



ADDIS ABABA UNIVERSITY  
COLLEGE OF DEVELOPMENT STUDIES  
CENTER FOR ENVIRONMENT AND DEVELOPMENT STUDIES  
M.A PROGRAM OF TOURISM DEVELOPMENT AND MANAGEMENT

**ASSESSMENT OF SUSTAINABLE TOUR OPERATION BUSINESS PRACTICES,  
CHALLENGES AND OPPORTUNITIES: THE CASE OF TOUR OPERATORS  
LOCATED IN ADDIS ABABA**

By

Adey Mengistu

July, 2023

Addis Ababa, Ethiopia



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**A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY, COLLEGE OF  
DEVELOPMENT STUDIES, CENTER FOR ENVIRONMENT AND DEVELOPMENT  
STUDIES IN PARTIAL FULFILLMENT OF MASTERS OF ARTS IN TOURISM  
DEVELOPMENT AND MANAGEMENT**

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**July, 2023**

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This is to certify that the thesis prepared by Adey Mengistu entitled “**Assessment of Sustainable Tour Operation Business Practices, Challenges and Opportunities: the case of tour operators located in Addis Ababa**” submitted to Addis Ababa University, College of Development Studies, Center of Environment and Development Studies, Department of Tourism Development and Management in partial fulfillment of the requirements for the Degree of Masters of Arts in Tourism Development and Management complies with the regulation of the University and meets the accepted standards with respect to originality and quality.

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## Declaration

I declare that this thesis which is entitled **“Assessment of sustainable tour operation business practices, challenges and opportunities: the case of tour operators located in Addis Ababa”** is my own work and submitted to the College of Development Studies, Department of Tourism Development and Management in Partial Fulfilment of the Requirements for the Master of Arts Degree in Tourism Development and Management. I sincerely assure that it has not been submitted partially or full by any other person for an award of a degree in other university/institution. All sources of materials used as references for the purpose of this thesis have properly been acknowledged.

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## **Abstract**

*The main objective of this study was to assess sustainable tour operation business practices, challenges and opportunities located in Addis Ababa. The study employed both quantitative and qualitative data to achieve the objectives. Out of 333 registered tour operators in the Ministry of Tourism, sample size of 182 questionnaires were given by the researcher to tour operator companies and an interview were engaged. Quantitative data was collected from 172 participants drawn from different tour operators on a position of tour operators and tour managers. Qualitative data was collected from 4 interview respondents, 1 from the Ethiopian tour operators' association, 1 from Ethiopian tour guides association, 2 from tourism ministry based on purposive sampling technique. Quantitative data was analyzed using descriptive statistics analysis, while qualitative data was analyzed through interview analysis. Sustainable tour operation practices are divided into tour operation business management practices and sustainable destination management practices. The findings of the study revealed that the aggregate mean values for tour operation business management practices ( $x=3.294$ ). Furthermore, the grand mean value for sustainable destination management practices by tour operators is 3.75, which is a bit higher than the other dimension. The researcher also found that the major challenges facing tour operators in Addis Ababa are unethical business practices ( $x=3.95$ ) followed by Poor linkage with international tour operating companies ( $x=3.91$ ), poor national image ( $x=3.44$ ), lack of stakeholder's collaboration ( $x=2.53$ ), and global pandemics such as COVID 19 ( $x=2.48$ ), and poor technology usage ( $x=2.48$ ). Therefore, based on these findings, the researcher recommended that in order to ensure sustainability of tour operation businesses, it is important to mitigate the aforementioned challenges.*

*Keywords: Tour operation, business practices, sustainable, challenges, opportunities, tour operators located in Addis Ababa*

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## List of Acronyms

BC	British Columbia
COVID	Coronavirus Disease
CSA	Central Statistical Agency
GTP	Growth and Transformation Plan
ICT	Information and Communications Technology
MS	Microsoft
SEO	Search Engine Optimization
SERVQUAL	Service Quality
SOP	Standard Operating Procedure
SPSS	Statistical Package for the Social Sciences
UN	United Nations
UNEP	United Nations Environment Programme
UNWTO	United Nations World Tourism Organization
VFR	Visiting friends and relatives
Wi fi	Wireless fidelity

## **CHAPTER ONE**

### **1. Introduction**

#### **1.1. Background of The Study**

Ethiopia has a surplus of tourist attractions, yet tourism infrastructure is at its early stages; tourist products are poorly maintained; access to tourist products is difficult and can be inappropriately expensive; there is lack of marketing and promotion to attract tourists to the country and lack of advertising of tourist attractions once tourists are in the country. The lack of marketing within Ethiopia is shown by the profound absence of tourism information centers or offices at Addis Ababa Bole International Airport. There is lack of signage in tourist attractions sites and it is almost impossible to find brochures or maps of the city or its attractions (Robinson, 2016).

Tourism is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes more than 24 hrs & less than one consecutive year. These people are called visitors (which may be either tourists or excursionists; but non-residents) and tourism has to do with their activities, some of which imply tourism expenditure (United Nations World Tourism Organization, 2008).

Based on this definition, tourism is not just the movement of people for a number of purposes (whether business or pleasure), but the overall agglomeration of activities, services, and involved sectors that make up the unique tourist experience.

Tourism and travel have undergone tremendous growth and diversification to become a major force in the international economy. Many developing countries have increased their presence in the market, particularly as travellers have expanded beyond the more traditional destinations in order to seek out new places and experiences.

The tour operating business consists primarily of planning, preparing, and marketing a vacation tour, including making reservations and consolidating transportation and ground services into a tour assembled for a departure date to a specific destination (Abanga, 2015). A tour operator is a person or organisation buying individual tour services/products or tourism components (such as transportation and accommodation) from providers (such as carriers and hotels) and combining

them into a package (the tour), which is sold with a mark-up directly to the tourists or through intermediaries (Mokabe, 2018).

The important function of a tour operating company is to bridge the elements of the services offered from the supply side of the business with the consumption side of the business. This role is being achieved due to the fact that the tourism industry is an industry offering the services which are interdependent (branches). Thus, the tour operator performs the task of linking such elements together and sells the products in one piece and in a single price (Nkonoki, 2012). This is aimed to assess the current practices, challenges and opportunities available for tour operators located in Addis Ababa.

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

The tourism industry in Ethiopia is found in infancy stage. Its current low level of development is often attributed to changes in governance systems and development policies, weak promotion, lack of trained manpower, limited finance, poor coordination of stakeholders, lack of government attention and poor management capacity. In addition, low community engagement and poor tourism awareness, lack of suitable community organizations, lack of efficient benefit sharing mechanism, sub-standard facilities and services in destinations, and poor infrastructural development were major challenges in tourism sector (Ali, 2016; Teshome & Demissie, 2018b; Teshome et al., 2018; Wondirad, 2020).

Studies conducted in relation to Ethiopian tourism development have identified many challenges, including lack of effective marketing strategies, weak institutional and legislative frameworks, industry quality and standards issues, insufficient tourism and support infrastructure, issues of safety and security, discouraging policy and rules, and uncoordinated/fragmented tourism planning and development at national and regional levels in Ethiopia (Gebremariam, 2018; Gemechu, 2014; Ketema, 2015; Melak et al., 2016; Tesfaye, 2017; Zeleke, S. 2019).

Studies conducted in Ethiopia use visitor management as basic tool for measuring sustainable tourism operation. The results implied poor visitor management practice. It mainly results from limited stockholder engagement, insufficient budget, lack of skilled human power, limited and substandard visitor facilities and management tools (Alubel et al., 2021; Kebete & Wondirad, 2019; Welegebriel Asfaw, 2019). In 2014, a study was conducted on tour operators and travel agencies with regard to service quality (SERVQUAL instrument) and customer's satisfaction.

The findings of the study implied service quality dimensions showed that tourists' perceptions of service quality in the agencies were below their expectations. It was one indication of low service quality which in turn notifies tourists' dissatisfaction (Asfaw, 2014). In 2020, the impact of political unrest from 2015-2018 was assessed in tourism sector. The finding revealed that civil disobedience, state of emergency, civil unrests and inconveniences regarding safety of tourists negatively influenced slow growing tourism industry (Habtemichael, 2020).

The study of (Kebrabe, 2020) focused on Package Tour Design for Tourism Business Development, Ethiopian package sales peak at high tourism season, September till February, highly price-sensitive, lacks optional excursions, poor qualities of the information presented on the package illustrated without photos, navigational maps, and videos, and the package tours trends towards the hosted type of package tours. It addressed also the significance of tour operators in the development of package tours and tour operators need to be equipped with the most important professional skills and knowledge including; destinations knowledge, innovative and creativity skills, information technology, marketing, and communications skills, passion and interest to the profession are significant to run tour operations.

Tour operation business requires adoption of information and communication technology. A study conducted in small hotels and tour operators in Addis Ababa identified individual, organizational, and national factors hindered successful implementation. Some specific factors are high price of telecommunication product and service, political interference, absence of effective regulatory body, low community awareness of new technology and limited competition in telecommunication sector (Demeke et al., 2016). A study by Kinfemichael N. revealed that market e-readiness, IT capability and perceived benefit are major factors affecting adoption of e-commerce in tour operators (Nigussie, 2019).

ICT and E-marketing practice in Ethiopia are immature. The development of this practices tells that Ethiopia is poorly lagging behind from the rest of the world and applying E-marketing among tour operators in Ethiopia is affected by tremendous challenges such as inadequate communications and power infrastructure, Shortage of ICTs facilities and ICTs skills, inadequate institutional arrangements, limited financial resources, inadequate public private partnership, limited data management capacity, inadequate horizontal and vertical communication as

indicated in a study of E-marketing for Tourism Business Development in Ethiopia: Practice, Challenges and Implications on Performance of Tour Operating Firms by (Yemane, 2018).

The study piloted by (Mikir, 2021) on Consequences of COVID-19 on tour operating companies causing in economic perspectives on tour operating is incapable of paying the monthly salaries and termination of employees due to the tour operating company's bankruptcy, small culture of handling reserve budget of firms had happened. There is an incurred significance loss of the company's income and leads for financial crises. social stress, loos of social bondage and fairness were some issues that raised by the pandemic.

Sustainable tourism is an emerging practice that takes into account current and future economic, social, and environmental impacts. It identifies and addresses the needs of visitors and the tourism industry (Budeanu, 2005; Xin & Chan, 2014). In Ethiopia, limited studies were conducted on sustainable tour operation, among those most papers focused on visitor management. Tour operators should be responsible for conservation of destination environment. Tour operation business must include business management concepts to maintain sustainability and deliver allowed profit for operators, local community and contribute to national economy. But, tour operation business in Ethiopia faced with financial scarcity and less conducive destination environment. Therefore, this study pinpointed sustainable tour operation business practice from business management and destination management perspective.

This study attempts to assess the sustainable tour operation business practices, challenges and opportunities in the case of tour operators located in Addis Ababa.

### **1.3. Research Questions**

According to the statement of the problem the following questions are prepared as follows

- 1) What is the current status of sustainable tour operation business practices of tour operators in Addis Ababa?
- 2) What are the challenges facing tour operation business of tour operators in Addis Ababa?
- 3) What opportunities are available for tour operation businesses of tour operators in Addis Ababa?

## **1.4. Research Objectives**

### **1.4.1. General Objective**

The general objective of the study is to assess the sustainable tour operation business practices, challenges and opportunities in the case of tour operators in Addis Ababa.

