to a travel plan that one implements when travelling to a particular site. This is mainly because the theoretical framework contains theoretical principles, constructs, concepts, and tenants of a theory that can help with the development of good research. Furthermore, many

scholars assert that, research without a theoretical framework fails to provide accurate direction needed to conduct an appropriate literature review and, subsequently, have scholarly discussions on the findings.

Numerous theories provide suggestions on how tourism destinations can restore their image. However, for the purpose of this thesis the *multi-step model for altering place image* is found to be the most relevant. The model is explained in detail hereunder.

The Multi-step model for altering place image

This model is primarily used when a tourist destination faces problems that are out of the control of the destination marketers. The challenge might arise when, for example, destination marketers try to attract tourists during or after a terrorist attack. In such a case, the marketers cannot accept responsibility for the case, nor can they express regret or offer payment. This is also the case regarding many other types of crises, such as natural disasters, epidemics or wars, which are beyond the control of the destination. According to Gold and Ward (1994), cited in Avraham and Ketter (2008), state that earlier models were designed for firms and organizations that follow the rules of commercial marketing, while, according to this model places are sold by means of social-public marketing.

Therefore, the model suggests that tourism destination marketers should adopt “social-public” marketing strategies, which means problems will be handled only by the destination marketers in the social-public realm. Avraham (2016) states that a destination can choose the most suitable marketing strategies to repair its image, according to the characteristics related to the situation. Those fall into three categories: (1) the *crisis*, (2) the target *audience* and (3) the *place*, hereafter referred by their acronym CAP. The first step in handling an image crisis is an analysis of the CAP characteristics. Marketers should focus on the nature of the crisis as it affects tourism, the place where the crisis occurred, and the target audience for whom the crisis necessitates alteration of its image. Crisis characteristics focus on four different scales.

These are the geographical scale, the number of casualties, the stage and duration of the crisis, and the threats and damage caused it causes. Where the geographical scale is concerned responses to a crisis should correspond to its scale.

Small-scale crises should be dealt with by using moderate strategies or, possibly, ignoring it altogether. Conversely, places confronting a large-scale crisis in a large geographical area will need more extreme strategies that may include changing the logo, slogan, etc.

The number of casualties also affects the place's reaction to the crisis with higher numbers demanding a stronger response. And the stage and duration of the crisis should also have an impact with prolonged crises requiring more extreme strategies than short term solutions. Threats and damages will also affect destination marketers' responses and strategies. Avraham and Ketter (2008) explain that, when tourism crisis still continues and the tourism infrastructure has been severely damaged, it is advisable to start with rehabilitation before marketing the place. But if the threat is persistent but of very low level, intensive marketing should be put into action.

Marketing strategies are also affected by the target *audience* and their relationship to the crisis. Audience characteristics include proximity, type and size, knowledge and image, sources of information, and values. Proximity to the destination will necessitate moderate strategies in cases of close proximity and more intensive strategies where the opposite is true. The kind of tourism and the audience characteristics will affect the way the crisis is perceived and the responses that will be necessary to resolve it.

For example, according to Avraham and Ketter (2008), a religious pilgrimage audience is less likely to be affected by a hurricane by the crisis than sea-and-sun tourists whose interests will necessitate rapid environmental repairs and therefore requires the use of moderate strategies. The audience's knowledge of the place and its former image affect crisis perception. The more the target audience is familiar with the place (and has a positive image about it) the

better are the chances of a quick resolve of the image crisis. Accordingly, in the case of a knowledgeable audience and a former positive image, moderate strategies should be employed.

An audience who relies on the mass media as their main source of information requires more extreme media strategies than audiences that have had a first-hand experience of the place (Avraham and Ketter, 2008). According to the researcher, if the residents of the destination and the target audience share the same values and principles, it is advisable to use strategies that emphasize similarity to the target audience.

The third pillar of this model is related to the place where a crisis occurred, mentioned as *places characteristics*. This includes its power, status, resources, location, life cycle, government and leaders. Where power and status are concerned, the more powerful a country and the higher status it enjoys the less likely it is to be affected by the crisis, and the more rapid its recovery period will be.

The reverse is true for countries with less power and lower status. These factors will play crucial role in the marketing activity. Secondly, this model suggests that the more resources a place has, the easier it is to overcome an image crisis. Third, place location affects the kind of media strategy local decisions makers adopt. Avraham and Ketter (2008) explain that the image of places in Europe or North America is less likely to be affected by one negative event, and on the other hand, places in Africa or the Middle East might be more sensitive and should use more extreme strategies to combat image crisis. Therefore, places that have just taken their first steps in the international tourism arena should use more extreme strategies than highly familiar places.

Media strategies are another major part of this model. The media strategy includes, *source, audience, and messages (SAM)*. According to Avraham (2016) source strategies concentrate

mainly on the marketers' efforts to affect, influence or replace the source that they believe underlies the destination's image, usually the international media. Audience media strategies focus on the audience's values, and perceptions.

Finally, message strategies focus on contradicting the negative messages, stereotypes, perceptions and generalizations spread or reported about the destination. The marketers' challenge is to convince the target audience that these perceptions are not true and that the destination is, in fact, clean and safe for tourists, as well as offering entertainment and other amenities (Walters & Mair, 2012, cited in Avraham, 2016). The following figure shows the overall multi-step model, its logical relationships and the applied strategies.

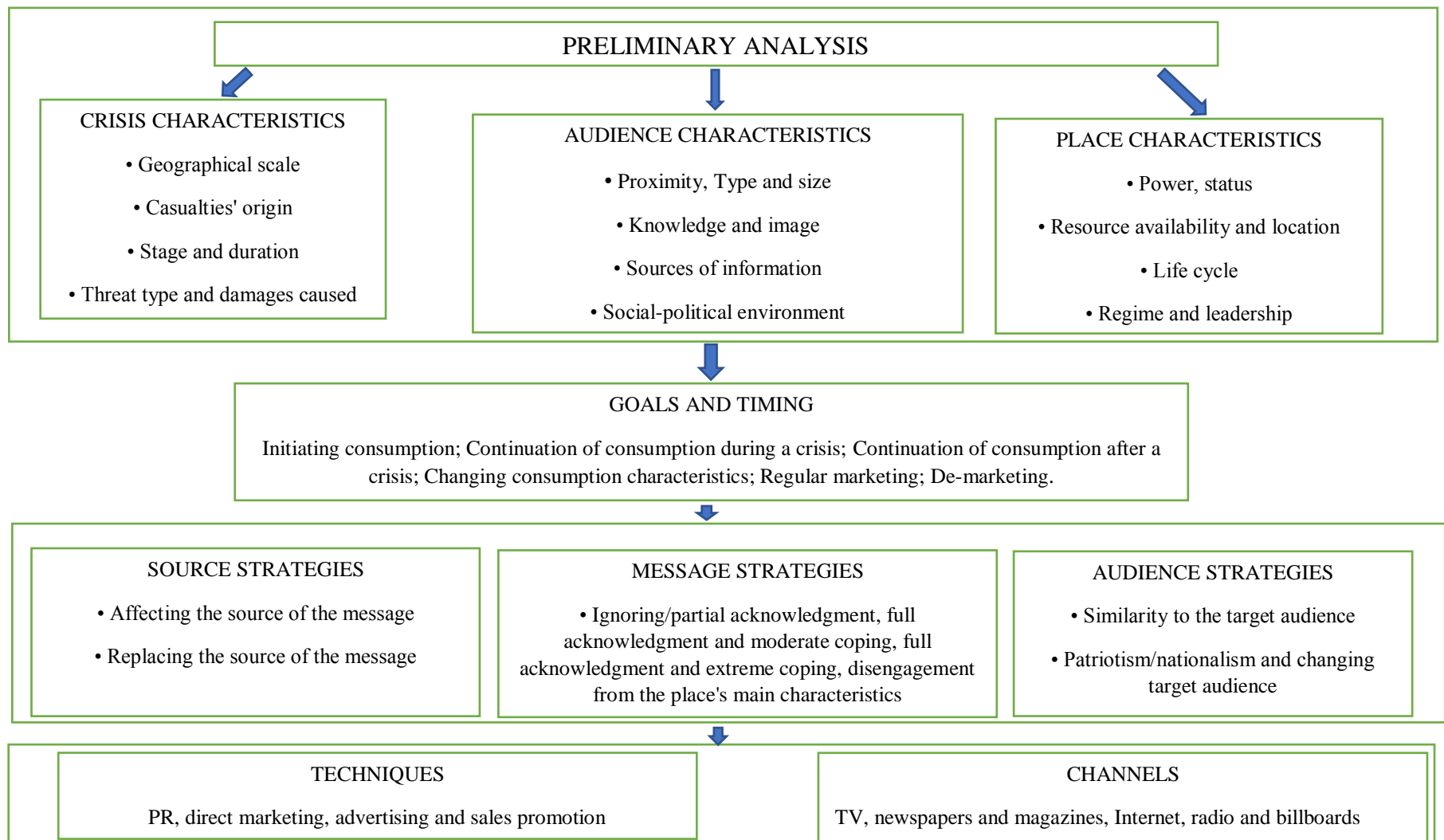


Figure 1: The Multi-step model for altering place image. Adapted from Avraham and Ketter (2008)

1.7. Conceptual Framework

A conceptual framework, according to many research scholars, is explained as a structure within which the phenomenon to be studied can best be clarified. Therefore, this thesis is arranged in logical structure within a conceptual framework that maximizes the clarity of how ideas in this study relate to one another. The phenomenon and the concepts of destination rebranding and how campaign strategies are used to rebrand a tourism destination are structurally illustrated in the diagram below. It also substantiates why the research topic is significant to the current situation in Ethiopia. Several related researches, books and articles are reviewed for the development of this conceptual framework and the researcher has constructed it from his own point of view. The conceptual framework can help as a roadmap of answering the major research problems and foremost concepts of the thesis. Conceptually, as shown in the diagram, the first step in the rebranding a tourism destination is initiated by recruiting professionals and creating a team that can work effectively together. These individuals can be selected from government offices, NGOs, private companies, and professional practitioners in the field. Therefore, the team can play a crucial role by doing Political, Economic, social and technological (PEST) and strength, weakness, opportunity, threats (SWOT) analysis, which is usually the first step in a rebranding campaign. The second pillar is the situational analysis. This includes assessing an environmental and asset analysis. Here, the task is to figure out which macro and micro environmental factors can either help or hinder the tasks of destination rebranding. The third important concept is the process stage which is related to the application of achievable and implementable strategies.

The fourth and the most significant conceptual step in tourism destination rebranding process is the development stage. Here, the marketers' job is shifting the tourism market into the most promising international markets and applying the campaign components to those markets. The fifth and sixth necessary conceptual steps are implementation and evaluation. Here, the tourism destination marketers' role is implementing the plan/strategy using appropriate tools. The evaluation team will assess the results and collect the feedback that is necessary for improvement and future use.

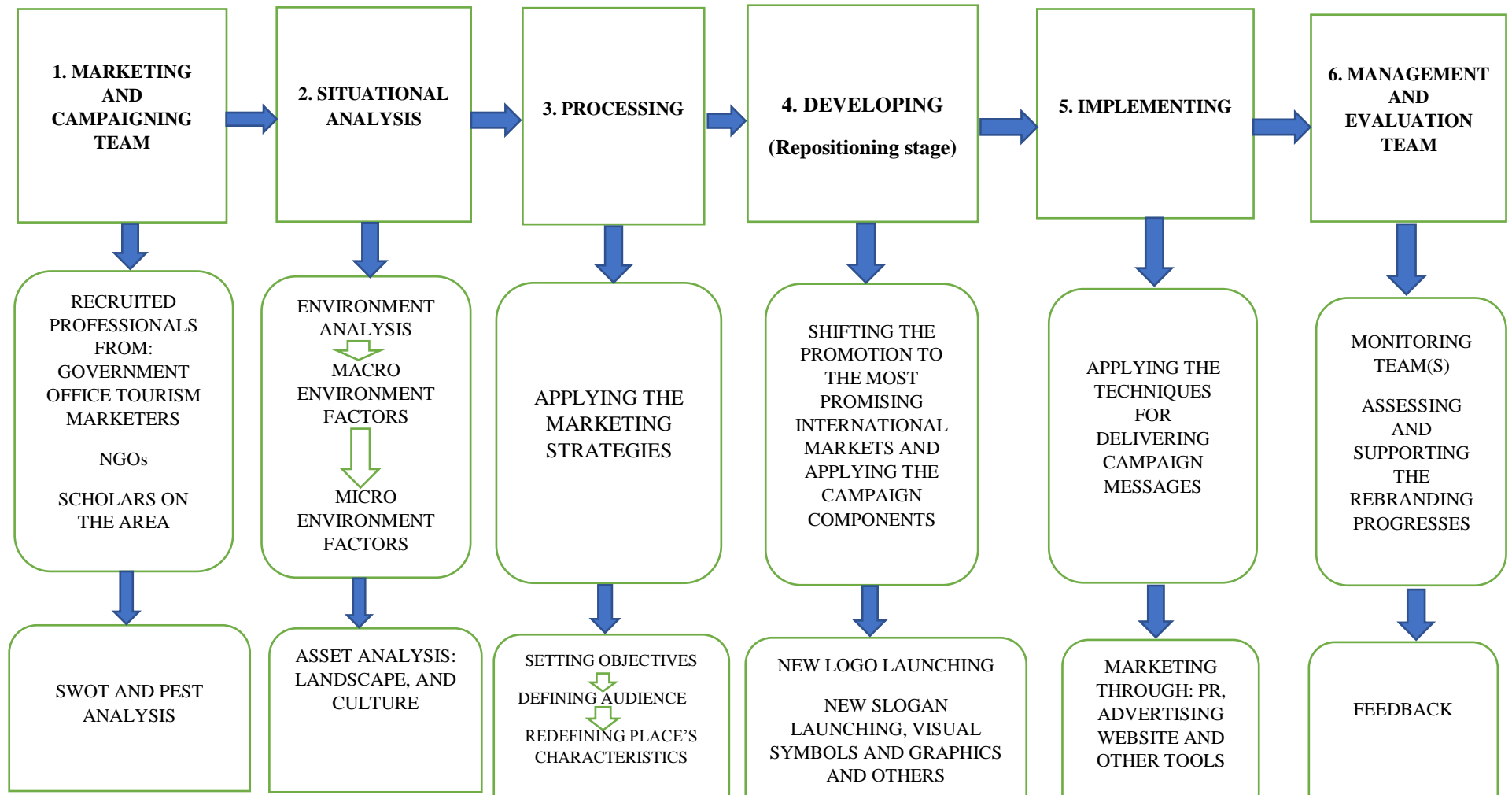


Figure 2: Conceptual framework. Source: researcher's own sketch, concepts developed from different related researches, books and articles.

1.8. Empirical Review

Many scholars have conducted research on tourism destination rebranding campaigns on crisis-confronted tourist destinations, either to come up with a solution to the problem(s) or to address gaps in the literature on the subject. The scholars hereunder have used different methods of study based on the places and context of their study. Avraham E. (2020) conducted research on a title called, “Combating tourism crisis following terror attacks: image repair strategies for European destinations since 2014.” This paper which is done with qualitative approach have a general objective of analysing the strategies used by European officials to repair their destinations’ images.

In addition, with general objective of uncovering media policy, strategies, events and marketing initiatives used by Egyptian marketers and officials in order to restore a positive image of their country and bring back tourists after crises, Avraham E. (2016) steered a paper entitled, “Destination marketing and image repair during tourism crises: The case of Egypt.” This research is quite useful that the analysis reveals a major use of different marketing strategies i.e., crisis mitigation, initiating events and new attractions, image expansion, and encouragement of film production. Furthermore, Najar and Saini (2018) conducted research on, “Reimagining conflict exhibited destinations (CED) through recovery marketing strategies.” Having a mixed approach research (exploratory cum descriptive) and targeting a general objective of explaining the gaps in literature, the paper provided a finding that collaborative marketing with prominent media partners help the DMOs to rebrand the destination. Moreover, Buultjensa, and Gnanapala (2014) conducted a similar paper on, “post-conflict tourism development in Sri Lanka: implications for building resilience.”

This work is again worthy to mention that the finding indicate the Sri Lankan tourism industry has recovered well due to the government's successful marketing actions that have produced good results. As we noted, many researchers have come up with good finding in tourism destination rebranding image restoration however, however, this thesis is quite different from the many sources reviewed in the development of the study. To mention major differences, the research methodology employed here is a mixed approach, the research focus is tourism service providers (not from the tourists' point of view), and the study is based on civil-unrest issues and major stakeholders' practices to combat negative image of the country's tourism destinations.

Chapter Three

Research Design and Methodology

1.1. Description of the Study Area

The study is conducted in Addis Ababa, the capital city of Ethiopia. Choosing this study area has several reasons. First, national level tourism marketer associations primarily stakeholders like tour operators' associations, hotels' association, and other major bodies are found in Addis Ababa. Second, the city is also the hub of several tourism stakeholders and major tourism service providers for example, tour operators, hotels, and car rentals. Ethiopia's ministry of tourism, the major role player in tourism development in the country and other entities that are responsible for the country's tourism marketing activities are also located in the capital city. Therefore, the researcher gathered sufficient national level data by focusing study area in Addis Ababa.

1.2. Study Design and Approach

This study employed a cross sectional research design since data was collected at one time and place and many researchers suggest that a mixed approach provides the opportunity to combine qualitative data, which tends to be open-ended without predetermined responses, while quantitative, frequently includes closed-ended data such as survey questionnaires. This methodology is the combination of two dominant research genres; it has the potential to offset the shortcomings of one single method and therefore, offers more validity and reliability to the findings of a research (Nur, 2019). Therefore, the study engaged a mixed research approach i.e., both quantitative and qualitative. Creswell and Creswell (2018) further explain that there exist three core types of mixed approach, these are the convergent design, the explanatory sequential design, and the exploratory sequential design.

This thesis, however, purposefully prefers to use the convergent design, because according to this type of mixed research design, it gives an advantage for the researcher to collect both quantitative and qualitative data, then analyse them separately and compare the results to see if the findings are the same or differ each other. The key assumption of this approach is that both qualitative and quantitative data provide different types of information often detailed views of participants qualitatively and scores on instruments quantitatively and together they yield results that should be the same (Creswell and Creswell, 2018).

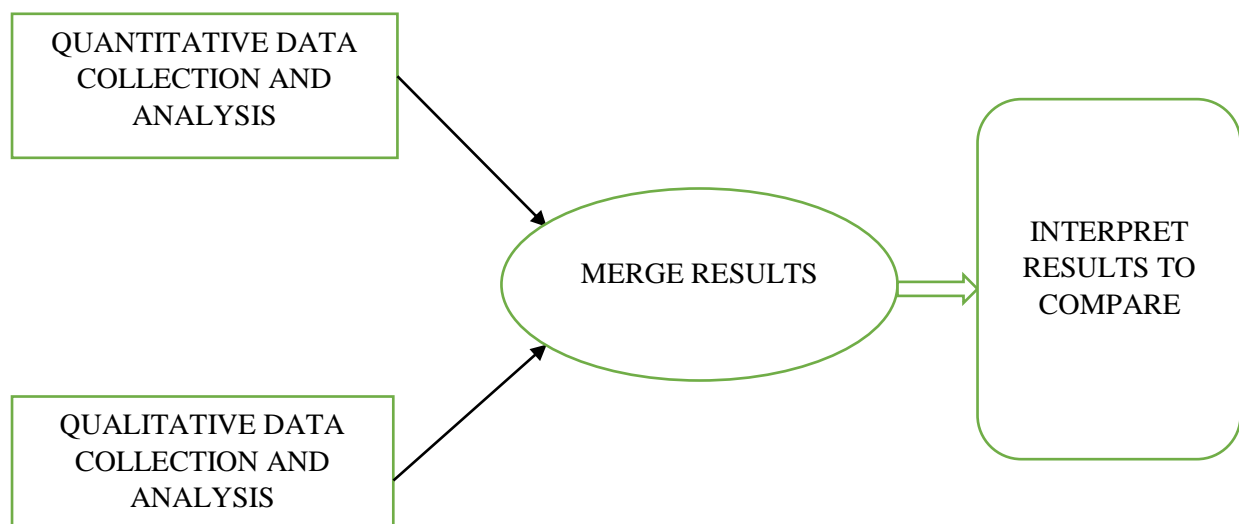


Figure 3: Convergent mixed approach design
Source: Creswell W. John and Creswell J. David (2018)

1.3. Data Sources and Types

The study used two categories of primary data sources. The first group includes the major and key responsible tourism destinations marketers while the second group of sources are important for campaign collaboration and firming up the data. The major responsible entities in the tourism rebranding which are actually the focus of the research effort and later come to consensus and actions are the Ministry of Tourism and Addis Ababa Art, Culture and Tourism Bureau. Though they are not actually responsible for designing the rebranding campaign, the second group of primary data sources engage and take part the implementation of campaign activities. Hence, they are key stakeholders in tourism destinations image restorations efforts. This group includes Ethiopian Tour Operators' Associations (ETOA), Addis Ababa Hotel Owners' Associations (AHA), Ethiopian Tourism Professionals' Association (ETPA), Ethiopian Tour Guides Professionals' Association (ETGPA), Academic Professionals from tourism training institution, tour operators, and car rentals. Secondary data sources are collected from books, journals, newspapers, office records and other published documents from Ethiopian Ministry of Tourism, and other sources.

1.4. Respondents of the Study

It is important to select the most appropriate sample population and provide background information about the respondents. The major respondents of the study are briefly described hereunder:

A. Ministry of Tourism

Ethiopia's Ministry of Tourism is the highest-level government organization responsible for policy development, planning and coordinating the country's tourism industry. The organization performs tourism related tasks and it has different sub-organizations.

B. Addis Ababa Art, Culture and Tourism Bureau

The bureau works on tourism development activities at the city level. It also promotes tourism in the city and handles the capital's tourism marketing activities.

C. Ethiopian Tourism Professionals' Association (ETPA)

The Ethiopian Tourism Professionals' Association, is a non-profit making tourism organization, having the objectives of contributing to the tourism policy formulation and implementation capability in the country, promoting tourism professionalism and professional interests in the tourism sector, ensuring service excellence and capacity of tourism sector, and it provides opportunities for the discussion of tourism hospitality issues in Ethiopia (ETPA - [ETPA ethiopia-tourism.org](http://ETPA.ethiopia-tourism.org)).

D. Ethiopian Tour Operators' Association (ETOA)

Ethiopian Tour Operators' Association (ETOA) is a professional association representing the legally registered tour operators in Ethiopia. Currently, the ETOA is composed of more than 220 individual tour operators and travel agency companies that are actively engaged in providing tour and tour operation related services. The ETOA was established in 2003 to make sure its members provide services with a high level of professionalism and ethics (ethiopiantourassociation.com).

E. Addis Ababa Hotel Owners' Association (AHA)

The Addis Ababa Hotel Owners' Associations (AHA) was established in 1997 as a non-profit employers' association under the name Ethiopian hotels and restaurants employers' association. It now represents the collective interests of the member hotels in Addis Ababa on a variety of public affairs and governmental matters (aahotelsassociation.com).

F. Ethiopian Tour Guides Professional Association (ETGPA)

Ethiopian Tourist Guides Professional Association (ETGPA) is a professional association which represents legally registered and accredited national guides with diverse backgrounds, interests and languages in Ethiopia. The mission of Ethiopian Tourist Guides Professional Association is to preserve and promote the country's historical, cultural and natural attractions and sustainably pass it onto the next generation, and strive for professionalism and integrity by producing knowledgeable, skilful, trained and competent professionals (Ethiopian Tourist Guides Professional Association – The New Face of Ethiopian Tourism).

1.5. Sample Size and Sampling Procedures

1.5.1. Sample Size

The phenomenon to be studied in this research doesn't engage a large target population. It includes respondents only from major tourism organizations, associations, service providers, and tourism institution scholars. In this regard, in order to determine the sample size, the researcher used a conventional sampling ratio as recommended by Ruane (2005) that states a census method can be applicable for sample size less than 500 respondents.

According to Ruane (2005), taking larger sample size is not necessarily better when it comes to samples but researchers should engage sampling ratios that establish acceptable sample sizes for various population sizes. Therefore, using a census method, 152 respondents were selected based on the sampling procedures by means of quantitative data gathering tool, mainly questionnaire. Moreover, 8 respondents were selected from major tourism organizations and associations in the city to gather qualitative data by using interview. Hence, overall, 160 data were used for data presentations and analysis. In addition, since the study employed principal factor for the quantitative analysis, and according Pallant (2005), who further state a sample size (e.g., 150 cases) should be sufficient if solutions have several high loading marker variables.

1.5.2. Sampling Procedures

The population in this research is heterogeneous, hence stratified sampling was found necessary to first target the population, based on the respondents' strata like tourism service providers (i.e., tour operators, hotels, etc.), destination management organizations (i.e., Ministry of Tourism and Addis Ababa Art, Culture and Tourism Bureau), and different associations to have proper distribution. Samples from each stratum were chosen using purposive and convenience sampling techniques.

Study population	Sampling techniques	Research types: Mixed approach	Specific objectives to be assessed
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Consequently, the research implemented primarily purposive and convenience sampling from the non-probability sampling method. This method is chosen because it is advantageous for getting a detailed examination and understanding of the major themes and issues that are central to the study. According to Ritchie and Lewis (2003), these may be socio-demographic characteristics, or they may relate to specific experiences, behaviours, roles, etc. Therefore, purposely selected respondents are mainly major tourism organizations, associations and institution in Addis Ababa which are also considered as key stakeholder for the research purpose. Some respondents are selected for gathering either qualitative data or quantitative data, while others are for both qualitative and quantitative data based on the number of respondents available in each organization, association and institution.

		Qualitative	Quantitative	
Ministry of Tourism	Purposive	2	35	- Potentials of destination rebranding as an alternative marketing strategy - Effectiveness/lack of the current tourism destinations rebranding practices. - Campaign tools and components
Addis Ababa Art, Culture and Tourism Bureau	Purposive	2	25	- Potentials of destination rebranding as an alternative marketing strategy - Effectiveness/lack of the current tourism destinations rebranding practices - Campaign tools and components
Ethiopian Tour Operators' Associations (ETOA)	Purposive	1	-	- Potentials of destination rebranding as an alternative marketing strategy - Effectiveness/lack of the current tourism destinations rebranding practices.
Ethiopian Tourism Professionals Association (ETPA)	Purposive	1	-	- Potentials of destination rebranding as an alternative marketing strategy - Effectiveness/lack of the current tourism destinations rebranding practices
Ethiopian Tourism Guides Professional Association (ETGPA)	Purposive	1	30	- Potentials of destination rebranding as an alternative marketing strategy - Effectiveness/lack of the current tourism destinations rebranding practices
Addis Ababa Hotel owners' association (AHA)	Purposive	1	-	- Potentials of destination rebranding as an alternative marketing strategy - Effectiveness/lack of the current tourism destinations rebranding practices
Star hotels	Convenience	-	22	- Potentials of destination rebranding as an alternative marketing strategy - Effectiveness/lack of the current tourism destinations rebranding practices.
Car rentals	Convenience	-	25	- Potentials of destination rebranding as an alternative marketing strategy - Effectiveness/lack of the current tourism destinations rebranding practices. - Campaign tools and components
Academic Professionals from Tourism training Institute	Convenience	-	15	- Potentials of destination rebranding as an alternative marketing strategy - Effectiveness/lack of the current tourism destinations rebranding practices. - Campaign tools and components
SUB-TOTAL		8	152	
GRAND TOTAL = 160				

Table 3: Purposive and convenience sampling

1.6. Research Instruments

This research utilized two primary types of data collection instruments: questionnaire and personal interviews.