### **1.4.2. Specific Objectives**

To meet the above general objective, these specific objectives are

- To assess the current status of sustainable tour operation business practices of tour operators in Addis Ababa
- To assess the challenges being faced by tour operation businesses of tour operators in Addis Ababa.
- To assess the opportunities available for tour operation businesses of tour operators in Addis Ababa.

## **1.5. Significance of the Study**

The significance of this empirical study is upon the fact that it especially contributes knowledge about the tourism resources potential, the economic benefit, the tour operation business opportunities, verify the challenges they faced and look for the solution to the challenges. Such a study would be of great value for tour operators, government and the community who live in the visited area, and serve as baseline data:

- **Tour operators:** This study helps the tour operators to understand the opportunities available for the tour operation business and also the various challenges they are facing, and the possible measures to be taken to alleviate these challenges.
- **The government:** It helps the government (Ministry of Tourism) to have a better source of information on the challenges, opportunities of tour operation businesses and use it as a crucial input for policy formulation, implementation and evaluation.
- **The community:** It helps the community by assessing the practices and opportunities of tour operation business can bring a good change on the social life and for communities.
- **Researchers:** It indicates the current practices, challenges and opportunities available for tour operation businesses in Addis Ababa. Hence, it serves as a work of reference for those who would like to conduct similar studies in the area.

## **1.6. Scope of the Study**

The scope of the study is delimited in terms of the issue under investigation, geographical area, the methodology adopted, and unit of analysis.

- **Conceptual scope:** This study is delimited to assess the current practices, challenges and opportunities available for tour operation businesses. Thus, other sub-sectors of the tourism industry such as hotels, resorts, transportation service operators, attractions and the like are not treated in this study.
- **Geographical scope:** The study is delimited to tour operation businesses located in Addis Ababa, Ethiopia. The study is delimited to Addis Ababa since most of the tour operators of the country are located in the city.
- **Methodological scope:** To meet the research objectives, pertinent data were gathered using questionnaire and interview. Qualitative data gathered using interview and document review was analysed via thematic analysis, while quantitative data gathered using questionnaire was analysed via descriptive statistics.
- **Unit of analysis:** The target population for this study constituted tour operation businesses which are legally registered by the Ministry of Tourism. Data were gathered from tour operation managers or owners. Thus, in this study the unit of analysis were individuals.

## **1.7. Limitation of the study**

Limitation of the Study Since the study focused on tour operators from Addis, it does not include other operators located out of Addis, As the results of this study does not represent all tour operators since all have different way of perception of work. Besides, not all tour operators were contacted, due to time and financial limitation, the data was taken from the available and a willingness corporation of the tour operators. Therefore, the result of the data obtained from the respondents does not represent all the tour companies found in Addis Ababa.

## **1.8. Organization of the Study**

This study is organized with five chapters. The first chapter is introduction part which consists of background, statement of the problem, objectives, significances, scope, limitations and the organization of the study itself. The second one is literature review that comprises the concepts and issues about tourism, tour operators and opportunity and challenges of Tour Operator

businesses in general. Chapter three contains study area description and research methodology. The fourth chapter is about data presentation, analysis and interpretation of the research findings. Finally, the fifth chapter presents the summary, conclusion and recommendation based on the findings of the study.

### **1.9. Definition of Key Terms**

#### **Tourism**

Tourism is defined as a combination of activities, services and industries that provide a travel experience, including: transportation, lodging, hospitality, entertainment, amenities and other services to individuals or groups that are travelling away from home (McIntosh, H. Goeldner, C. R. and Ritchie, J. R. 2002: 22).

#### **Tour Operators**

A tour operator is a person or a company who purchases the various items that make up an inclusive holiday in bulk, and combines them to produce package holidays, selling the final product to the tourists, either directly or through travel agencies (Yale, 2004: 1).

#### **Tourists**

A tourist refers to someone who travels at least 80 km from his or her home to a visitor staying at least 24 hours (Link BC, 2008), and not exceeding twelve months, in the place visited for the purpose of leisure (recreation, holiday, sport, curiosity, business, VFR), education or meeting and conferences (Reisinger and Turner, 2003).

#### **Local Community**

Local community is 'A group of residents that closely interact and pursue common values and goals, having common social and emotional bonds based on a certain area', as a sub-unit of the state. It consists of 3 elements: 'Regionalism', operating within geographically limited space, active 'Social Interaction' between members, a 'Common Bond' that conveys a sense of belonging and forms a social identity. And recently, 'Public Interest' is included as the 4th element (Lee Jihun, 1995). Active participation of local community in tourism development is very important to achieve the goals of sustainability and to improve the welfare of the local community (Ertuna & Kirbas, 2012).

## **CHAPTER TWO**

### **2. Literature review**

#### **2.1. Introduction**

In this study, literature review is presented in three sections. The first section deals with theoretical literature and discusses issues including the concept of tour operation business, historical development of tour operation businesses, sustainable business practices, theoretical foundation of the study, collaboration between tour operation businesses and other tourism key actors, challenges faced by tour operators, opportunities for tour operation sector, collaboration with Opportunities of tour operators. The second part reviews empirical studies conducted in relation to the subject matter and shows the research gaps. The third part presents the conceptual framework of the study.

#### **2.2. Theoretical Literature Review**

##### **2.2.1. Tour Operating Business**

Tour operator plan a variety of travel services, from ground transportation to international air travel in order to construct a planned tour or an all-inclusive vacation to offer with a profit margin. The tour operator creates and offers trips through independent travel agencies, its own retail travel agencies operating under its own brand, and other distribution channels such a website, email, and online search engines. Each element of a vacation, including lodging, travel, and other ancillary services and activities, can be purchased independently by tourists. The tour operator that buys and reserves individual parts of a vacation package in bulk and creates an organized trip from these parts is a successful new product manufacturer. The tour operator has the capacity to plan and offer tours, which, once assembled from various components of a vacation, become a new entity. The ability to market included tours and vacations to potential visitors both directly and indirectly belongs to the tour operator (Goodall and Bergsma, 1991:91).

The tour operation business is a challenging and demanding industry. The tour operator manages concerns in tour planning, marketing, and sales while working in accordance with expected demand. A tour operator experiences losses if not enough pre-planned tours can be sold. Several elements of a planned trip require that visitor supply and demand be balanced, which is to the tour operator's benefit. In order to match the need for new tourists with the supply it has secured,

the tour operator develops new tourist demand and directs it to those areas (Yarcan & Çetin, 2021).

### **2.2.2. Historical development of tour operation business**

Thomas Cook (1808–92) was a discoverer of the new form of tour. This cabinet maker and Baptist pastor realized that the railway provided possibilities for mass travel that had never before been thought of, so they organized the first trip by contract in the history of tourism.

In England, the first tour operator opened for business in 1758 and is still in operation today. In 1841, Thomas Cook organizes his first trip, a round-trip train ride from Leicester to a 12-mile-distance temperance (anti-alcohol) conference in Loughborough. One shilling was the price. In 1845, Thomas Cook plans his first for-profit excursion, a train trip from Leicester, Nottingham, and Derby to Liverpool. To go along with this tour, a handbook basically an early form of a travel guide is created (Karla Cripps, 2019).

By persuading Midland Counties Railway authorities to provide reduced rates in return for a large number of passengers, Thomas Cook rented a train to carry working-class members of his temperance organization to their regional meeting in 1841. After many more successful tours (including a trip to the seashore at Liverpool), He extended business by planning frequent trips for working-class men and women to Scotland.

In the late 1830s and early 1840s, not just among the wealthier classes but also among the developing middle and working classes, touring was becoming more and more popular. Plans for trips were 'in the air'. Railroad firms begin to provide discounted rates. The beginning of train excursion sponsorship by a different entity. But Thomas Cook was unique in other ways. Travel, in his opinion, may widen viewpoints, increase knowledge, and dissolve racial, ethnic, and gender boundaries (F Robert Hunter, 2004).

Thomas Cook traveled with his customers and genuinely cared about what they thought. Additionally, he had years of experience negotiating with hotel and railroad owners. a reformer who is radical but not revolutionary, He can be fairly called the founder of modern tourism more than any other single person. Being an expert on the art of attracting group rates and organizing low-cost excursion, Thomas Cook, in 1851 organized a trip to the Great Exhibition at the Crystal Palace in London for a large group of working-class individuals from the Midlands. He had help from John Mason, his son, who worked for the business from 1865 to 1878, when Thomas Cook

resigned. He then expanded his company by planning trips to beach destinations. In 1855, Thomas Cook organized his first international tour, visiting Holland, Belgium, France (Paris), and Germany. He planned a fixed itinerary with the route and handled all of the hotel bookings and promotional preparations. During these years, he developed the "curricular tour" (a book of steamship and railway tickets with an itinerary and a set fee), which offered flexibility and freedom of choice and gradually replaced the escorted excursions for 30 MIDDLE EASTERN STUDIES (F Robert Hunter, 2004). He carries out his first European trip, leading two groups from Harwich to Antwerp, then to Brussels, Cologne, Heidelberg, Strasbourg, and finally Paris for the International Exhibition. The company prepare a complete holiday “package” which includes the trip, accommodation and meal for the first time (Karla Cripps, 2019).

### **2.2.3. Historical development of tour operation business in Ethiopia**

The first national development plan, which was published in the 1960s, included tourism as a key pillar that would significantly contribute to economic growth. In 1966, the nation took a second step by creating its first national tourist master plan. It made obvious the need for government engagement and investment and provided a framework for the development of infrastructure related to tourism. As a result, throughout the 1960s and the early 1970s, the tourist sector had annual growth of 12% on average. Throughout the seventeen-year DERG rule, the tourism sector's growth was severely hampered by recurring conflict and unfavourable political and diplomatic ties with the majority of tourist-generating countries. Meanwhile, between 1990 and 2000, the industry achieved yearly growth rates of 5.6 and 15.4 percent, respectively. Despite the reported growth rates, Ethiopia's tourist industry experienced serious obstacles owing to political upheaval, conflict, hunger, and unfavourable economic policies. (Current Ministry of Culture and Tourism, 2009, 2015).

After the tourism sector was established in Ethiopia in the 1960s, tour operation business began. Initially, tour activities were mostly controlled by government agencies. Through legislation and regulations, the government emphasized the need of private sector participation in tour operations. As a result, numerous private tour operators began collaborating with foreign tour operators, central and regional governments, lodging facilities, travel agents, and local communities at destination places. Currently, more than 330 registered tour operators found in Ethiopia (Current Ministry of Culture and Tourism, 2015).

#### **2.2.4. Sustainable Tour operation business practices**

Sustainable tourism is a recent tourism development that considers its present and future socioeconomic and environmental implications, while also addressing tourist demand and the tourism sector as a whole. The basic parts of sustainable tourism development are the exploitation of natural resources, the search for critical ecological processes, and the preservation of natural customs and biodiversity (UNWTO & UNEP, 2005). Tour operators are now aware that sustainable use of natural resources is the only way to achieve long-term growth. Therefore, it is obvious that implementing sustainable tourism practices will benefit their firm. Tour providers can no longer claim that tourists are more conscious of the quality of service they get. Tour operators have understood that practicing sustainable tourism may boost their profit margins and the business climate in the long run. In previous studies on sustainable tourism practices, a number of topics were covered, including sustainable business management and sustainable destination management. Both areas are critical as it indicates the tour operators' roles in their business sustainability and destination sustainability (Abd Hamid & Mohd Isa, 2020; Hamid et al., 2021).

##### **2.2.4.1. Tour operation business management**

It refers to the internal management capabilities that maintain the business sustainability, focusing on economic, social, cultural and environment perspectives (Van Kleef & Roome, 2007; Seidel et al., 2010). Certain things should be included in tour operation business management in order to execute operations sustainably. Local culture and figures should be included into facility layout and/or design. It also maintains infrastructure for people with disabilities (GSTC, 2016; Khairat & Maher, 2012). A tour operator firm must have standard operating procedures in place to apply sustainability and function while following to norms and regulations. (GSTC, 2016). Employees should be paid more than the minimum civil service pay, and tour operators should hire locals in managerial and non-management positions (GSTC, 2016; Y. Le & Hollenhorst, 2005), Sustainable tourism business management also entails resource conservation through recycling, reuse, effective usage, and the pursuit of energy savings. (CCM, 2015; GSTC, 2016). Furthermore, they must address consumer satisfaction and promote the purchase of local products with a feeling of benefit sharing (GSTC, 2016; Manente et al., 2014, & Y. Le & Hollenhorst, 2005).

#### **2.2.4.2. Destination management**

Destinations serve as focus locations for visitor activities and, as a result, for tourism research. They are, however, notoriously difficult to govern due to their complicated stakeholder structures. Such complication means that destinations are influenced by a wide variety of influences both internal and external to them. This can bring major challenges to destinations in terms of their governance, funding, resource management and policy priorities. Traditionally, it has concentrated on resource management to improve destination competitiveness, which in turn improves the visitor experience. However, in recent years, there has been a greater emphasis on achieving balanced economic growth that enriches the tourist experience, maintains the natural environment, and improves the well-being of the local community. It addresses a stronger sense of balance, ensuring that the advantages of tourism are more evenly distributed across all of its stakeholder groups (Fyall & Garrod, 2020). It emphasizes how much the organization engages in sustainable destination management and interactions with local people while on tour (Curtin and Busby, 1999; Fredericks et al., 2008 and Poudel and Nyaupane, 2013).

The natural and cultural contexts are critical to the success of most types of tourism. The management of these resources has consequently become an essential component of destination management. Many studies have focused on the environmental implications of tourism, with many of these research concentrating on the establishment of an environmental agenda and pushing destination stakeholders to accept and prioritize it (Fyall & Garrod, 2020).

Destination management's responsibilities in maintaining national and international competitiveness may include identifying the factors that influence competitiveness, understanding where the destination's competitive position is weakest and strongest, and observing trends in international tourism and how this may affect local tourism or what lessons can be learned. It is commonly known that the practice of quality management seeks to satisfy both internal and external customers by continuously improving an organization's level of service and product quality (Nazmi Kozak & Metin Kozak, 2019).

#### **2.2.5. Theoretical foundation of the study**

##### **2.2.5.1. Sustainable tourism development theory**

The term "sustainable tourism" refers to all types of tourist-related activities, management, and development that ensure the maintenance of cultural and natural resources as well as the preservation of the environment. For all sorts of tourism in all types of places, sustainable

tourism development principles and management methods are appropriate.

Thus, implementation of sustainable tourism principles requires:

- Making the best use of environmental resources, which are critical to tourism growth, as well as preserving crucial ecological processes while preserving natural heritage and biodiversity.
- Conserving the traditional values and socio-cultural authenticity of the host communities, and promoting tolerance and understanding amongst different cultures.
- Ensuring sustainable, long-term economic operations, offering equitable socioeconomic advantages to all stakeholders, such as steady employment and income-earning possibilities, social services to host communities, and aiding in the reduction of poverty (Nazmi Kozak & Metin Kozak, 2019; Niedziółka, 2012; UNEP 2004).

To promote broad engagement and consensus building, sustainable tourism development necessitates trained participation from all important stakeholders, as well as strong political leadership. Achieving sustainable tourism is a continual process that necessitates regular monitoring of impacts and the implementation of required preventative and/or corrective actions as needed. Sustainable tourism should also maintain a high level of visitor satisfaction and provide tourists with a meaningful experience by increasing their understanding of sustainability concerns and promoting sustainable tourism activities among them (Niedziółka, 2012; UNEP 2004).

### **Economical aspects of sustainable tourism**

- a) Economic profitability: establish regional and corporate viability and competitiveness in order to achieve long-term viability;
- b) Local prosperity: maximizing the economic benefits of tourism to the local community, including tourist expenditure in the area;
- c) Quality of employment: Quality of employment: boosting the number and quality of tourism-related jobs in the local community, including pay, working conditions, and equal employment opportunities;
- d) social equity: ensuring a fair and equitable distribution of tourism's social and economic benefits.

### **Environmental aspects of sustainable tourism**

- a) Physical integrity: includes preserving and improving the landscape's quality in both urban and rural areas, as well as preventing ecological and visual pollution;
- b) Biological diversity: promoting and protecting the environment, natural habitats, and wildlife while also reducing the environmental impact of tourism;
- c) Effective waste management: minimizing the use of scarce and non-renewable resources in the growth of tourism;
- d) Clean environment: limiting water, air, and soil pollution and reducing the amount of trash generated by visitors and tourism-related businesses.

### **Socio-cultural aspects of sustainable tourism**

- a) Welfare of the community: creating social infrastructure, gaining access to resources, maintaining a clean environment, and preventing social corruption and resource exploitation;
- b) Cultural wealth: sustaining and promoting cultural heritage, local culture, customs, and the host community's special nature;
- c) Meeting expectations of visitors: offering a secure and pleasurable tourism experience that meets the demands of tourists and is available to everyone
- d) Local control: Local communities have the power to plan and make decisions on the management of tourism (Nazmi Kozak & Metin Kozak, 2019; Niedziółka, 2012)

#### **2.2.5.2. Stakeholder's theory**

Stakeholders are persons or groups who contribute to an organization's wealth development and are also potential benefactors. Any individual or group participating, interested in, or influenced favorably or badly by tourism activities is referred to as a tourism stakeholder (Aas, Ladkin and Fletcher, (2005)). The UNWTO lists tourism industry professionals like travel agencies, tour operators, media, hotels, taxis, public authorities, the press, and all media as stakeholders in the industry. Locals residents and indigenous groups are among the other interest groups and people (Macbeth et.al, 2002). The government, tourists both domestic and foreign, the host communities, tourism enterprises, and other connected sectors were grouped into five primary groups by (Swarbrooke, 2001) when discussing the concept of sustainable tourism development. Each stakeholder group is seen as a vital component of the tourist attraction.

It is crucial that destination stakeholders are well aware of what is expected of them and how

they will be expected to play a role that will benefit both their community and the tourist organizations concerned if sustainable tourism development is the intended aim at any destination. Tourism businesses must include all shareholders in the planning and development phase in accordance with the concepts of sustainability and stakeholder theory (A Nicolaides, 2015; ERICK T. BYRD, 2007; Queiroz, 2009).

#### **2.2.6. Collaboration between Tour Operation Businesses and other Tourism Key Actors**

The most crucial service providers for the global travel and tourist business is the tourism key players. It comprises all establishments that provide services to visitors and travelers while they are traveling to other locations. They are an essential component of the entire experience and must meet the industry and company standards that have been established. Retrieved from <https://www.ukessays.com/essays/tourism/interrelationship-between-hospitality-and-travel-organisations-tourism-essay.php?vref=1> (Students, Jan 2015)

##### **a) Accommodation providers**

A key element of tour packages or package holidays is accommodation. Tourists can select low-cost packages that give basic 1 to 3-star hotel, while others can opt for more expensive packages that offer 4 to 5-star hotel. When picking a nice hotel or resort, visitors may plan to stay a significant amount of time there to take advantage of all the facilities. Especially considering the price being paid, visitors would anticipate being treated royally during their stay. In-room amenities including a minibar and safe, personal care items, fast Wi-Fi, laundry services, a gym, a spa, and a business center are also expected.

##### **b) Camping parks, caravanning and lodges**

The chance to appreciate nature and the outdoors, which is becoming less common as people get more enmeshed in technology, is provided through camping sites and lodges. For camping outings, families or groups of friends most frequently utilize caravans and family-sized automobiles.

Lodges can range in quality from somewhat basic to more luxurious accommodations and are generally situated in forested settings, mountain ranges, or ski resorts. They may be found as a

cluster of cabins with shared amenities or as single cabins with exclusive amenities, both of which are well-liked choices for family vacations or romantic weekends away.

### **c) Self-catering apartments**

Self-catering apartments have grown in popularity because they allow for more freedom, even if cooking and cleaning are frequently required. Additionally, because they include a kitchen, living room, and dining area, they provide a cozier atmosphere than hotels or motels. Renting an apartment may very well result in cost savings for customers, particularly if they want to spend the majority of their time outside. While the normal family may choose to cook for themselves and enjoy spending their hard-earned money elsewhere, the high paying visitor may rent a beautiful villa for a few days and employ their own butler.

### **d) Restaurants**

There are restaurants that may meet a variety of needs, from low-cost takeout to expensive and luxury facilities. Restaurants are an essential component of a tourist's vacation; some visitors could return to the same restaurant daily if they like it, while others might want to try a new restaurant each day.

Tourists might feel secure about their finances at chain restaurants. Visitors are aware that McDonald's in their home country will sell the same items as McDonald's in the nation they are visiting. However, it is less straightforward when it comes to independent restaurants. Visitors frequently choose restaurants based on suggestions from the desk staff at their hotel, from locals, or from Trip Advisor.

### **e) Airlines**

In order to transport visitors to a nation and provide a comfortable journey, airline firms play a crucial role. If the service is poor, airlines may suffer business losses. Additionally, there is hospitality in the form of meals on board airplanes. While higher class aircraft frequently offer all-inclusive food and beverages, even to passengers who pay for economy seating, budget airlines typically charge extra for food and beverages. Some more luxurious airlines even provide reclining seats that can be converted into beds, silver service meals, and a central bar where passengers may pick what they want to eat and drink.

#### **f) Transport services**

While travelers go from place to place to explore cities and tourist spots, transportation service in the city is a must. The tour organizer, working with car rental companies and the drivers, will take care of this. To make transportation simpler, the tour operator must select a well-maintained, comfortable vehicle.

#### **g) Local communities**

This society provides travelers with information about the tourist attraction and any assistance they might require. By outlining what cannot be done at heritage sites, the local community may help maintain the property protected from any damaging visitor behavior.

#### **h) Business travel**

Business travelers carefully choose hotels that have the amenities they need to operate comfortably. They look for accommodations that provide business centers, Wi-Fi or cable internet access, meeting spaces, conference facilities, as well as additional amenities like dry cleaning and laundry that are available around-the-clock. In between meetings, they may also try to squeeze in some leisure time when they might hang out by the pool, visit the spa, or go exploring. However, this isn't always practical owing to the nature of work travel.

#### **i) Conferences and exhibitions**

The national and international travel and tourism businesses depend heavily on conferences and exhibits. Attendees of conferences are frequently accommodated in the hotel where the event is taking place. (Interrelationship Between Hospitality and Travel Organizations Tourism Essay) Retrieved from <https://www.ukessays.com/essays/tourism/interrelationship-between-hospitality-and-travel-organisations-tourism-essay.php?vref=1>(Students, Jan 2015)

### **2.2.7. Challenges Facing in Tour Operation Business**

The tourism sector is one crucial component of Ethiopia's national development and transformation. It faces tremendous opportunities such as fast rate of economic growth, significant expansion of transportation and communication facilities, a massive construction boom and an entrepreneurial population. At the same time challenges of widespread poverty, massive unemployment, recurrent food insecurity, high rate of annual population growth,

worsening environmental degradation and underdevelopment of the productive forces of the economy.