1.6.1. Questionnaire

Questionnaire was the main instrument of data collection for quantitative part of the thesis. The items used to measure different dimensions of tourism destination rebranding tools and strategies are gathered from the existing literature (stated in the conceptual framework as well) which is mainly developed by Avraham and Ketter (2008). Major items used to measure tourism destination rebranding tools have three dimensions. These are influencing the source of messages which have *4 items*, i.e., establishing a rapport, recruiting opinion leaders, direct mailing, and using rebranding ambassadors. The campaign components which have *5 items*, that are launching a new slogan, using public relation, using sales promotion, adopting extensive online presence and checking the relevancy of the current tourism logo, and the third dimension which is the techniques for delivering campaign messages has *3 items*, advertising, the strategy of “Come and see for yourself”, and special event organization.

Therefore, a total of *12 items* are developed to measure tourism destination rebranding tools with three dimensions and to achieve its target, a Likert scale questionnaire design format is employed.

1.6.2. Personal Interviews

Tourism researchers often are interested in issues that are best explored through the use of personal interviews since many aspects of tourism cannot be answered through strictly structured questions. Thus, open-ended personal interview questions will be employed for the qualitative part of the thesis.

Here, as Smith (2017) explains, the intent of personal interviews is not to arrange numbers, such as the number of persons who hold certain views or engage in activities, but the purpose is to understand how people think and feel about certain issues or experiences. Therefore, this thesis applied a semi-structured interview format, which can enable the researcher to tailor the interview to make it more personal and interactive.

1.7. Measurement Scales

Social science researches, which includes tourism researches, often mentions the difficulty of measuring human activities and experiences. Two concepts are used as a remedy for this common challenge faced by social science researchers, these are reliability and validity. In order for the findings of this thesis to be trustworthy, the data is checked reliable and for the measuring instruments are found valid to accept.

1.7.1. Reliability

Reliability is related to the issue of replicability. The common method of testing the internal consistency (i.e., the reliability) is by using Cronbach alpha. This thesis used Cronbach's Alpha in order to measure the internal consistency of the variables in the questionnaire. Hence, SPSS version 24 is applied in order to measure the variables. According to Hair, Black, Babin, and Anderson (2014) Cronbach's Alpha shows the measure of reliability that ranges from 0 to 1, and with values of .60 to .70 believed the lower limit of satisfactoriness.

1.7.2. Validity

According to Hair et al (2014) validity is explained as the extent to which a measure or set of measures correctly embodies the thoughts of the study, the degree to which it is free from any systematic or non-random error. Validity is concerned with how well the concept is defined by the measure(s). Therefore, the researcher conducted a pilot test in order to check the validity of outlined items and used statistical tools for the evaluation of validity of the thesis.

1.8. Method of Data Analysis and Presentation

Since the study has a mixed approach, both quantitative and qualitative data analysis are applied. For the first part, quantitative analysis follows data collection from questionnaire. The first part of the questionnaire involves the personal data of the respondent, including sex, age, educational status, and experience on tourism destination marketing in their respective offices and careers. Descriptive analysis is applied to describe statistical data for instance, measurements such as percentages and frequencies. Moreover, the responses are checked and coded accordingly and entered into SPSS version 24 for the analysis. Validated items are evaluated using Principal Factor Analysis (PFA) and results for the finding are presented in tables and figures.

According to Pallant (2005) by using factor analytic techniques, researchers can refine and reduce different items to form a smaller number of coherent subscales. Qualitative data is applied only for the qualitatively collected data. As stated previously, qualitative data are gathered using semi-structured interviews which are presented in description using thematic analysis.

1.9. Ethical Considerations

This section of the research considers basic ethical issues of the research while conducting it. The researcher makes sure that the study is independent and impartial in its finding. The following major ethical issues are addressed:

1. Acceptable level of privacy of the research data.
2. The respondents participated on the basis of informed agreement.
3. Privacy and anonymity of respondents is of a paramount importance. In addition, the following table addresses important ethical issues that this research has considered.

	Design/organization	Collection	Analysis/interpretation	Storing data during project	Reporting	Storing data after project
Ethical issues						
Social benefit	✓					
Researcher competence	✓					
Subjects' freedom of choice		✓				
Subjects' informed consent		✓				
Risk of harm to subjects – anonymous		✓				
Risk of harm to subjects – identifiable		✓	✓	✓	✓	✓
Honesty/rigour in analysis/interpretation			✓			
Honesty/rigour in reporting					✓	

Table 2: Ethics in a research process. Source: Veal A. J. (2018)

Chapter Four

Data Presentation, Analysis and Result Discussions

4.1. Introduction

This chapter focuses on data analysis and presentation of the findings. The study deployed both qualitative and quantitative research methods. The quantitative findings are presented first, followed by qualitative findings from the semi-structured interviews with major tourism stakeholders in Ethiopia. The quantitative data collected from the field were processed using the Statistical Package for Social Scientists (SPSS) software version 24 and analysed through descriptions and Principal Factor Analysis, whereas the qualitative data was analysed based on emerging themes from the major informants. The data presented for quantitative part in this study was collected from 152 respondents (out of a sample target of 170), indicating a response rate of 89.5%. The questionnaire response proportion was high and well above the minimum response rate of 67% proposed by Saunders et al. (2012). In addition, out of the 10 targeted in-in-depth interviews with key informants from key stakeholders proposed, 8 interviews were conducted, indicating a response rate of 80%.

4.2. Quantitative Data Analysis

The following section presents descriptive and inferential statistics derived from the results of the quantitative data collection tool. The descriptive statistics mainly relate to the demographic characteristics of the respondents that include the distribution of respondents by age, distribution by gender, distribution by educational level and distribution by tourism work experience. The inferential part presents statistics using factor analysis (principal component factoring analysis) on thematic issues relating to tourism destination rebranding based on the Likert scale questions on major items filled by the respondents.

4.2.1. Distribution of Respondents by Age Group [n=152]

The respondents were asked to indicate their age groups and the findings were presented in the figure below. The figure shows that the broader range of respondents aged from 31 to 40 years have the highest frequency (78) and percentage (51.3%). Those aged below 30 years of age have the second highest percentage (25%), followed by aged between 41 and 50 years (15.8%). Respondents who are between 51-60 years had percentage (5.8%). Based on the survey result, people aged above 61 had the least percentage (2.6%).

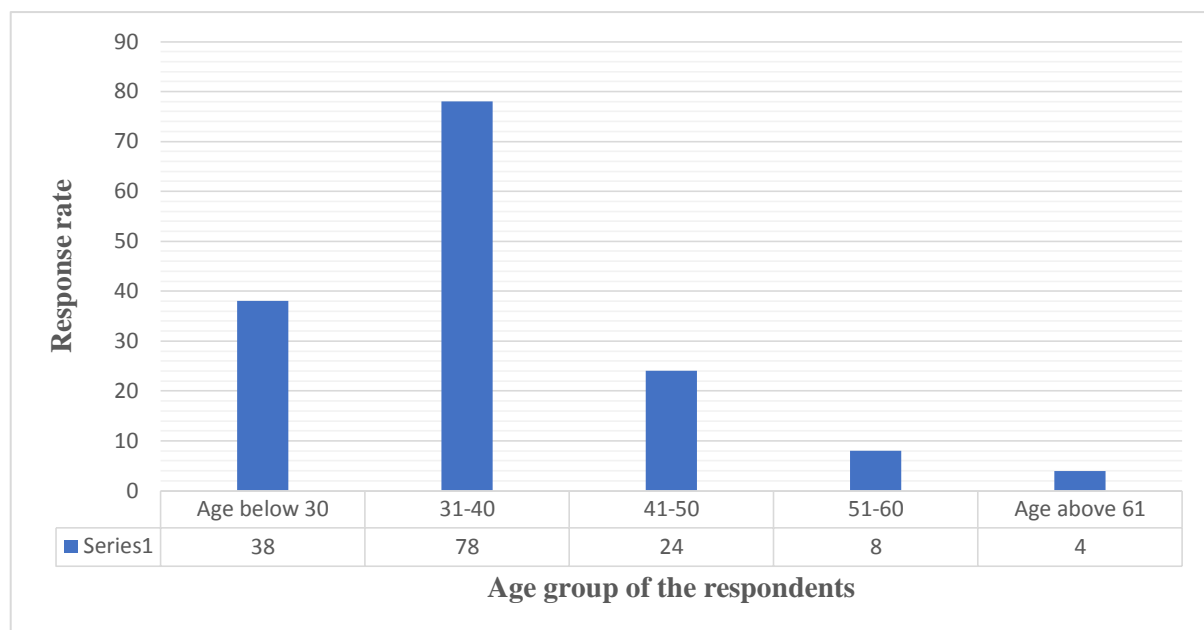


Figure 4: Percentage distribution of respondents by age group

Source: Survey results

4.2.2. Distribution of Respondents by Gender [n=152]

According to the table below, which indicates the percentage distribution of respondents by gender, men made up the highest percentage (68.4%) as compared to their female

counterparts (31.6%). Accordingly, the findings of this study relate predominantly to male respondents.

Gender	Total	Percentage
Female	48	31.6%
Male	104	68.4%
Grand Total	152	100%

Table 3: Percentage distribution of respondents by gender

Source: Survey results

4.2.3. Distribution of Respondents by Educational Level [n=152]

The table below shows that respondents' educational level. The survey indicated that respondents holding degree accounted the highest percentage (66.5%) followed by masters

and above (25.6%) and diploma (7.8%). According to the survey result, there is no a respondent that indicated in certificate level.

Educational level	Total	Percentage
Masters and above	39	25.6%
Degree	101	66.5%
Diploma	12	7.9 %
Certificate	-	-
Grand Total	152	100%

Table 4: Percentage distribution of respondents by educational level

Source: Survey results

4.2.4. Distribution by Year of Experience in Tourism and Hospitality Sector [n=152]

The chart below shows respondents' years of experience in tourism and hospitality sector as a major career. Therefore, according to the survey, respondents who worked between 6-10 years accounted the highest percentage (37%) and the least were people who worked less than one year (4%).

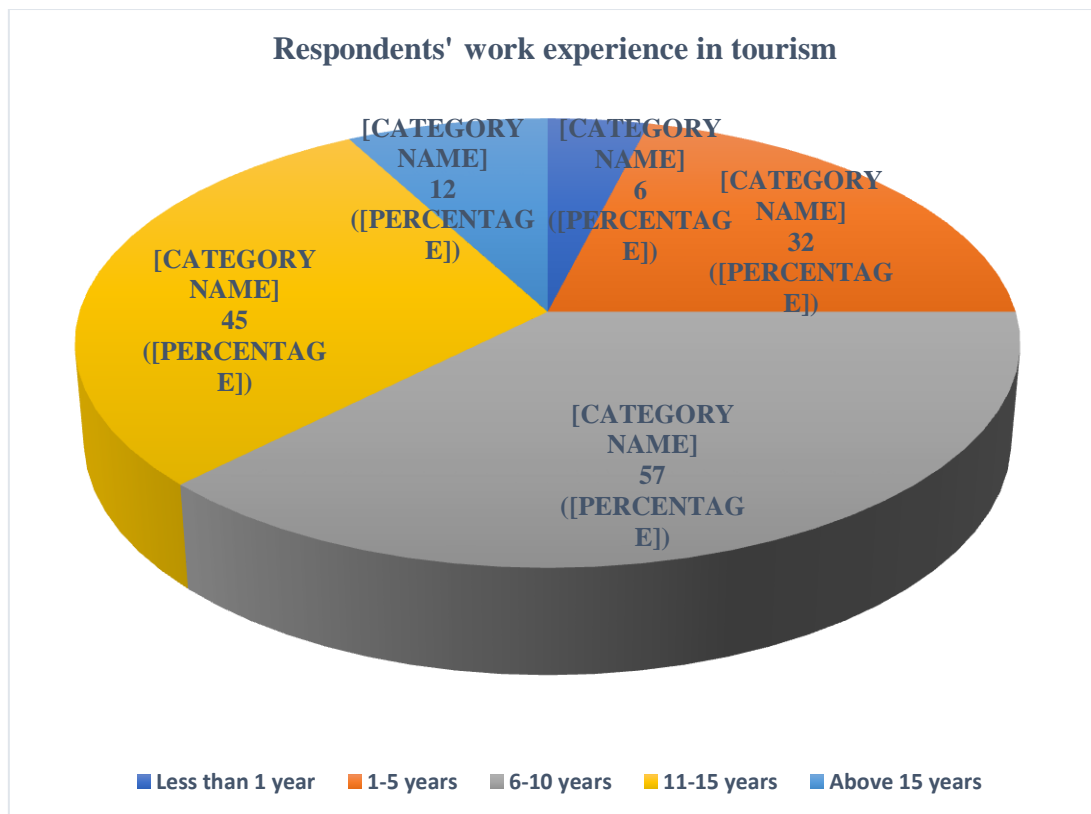


Figure 5: Percentage distribution of respondents by work experience

Source: Survey results

4.2.5. Key Elements that are Emphasised to Manage and Take Responsibility for Establishing Ethiopia’s Tourism Destinations Rebranding [n=152]

As it can be noted from the table below, majority (54%) of the respondents believed that managing and taking responsibility for tourism destinations recovery marketing should go to the Ministry of Tourism followed by other Associations (21%), the Prime Minister’s office (15.8%), other tourism authorities (9.2%) and other unspecified (0%) respectively.

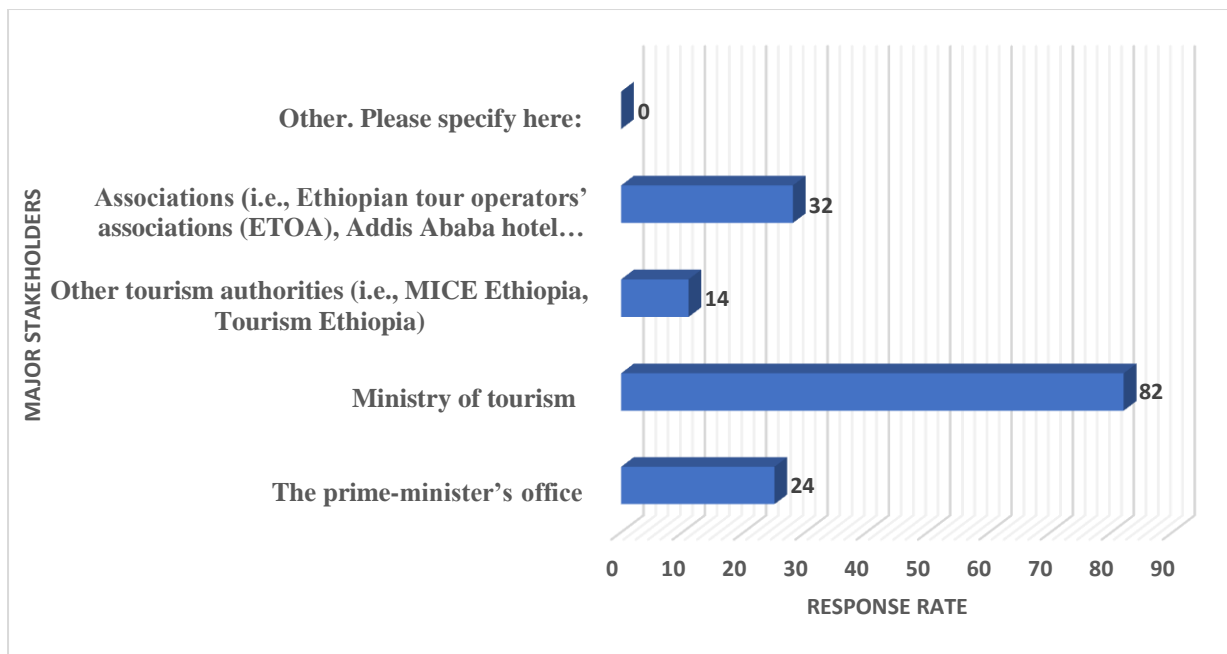


Figure 6: Percentage on key responsible entity in establishing destinations rebranding

Source: Survey results

4.2.6. Major Elements that are Emphasised as the most Appropriate Strategy to Reposition Post-conflict Tourism Destinations [n=152]

Respondents were asked to choose the most appropriate strategy to reposition post-conflict tourism destination from the lists given below. Widely held (50.66%) and the first choice were the strategy of destination image rebuilding for both domestic and international markets followed by creating different marketing campaign for different segments (21.7%), increasing tourism destination rebranding awareness for key stakeholders (15.1%), and identifying new target market (12.5%). Therefore, according to the finding, priority should be given for positive image restoration for both domestic and international markets.

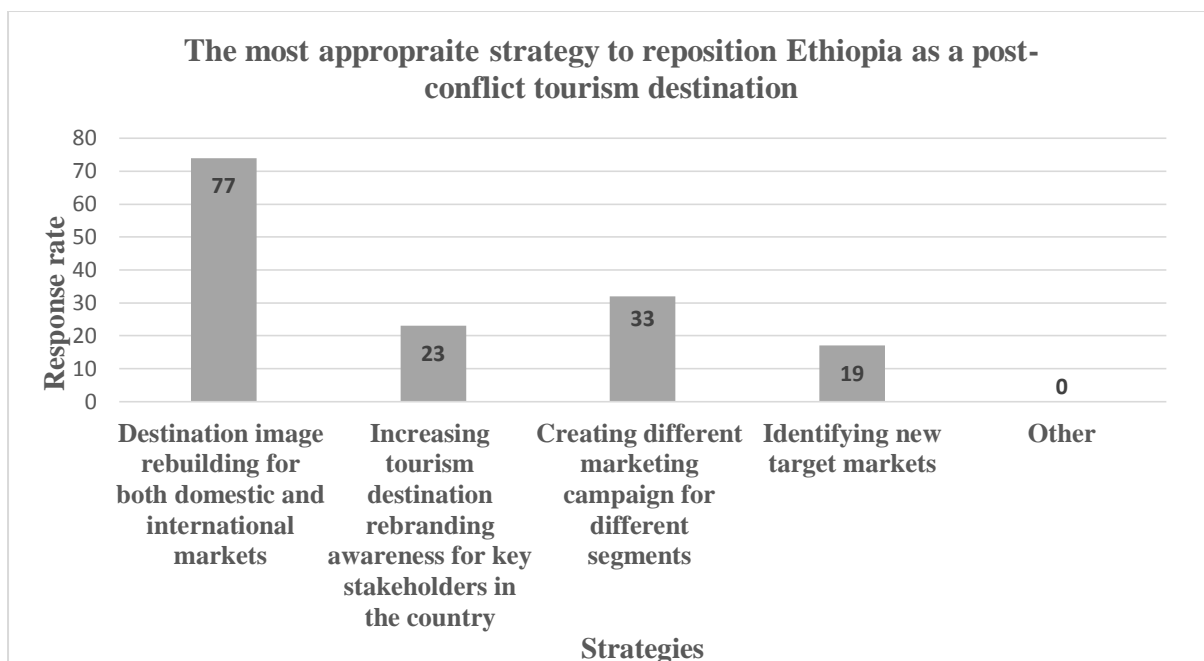


Figure 7: Percentage of the most appropriate strategies

Source: Survey results

4.2.7. Extent of Agreement with Negative Comments (Statements) Regarding Ethiopia as a Post-conflict Tourist Destination [n = 152]

The purpose of the following four items was to assess the scope of agreement on negative statements in the post-conflict tourism activities. Majority of the respondents strongly agreed and agreed on each item i.e., following the civil-unrest, Ethiopia lacks unified approach to combat the effects of its brand erosions (75%), collaboration and integration with key stakeholders are poor in post-conflict tourism activity (88%), there is over-dependency on international tourism (71.7%) and there are no defined and aggressive post-conflict marketing strategies developed by Ethiopia's key stakeholders (87.5%). Therefore, each item in turn indicates the major stakeholders' practices on the image restorations.

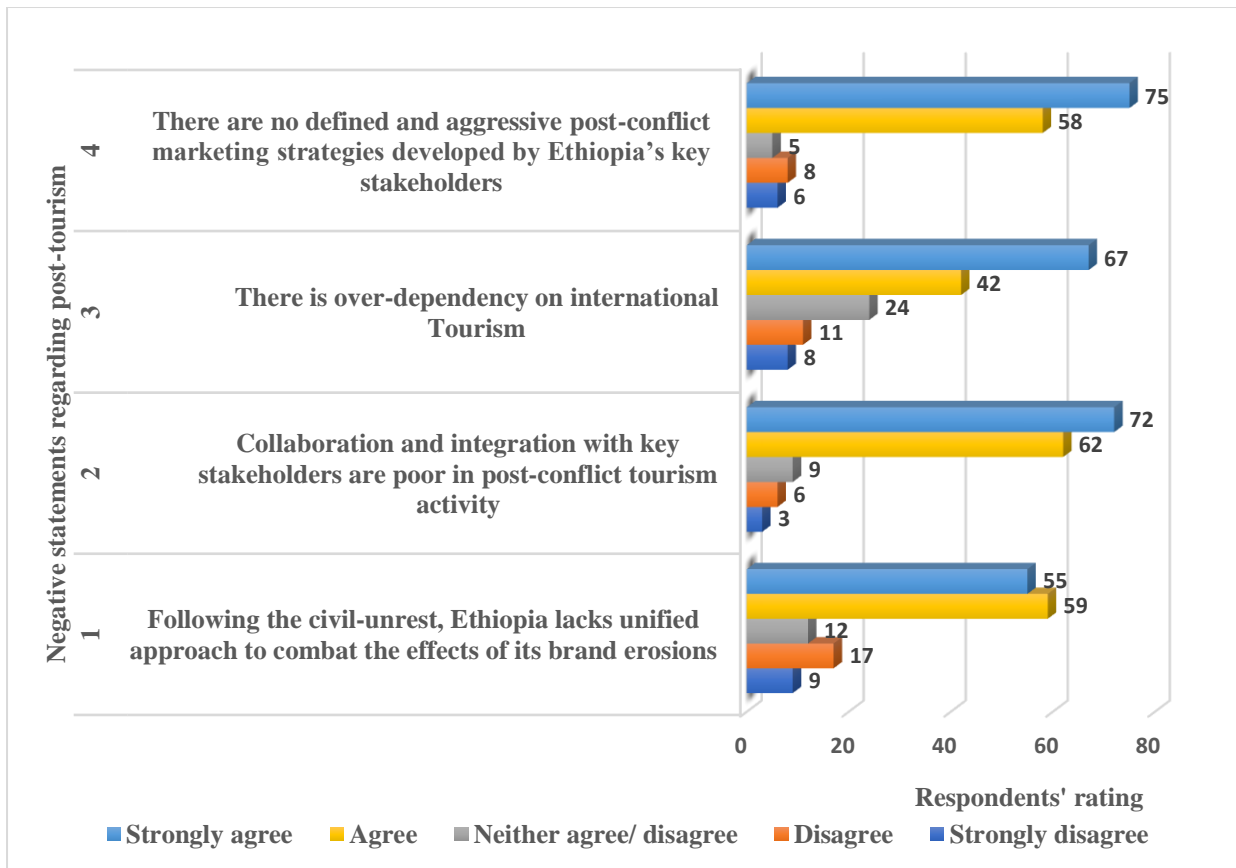


Figure 8: Extent of agreement with negative comments

Source: Survey result

4.2.8. Extent of Agreement on the Fundamentals of Tourism Destination Rebranding

Strategies

The following 5 items, as indicated in the table below are intended to measure the extent of agreement on tourism destination strategies fundamentals. A total of 91.5% of the respondents were of the opinion that there should be collaboration between the government and key stakeholders in the rebranding of Ethiopia's tourism destinations, while 8.5% of respondents were undecided. Altogether, 86.2% of respondents indicated that it is essential that stakeholders should understand and hold Ethiopia's tourism rebranding strategy as the umbrella in their respective marketing practices, while 4.6% indicated that they neither agree/disagree on the concept. Collectively (those who strongly agreed and agreed) 78.1% of the respondents indicated that there should be a new tourism brand i.e., rebranding that should be used as a marketing tool in the special events in the country in the post conflict period, while a total of 12.5% of the respondents are strongly disagree and disagree to the concept.

The notion that tourism destinations rebranding should project a simple, appealing, and authentic logo was supported by 84.9% of the respondents whereas 13.8% of them were undecided. Respondents supported the concept that tourism destinations rebranding should project a simple, appealing, and authentic slogan by 84.1% with a total frequency of 129 respondents. Therefore, we can note from the data that the key five elements that emphasised as fundamentals of tourism destination rebranding strategies should be taken into consideration during tourism destinations image restoration campaign by the destinations management organizations (DMO's) and by other major stakeholders in Ethiopia.

Items		Strongly disagree	Disagree	Neither agree/disagree	Agree	Strongly agree	
1	There should be collaboration among the government and key stakeholders in the rebranding of Ethiopia's tourism destinations	Frequency	0	0	13	64	75
		Percentage	0%	0%	8.5%	42.1%	49.4%
2	It is essential that stakeholders should understand and hold Ethiopia's tourism rebranding strategy as the umbrella in their respective marketing practices	Frequency	6	8	7	53	78
		Percentage	3.9%	5.3%	4.6%	34.9%	51.3%
3	There should be a new tourism brand to be used as a marketing tool at special events in the country in the post conflict period	Frequency	7	12	15	49	69
		Percentage	4.6%	7.9%	9.8%	32.2%	45.9%
4	The rebranding should project a simple, appealing, and authentic logo	Frequency	2	0	21	53	76
		Percentage	1.3%	0%	13.8%	34.9%	50%
5	The rebranding should project a simple, appealing, and authentic slogan	Frequency	5	6	12	58	71
		Percentage	3.3%	3.9%	7.9%	38.1%	46.6%

Table 5: Extent of agreement on the fundamentals of rebranding strategies

Source: Survey result

4.2.9. Major Elements Measuring Destination Marketing Tools in the Post-conflict Period

4.2.9.1. KMO and Bartlett's Test for Destination Marketing Tools in the Post-conflict

The researcher computed KMO measure of sampling adequacy which came out as 0.698, i.e., > the minimum recommended value of 0.5. Similarly, the Bartlett's Test of sphericity was significant (0.000) as the value was < 0.05 as seen in the table below. Therefore, both cases i.e. The Kaiser-Meyer-Olkin value (exceeding the recommended value of .5) and the Barlett's Test of Sphericity (reaching the statistical significance) support the factorability of the data i.e., destination marketing tools in the post-conflict tourism activities.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.698
Bartlett's Test of Sphericity	Approx. Chi-Square	761.077
	Df	66
	Sig.	.000

Table 7: KMO and Bartlett's Test for destination marketing tools

Source: Survey result

4.2.9.2. Communalities Values for Destination Marketing Tools in the Post-conflict

The Principal Component Analysis was used as an Extraction Method to determine the most significant tourism destination marketing tools in the post-conflict tourism activities upon whose output is a table of communalities stated below. Communalities values that are > 0.5 should be considered for further analysis otherwise lower value variables should be removed from further factor analysis. Hence, the results revealed that two variables (*marked red*) cannot be considered for further analysis as their communality values are less than 0.5 and these were, sales promotion in the foreign market, and an extensive usage of rebranding ambassadors to rebrand the tourism destinations of Ethiopia.