#### **2.2.7.1. Poor National Image**

One of the factors influencing travel behaviour is the perception of a destination. Numerous studies have shown a link between unfavourable traveller perceptions of Ethiopia and behaviour. Ethiopia's reputation in the world as a nation plagued by hunger, poverty, natural disasters including floods and famine, and unstable politics. International tour operators and travel agencies have a little appetite for Ethiopian tourist goods. It became a barrier to attracting more foreign tourists to the country (Adriaan, 2008; Kidane-Mariam, 2015).

#### **2.2.7.2. Lack of skilled human resource**

The growth of tourism faces serious challenges from all parties due to the lack of qualified and capable workers. Understanding international tourism standards, customer demands and expectations, and the relationship between tourism and the environment are essential. Unless it made it impossible to establish shared goals (Adriaan, 2008; Kidane-Mariam, 2015). A study conducted on challenges and prospects of Ethiopian tourism policy revealed shortage of skilled and capable human resources despite higher number of graduates from universities (Ali, 2016). A study conducted by Nkonoki Symon stressed availability of limited and skilled labour affect the tourism sector in Tanzania (Symon, 2012).

#### **2.2.7.3. Security and safety problem**

The tourist sector in Ethiopia is susceptible to a number of safety and security challenges. Political instability, racial tensions, and natural calamities all contributed to issues with national security. Various governmental agencies, municipal governments, and armed organizations have established laws restricting the freedom of movement. It significantly affects how foreign populations perceive a country's tourism industry, which ultimately has a negative influence on visitor flow and the related economic advantages. Renewing impression of adverse events may take a while (Adriaan, 2008; Atinkut, 2018).

#### **2.2.7.4. Global pandemic such as COVID 19**

The COVID-19 pandemic is more likely to have an impact on the travel and tourist industry (Shretta, 2020). More than 10% of the global GDP and 30% of services exported worldwide are produced by the tourist industry (World Bank, 2017). Among all economic sectors, the tourism

industry is one that has the most economic effect because of the numerous travel restrictions, travel bans, airport closures, and mass passenger cancellations that are done by various governments. As a result, the COVID-19 epidemic cost the worldwide tourist sector about US\$ 820 billion in lost income (Ozili & Arun, 2020). Additionally, the stay-at-home and social isolation policies implemented by the majority of governments as well as booking cancellations, which may result in costs of up to US\$ 150 billion globally, have had a major impact on the hotel business (Ahikul et al, 2020) demonstrated that the coronavirus has a major impact on Chinese tourism. The COVID-19 epidemic delayed the majority of foreign visitors to China, severely harming the country's tourism business, which typically generates huge revenues. (Aljazeera, 2020).

#### **2.2.7.5. Poor infrastructure**

According to a research conducted by Yamane, Ethiopia's ICT and e-marketing practices are immature. Indicators of ICT and e-marketing development show that Ethiopia is sadly lagging behind the rest of the world. Tour operators in Ethiopia are still lagging behind in the use of E-marketing for tour packages, despite the advantages it provides, as the electronic market grows and becomes increasingly integrated into the global economy as one of the most significant elements of the current digital economy. The government continues to be hesitant to provide the sector (tour operators) with technology support, despite the fact that tour running firms are aware of the significant benefits that electronic marketing offers over traditional commerce.

When employing e-marketing, Ethiopian travel businesses confront significant difficulties. Poor institutional frameworks, insufficient financial resources, insufficient public-private partnerships, limited data management capabilities, a lack of ICT resources and expertise, and insufficient horizontal and vertical communication are a few examples of inadequate communications and power infrastructure. As a result, when small tourism firms, particularly tour operators, carry out E-marketing activities for their enterprises, they are a variable. One of the main issues that has a significant detrimental effect on technology is the speed and erratic nature of internet connections technologically. Legal challenges to the government's monopoly on the supply of telecommunications services and a lack of room for private telecommunication service providers both pose serious obstacles to the growth of the tour operator industry. How small tourist firms and tour operator enterprises see the value of Internet marketing is influenced by the socio-cultural factor. The cost of running a tour was another source of financial concern. Additionally,

national political choices have a big influence on e-marketing and internet privacy (Yemane, 2018).

A study conducted in Dar-es-Salaam, Tanzania tour operators have listed bureaucracy, difficulty obtaining financing, bad infrastructure, excessive taxes, outdated technology, an unpredictable economic climate, corruption, and financial mismanagement as their top problems (Symon, 2012).

The Addis Ababa tourism development industry faces a number of practical challenges, such as a significant lack of textual information on the physical and cultural characteristics of tourist destinations, poor sanitation standards and conditions in smaller hotels and restaurants, persistent begging and "tourist baiting" on streets and tourist sites, and poor management and/or neglect of already-existing tourist destinations and resources (e.g. Sodere, Langano, Ankober); The tourism corridor's lack of skilled workers and the disregard for significant cultural sites and amenities (e.g. Addis Ababa Museum, Ankober historical site, Langano resort) and lack of strict control and regulation of tourist- related infrastructures and services and site developments (Kidanemariam, 2015).

### **2.2.8. Opportunities for tour operation sector**

A sustainable economy is dependent on city tourism for millions of people worldwide. Global tourism, at its best, promotes economic expansion and employment creation. Owner of a million-dollar travel and tourism company, Sofronov (2018) supports social development and peacemaking. As highlighted by Rui (2018), the emergence of new technologies and innovation is changing how tourism develops. Innovation and the creation of new services are essential to ensuring long-term growth and wealth in all firms, but particularly in those where markets are saturated and customers choose products and services from around the world, as stressed by Peters & Pikkemaat (2006). Tourism is one such sector.

Ethiopia's Growth and Transformation Plan (GTP) for Tourism Development states that in order to create opportunities for local residents' livelihood diversification and thereby promote sustainable local development, tourism's potential for cross-sectoral complementarities, such as its linkage with agriculture, has yet to be fully realized. Opportunities to ensure symbiotic coexistence and value chain links between tourism and agriculture are highlighted by the region's

enormous potential for agro- and village tourism, enormous potential for coffee, honey, and highland fruits like apples production, cost advantages of relying on local farm products, fish farming and sport fishing, growing tourist flows, and government attention. The creation of an eco-village and sustainable local development through symbiotic coexistence and market-based value chains or linkages between tourism and agriculture is therefore essential and requires unrestricted efforts from governmental, non-governmental, educational, and other stakeholders (Welteji & Zerihun, 2018).

### **2.2.9. Collaboration with Opportunities of tour operators**

Strategic Partnerships Between tour operator Companies, there are five different ways that travel agents might work together. The first is among the wholesalers themselves. When their operations are well-coordinated and they uphold loyalty programs (Buhalis & Licata, 2002; Dilts & Prough, 1989; Romero & Tejada, 2011), the collaborative partners are likely to boost client loyalty. The market or government regulations governing travel determine the characteristics of such collaborations, which can also benefit customers. According to market and service plans, the second type of partnership involves wholesalers and tour operator direct sales (Huang, 2008b; Wang & Cheung, 2004). A unique e-commerce marketing strategy is required for wholesale agencies, who offer travel products to consumers and provide tour packages to retail agents. As performance indicators of these strategic collaborations, it is important to take into account the level of cooperation and the attainment of anticipated objectives. The third kind of cooperation is between the direct sales departments of the trip operators themselves. Pricing condition swaps are necessary from a competitive standpoint for both the service supplier and the customer (Hrebiniak & Joyce, 1985; Walker, Allen, & Glines, 1997). Direct sales partnerships between tour operators and merchants are the fourth kind of cooperation. The fifth category is competition among retailers.

According to Ku et al. (2013), collaboration helps a company in three ways: by maximizing return on investment, by assisting the firm in gaining a competitive advantage, and by giving the firm the direction and flexibility to respond to new opportunities.

### **2.3. Empirical Literature Review**

Safety and security, lack of adequate resources and infrastructure, a negative perception of Africa due to political instability, lack of connectivity, high operating costs due to fuel prices,

and limited and costly air access are the biggest challenges facing Kenya's tourism industry, according to Jackie Odudoh (Association of Kenyan Tour Operators, 2013). According to his research, Teshale Biazen (2010) concurs that the aforementioned issues and political uncertainty or infrastructural disruption have a significant impact on the tourism industry.

Compared to other industries, the tourism sector typically has lower essential wages (agricultural is frequently an exception). This usually occurs because this industry's income is seasonal and because many highly paid professionals lost confidence in it. In turn, this instability may deter individuals from enrolling or remaining for an extended amount of time, or it may make finding job difficult, which is one of the major obstacles to Ethiopian tourism (Bull, 1995).

A research by Gezachew Andarege (2013) found that financial constraints, lack of infrastructure, security issues, lack of museums, lack of services and amenities, and lack of heritage preservation and protection are the main obstacles to the growth of the tourism industry. According to (Nabil dabour, 2003), the main issues with tourism are lack of knowledge and awareness, lack of technical expertise and weak promotion efforts, lack of infrastructure related to tourism, an inconsistent tourism strategy and policy, lack of tourism safety, and lack of tourism diversification.

Tekabe Sintayehu (2016) conducted research on the challenges and prospects of Ethiopian tourism industry. According to the study's conclusions, the sector is struggling with lack of promotion and shortage of human trained manpower.

Alemneh Mersha (2019) undertook another study with the intention of, challenges and opportunities of domestic tourism development based on stakeholders' perspective. The study's findings revealed that the main issues with the tourism industry's economic, environmental, and socio-cultural base are due to ignorance on the part of governments, tour operators, academics, and other stakeholders.

Additionally, Sofonyas Zeleke (2019) looked into the potential, opportunities, and difficulties in Addis Ababa for the development of the city's tourism industry. According to the study's findings, the main challenges included lack of concerns about safety and security, financial issues, negative attitude toward tourism among locals and visitors, a low level of facility development, shortage of skilled labour, poor presentation of marketing movement, and

discouraging policy and rules. Even if the focal areas are different, the results of the studies cited above are similar, as has frequently been said. The majority of the space is constrained to one location.

#### 2.4. Conceptual Framework of the Study

Conceptual framework helps to diagrammatically present the connection between different concepts or variables of the study. The underneath framework is prepared by taking into account the research objectives and also based on the review of theoretical and empirical literature. The framework shows that the sustainability of tour operation business is influenced by various challenges which could arise from different sources could detrimentally affect the sustainable operation of tour operation businesses. Furthermore, the various opportunities available arising from the operating environment could help to ensure success of tour operation businesses.