Communalities			
		Initial	Extraction
1	Ethiopia's current tourism logo is hardly relevant amid internal conflict	1.000	0.679
2	For post-conflict tourism activity, tourism marketers in Ethiopia should launch a new slogan	1.000	0.787
3	There should be a new and specific place visual symbol that will represent Ethiopia's tourism destination	1.000	0.778
4	Advertising (by buying air space) Ethiopia as a tourist destination in the mainstream media like CNN, BBC and others will positively impact the country's tourism in the foreign market	1.000	0.734
5	Direct mailing (marketing) about the current situation to tourists who has visited the country previously has the power of changing the negative image of the country	1.000	0.727
6	There should be sales promotion in the foreign market	1.000	0.497
7	Ethiopia's tourism destination marketers should use public relation as a technique of reaching to the potential foreign markets	1.000	0.528
8	Extensive online presence has great advantage of rebranding the tourism destinations of Ethiopia	1.000	0.774
9	There should be an extensive usage of rebranding ambassadors to rebrand the tourism destinations of Ethiopia	1.000	0.372
10	Establishing a good relationship (establishing a rapport) with international journalists, will positively impact the country to regain the foreign markets	1.000	0.807
11	A strategy of "Come and see for yourself" by fully sponsoring important foreign individuals will help to reimage the tourism destinations of Ethiopia	1.000	0.737
12	There should be a special event organization that will potentially attract the attention of foreign tourists	1.000	0.586
13	Recruiting important opinion leaders and inviting them to the country will change the image of Ethiopia for themselves to witness that the country has now recovered from its crisis	1.000	0.694
Extraction Method: Principal Component Analysis.			

Table 8: Communalities values

Source: Survey result

4.2.9.3. A principal Component Factoring Analysis on Marketing Tools in the Post-conflict

The table below shows a principal component factoring analysis with Varimax rotation of 12 variables. Pallant (2005) indicates that we frequently find that variables load moderately on a number of different components and if we find that some variables just do not load on the components obtained, we may also need to consider to take them away, and repeating the analysis. Hence, a rotated component matrix of 12 items from the total of 13 items computed in three components extracted. An item (i.e., there should be a new and specific place visual symbol that will represent Ethiopia's tourism destination) was rejected as it loaded both in component 1 and 2. The data analysis involved the use of Varimax with Kaiser Normalization Rotation method (used with a rotation convergence in five iterations) to compute a matrix for marketing tools in the post-conflict tourism activities.

The results generated factor loadings greater than 0.50 for each component. Component one constituted with 4 items: establishing a rapport, recruiting important opinion leaders, direct mailing (marketing), and an extensive usage of rebranding ambassadors with acceptable levels of reliability (.790). Component two, having a Cronbach's alpha (.720) comprise with 5 items these are launching a new slogan, marketers should use public relation as a technique of reaching to the potential foreign markets, sales promotion in the foreign market, extensive online presence and current tourism logo is hardly relevant. Component three with acceptable reliability coefficient (.730) included 3 items which are advertising (by buying air space), a strategy of "Come and see for yourself" and a special event organization.

The principal component factoring analysis allowed the researcher to condense a large set of variables or scale items (12 items) down to a smaller and more manageable number of factors (i.e., 3 dimensions: influencing the source of message, the campaign components and the techniques for delivering campaign messages). Therefore, instead of the tourism destinations management organizations and major stakeholders considering the 12 critical issues, it is therefore wise for them to consider the three components.

Components and variables	Factor loading	Mean value	Cronbach's Alpha
Component-1			
Influencing the source of messages			
Establishing a rapport	0.871	3.819	.790
Recruiting opinion leaders	0.829		
Direct mailing	0.818		
Using rebranding ambassadors	0.539		
Component-2			
The campaign components			
Launching a new slogan	0.867	4.274	.720
Use public relation	0.741		
Sales promotion	0.637		
Extensive online presence	0.598		
Current tourism logo is hardly relevant	0.555		
Component-3			
Techniques for delivering campaign messages			
Advertising (by buying air space)	0.842	3.980	.730
“Come and see for yourself” strategy	0.768		
Special event organization	0.768		

Table 9: A principal component factoring analysis

Source: Survey result

4.3. Qualitative Data Analysis

In addition to the above statistical analysis, eight semi-structured interviews were conducted with major key stakeholders in the tourism and hospitality sector. These are Ministry of Tourism, Addis Ababa Art, Culture and Tourism Bureau, Ethiopian Tour Operators' Association (ETOA), Addis Ababa Hotel owners' Association (AHA), Ethiopian Tourism Professionals' Association (ETPA) and Ethiopian Tourist Guides Professional Association (ETGPA). The findings are presented hereafter.

4.3.1. Major Practices Employed by Key Stakeholders in the Tourism Destination

Repositioning in the Aftermath of the Civil-unrest

Almost similar responses were gathered from the interview that efforts done by the major stakeholders were weak in regard to tourism destinations rebranding practices in the post-conflict period in Ethiopia. Many of the respondents believed that there exist few tourism destinations rebranding attempt but it was not deliberately organized, conscious and planned response to the negative image. Further, many of the respondents don't believe the country has done any effective destinations image restorations marketing efforts. For example, an expert from the Ethiopian Tour Operations Associations (ETOA) commented that, "Negative statements covered by the mainstream media about Ethiopia's civil unrest was massive and global but our efforts in tourism marketing were not worthy at all and no efforts have been done to avert these challenges. Therefore, we have to work a lot on the image restoration so that the tourism industry revives again."

Furthermore, marketing and tourism destination development director from Addis Ababa Art, Culture and Tourism Bureau acknowledged the barely existing coordinated image restoration practice by the stakeholders that:

Government and several other stakeholders should be involved in building tourism destination rebranding. In order to avoid the continued negative impacts, all should involve from conceptualisation to implementation processes, there should be an all-inclusive input, coordination of all players and collaboration among all the institutions involved in tourism destinations rebranding. It was observed, however, tourism rebranding efforts are being made by some stakeholders, but clearly there is no coordinated efforts.

In addition to the above, many scholars who have done research on a similar concept also suggest that the continued decline in tourist arrivals in a country is a sign of poor efforts made by major stakeholders and deprived brand-image management systems. For example, Morgan et al (2002) suggest, if a destination is to prosper and grow, marketers should deal successfully with political pressures, external environmental changes and product issues. This position is supported by Konecnik (2003) that image is likely to be a serious element in the destination choice process, although it is not always truly typical of what a place has to offer. Consequently, tourism destination marketing should aim to achieve an image transfer that is based on a destination's current character.

Respondents largely expressed the view that there is an institutional gap at the top level, which makes it problematic to holistically tackle tourism destination rebranding challenges facing the country. It emerged, however, there were signs suggesting that stakeholders were becoming increasingly conscious of the need to strengthen the effort so that the country can revive again and get a place in the international tourism market.

Most of the respondents agreed on the necessity of rebranding as a deliberate and crucial activity within which the process of marketing the tourism destinations in Ethiopia. Furthermore, they understand the purposes of image restoration and that the aim is to promote the destination, giving the desired destination value to ensure that tourists can sustainably recognize, and share the new tourism brand. Therefore, tourism destinations rebranding is a collective effort requiring everyone across the country in order to contribute towards the effectiveness and getting into the business in the post-conflict period.

The respondent from Addis Ababa Art, Culture and Tourism Bureau further indicated that, “Together, everyone should be in it, from the tourism professionals, officers in tourism sectors, tour guides and tour operators, the private sectors, and the government. If we don’t work cooperatively, we cannot put quick remedy to this huge crisis on tourism industry.”

However, in contrary to the above, some respondents acknowledged that though not research based and planned, the role played by the Ministry of Tourism is worth to mention. Tourism destinations development director from the Ministry of Tourism suggested that, “The Ministry played important role in rebuilding a positive image of the country. For example, hosting and monitoring international events such as the great Ethiopian run 2022, inviting one million Ethiopian diaspora for Christmas holiday and inviting diaspora Muslims Ethiopians for Eid Al-Fetr (Ramadan) have helped the country to restore positive image.” According to the respondent, the events were essential in promoting positive word of mouth about the country in the international tourism markets hence these could be taken as effort of image restoration.

In a nutshell, tourism destination rebranding is a key tool for the country's competitiveness in tourism business, therefore it is highly recommended that tourism marketers and major stakeholders in Ethiopia apply it as soon as possible, and put an extra effort on the actual practices in the tourism destination rebuilding and image restoration.

4.3.2. Possible Potential Markets in the Aftermath of the Civil-unrest

Unquestionably, the harmful effects of civil unrest and instability in Ethiopia have created negative image on the country, declined visitors' arrival, deteriorated tourism's positive economic impact, and have brought negative impacts on tourism development in general. Hence, accepting the obvious realities of the negative impacts, respondents were asked the possibility of finding potential markets in the aftermath of the civil unrest in Ethiopia. During an interview with Ethiopian Tour Operators' Association (ETOA), the association's head mentioned that:

I believe that tourism markets should be segmented in many different ways. We could, for instance, decide to cater for groups of holidaymakers according to the regional distribution. But our major tour operators might be thought at first to be largely undifferentiated in their market segmentation, I believe that they were highly dependent on the international tourism mainly from Europe and America. This might have affected the tourism industry when the country was negatively portrayed by major international media. Therefore, it is better for our tour operators to look other markets, for instance in Africa, Asia or Middle East tourists.

In addition, respondents also suggested that searching for new markets, segmenting and customize it can have importance in the process of tourism recovery in Ethiopia. This might include designing a separate marketing program for new markets than waiting for the most common from the Western countries. Tourism marketing organisations and managers can develop products with features that provide benefits to their new targets customers and communicate more effectively with their new customers. Hence, it is major stakeholders' task to differentiate international niche market segments mainly in regard to searching for potential tourists in the post-conflict period.

It is fact that mainstream international media are representatives and key source of information for tourists. A respondent from the Ministry of Tourism suggested that:

It is important to recognise the critical role the media play in shaping public attitudes towards a tourism destination throughout the world. A major factor determining the shifting to new international market in fact is driven by the problem that the international media impact the issue in Ethiopia and its coverage in many target markets in Europe and America. Therefore, I definitely share the idea that tourism suppliers see other markets and do their best in the tourism recovery.

Tourism crisis will affect an entire country's image; however, many researchers suggest that the epicentre of the tourism crisis will gravely affect tourism suppliers for example, airlines, car rentals, hotels, tour operators and etc. Consequently, the key stakeholders in Ethiopia should take the first hand to search for replacing potential international markets so that the industry should revive again. According to McCabe (2009) organisations may commence market research into their existing markets and their target future markets at various stages in their marketing planning cycle.

Furthermore, McCabe (2009) suggest that market breakdown is a useful tool to identify new opportunities, creative segmentation might classify new emerging segments and this process can lead to service innovation. The segmentation process can therefore contribute to a competitive advantage and a differentiation in marketing strategy. Many scholars on tourism recovery support that searching niche markets and segmenting it can help a destination to recover. The aim of new market segmentation is to maximise the return on the normal tourism activity in the aftermath of the crisis and to ensure that tourism and hospitality services meet selected customers' needs, values and expectations. According to Beirman (2003) it is a wrong assumption that a restoration and recovery marketing campaign can be implemented only when the crisis is believed to be over. Furthermore, Beirman (2003) suggests that working on some tourism destinations that are not crisis affected area could still attract tourists through the method of 'isolation' i.e., promoting parts that are unaffected by the existing problem.

Therefore, based on point of views from the respondents on this study and similar thoughts shared by scholars, tourism marketing organizations and major tourism stakeholders of Ethiopia should identify the right potential markets that can go harmoniously with the current situation of the country instead of waiting for the usual common market, which is actually happening currently.

4.3.3. Marketing Strategies employed by the Key Stakeholders in the Aftermath of the Civil-unrest

On an interview with major tourism stakeholders in Addis Ababa, similar data were gathered that respondents mentioned there were no strategy development that can potentially help reattract tourists and change the negative image of the country.

Tourism destination development director in the Ministry of Tourism states that, “At Ministerial level, though there are some activities that can be mentioned as recovery marketing practice but it is difficult to say we have got a well-developed strategy. However, I totally believe that it should be developed and once essential services were restored and the affected areas are safe, developing effective strategies can play major role in informing visitors that the area is open again for visitors.”

During an interview with Ethiopian Tourism Professionals’ Association (ETPA), an expert and the association’s head mentioned that:

It’s difficult for us to prepare strategies as an association. But I believe that country level recovery marketing strategies should be prepared and we are ready to work cooperatively. It is also important and I strongly agree that the stakeholders in Ethiopia’s tourism should be involved in the development of well-articulated strategies that will determine the country’s future tourism development. Strategies that should be monitored, evaluated and benchmarked regularly can help the country revive again.

Furthermore, in an interview with Ethiopian Tour Guides Professional Association (ETGPA) the manager indicated that, “As far as I know, we are never invited to a country level discussion on tourism destination strategy development. But we definitely believe that it should be developed including all the stakeholders in the industry. As tour guides association, we have good communication with international organization and we are working our part in image restoration by informing the current situation of the country to customers and other association in different countries.”

As we can note from the above interview quotes, if tourism destination rebranding is not well co-ordinated and responsibly managed, it remains ineffective due to its lack of ownership. Rebranding could largely be happened by efforts of the major stakeholders so that a significant repositioning can occur. In addition, it is important to understand which channels of advertising the new brand would reach to the large number of potential markets. However, from the interview conducted and from the similarity of responses gathered, it was noted that there was no formally developed strategy by the major stakeholders to confront the negative image of the country in the aftermath of the crisis.

Many scholars suggest that crises affected tourism destination should develop marketing strategies for the post-crisis phase and these marketing recovery strategies play a crucial role and often dictate how soon affected destinations recover from crisis. Hence, developing counter effective strategies to consciously engage and mobilise every tourism stakeholder to support the tourism destination rebranding is very critical. According to UNWTO (2005), cited in Kanlayanasukho (2013) suggest that tourism recovery marketing strategies can include increasing familiarisation trips for journalists and tour operators, joining the global communications campaign for tourism, creating new niche market, quickly shifting promotion to most promising markets, stepping up promotion to domestic market, taking travel advisories seriously and intensifying co-operation. In spite of different global crises, many Ethiopia's neighbouring countries' tourism destinations are looking for competitive advantage, as the global tourism industry become increasingly competitive. Sandra (2009) indicates that strategic destination marketing deals with a destination's global marketplace placement, and as a strategic management tool it is centred on a stakeholder-informed SWOT analysis.

Therefore, Ethiopia's tourism destination marketing organization should prepare effective strategy that will change the negative image of the country and that will attract tourists as well.

4.3.4. Collaboration among the major stakeholders in the image restoration practices

Most the respondents mentioned positive remarks and helpful hints that stakeholder's collaboration could have huge potential in changing the distorted tourism image of the country. In an interview with Ministry of tourism, the tourism destinations development director suggested an insightful idea that:

In our case, the main issue is lack of collaboration and partnership among the stakeholders', hence, leading to more problems at the tourism destinations' image. Although, authentic stakeholders' engagement in tourism destination rebranding is still a pressing issue for Ethiopia, engagement in it is relatively very poor. Stakeholders' partnership and coining the same vision for the future of tourism destinations is crucial for the long-term goals of tourism development. I believe that every stakeholder should communicate in order to create successful business outcome.

Similarly, many scholars suggest that although partnership in a broad sense is perceived to be an effective and efficient in engaging all stakeholders, it can also be challenging to accommodate a considerable number of interests, further leading to conflict and power imbalance between stakeholders. Hence, the engagement of stakeholders working towards a shared goal only exist if the stakeholders come up to the same goal i.e., changing the distorted image of destination and tourism recovery. Stakeholders' practices in destination rebranding and the scope to which partnership between each of them can facilitate rebranding of the tourism destinations.

During an interview with Addis Ababa Hotel Owners' Association (AHA) the association head suggest a similar thought that:

I would say that our approach to tourism rebranding should be viewed all-inclusive and a multitude of stakeholder interests should be included and considered. I believe, this is the integral part of tourism destination recovery and image restoration. We should cooperate with proper guidelines, not just the top-down coordination. Based on our current situation, I can definitely say our approach is not systemic and researched. The creation of a destination rebranding requires collaboration among stakeholders; however, as of my understanding this is not the case in Ethiopia.

Similar data, which were gathered from the face-to-face interview with major stakeholders indicate that there was diverse and unintegrated interest and approaches between stakeholders that affected the initiation and success of tourism rebranding activity negatively. Stakeholders should collaboratively portray to customers and potential customers that the tourism destinations of Ethiopia are now a unique, hospitable and quality destination that offering an outstanding experience, at least in some part of the country which are safe to travel. Partnerships between stakeholders and host communities should promote more efficient and effective forms of collaboration. In order to enable balanced representativeness between stakeholders in destination rebranding, engagement approaches are inevitable.

Therefore, we can note that collaboration with major stakeholders is a must to do and integral part of future tourism development in Ethiopia.

“We do cooperate in various promotional activities when we attend abroad but this is very limited in management structure because usually it’s only promotion-related. There are initiatives sometimes but no real and systemic exchange of views in tourism rebranding. There is some cooperation but more often it’s insignificance. In general, coordination is weak with other institutions,” suggested by manager of Ethiopian Tourist Guides Professional Association (ETGPA). In post-crisis tourism recovery and growth, stakeholders’ participation in rebranding, promotion on the status of the tourism products, and the attractiveness of the destinations all play important roles. At the time of post-crisis, working cooperatively on the crisis management capabilities, responding timely on the positive publicity, and effective marketing campaigns will help to reach to the potential source market.

Avraham and Ketter (2008) state about tourism destination marketing and rebranding that the coordination effort of different organizations, firms and individuals, from both the public and private sectors, is not easy, mainly due to different interests, viewpoints and agendas. On the other hand, the greater the degree of coordination, the more likely is the marketing plan to succeed. Furthermore, Arefayne, Legesse and Alemshet (2021) suggest that, “In fastest growing countries like Ethiopia, where the tourism sector is at its early stage, weak promotion or lack of coordination and promotional efforts as well as skilled manpower and lack of integration are the major negatively contributing forces.” Hence, it is highly believed that, at the post crisis stage, status and degrees of political, economic, social and cultural relations and coordination between different stakeholders largely determine the post-crisis tourist flow.

Many researchers have argued that it is too complex and impossible to include all the stakeholders in the tourism rebranding discussions as they are too many stakeholders with too

little control. Tourism stakeholders mainly tour operators and the hoteliers must be involved in decision making of tourism destinations recovery as they deal directly with tourists.

However, if the tourism players are not involved, there is likely to be a gap between what is being marketed and what is actually being sold in the market. It is therefore, imperative to involve stakeholders in destination rebranding. An expert in Ethiopian Tour Operators' Association (ETOA) commented that, "I believe that there is interdependence between destinations managing organizations for example Ministry of Tourism and major role players like Ethiopian Tour Operators' Associations and its members. The co-dependent aspects of all stakeholders must be recognised, embraced and reflected in the marketing and implementation of Ethiopia's tourism destinations rebranding aspects."

Therefore, as we can note from the similarity of thoughts forwarded by the major stakeholders during the interview, due to the lack of unity among stakeholders specifically on the image restoration of Ethiopia's tourism destinations in the post-conflict period, the country is lagging behind in its tourism recovery. This slow communication and cooperation among the major stakeholders on the strategy development however, will have huge negative impact on tourism recovery. Hence, major stakeholders should reach upon agreement that collaboration is vital on the image restoration of tourism destinations of Ethiopia.

4.3.5. Stakeholders' views on the relevance of launching a new tourism logo and slogan

An interview with a tourism expert in Ethiopian Tour Operators' Associations (ETOA) indicated that, "The current tourism brand, *'Ethiopia: land of origins'* will be the basis to develop the promotional communication that Ethiopia is the cradle of humanity but in regard to the current civil-unrest, coming up with new logo and slogan will have the potential to tackle the negative image of the country and it might have huge positive impact on the international market."

Similarly, when asked whether a specific logo and slogan change should be part of Ethiopia's branding strategy, a respondent from Addis Ababa Art, Culture and Tourism Bureau indicated that, "Ethiopia's tourism destination organizations and marketers should indeed use a new logo and slogan in the future tourism recovery and rebranding the destinations. I believe that, coming with a new tourism logo/slogan can assist tourists to recall the destination quicker."

Further, a respondent from Ethiopian Tourism Professionals' Association (ETPA), acknowledge that:

Aesthetically presented new tourism brand and new campaigns highlights the attractive attributes of Ethiopia's current tourism destinations and such campaigns can be used to modify the world's image of the country, which was ruined due to the war in the northern part of the country. I believe a strategy of launching new logo and slogan in the recovery marketing should aim to convince potential visitors, despite the concluded crisis in Ethiopia. This will help the country as a rapidly recovered tourism destination and well-developed tourism facilities that have to be offered in the post-conflict period.

Respondents forward a very similar views regarding the current tourism logo and slogan in association with its effectiveness in the target markets. Most of them indicated that the country requires a dedicated tourism marketing organisations that ensures and addresses the eroded tourism image of the country. They highly agreed on their statement during interview that Ethiopia is presented a hostile environment for visitors and the perception towards the country was largely a product of media, mainly the international coverage. They further asserted that whether or not this is fair, the country must do something to promote a positive

perception. This could include changing the current logo and slogan and coming up with new brand image.

Many researchers also pointed out that, dissemination of positive attributes of a destination can further offset negative publicity emanating from the mass media; effective advertising campaigns capitalise on visitors' positive mental connections to the place. According Pike and Ryan (2004), cited in Kanlayanasukho (2013) states that, "A major objective of any destination positioning strategy is to reinforce positive images already held by the target audience, correct negative images, or create a new image." Moreover, according to Keller (2003) if tourism destinations have created a sign or a symbol for a new product, they have created a brand. And brand distinguishes a destination from its unbranded destination counterparts and gives it equity over its competitors. Hence, Ethiopia's major tourism destination development organisations' integral task for effective marketing of crises is to establish and maintain alliances with private sectors, associations, organisations and government stakeholders that share common interests to reposition the country's tourism. This cooperation will allow them to manage the effectiveness of launching new tourism logo and slogan and to put new positive image in the mind of potential tourists.

According to Beirman (2003), by publicising the positives and reporting the progress of the recovery, destinations can seize some control to restore confidence. Though changing and coming up with a new tourism logo and slogan might be a hectic process and measuring its effectiveness is not easy task, it's highly believed that it can definitely play major role in restoring the negative image of the country. Hagos (2020) stated that, "Developing slogans and logos are important but limited and not sufficient in terms of understanding the holistic approach to the destination branding process. This process has successfully been used in

policy formulation towards economic development, stakeholder involvement, community participation and political engagement”

Therefore, based on the similarity of thoughts gathered from the stakeholders’ responses and scholars’ thoughts, government agencies, tourism professionals and tourism industry managers should use new logo and slogan development as a strategy of tourism destination rebranding and employ quick response mechanisms for Ethiopia’s tourism recovery in the international markets.

4.3.6. The most viable basis and platforms for the tourism rebranding in post-conflict period

Respondents revealed similar evidences that a set of challenges still exist not to have feasible basis for the tourism destinations rebranding in Ethiopia. They mentioned that major challenges for example, lack of human resources with experience and skill in tourism destinations rebranding and marketing, lack of funding for tourism promotion, weak regulatory environment and the lack of ensuring security and safety are among the most prominent threats for the tourism destinations rebranding in Ethiopia. During an interview with destinations development director from the Ministry of Tourism, it was suggested that:

In order to develop practical foundations for tourism destinations restoration, the Ministry of tourism should formally develop tourism rebranding strategy and have the support and commitment from the highest political levels in the country. Furthermore, it should deliberately be active in searching funding for rebranding and also collaborate interactively with stakeholders, and keep technological developments and use them more efficiently by adopting communication and promotion strategies.

Many of the respondents similarly indicated that through the use of internet and social media, tourism destinations marketing organisations could ensure the transmission of correct and actual information regarding the reality in Ethiopia. For example, an expert from Ethiopian Tourism Professionals' Association (ETPA) suggested that, "Many tourists fail to travel due to real or unreal fears mainly fear of being attacked and the failure to travel is again related to basic safety requirements of survival. In these cases, the tourism marketer's responsibility is to overcome such fear, for example, by reassuring visitors of the safety of Ethiopia." Furthermore, the manager in Addis Ababa Hotel owner's Association (AHA) suggest that, "We believe that media is incredibly big influencer and we are happily ready to work with the international mainstream media regarding tourism destinations development in Ethiopia. It will be one of the foundations for the tourism destinations image restorations."

Many researchers have studied the power and effects of media on the social, political, economic and cultural spheres. When major stakeholders think about in creating the most viable basis for tourism destinations restorations, they should also consider that creating rapport with the media is an integral part of the efforts. Beirman (2003) states that, "Once a strong cooperative relationship is developed with the relevant media, it is also likely that the media will seek to cover the tourist authorities' management of the actual crisis and post-crisis developments."

Ethiopia is not only wealthy in terms of water and other natural resources, it is also very rich in intangible assets, coming in the form of a variety of cultural, historical, geographical, as well as human intellectual capital. All these can be integrated and packaged into an attractive

tourism destination repositioning concept and play major role as a viable base for tourism recovery.

Ethiopia can still regain its positive image by offering attractive touristic services. However, similar notions were collected from the interviewees that the current platforms for the tourism rebranding and improving its competitiveness in post-conflict period are not well developed and basic foundations are unavailable.

Therefore, from the similarity of thoughts indicated by the respondents, the researcher identified the following as major viable basis and platforms for Ethiopia's tourism recovery and destination repositioning; these are developing human resources and expertise in tourism destinations rebranding and digital marketing, choosing appropriate and updated technologies, reassuring security and safety, searching for sufficient funding, and working with media professionals closely and collaboratively could have huge potential in restoring tourism destinations positive image and it could also be taken as basis for the tourism recovery development platform in Ethiopia.