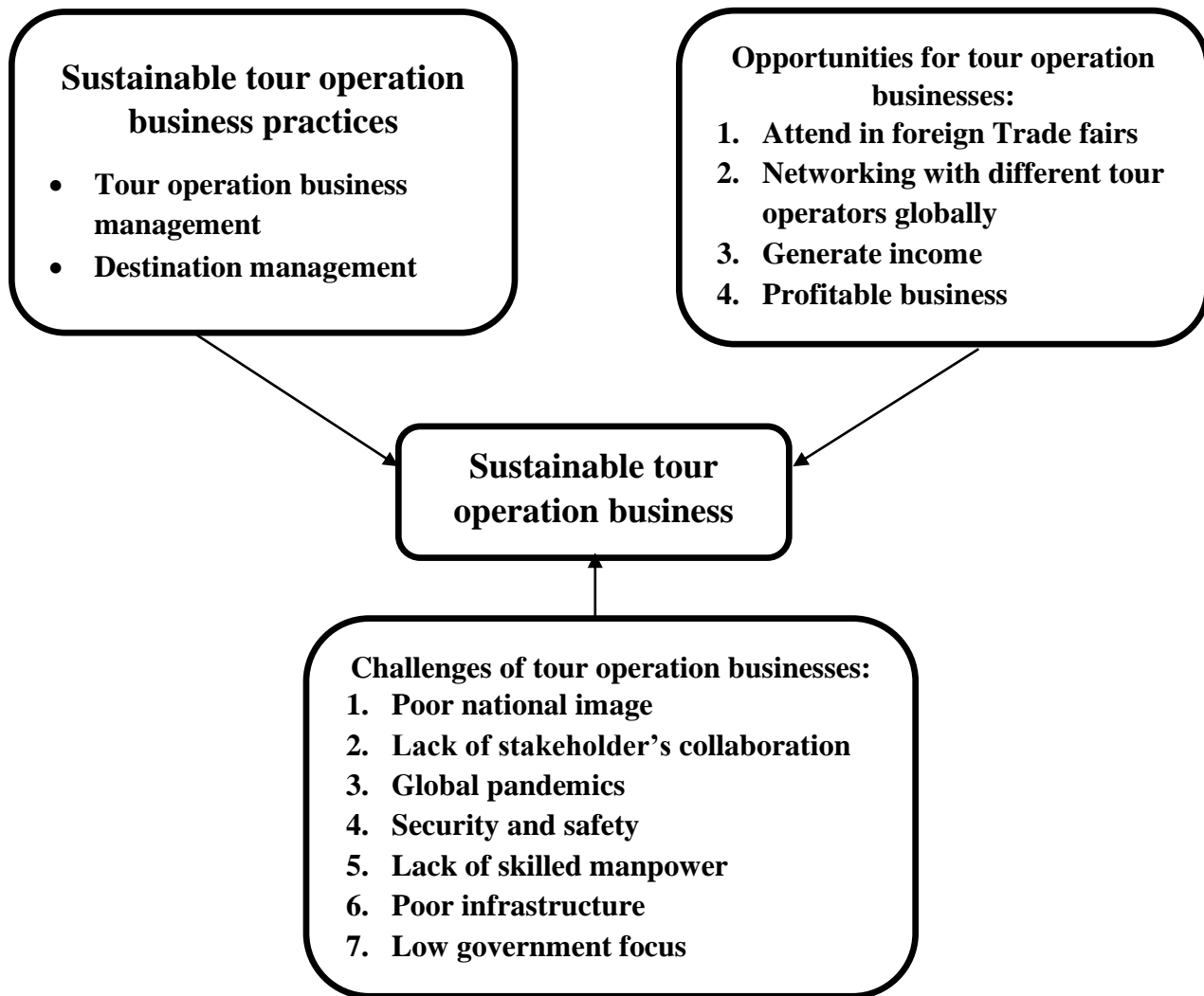


Figure 1. Conceptual framework (Source: Own construction, 2023)

## CHAPTER THREE

### 3. Research Methodology

#### 3.1. Description of the Study Area

The study was conducted in Addis Ababa City Administration; the capital city of Ethiopia which covers an area of 540 km<sup>2</sup>. It is administratively sub-divided into 11 sub-cities (Addis Ketema, Akaki, Arada, Bole, Gulele, Lideta, Kirkos, Kolfekaranyo, Nefas Silk Laphto, Yeka, and Lemi kura). The total population of Addis Ababa is estimated at 3,434,000 (Central Statistical Agency (CSA) 2017). The population is projected to increase by about 6 million in 2030 at an average annual growth rate of 4% (UN 2014).

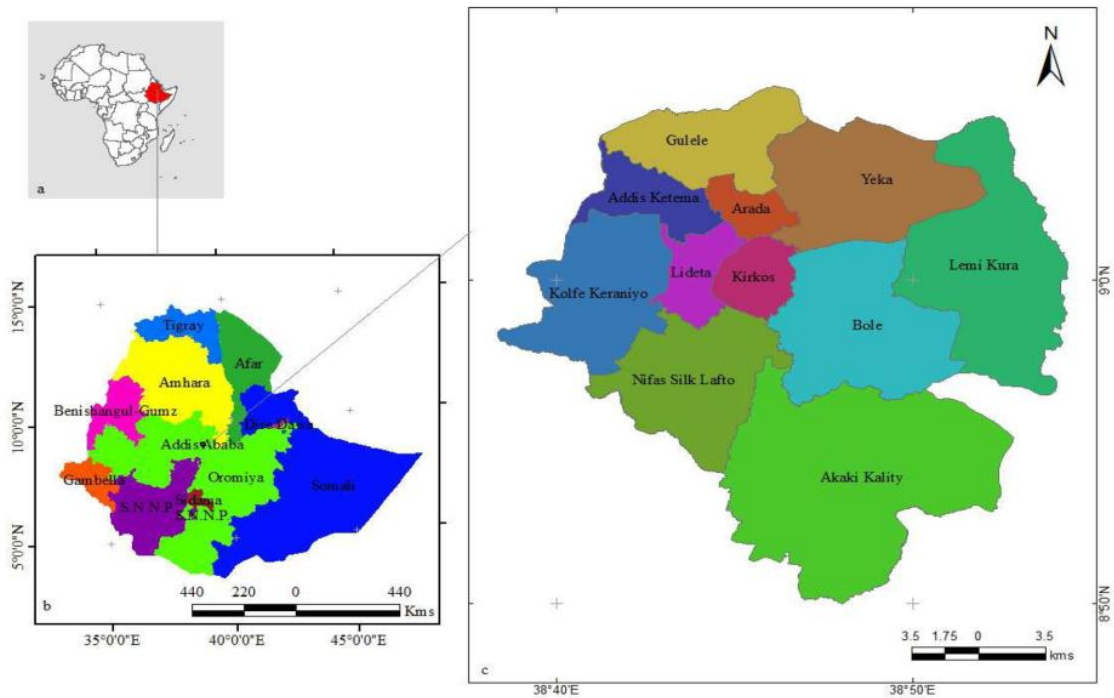


Figure 2 Map of Addis Ababa (Source: Bosen Yirga Ayele, 2022)

#### 3.2. Research Approach and Design

The researcher used a mixed research approach and descriptive research design to study the opportunities, practices and challenges faced by the Tour Operating Companies. Mixed approach is chosen since both qualitative and quantitative data are gathered to meet the research objectives. This approach helps the researcher to benefit from advantages of qualitative and quantitative approaches in a single social science research. On the other hand, descriptive design

was chosen as it enables to describe the state of affairs of tour operation business practices, challenges and opportunities.

### **3.3.Population, Sample size & Sampling Procedure**

#### **3.3.1. Target population**

This study was conducted at organization level and hence the target population for this study constituted managers or owners of actively operating tour operation businesses in Addis Ababa. Those individuals who refused to give consent to the study and are not available at the time of data collection are excluded. Currently, there are 333 tour operation businesses which are registered, although not all are active. Some of the tour operators registered and licensed by the Ministry of Tourism are not operational.

#### **3.3.2. Sample size determination**

Total number of tour operators included in the study is calculated using the formula suggested by Yemane (1967:86).

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{333}{1+333(0.05)^2}$$

$$=181.72\sim 182$$

Total number of samples in the study

Where;

- N implies total population (N=333)
- n= Sample size,
- e= Level of precision (0.05)

Therefore, samples in the study is 182 tour operation businesses located in Addis Ababa.

### **3.3.3. Sampling techniques**

Simple random sampling technique was employed to select eligible tour operators. Due to homogeneous nature of the tour operators in Addis Ababa, tour operators were selected randomly. For qualitative data was gathered through interview, purposive sampling to identify the key informants were used. These respondents are those who are in managerial positions of the tour operators. The sample was identified at the point of saturation were new ideas no longer be acquired with further interviews.

### **3.4. Data Sources and Data Collection Method**

A structured questionnaire & interview were employed to collect data from tour operators. The questionnaire was adapted from previous studies and Global Sustainable Tourism Council performance indicators and validated by previous researches (Abd Hamid & Mohd Isa, 2020; GSTC, 2016; Hamid et al., 2021). The questionnaire consisted of three sections; the first and second section contained background information of respondents and tour operation company. The third part includes 31 items about tourism operation management practice in respect to business management and destination management. The measurement item was measured on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The opportunities, challenges and practices. The questionnaire was first prepared in English and translated to Amharic, then back to English in order to ensure the translated version give the same meaning. The Amharic version of the questionnaire was used to collect data from respondent as Amharic is the primary learning and working language in Addis Ababa, Ethiopia.

For qualitative study, semi structured interview guide prepared after reviewing previous studies and reports to identify potential challenges and opportunities in tour operation business (Adriaan, 2008; Ali, 2016; Kidane-Mariam, 2015; Ministry of Culture and Tourism, 2015; Symon, 2012). The qualitative data were collected using in-depth interview. The interviews were transcribed and translated in to English in MS. Word (2016). Orientation was given regarding data collection procedures, tools and ethical aspect of the research.

### **3.5. Reliability and Validity of Data Collection Instruments**

The five-point Likert scale questionnaire used to measure sustainable tour operation practice with two dimensions (tour operation business management and destination management) were adopted from Abd Hamid & Mohd Isa, 2020; GSTC, 2016; and Hamid et al., 2021 works. Tour

operation business management practices were measured using 15 items with reliability coefficient of 0.81. Moreover, Sustainable destination management practices were measured using 16 items with Cronbach alpha coefficient of 0.855.

Table 1. Reliability and validity result

Variables	Number of items or statements	Reliability Coefficient or Cronbach alpha	Name of the scholar/s who developed the scale, year)
Sustainable tour operation practices			
Tour operation business management practices	15	0.81	Alvarez Gil et al., 2001
Sustainable destination management practices	16	0.855	Mai et al., 2022

### 3.6. Methods of Data Analysis

The quantitative data gathered using structured questionnaire were entered and processed using the Statistical Package for the Social Sciences version 26 (SPSS). Descriptive statistics was used to calculate (mean, standard deviation, frequencies and percentage) and results are presented using tables. The qualitative data was analysed using content analysis.

### 3.7. Ethical Considerations

Support letter had been collected from Addis Ababa University and permission to conduct the research was secured from visited tour operators. The study participants had been informed about the purpose of the study and the importance of their participation in the study. The study subjects were informed that they can skip question/s that they do not want to answer fully or partly and also to quite the process at any time if they want to do so and their participation is voluntary.

## CHAPTER FOUR

### 4. Presentation of Descriptive statistics results

This chapter offers the data, analysis, and interpretation of the research findings using mean and standard deviation. The data were mostly collected from respondents via a questionnaire and interviews as well as other sources. Finally, this chapter compares the study's findings to those of earlier research. The researcher can better comprehend problems with data completeness, answer variety, and data conflicts with the aid of descriptive statistics. In addition to presenting, displaying, or summarizing data meaningfully, descriptive statistics are helpful in spotting trends in the data.

#### 4.1. Response Rate

Table 2. Response Rate

Measures	Number of Responses
Questionnaire returned	172
Non- responses Questionnaire	10
Total number of survey distributed	182

Source: survey result 2023

182 questionnaires were given by the researcher to tour operator companies. The final analysis used 172 completed research questionnaires in total. Because the survey was performed in May 2023, there was a low response rate. As a result, the answer rate was  $(172/182) * 100$ , or 0.94505 or 94.51%.

#### 4.2. Demographic Profiles of tour operators or owners

##### 4.2.1. Gender profile of tour operator's ownership

Table 3. Gender of respondent

Gender	Frequency	Percent
Male	90	52.33
Female	82	47.67
Total	172	100.0

The  
Sou  
rce:

survey result 2023

According to Table 3's findings, there were 52.33% (n = 90) male respondents and 47.67% (n = 82) female respondents. This result shows that majority of the respondents were male respondents compared to female respondents.