Chapter Five

Summary, Conclusion and Recommendations

This chapter commences by presenting significant insights on the essentials of the analysis. In a summary, it provides an overview of the analysis. It then draws conclusions based on the presentations, discussions and analysis made in the previous chapters and points reached in this study in relation to the objectives that were formulated for it. Finally, it gives some recommendations on tourism destination rebranding strategies, image restoration tools and usage practices in the study area, and concludes with a brief overview of the areas potentially recommended for further research that were identified in the course of the study.

5.1. Summary

The summary part highlights the major conclusions and possible recommendations of the study. The major conclusions included the practices and collaboration among key stakeholders in tourism destination recovery in the aftermath of the civil-unrest in Ethiopia received little attention generally and more specifically in the contexts of the key tourism stakeholders in Addis Ababa. The study found out that tourism destinations rebranding and image restorations practices are not consciously practised in Ethiopia by the major stakeholders. Several recommendations arising from the study as well as suggestions for further study could be provided. Some of the recommendations are the country needed to formally establish a responsible entity that should formulate strategy and coordinate the nation's tourism destinations image restorations and rebranding campaign efforts.

Further recommendations are given for the major stakeholders to fully understand their roles in the tourism destination rebranding practices, on strategy development when facing crisis, and examine possible funding options, such as public private partnerships for the efforts of tourism destinations rebranding.

In tourism destinations image restoration and rebranding context, few research were undertaken and deployed in the in the study area. Consequently, the central theme of the study and the major findings deals with the assessment of the practices, potentials and collaboration of stakeholders' operation for tourism destinations rebranding.

5.2. Conclusions

The conclusion part presents empirical knowledge generated on the three inter-related key components of the study i.e., identification of potentials of destination rebranding as an alternative marketing strategy in the aftermath of the conflict, rebranding practices employed by key stakeholders (i.e., identify the effectiveness, or lack thereof of the current tourism destinations), and the employed rebranding campaign tools and components by the key stakeholders in the aftermath of civil unrest.

5.2.1. Identification of the potentials of destination rebranding as an alternative marketing strategy

The rebranding of Ethiopia as a tourist destination in the aftermath of the conflict could contribute to reposition the tourism destinations in the international market. The process could lead to the creation of a favourable image that is appealing to the target audience. However, the previous markets had already acquired the negative image of the country, therefore searching new target market is very crucial for the tourism development. It is obvious that failure of any destination to brand and position itself on the international map could result it being downgraded to a minor position in the minds of potential tourists.

When rebranding the tourist destination of Ethiopia, it is important not only to look at the targeted market, but it is also important to reach out to all the interested stakeholders in order to achieve consensus regarding the rebranding efforts on the potential tourism markets.

Furthermore, the destination should align the rebranding efforts with other aspects of the destination for instance, the current realities of the destinations. Such alignment involves the development of positioning strategies, because the failure to align may lead to a conflict between the perceptions held by potential or actual visitors and ground level tourism operators. When rebranding tourism destinations to the new markets, the picture that is projected to the world about the destination should portray the reality of the destination. Failure to do so could result in gaps being created in the perceptions held about the destination and the experiences offered by it.

In addition, after developing a new brand, Ethiopia should market its new position abroad to new market segments and the national tourism destinations promotional strategy should give due emphasis on the newly targeted markets. It is important to communicate the new position to current and prospective target audiences. The marketing of the tourism destinations to the new potential markets requires strategic advertising rather than mere tactical advertising. It means that the destination should get on an aggressive marketing campaign in order to enable the brand to change the perceptions held by the target audiences. The new tourism brand to potential markets should be dynamic and continue to serve the destination for long, because it is impractical and expensive to make regular and radical changes to brand over and over again following different crisis. To avoid drawbacks, the rebranding should be flexible and adapt to different circumstances.

Many research has indicated that, as the audience changes due to new positioning to the potential markets, the competitive environment changes too, therefore the new brand building process should take these matters into consideration in the long term. The rebranding process cannot be achieved successfully through advertising or through the use of a website alone. It should among other things involve the key stakeholders so that they are enabled to spread the message by word of mouth and become ambassadors of the destination wherever they go.

5.2.2. Rebranding practices employed by key stakeholders

According to the data gathered from the respondents, there is low level of motivation for collaboration which is described through low commitment of working together, low self-interest and low organizational interest of collaboration for tourism destinations repositioning practices in Ethiopia. Therefore, more efforts needed to motivate all stakeholders to participate in tourism destinations repositioning practices and destinations image restorations campaigns. This study disclosed that, there is relatively good knowledge about the concept of tourism destinations image restoration among the stakeholders, though practical efforts were noted weak. In the interview with some respondents, it was revealed that they complained there was no proper and formal strategy developed to reposition Ethiopia in the target markets.

Therefore, this study claims that there are no clear destinations' image restoration goals which were shared by all stakeholders. Many of the respondents forwarded a very similar idea that they do not have a shared vision with other stakeholders for tourism destinations strategical rebranding practices. In destination rebranding, everyone at the destination has a role to play. Although Ethiopia once had a positive image, this image has been eroded in source markets, largely as a result of negative publicity due to the civil unrest.

The study also revealed that one of the most appropriate strategies that could be used by destination marketers to reposition Ethiopia as a tourist destination is that of image rebuilding. However, image rebuilding should be preceded by the creation of conducive macro and micro environments that could enable tourists to have confidence in Ethiopia as post-conflict tourism destination. Therefore, a concerted efforts are required of all the agents who manage the country's tourism destinations development in the aftermath of the civil unrest.

5.2.3. Rebranding campaign tools and components applied by the key stakeholders

To rebrand a place and deliver the desired message to the target audience, tourism destinations marketing organizers must use many components that comprise the campaign. Most important are changing the place's logo, changing the place's slogan, and the visual symbols could be used based on the magnitude of the crises and global image the destinations acquired. Respondents strongly agree that the tourism destinations marketing organizations and major stakeholders should use marketing tools in the rebranding efforts. Many scholars have also indicated that extending a new brand into the global sphere is a very complex process if the right marketing tools and components are not applied accordingly.

Therefore, when Ethiopia's tourism destinations' developers apply tools in the tourism destinations rebuilding process, they should connect the tools of image restoration with the target audience emotionally by providing a complete sensory experience of the environment. Therefore, campaign tools and major components should be used in the tourism destinations image restorations of Ethiopia.

5.3. Recommendations

The following recommendations are made on the basis of the information obtained from the literature study and the empirical findings of the study. These recommendations are made under the following headings: tourism destination rebranding strategies, the usage of image restorations tools, including stakeholders in tourism destinations image restorations campaign, exploring funding for the rebranding processes, and recommendation for further research.

5.3.1. Formally construct clear tourism destinations rebranding strategies

Tourism destinations rebranding can be such a difficult and complex process requiring fully engaged and committed professionals and adequate resources on the destination. Accordingly, it is recommended that Ethiopia needs a formally recognised institution in order to formulate and coordinate the strategy construction efforts. The country should also need to formally establish a task force and office whose mandate is to develop and build tourism destinations image restorations and the task force should be an all-inclusive entity with credibility to rally rebranding campaign and include actors whose influence and recognitions are important for quick recovery of the tourism destinations of the country.

It is recommended that Ethiopia should develop crisis management strategies to protect its destination brand and enable itself to transform the current civil unrest crisis situation into an opportunity. A strategy of this nature could be achieved through the use of a number of approaches that could include focusing on the positive aspects of the destination; highlighting special circumstances; giving due considerations and attention on the tourism elements of the

destination which have a direct impact on the destination in order to change the way that people think about the destination; shifting paradigms; and creating a new destination image.

5.3.2. Use appropriate repositioning tools and campaign components

Rebranding tourism destinations entails among other things the creation of a logo/slogan and/or graphics symbols in order to identify the destination and to differentiate it from its competitors. Moreover, the rebranding process should involve all the stakeholders, thereby ensuring that all the stakeholders participate in the rebranding process. This study concludes that tourism destination rebranding is indeed a strategic tool for the quick tourism recovery and that it could be used effectively in the formulation of market segmentation strategy.

Such a strategy could provide focus and integrate stakeholders' efforts. Whereas the destination rebranding process is concerned with alignment, it should be noted that consistently doing what is correct creates power of the greatest possible number of message partners and stakeholders within the destination to forward to the targeted audience/markets.

This study also demonstrates that rebranding can contribute to influencing the influencers and maintaining sound communication with those who control the messages, usually major interactional media, while minimising negative impacts for the destination. In the light of the current civil unrest and problems that are being experienced in Ethiopia, undoubtedly the destination could benefit from the rebranding and effective strategy development.

However, the study simultaneously indicates that non-tourism factors i.e., funding and stakeholders' collaborations should also be taken into consideration in the rebranding process. The importance of these factors implies that an appropriate structure should be established to manage the rebrand and to ensure that the quality and performance standards of the brand do not deteriorate the criteria that are set.

Therefore, the study reveals that there is a lack of applying appropriate tourism destinations rebranding tools. The destination marketing organizations should develop a clear strategic direction that fosters the application of rebranding tools in the repositioning process. Destination rebranding organizers should share common vision that could lead to the formation of strategic alliances with other international bodies mainly by using the tools of destination image restoration.

5.3.3. Include key stakeholders in tourism destinations image restorations campaign

As explained in the study, majority of the stakeholders are not cognizant of their roles and responsibilities as they rarely informed by tourism office, mainly by the Ministry of tourism. However, before collaborating with other stakeholders, it is required to clearly know one's own role as a stakeholder. All participating organizations should share equal responsibility to ensure that one organization does not dominate the partnership in the campaign and image restoration process.

An environment of collaboration comes from the sharing of different experiences, cultures, stories and approaches to problem-solving, understanding and concerns. Therefore, clearly defining roles and responsibilities of stakeholders enhance collaboration as all come with common understanding of their own roles and responsibilities. Stakeholders need to support each other for collaborative activities in order to develop tourism destination image restoration. Based on the responses from the respondents, this study discloses that there are no clear collaborative projects underway at the time of study. This implies there is weak support from stakeholders to collaborate on the tourism destinations rebranding activities in the country.

So, more efforts needed from the government body and private sectors to create structure of collaboration which fastens stakeholders' commitment on this important activity.

5.3.4. Explore source of funding for the rebranding processes

This study showed that source of funding for tourism destinations repositioning for the potential markets was not clearly available. The various institutions and associations involved in this study did not have specific budgetary allocations directed towards tourism destinations image restorations campaign. Accordingly, there is need for adequate funding for the rebranding initiatives. Moreover, given that the government has confined fiscal space, there is need to explore other viable funding options, such as public-private-partnerships, and participating the diaspora abroad in the effort.

It is increasingly being accepted that destination rebranding requires a significant investment in terms of finance, infrastructure and human resources. Destination rebranding cannot be achieved in isolation therefore it should be a co-operative national effort that involves all the stakeholders in funding. The study emphasises that destination rebranding cannot be limited to an advertising campaign, slogan/sign or logo change, although these symbols can contribute to the consolidation and reinforcement of pleasurable memories of the experience provided by the destination. Many of the respondents indicated that the need to allocate adequate resources for the marketing of Ethiopia as a tourist destination and the establishment of a sound base for both the national and the international marketing.

5.3.5. Recommendation for further research

This study contributes to the prevailing literature on tourism destinations marketing and image restorations practices, particularly in the field of destination rebranding and repositioning in the post-conflict period. The study also contributes to the clarification of the complexity of tourism destinations rebranding by reorganising the closely related and interlinked terms that are usually used interchangeably, for example tourism destinations rebranding, repositioning and image restorations.

These factors are clarified by means of both in the literature review that was undertaken and the empirical survey that was conducted. Therefore, based on Ethiopia's context, the study has included basic concepts for example, how crises affected tourism destinations should develop different strategies based on the extent and durations of the crises, the necessities of using appropriate rebranding campaign tools and components, and importance of searching and replacing potential markets so that the destinations could restore the tourism business again and rebuild its image.

However, the following three broad areas are identified and recommended for further research on destinations rebranding and repositioning of Ethiopia as a tourist destination:

1. Assessing the effect of politics on tourism destinations rebranding and its impact on the marketing of a tourism destinations, with particular reference to Ethiopia.
2. Evaluate the factors affecting the level of collaboration amongst stakeholders in the tourism destination rebranding process.
3. Assessing Ethiopia's tourism destination rebranding practice from the perspective of tourists.

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Appendices

Appendix 1: Questionnaire



Seek Wisdom, Elevate your Intellect and Serve Humanity



ADDIS ABABA UNIVERSITY

COLLEGE OF DEVELOPMENT STUDIES

TOURISM DEVELOPMENT AND MANAGEMENT PROGRAM

A Survey Questionnaire for Major Tourism Stakeholders in Addis Ababa

I. Information

Dear respondent,

My name is Henok Alemayehu, and I am a master's student at Addis Ababa University, college of development studies in the program of tourism development and management. Currently, I am conducting a study for my Master's thesis entitled as "Assessment of Post-conflict Tourism Destinations Rebranding Strategies: Evidence from Key Stakeholders in Addis Ababa." The purpose of the study is to explore the potentials and current practices of the reimagining activities of Ethiopia's tourism destinations. Since the quality of the final output of the study will largely depend up on the information you provide, the researcher would like to kindly request your honest responses.

II. Instructions

Please provide your most honest opinion (that which reflects your own beliefs and understanding) on the questions in this questionnaire.

III. Confidentiality

You are assured that your responses shall be treated with confidentiality and only for the research purpose.

IV. Researcher's address

Cell phone: +251 993 934 233

e-mail: reachbaye@gmail.com

Part 1

The following questions focuses on the respondent's profile, please put a tick (✓) mark by choosing the appropriate number/reference in the open-box accordingly.