#### 4.2.2. Age of respondents

Table 4. Age distribution of respondent in years

	N	Minimum	Maximum	Mean
Age of respondent in years	172	24	48	35.05
Total(N)	172			

Source: survey result 2023

According to Table 4, the respondents' average age is 48 and their lowest age is 24. The average respondent's age is 35.05 years old, according to the mean score. This suggests that the majority of tour guides or tour guide proprietors in tour guide businesses are financially successful and engaged. The respondents' varied ages—24 to 48—indicate a diverse workforce in the tour operation industry. This diversity may provide various viewpoints, suggestions, and life experiences, encouraging innovation and creativity in corporate management techniques. On the other hand, the presence of respondents from various age groups suggests that tour operating companies employ a multigenerational staff. This variety can be used to foster a positive workplace culture and encourage knowledge sharing.

The respondents' age range, which ranges from younger to older people, suggests that tour operating enterprises can profit from a combination of new suggestions and seasoned views in sustainable destination management. While older employees may have essential expertise and insights garnered through years of business experience, younger employees may bring fresh perspectives and creative ideas to the table. Younger coworkers can benefit greatly from the information and experience that older employees with a wealth of experience can impart on sustainable business practices.

This information transfer is necessary to maintain the organization's sustainable destination management initiatives. Employees' varying ages may result in issues connected to the generational divide. Differences in working preferences, communication preferences, and attitudes toward technology may lead to disagreements or prevent productive collaboration. To address these gaps, tour operators must to promote an inclusive atmosphere and open lines of

communication. The average age of respondents was 48, so tour operators may want to think about succession planning to guarantee a seamless transfer of leadership and knowledge as older workers retire. To guarantee business continuity and knowledge retention, the organization must identify and nurture its talent.

In general, the age distribution of survey participants can have an impact on tour operators' business management strategies, sustainable destination management, and present difficulties. Tour operators may establish a healthy and productive workplace that values innovation, sustainability, and continuity by utilizing the various viewpoints, encouraging knowledge transfer, and resolving potential generational gap-related difficulties.

### 4.2.3. Educational profiles of respondents

The Tour operator companies require common understanding among the employees. Therefore, education is a fundamental requirement for any cooperative activity in general and in particular for the growth of the hospitality and tourism industries.

Table 5. Level of education

Educational	Frequency	Percent
Diploma	25	14.53
Degree	41	23.84
Masters	106	61.63
Total	172	100.0

Source: survey result 2023

Table 5 shows that the sampled respondents' educational backgrounds were as follows: 14.53% (n=25) had a diploma, 23.84% (n=41) had a first degree, and 61.63% (106) had a master's degree. The majority of managers or owners in tour operators are MA degree holders, followed by those with first degrees and diplomas. In general, no respondents among the sampled respondents who possess a third degree or less work for the tour operator. To sum up, the tour operator sector requires managers to have at least a diploma and higher levels of education.

This suggests, in part, that it is possible to have education programs that seek to educate tour operators to be more responsible tour operators and thereby reduce Challenges of tour operation

businesses (Security and safety, Lack of skilled manpower, Poor infrastructure, Poor national image, Low Government focus, and Global pandemics), Opportunities for tour operation businesses (Attend in foreign Trade fairs, Network with different tour operators globally, Generate income, profitable business)

Limited formal education could make it difficult to deal with the complicated business dynamics and new tourism sector trends. To overcome these obstacles, ongoing education and professional growth may be necessary. Higher education can provide students a better awareness of sustainable practices and how to incorporate them into business models for tour operators.

A deeper awareness of sustainable practices is made possible by higher levels of education, allowing tour operators to incorporate sustainability into various elements of their operations. They could be able to create and use strategies for sustainable destination management. It's vital to remember that, although a tour operator's educational background can serve as a foundation, practical experience, ongoing education, and keeping up with business developments are equally important for them to flourish in their professions and successfully deal with obstacles. This result supported by research (Tepelus, 2005) who stated that tour operators actively invest human and financial resources into educating their clients and/or staff through a variety of techniques, including classes, training seminars, workshops, etc., with the goal of changing behavior toward less environmentally harmful practices and tour operation business, both in the selling of the service (for the staff), and in consuming the tourism product (for the clients).

#### **4.2.4. Work experience (in years) profiles of respondents**

Table 6. Work experience (in years)

Years	Frequency	Percent
2	25	14.53
3	16	9.3
5	57	33.14
6	50	29.07
7	24	13.95
Total	172	100.0

Source: survey result 2023

According to Table 6 above, concerning work experience (experience in their current employment with tour operator companies), 14.53 percent (n=25) of the respondents have 2 years of experience, 9.30 percent (n=16) have 3 years of experience, 33.14 percent (n=57) have 5 years of experience, 29.07 percent (n=50) have 6 years of experience, and 13.95 percent (n=24) have 7 years of experience.

The distribution of work experience indicates a diverse workforce with varying levels of experience. This can be advantageous for tour operation business management as it allows for a mix of fresh perspectives and seasoned expertise. The presence of respondents with 4 to 6 years of experience suggests that these tour operators may have invested in training and development programs to enhance the skills and knowledge of their employees. This focus on continuous learning can contribute to improved business management practices.

Respondents with higher work experience, particularly those with 7 to 10 years, may have acquired extensive knowledge and expertise in sustainable destination management. They can play a crucial role in implementing sustainable practices, promoting responsible tourism, and minimizing negative environmental and socio-cultural impacts. With a mix of experience levels, tour operation businesses can foster a collaborative environment where ideas, innovations, and best practices related to sustainable destination management are shared among employees. The presence of employees with diverse work experience can enable tour operation businesses to position themselves as experts in their respective fields.

This may draw customers looking for specialized services and uncommon opportunities. Generally speaking, possibilities and problems related to tour operator company management techniques, sustainable destination management, and the distribution of respondents' job experience are impacted. Businesses engaged in tour operations might benefit from using the experience of seasoned workers, encouraging lifelong learning, and resolving issues with knowledge transfer and employee retention.

#### 4.2.5. Work experience in tour Operation Company

Table 7. Work experience in tour Operation Company

Years	Frequency	Percent
4	25	14.5
5	50	29.1
6	24	14.0
7	16	9.3
8	16	9.3
10	16	9.3
12	25	14.5
Total	172	100.0

Source: survey result 2023

According to Table 7 above, concerning tour operator companies, 14.5% (n=25) of the respondents have four years of work experience, 29.1% (n=50) have five years of work experience, 14.0% (n=24) have six years of work experience, 9.3% (n=16) have seven years of work experience, 9.3% (n=16) have eight years of work experience, and 9.3% (n=16) have sixteen years of work experience. A combination of both seasoned and recently hired personnel may be seen in the distribution of responders across years of employment.

Opportunities for information exchange, mentoring, and skill development inside the organization may result from this. Given that the majority of respondents having five years of work experience, tour operators should concentrate on creating a succession plan to guarantee a seamless transfer of leadership and knowledge as more experienced workers advance in their careers or retire. The organization may have amassed knowledge and skills in sustainable destination management given the presence of respondents with 6 to 10 years of work experience. These people can help make sustainable practices more effective and widespread, ensuring the long-term viability of destinations.

Employees with less experience, such as those with 4 or 5 years, can provide new viewpoints and creative ideas to the management of sustainable destinations. Collaboration and idea sharing among staff members with various degrees of experience can result in innovative solutions and ongoing progress. Tour operators must ensure successful knowledge transfer to younger or less experienced staff as more experienced workers with 6 to 10 years of work experience may transition or retire. This problem can be solved by implementing mentorship programs and developing knowledge exchange platforms. Employee retention and engagement methods are more crucial than ever because of the relatively short duration of employees with 4 to 5 years of experience. The primary goal for tour operators should be to foster a culture of growth and positivity at work.

Generally speaking, business management methods, sustainable destination management, and issues faced by tour operators are all impacted by the respondents' work experience distribution in tour operator organizations. Tour operators may improve their management procedures, advance sustainable destination management, and overcome potential obstacles in the business by encouraging skill development, putting succession plans into place, encouraging knowledge transfer, and addressing employee attrition.

#### **4.2.6. Profile of target markets for tour operation businesses**

Table 8. Where do the majority of your clients come from?

Nationality of clients	Frequency	Percent
Local	16	9.3
Europe	49	28.5
Latin America	25	14.5
North America	57	33.1
Asia	25	14.5
Total	172	100.0

Source: survey result 2023

According to Table 8 above, the bulk of customer's hail from North America (n = 57), followed by Europe (n = 49), Latin America, and Asia (n = 25 each), all of which account for 33.1% of the

total. The findings also indicate that local clients were the fewest, with a share of 9.3% (n = 16)). With 14.5% of total clients coming from each of Latin America and Asia, it follows that the tour operation industry should dedicate resources to appropriately serve these regions. The distribution of customers indicates that North America and Europe, which account for 33.1% and 28.5% of customers, respectively, are the business's main markets for tour operations. This suggests that the company should concentrate on identifying and catering to these regions' preferences and interests in order to optimize

With 14.5% of total clients coming from each of Latin America and Asia, it follows that the tour operation industry should dedicate resources to appropriately serve these regions. This could entail funding advertising campaigns, employing personnel that speak many languages, or creating bespoke travel packages that cater to these particular markets' interests and preferences. 9.3% of clients are local, which is a small percentage. This implies that the tour operator company may need to investigate methods for luring and retaining more local clients.

This could entail collaborating with regional tourism organizations, providing exclusive deals or discounts to locals, or creating tours that highlight the distinctive features of the region. The tour operator business should take into account cultural variances when creating and delivering services because the clients come from various geographic locations. This could entail providing bilingual tour guides, training staff members to be culturally aware, or customizing tour itineraries to fit the interests of visitors from various locations. Given that both Latin America and Asia have similar clientele ratios, the data suggest that both regions have room for expansion. In order to take advantage of the rising demand for travel and tourism, the tour operation industry may want to consider extending its operations and marketing initiatives in these areas.

#### **4.2.7. The Form of ownership profile**

Table 9. Form of ownership

Form of ownership	Frequency	Percent
Local ownership	107	62.2
Joint ownership	65	37.8
Total	172	100.0

Source: survey result 2023

According to Table 9 above, local ownership accounts for 62.2% of owners (n = 107) and joint ownership accounts for 37.8% of owners (n = 65). The local market, culture, and client preferences may be better understood by tour companies with local ownership. They might have stronger ties to the neighborhood, which can help them better understand client needs and adjust their management strategies accordingly. By emphasizing local community participation, local ownership can support sustainable destination management. They may be better plugged into the community, which can assist them gain insights into customer demands and help customize business management strategies. Local ownership can aid in the management of sustainable tourism destinations by emphasizing local community involvement, assisting neighborhood businesses, and promoting sustainable practices that are consistent with the destination's cultural and environmental values. When compared to larger multinational companies, smaller local tour operators may encounter difficulties due to restricted access to capital, resources, and technology. To compete with more established competitors in the market and get beyond certain financial and operational constraints, they might need to create novel strategies.

The merging of local knowledge and skills with global business methods can be brought about by joint ownership between domestic and foreign partners. This may lead to a more creative and inventive approach to business management that incorporates both regional knowledge and international norms. The adoption of cutting-edge sustainable destination management methods can be facilitated through joint ownership by facilitating the transfer of best practices and information from international partners.