1. Age

Below 30	
31-40	
41-50	
51-60	
Above 61	

2. Gender

Male	
Female	

3. Educational Level of the Respondents

Certificate (TVET)	
Diploma holder	
Degree holder	
Masters and above	

4. Indicate your Tourism Related Work Experience

Less than 1 year	
1-5	
6-10	
11-15	
Above 15 years	

Part 2

It is fact that in the previous couples of years tourism activity in Ethiopia has been severely affected by the civil-unrest. Following the incident, the image of Ethiopia is negatively perceived by the potential tourism markets. The following 4 questions and statements listed on each question is related to this issue.

1. In your opinion, who should manage and take responsibility for establishing Ethiopia’s tourism destination rebranding campaign? Would you please tick (√) in the open box where appropriate? [NB: more than one answer is possible]

The prime-minister’s office	
Ministry of tourism	
Other tourism authorities (i.e., MICE Ethiopia, Tourism Ethiopia)	
Associations (i.e., Ethiopian tour operators’ associations (ETOA), Addis Ababa hotel owner’s association (AHA))	
Other. Please specify here:	

2. In your own opinion, what is the most appropriate strategy that could be used to reposition Ethiopia as a post-conflict tourist destination? Would you please tick (✓) in the open box where appropriate?

Destination image rebuilding for both domestic and international markets	
Increasing tourism destination rebranding awareness for key stakeholders in the country	
Creating different marketing campaign for different segments	
Identifying new target markets	
Other. Please specify here:	

3. Recently, various comments (statements) have been made concerning Ethiopia as a tourism destination, especially for the post-conflict tourism activity. To what extent do you agree with the following statements in the table below? Please rate each statement using the following scale (1-5). Scale: 1= strongly disagree 2=Disagree 3=Neither agree/ disagree 4=Agree 5=Strongly agree

Statements		Rating scales				
		1	2	3	4	5
1	Following the civil-unrest, Ethiopia lacks unified approach to combat the effects of its brand erosions					
2	Collaboration and integration with key stakeholders are poor in post-conflict tourism activity					
3	There is over-dependency on international Tourism					
4	There are no defined and aggressive post-conflict marketing strategies developed by Ethiopia's key stakeholders					

4. The following items focuses on the fundamentals of destination rebranding strategies. To what extent do you agree with the following statements in the table below? Please rate each statement using the following scale (1-5). Scale: 1= strongly disagree 2=Disagree 3=Neither agree/ disagree 4=Agree 5=Strongly agree

Items		Rating scales				
		1	2	3	4	5
1	There should be collaboration between the government and key stakeholders in the rebranding of Ethiopia's tourism destinations					
2	It is essential that stakeholders should understand and hold Ethiopia's tourism rebranding strategy as the umbrella in their respective marketing practices					
3	There should be a new tourism brand to be used as a marketing tool at special events in the country in the post conflict period					
4	The rebranding should project a simple, appealing, and authentic logo					
5	The rebranding should project a simple, appealing, and authentic slogan					

Part 3

The questions under this section focuses on *tourism destination marketing tools in the post-conflict tourism* activity in Ethiopia. To what extent do you agree with the following statements in the table below? Please rate each statement using the following scale (1-5).

Scale: 1= strongly disagree 2=Disagree 3=Neither agree/ disagree 4=Agree
5=Strongly agree

Items		Rating scales				
		1	2	3	4	5
1	Ethiopia's current tourism logo is hardly relevant amid internal conflict					
2	For post-conflict tourism activity, tourism marketers in Ethiopia should launch <i>a new slogan</i>					
3	There should be <i>a new and specific place visual symbol</i> that will represent Ethiopia's tourism destination					
4	<i>Advertising (by buying air space)</i> Ethiopia as a tourist destination in the mainstream media like CNN, BBC and others will positively impact the country's tourism in the foreign market					
5	<i>Direct mailing (marketing)</i> about the current situation to tourists who has visited the country previously has the power of changing the negative image of the country					
6	There should be <i>sales promotion</i> in the foreign market					
7	Ethiopia's tourism destination marketers should use <i>public relation</i> as a technique of reaching to the potential foreign markets					
8	<i>Extensive online presence</i> has great advantage of rebranding the tourism destinations of Ethiopia					
9	There should be <i>an extensive usage of rebranding ambassadors</i> to rebrand the tourism destinations of Ethiopia					
10	Establishing <i>a good relationship (establishing a rapport)</i> with international journalists, will positively impact the country to regain the foreign markets					
11	A strategy of " <i>Come and see for yourself</i> " by fully sponsoring important foreign individuals will help to reimage the tourism destinations of Ethiopia					
12	There should be <i>a special event organization</i> that will potentially attract the attention of foreign tourists					
13	<i>Recruiting important opinion leaders</i> and inviting them to the country will change the image of Ethiopia for themselves to witness that the country has now recovered from its crisis					

Many thanks for your genuine responses and contribution!

Appendix 2: Interview Guide for Ministry of Tourism



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ADDIS ABABA UNIVERSITY

COLLEGE OF DEVELOPMENT STUDIES

TOURISM DEVELOPMENT AND MANAGEMENT PROGRAM

General Introduction

Dear informant,

My name is Henok Alemayehu, and I am a master's student at Addis Ababa University, college of development studies in the program of tourism development and management. Currently, I am conducting my thesis entitled as "Assessment of Post-conflict Tourism Destinations Rebranding Strategies: Evidence from Key Stakeholders in Addis Ababa" The purpose of the study is to explore the potentials and current practices of the reimagining Ethiopia's tourism destinations through post-conflict marketing strategies. The researcher would like to assure you that the data collected from you would only be used for the purpose of this thesis. Since the quality of the final output of the study will largely depend up on the information you provide, the researcher would like to kindly request your honest responses. Any confidential idea discussed between you and the researcher will not be publicized without your formal acknowledgment and/or consent in any regard. The researcher is very grateful for your willingness to share your precious resources i.e., time, experience and range of data will be appreciated in advance.

Profile of the informant:

1. Educational status: _____

2. Professional background: _____

3. Destination marketing related work experience: _____

4. Time the interview started: _____ Time the interview ended _____

Total time _____

1. The civil-unrest crisis has affected the overall tourism activities severely. This may include tour operation firms, tour guides, car rentals, hotel businesses etc. Would you please give me details about the efforts your ministry has done in the tourism destination rebuilding, especially in the aftermath of the civil-unrest?
2. In your opinion, how would you describe Ethiopia's current brand logo and slogan (i.e., *Ethiopia-land of origins*) and its tourism performance?
3. In your opinion, how do you see the relevance of new logo and slogan that will rebuild the negative image and reach to potential markets internationally?
4. How do you see the marketing strategies that are designed (if any) in the ministry to rebuild the image of Ethiopia's tourism destinations after the civil-unrest?
5. In your opinion, how do you see the ministry's effort to image restoration and marketing activities to reach to the international potential markets mainly in the aftermath of the civil-unrest?
6. In your opinion, what role should the government play (at the ministerial level), maybe in collaboration with embassies, the Diaspora, local and international NGOs in the Ethiopia's tourism destination rebranding process?

Appendix 3: Interview Guide for Addis Ababa Art, Culture and Tourism Bureau



ADDIS ABABA UNIVERSITY
COLLEGE OF DEVELOPMENT STUDIES
TOURISM DEVELOPMENT AND MANAGEMENT PROGRAM

General Introduction

Dear informant,

My name is Henok Alemayehu, and I am a master's student at Addis Ababa University, college of development studies in the program of tourism development and management. Currently, I am conducting my thesis entitled as "Assessment of Post-conflict Tourism Destinations Rebranding Strategies: Evidence from Key Stakeholders in Addis Ababa" The purpose of the study is to explore the potentials and current practices of the reimagining Ethiopia's tourism destinations through post-conflict marketing strategies. The researcher would like to assure you that the data collected from you would only be used for the purpose of this thesis. Since the quality of the final output of the study will largely depend up on the information you provide, the researcher would like to kindly request your honest responses. Any confidential idea discussed between you and the researcher will not be publicized without your formal acknowledgment and/or consent in any regard. The researcher is very grateful for your willingness to share your precious resources i.e., time, experience and range of data will be appreciated in advance.

Profile of the informant:

1. Educational status: _____

2. Professional background: _____

3. Destination marketing related work experience: _____

4. Time the interview started: _____ Time the interview ended _____

Total time _____

1. What is your organisation's role in the tourism destination rebuilding, especially in the aftermath of the civil-unrest?
2. In your opinion, how do you evaluate the role of the current Ethiopia's tourism brand logo and slogan (i.e., *Ethiopia-land of origins*) in rebuilding the image of the country and its effectiveness in the post conflict tourism activities?
3. In your opinion, do you believe your organizations has given due consideration to image restoration and marketing activities to reach to the international potential markets mainly in the aftermath of the civil-unrest?
4. Do you believe Ethiopian tourism destination marketers should see other potential markets for example in Africa, Asia and Middle-east than focusing on the previous major target markets like in Europe and the US?
5. Is there any platform and basis that integrates your organization with other offices (herein in the country and internationally) to reach to potential markets? If yes, can you mention some them and the success you achieved and challenges you faced?

Appendix 4: Interview Guide for Different Tourism Associations



Seek Wisdom, Elevate your Intellect and Serve Humanity



ADDIS ABABA UNIVERSITY

COLLEGE OF DEVELOPMENT STUDIES

TOURISM DEVELOPMENT AND MANAGEMENT PROGRAM

Interview guide for Ethiopian Tourist Guides Professional Association (ETGPA) and Ethiopian Tourism Professionals' Association (ETPA), Addis Ababa Hotel Owner's Association (AHA), and Ethiopian Tour Operators' Association (ETOA)

General Introduction

Dear informant,

My name is Henok Alemayehu, and I am a master's student at Addis Ababa University, college of development studies in the program of tourism development and management. Currently, I am conducting my thesis entitled as "Assessment of Post-conflict Tourism Destinations Rebranding Strategies: Evidence from Key Stakeholders in Addis Ababa" The purpose of the study is to explore the potentials and current practices of the reimagining Ethiopia's tourism destinations through post-conflict marketing strategies. The researcher would like to assure you that the data collected from you would only be used for the purpose of this thesis. Since the quality of the final output of the study will largely depend up on the information you provide, the researcher would like to kindly request your honest responses. Any confidential idea discussed between you and the researcher will not be publicized without your formal acknowledgment and/or consent in any regard. The researcher is very grateful for your willingness to share your precious resources i.e., time, experience and range of data will be appreciated in advance.

Profile of the informant:

1. Educational status: _____

2. Professional background: _____

3. Related work experience: _____

4. Time the interview started: _____ Time the interview ended _____

Total time _____

1. What are your association's role in the tourism destination rebuilding, especially in the aftermath of the civil-unrest?
2. Are there any specific marketing strategies designed in your office to rebuild the image of Ethiopia's tourism destinations?
3. If practically applied, have you evaluated the achievements?
4. In your opinion, what should be done on the perception of foreigners towards Ethiopia's tourism destination?
5. Do you believe your office has given due consideration to image restoration and marketing activities to reach to the international potential markets mainly in the aftermath of the civil-unrest?
6. Do you believe Ethiopian tourism destination marketers should see other potential markets for example in Africa, Asia and Middle-east than focusing on the previous major target markets like in Europe and the US?
7. In your opinion, is there any platform and basis that integrates your office with other offices (herein in the country and internationally) to reach to potential markets?

Appendix 5: Rotated Component Matrix Table

Rotated Component Matrix^a				
		Component		
		1	2	3
1	Establishing a good relationship (establishing a rapport) with international journalists, will positively impact the country to regain the foreign markets	0.871		
2	Recruiting important opinion leaders and inviting them to the country will change the image of Ethiopia for themselves to witness that the country has now recovered from its crisis	0.829		
3	Direct mailing (marketing) about the current situation to tourists who has visited the country previously has the power of changing the negative image of the country	0.818		
4	There should be an extensive usage of rebranding ambassadors to rebrand the tourism destinations of Ethiopia	0.539		
5	For post-conflict tourism activity, tourism marketers in Ethiopia should launch a new slogan		0.867	
6	Ethiopia's tourism destination marketers should use public relation as a technique of reaching to the potential foreign markets		0.741	
7	There should be sales promotion in the foreign market		0.637	
8	Extensive online presence has great advantage of rebranding the tourism destinations of Ethiopia		0.598	
9	Ethiopia's current tourism logo is hardly relevant amid internal conflict		0.555	
10	Advertising (by buying air space) Ethiopia as a tourist destination in the mainstream media like CNN, BBC and others will positively impact the country's tourism in the foreign market			0.842
11	A strategy of "Come and see for yourself" by fully sponsoring important foreign individuals will help to reimagine the tourism destinations of Ethiopia			0.768
12	There should be a special event organization that will potentially attract the attention of foreign tourists			0.768

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
 a. Rotation converged in 5 iterations.

Appendix 6: Total Variance Explained Table

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.945	30.347	30.347	3.945	30.347	30.347	3.190	24.535	24.535
2	2.742	21.090	51.437	2.742	21.090	51.437	2.960	22.766	47.301
3	1.716	13.202	64.639	1.716	13.202	64.639	2.254	17.338	64.639
4	0.940	7.227	71.866						

5	0.798	6.137	78.003						
6	0.680	5.228	83.231						
7	0.511	3.935	87.165						
8	0.435	3.346	90.511						
9	0.354	2.721	93.232						
10	0.288	2.216	95.448						
11	0.236	1.815	97.262						
12	0.198	1.524	98.786						
13	0.158	1.214	100.000						
Extraction Method: Principal Component Analysis.									