Additionally, it can draw in foreign capital and expertise in fields like environmental preservation and community development. Effective communication, coordination, and goal alignment between domestic and foreign partners are necessary for managing joint ownership. Clear agreements, shared decision-making procedures, and mutual understanding may be required to resolve issues brought on by cultural differences, divergent priorities, and power dynamics. Challenges including regulatory compliance, shifting market dynamics, competition, and uncertain economic conditions could affect both local and joint ownership. All tour operators may also have continual difficulties in guaranteeing sustainable operations, upholding quality standards, and fulfilling customer expectations. Local proprietorship can use community ties, cultural authenticity, and local knowledge to set themselves apart from competitors and provide tourists distinctive experiences. Access to international markets, chances for knowledge transfer,

and financial resources that can support business growth and expansion are all possible under joint ownership.

#### 4.2.8. Tour operation business management practices

Regarding Tour operation business management practices of Addis Ababa, sample respondents were asked to rate their business management and destination management practices in terms of experience and tourist expectation in Addis Ababa using 15 items. Their responses were organized and analyzed using descriptive statistics mainly mean and standard deviation values. In order to interpret aggregate mean values, the researcher adopted standard criteria from Ahmed Khorsheed (2008). Accordingly, the mean values are categorized as very low if (1-1.8), low if (1.8-2.6), moderate/medium (2.6-3.4), high if (3.4-4.2) and very high if (4.2-5) which was summarized at the table given below.

Table 10. Tour operation business management practices

<b>Tour operation business management practices</b>			
	N	Mean	Std. Deviation
1. The tour operation company includes elements of local culture in the office landscape and design	172	2.45	1.503
2. The tour operation company provides specially designed facilities for disabled people	172	3.48	.567
3. The tour operation company has written a standard operating procedure for all sustainability activities in business operation	172	2.45	1.503
4. The tour operation company follows regulations set by the government on tourism activities	172	2.93	2.005
5. The tour operation company hired local staff for the managerial and non-managerial position	172	2.93	2.005
6. The tour operation company offers a salary which exceeds the minimum wage regulated by the government	172	2.95	1.019
7. The tour operation company involved in energy saving activities	172	2.95	1.019

8. The tour operation company participated in reducing, recycling and reusing the material in the office	172	2.47	.523
9. The tour operation company provides briefing and discussion with the customer on tour packages including terms and condition	172	4.47	.625
10. The tour operation company provides insurance coverage for all tour package	172	3.99	1.048
11. The tour operation company provides a tour leader for a group package	172	4.95	.430
12. The tour operation company uses nature related tagline for marketing purposes.	172	3.97	.323
13. The tour operation company purchases local products and services	172	3.97	.323
14. The tour operation company purchases environment friendly products	172	2.98	.215
15. The tour operation company purchases green products for corporate gifts.	172	2.47	.523
<b>Grand mean</b>	172	3.294	0.91

Source: survey result 2023

Based on table 10 above, the aggregate mean and standard deviation values for tour operation business management practices are 3.294, and 0.91, respectively. This implies that tour operation companies have positively and moderately evaluated their business management practices. Item wise, the mean value for the tour operation company includes elements of local culture in the office landscape and design of mean rate is 2.45. On average, the respondents gave this practice a bad rating. It implies that, in order to more accurately reflect the destination's cultural character, the incorporation of local culture into the office landscape and design may need to be improved. The average rating for the firm running the tours for disabled people is 3.48.

In general, the respondents gave this procedure a favorable rating. It shows that the tour operator is making an attempt to offer facilities that are accessible to people with disabilities, in line with inclusion and accessibility standards. The tour operator has created a standard operating

procedure (SOP) with a mean of 2.45 for all sustainability-related business operations. On average, the respondents gave this practice a bad rating. It implies that there is room for improvement in the creation of a written SOP to direct sustainability initiatives inside the corporate operations. The tour operator company abides with the government's regulations, which have a mean score of 2.93. On average, the respondents gave this practice a mediocre rating. Although there may be space for improvement in achieving complete adherence, it shows that the tour operating company typically complies with governmental legislation pertaining to tourism activities. For management and non-managerial posts, the tour operator hired local personnel with a mean of 2.93. On average, the respondents gave this practice a mediocre rating. It implies that a mix of local workers are employed by the tour operator in managerial and non-managerial roles, but there may be room to place even more of an emphasis on finding local talent. The tour operator provides a salary that is more than the government-mandated minimum wage. On average, the respondents gave this practice a mediocre rating. It demonstrates a dedication to fair compensation practices and shows that the tour operating firm typically offers salaries that are higher than the minimum wage criteria imposed by the government. The average number of energy-saving activities carried out by the tour operator is 2.95. On average, the respondents gave this practice a mediocre rating. It implies that the tour operator is taking steps to conserve energy, showing a dedication to environmental sustainability. The tour operator company takes part in mean 2.47's office's efforts to reduce, recycle, and reuse resources. On average, the respondents gave this practice a bad rating. It shows that the company's initiatives to minimize, recycle, and reuse resources at the office have room for development, fostering a more sustainable environment.

#### **4.2.9. Sustainable destination management practices**

Sample respondents were asked to score the following practices of destination management in terms of experience and visitor expectations in Addis Ababa with regard to sustainable destination management in Addis Ababa. The order of their responses is as follows.

Table 11. Sustainable destination management

<b>Sustainable destination management practices</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
1. The tour operation company develops a win-win business relationship with local people	172	2.95	1.019
2. The tour operation company involves local people during tours	172	3.97	.323
3. The tour operation company contributes to local community projects including tourism and non-tourism activities	172	3.48	.567
4. The tour operation company contributes to wildlife conservation at the destination that they offer.	172	4.47	.625
5. The tour operation company creates social dialogues with local communities when developing new tourism products/tour packages.	172	3.48	.567
6. The tour operation company gives advice to customers on local activities at the destination that they offer.	172	2.95	1.019
7. The tour operation company ensures that customers have life experiences on nature, culture and heritage during the tour.	172	4.47	.625
8. The tour operation company develops new packages for places that already mess or crowded.	172	4.47	.625
9. The tour operation company develops a variety of tour packages related to nature, culture and heritage.	172	3.97	.323
10. The tour operation company conducts a thorough evaluation of the destination that they offer.	172	3.99	1.048
11. The tour operation company provides financial and in-kind assistance for preservation and conservation of the ecosystem of the destination.	172	3.48	.567
12. The tour operation company ensures the packages that are offered do not interfere with the ecosystem of the destination.	172	1.97	1.002
13. The tour operation company purchases items that are legally allowed only and avoids purchasing items from rare or threatened species of animals, culture or heritage items.	172	3.97	.323
14. The tour operation company purchases items that are legally allowed	172	4.47	.625

only and avoids purchasing items from rare or threatened species of animals, culture or heritage items.				
15. The tour operation company creates contracts with external outbound tour operators that are certified in their respective countries.	172	3.48	.567	
16. The tour operation company creates a strategic partnership with suppliers in implementing sustainable tourism.	172	4.45	.678	
	<b>Grand Mean</b>	172	3.75	0.66

Source: survey result 2023

Based on table 11 above, the aggregate mean and standard deviation values for sustainable destination management practices of tour operation business are 3.75, and 0.66, respectively. This implies that there is high and positive perception of tour operators in terms of rating their business management practices.

Item wise, the tour operation company develops a win-win business relationship with local people of mean 2.95. On average, the respondents rated this practice moderately. It implies that there is room for development in creating connections between the tour operator and the neighborhood to strengthen sustainable destination management. The tour operator company employs locals on trips with a mean rating of 3.97. In general, the respondents gave this procedure a favourable rating. It shows that the company organizing the tour actively includes locals in the tour experiences, promoting community engagement and participation. The tour operator company gives back to neighbourhood projects through both tourism and non-tourism activities, on average 3.48. On average, the respondents gave this practice a mediocre rating. It implies that the tour operator makes donations to neighbourhood projects, but there might be room for more involvement and assistance. The tour operator company supports the preservation of wildlife at the mean 4.47 destination that they provide. In general, the respondents gave this procedure a favourable rating. It shows that the tour operator is dedicated to environmental sustainability and actively supports local animal conservation activities at the site. When designing new tourism products or tour packages with a mean rating of 3.48, the tour operation company engages in social discourse with regional communities. On average, the respondents gave this practice a mediocre rating. In order to secure local populations' involvement and inclusion throughout the development of new tourism products and trip packages, it is possible

that social dialogues with them might be improved. The tour operator advises customers on nearby activities at the location where they provide their services.

Generally speaking, there is a wide range of average agreement with the statements above, ranging from the smallest mean of 2.95 (which is both the tour operation company develops a win-win business relationship with local people and the tour operation company advises customers on local activities at the destination that they offer) to the largest mean of 4.47 (The tour operation company contributes to wildlife conservation at the destination that they offer, the tour operation company ensures that local wildlife is protected at the destination that they offer, and the tour operation company. Overall, Addis Ababa is performing well in terms of sustainable destination management standards. This outcome, which is backed up by Roy's research (2021), has illustrated a number of aspects of sustainable tourism practices, including facility design sustainable systems, legal compliances, employee development, resource conservation, environmental preservation, customer satisfaction, sustainability marketing, and community development, advantages of cultural heritage, supply chain efforts, and sustainable business management practices.

#### 4.2.10. Challenges to tour operators

Regarding possible challenges to tour operators of Addis Ababa, sample respondents were asked to rate the following possible challenges in terms of their magnitude. Their responses were organized as follows.

Table 12. List of possible challenges to tour operators

<b>List of possible challenges to tour operators</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>
1. Security and safety problems	172	1.08	.535
2. Poor infrastructure such as ICT, road, hotel, electricity, water	172	1.08	.535
3. Lack of skilled human resources	172	2.01	1.065
4. Poor national image	172	3.44	.669
5. Low government focus	172	2.01	1.065

6. Poor technology usage (such as for marketing purposes)	172	2.48	1.520
7. Lack of incentives for tour operators	172	2.01	1.065
8. Global pandemics such as COVID 19	172	2.48	1.520
9. Poor linkage with international tour operating companies	172	3.91	1.104
10. Lack of stakeholder's collaboration	172	2.53	1.520
11. Unethical business practices	172	3.95	1.110
<b>Grand mean</b>	172	2.45	1.06

Source: survey result 2023

Based on table 12 above, the major challenges facing the tour operation businesses in Addis Ababa are unethical business practices ( $x=3.95$ ) followed by Poor linkage with international tour operating companies ( $x=3.91$ ), poor national image ( $x=3.44$ ), lack of stakeholder's collaboration ( $x=2.53$ ), and global pandemics such as COVID 19 ( $x=2.48$ ), and poor technology usage ( $x=2.48$ ).

In terms of magnitude, the least considered challenges by tour operators are security and safety problems ( $x=1.08$ ), poor infrastructure such as ICT, road, hotel, electricity, water ( $x=1.08$ ), and Lack of skilled human resources ( $x=2.01$ ).

Regarding technology use, the aforementioned mean value suggests that tour operators might have trouble using it efficiently, especially for marketing purposes, which could hinder their ability to reach and attract customers. According to (Tekalign & Assefa, 2023)'s research, the difficulties include those related to the economy, the law, society and culture, technology, lack of research and development activities, a lack of funding, a shortage of skilled labor, marketing issues, a lack of readiness, and a lack of tourists.

It's possible that not all tour operators are fully knowledgeable about sustainable business techniques, their advantages, and destination management. To close this knowledge gap and promote adoption, education and training are crucial. On the other hand, you can help local economies by using local vendors for items like food, lodging, and handicrafts. This increases local economic growth and lessens the environmental impact of long-distance travel. It is crucial to remember that the precise opportunities and problems faced by tour operating organizations might vary depending on a number of variables, including the destination, target market, and

company size. Tour operators may improve operational efficiency, lessen their environmental impact, and improve the entire travel experience by embracing creative solutions and utilizing technology. Adopting sustainable practices can help tour companies gain favor with customers, local communities, and governing agencies. Business opportunities may expand as a result of positive word of mouth and endorsements. Educating and informing visitors about environmentally friendly techniques, cultural sensitivity, and sustainable behavior.

In the interview part of a question “what are the challenges faced by tour operation business in Addis Ababa?” has been answered as follows Participant 1#; To stop the COVID-19 from spreading, the Ethiopian government imposed travel restrictions and lockdown measures. Due to people's inability or unwillingness to travel, tourist activities drastically decreased as a result. Tour companies suffered financial losses as a result of having to cancel or reschedule visits. Local communities, including hotels, restaurants, transportation services, and other tourism-related companies, suffered severe economic losses as a result of the reduction in tourism brought on by COVID-19 and political upheavals. Customer tastes and habits have shifted as a result of the pandemic and political problems. Nowadays, travelers place a greater emphasis on sustainable travel options, flexibility, and safety. To match these shifting demands, tour operators have had to modify their offers, which necessitates additional expenditure and careful preparation.

Participant 2#; Regulations and rules were constantly changing as a result of the pandemic and political crises. It was difficult for tour companies to arrange and organize tours because of the tangle of regulations, quarantine procedures, and border closures. With little to no revenue coming in during the crisis, many tour operators struggled financially. This made it difficult to pay employees' wages, keep up the business's facilities, and pay other fixed costs. Some companies were forced to cut staff or possibly shut down. According to the research by (Tekalign & Assefa, 2023) on the difficulties experienced by tour operators, the lack of tourists, a lack of preparation, as well as economic and legal difficulties, were regarded as the greatest difficulties.

Participant 3#; The people working at the airport don't know the importance of tourism and don't greet visitors in a friendly manner. The entrance to the airport is very difficult to access. Duty-free items for the purpose of the tour operation business are not fully accessible, such as camping supplies. Issuing visas is difficult for tourists to handle and visa on arrival is suspended.

Participant 4#: The tourist sector is essential to the economies of many places. The cost of destination site admittance has increased, especially in the wake of the epidemic. The price of tour packages will rise, which results in turning away of tourists. Government taxes are highly rated and may scare away tour operators due to poor tourism stakeholder coordination and the absence of debit associations.

According to the interview and questionnaire, the biggest hurdles facing Addis Ababa's tour operator firms are global pandemics like COVID 19, a lack of stakeholder cooperation, a shortage of competent human resources, security and safety issues, and a lack of government focus. In the questionnaire most respondents cited the challenges as unethical business practices, Poor linkage with international tour operating companies, poor national image & technology usage while in the interview other challenges were mentioned such as high rate of government tax, visa issue problem, an increment on entrance payment, no debit association available, duty(tax) free items are not fully accessible.

#### **4.2.11. Opportunities for tour operators**

There may be opportunities for tour companies to draw domestic and foreign tourist's eager to experience Addis Ababa, Ethiopia, as travel restrictions loosen and tourism starts to rebound from the pandemic's effects. Promote flexible booking and cancellation procedures, health protocols, and safety precautions to reassure prospective clients about the growing tour operator business practices. Both its natural and cultural assets are abundant in Ethiopia. On the other side, stress eco-friendly and responsible tourism strategies to draw tourists who are aware of these issues. The second is to highlight eco-friendly programs, assist neighborhood organizations, and promote Ethiopia's distinctive biodiversity and cultural history.

Conditions of stability and peace are essential for the development of the tourism sector since they will draw tourists and boost the earning potential of tour operators. Monitor the political situation in Ethiopia and assess the impact it may have on tourism. Travelers' confidence can be increased and the business climate for tour operators can be improved by a stable political environment. Keep a watch on Ethiopia's infrastructure development initiatives, such as the newly constructed parks, museums, airports, upgraded road systems, and lodging options in Addis. The level of growth of sustainable tour operation company practices in Addis Ababa, Ethiopia, will rise as a result of these improvements, which can improve accessibility and draw

more tourists to the nation. In the interview part of a question “what opportunities are available for tour operation businesses in Addis Ababa?” has been answered as follows

Participant 1#; Adjusting their services to evolving client wants is one way for tour operating enterprises to combat the effects of COVID-19 and political uncertainties. To accommodate the prevailing travel preferences, this can entail implementing flexible booking and cancellation procedures, virtual or hybrid tour experiences, or a focus on local and domestic tourism. The city's newest tourist attractions, such as its parks and museums, may present excellent business chances for travellers. The study's findings will shed some light on the potential and challenges facing the region's tourism industry, and they may also suggest ways to address these issues.

Participant 2#; Tour operator businesses may have opportunity to manage the obstacles by collaboration with other tourism industry stakeholders. This could entail forming agreements with sustainable tourism organizations to encourage ethical travel practices, or joining forces with neighborhood hotels, eateries, and transit companies to offer entire trip packages.

Participant 3#; Diversifying offerings and researching new market niches can both be advantageous. For instance, to draw tourists that value distinctive and immersive experiences, tour operators can focus on niche sectors like eco-tourism, cultural experiences, or adventure tourism. Additionally, to meet the growing desire for individualized travel experiences, unique itineraries for small groups or private trips can be created. "Technology and digital marketing spending may present chances for firms that operate tours. Despite travel restrictions and uncertainty, improving online presence, employing social media platforms, and leveraging digital marketing methods can assist reach a wider audience, create bookings, and promote the destination's unique selling qualities.

Participant 4#; Promoting health and safety precautions can increase travelers' trust and confidence. Tour operators can put a high priority on maintaining strict health regulations, educating workers about safety precautions, and being open about the security measures done to protect visitors. This may help draw tourists who are worried about their wellbeing and security in these unsettling times.

The recommendation given from the interviews are Tour operators should be adaptable and ready to modify their business models in response to the changing environment. In order to adapt to changing traveller preferences, this may entail diversifying the services, investigating new markets, or developing original experiences. The provision of virtual experiences, online bookings, and efficient customer communication can all be aided by embracing technology and

digital solutions. Strong alliances and partnerships within the tourist sector can aid tour operators in overcoming obstacles. It is possible to develop integrated travel packages and give guests a seamless experience by working with regional hotels, eateries, transportation companies, and other tourism partners. Additionally, collaborating with groups that promote sustainable tourism can provide support, resources, and chances to share information. Organize exhibitions for tour operators, take part in trade fairs, share experience by cooperating with neighboring countries, systematize the tour process so it can be accessed easily, acknowledge tour operator companies, provide training upon request, and have communication, discussion, and meetings between tour operators and government is mandatory. Focusing on domestic and local tourism may be a wise course of action given the limitations on foreign travel and the aforementioned difficulties. Tour companies can create alluring packages that highlight Addis Ababa's cultural, historical, and ecological aspects for the locals. Demand may be boosted and the revival of the tourism industry supported by developing campaigns and partnerships to promote domestic travel.

## **CHAPTER FIVE**

### **5. Summary, Conclusion and Recommendation**

#### **5.1. Summary**

This study was conducted to assess the sustainable tour operation practices, challenges and opportunities of tour operators located in Addis Ababa. To this end, data were gathered from 172 tour operation businesses using structured questionnaire. In this study, sustainable tour operation practices are divided into two namely tour operation business management practices and sustainable destination management practices.

The first objective of the study was to assess the level of sustainable tour operation practices by tour operators in Addis Ababa. The findings of the study revealed that the aggregate mean value for tour operation business management practices was 3.294. This implies that, there is a moderate level of assessment by tour operators regarding their business management practices.

The study found that respondents gave tour operation company management practices a variety of evaluations. While some procedures, such as offering specially constructed facilities for the disabled, received positive ratings, there were still areas that needed improvement. Relatively low grades were given to integrating local culture into the layout and style of the business, creating a written standard operating procedure for sustainability initiatives, and placing a strong emphasis on hiring local talent. These findings imply that tour operators must increase their efforts to promote local employment, sustainability, and cultural fusion.

Furthermore, the study found that the grand mean value for sustainable destination management practices by tour operators is 3.75, which is a bit higher than the other dimension. This in turn implies that there is good perception towards tour operators' sustainable destination management practices. The tour operator businesses were thought to actively include locals, support neighborhood initiatives, and advance animal conservation. There were, however, some areas that needed to be improved, such as encouraging social dialogues with neighborhood residents while developing new tourism products and advising clients on nearby activities. These findings highlight the significance of increased support for small local firms, inclusive product creation, and improved community engagement.

The second objective of the study was to identify the major challenges facing tour operators in Addis Ababa. The research found that the major challenges facing tour operators in Addis Ababa are unethical business practices ( $x=3.95$ ) followed by Poor linkage with international tour operating companies ( $x=3.91$ ), poor national image ( $x=3.44$ ), lack of stakeholder's collaboration ( $x=2.53$ ), and global pandemics such as COVID 19 ( $x=2.48$ ), and poor technology usage ( $x=2.48$ ). Therefore, based on these findings, the researcher recommended that in order to ensure sustainability of tour operation businesses, it is important to mitigate the aforementioned challenges. These obstacles have led to operational difficulties, financial losses, and a decline in tourism activities. The findings highlight the need for government support, investment in infrastructure, skill development, and a focus on improving the national image to overcome these challenges.

The qualitative interviews shed light on the viewpoints of decision-makers in the travel industry. The participants stated that COVID-19 and political unrest had a negative impact on the business methods used in sustainable tour operations. They underlined the value of partnering with industry partners, finding new market niches, investing in technology, and modifying services to meet evolving client expectations. These techniques can aid tour operators in navigating the difficulties and seizing chances for recovery and development.

The third objective of the study was to assess the opportunities available for tour operation businesses in Addis Ababa. The finding of the study highlight eco-friendly programs, assist neighborhood organizations, and promote Ethiopia's distinctive biodiversity and cultural history. The city's newest tourist attractions, such as its parks and museums, may present excellent business chances for travelers.

## **5.2. Conclusion**

In conclusion, the study indicates a mixed performance in tour operation business management practices and sustainable destination management in Addis Ababa. Although there are strengths and good practices, there are also places that need improvement. Unethical business practices ( $x=3.95$ ), poor links with foreign tour operating companies ( $x=3.91$ ), a negative national image ( $x=3.44$ ), a lack of stakeholder collaboration ( $x=2.53$ ), global pandemics like COVID 19 ( $x=2.48$ ), and poor technology usage ( $x=2.48$ ) are the biggest challenges facing the tour operation businesses. Other difficulties for tour operators The other challenges facing the tour operators are political instability, high rate of government tax, visa issue problem, an increment on entrance payment, no debit association available and partial access to duty-free goods.

In order to overcome these challenges and thrive in the future, the findings also point to potential opportunities for tour operators to adapt, innovate, work together, and align with changing customer expectations to overcome. Tour operators in Addis Ababa can improve their sustainability practices, support local communities, and provide tourists with memorable experiences by addressing the areas that need improvement and utilizing the suggested strategies, all while ensuring the long-term viability and growth of the tourism industry.

### 5.3. Recommendation

The researcher made the following suggestions based on the study's findings:

Unethical business practices ( $x=3.95$ ), poor links with foreign tour operating companies ( $x=3.91$ ), a negative national image ( $x=3.44$ ), a lack of stakeholder collaboration ( $x=2.53$ ), global pandemics like COVID 19 ( $x=2.48$ ), and poor technology usage ( $x=2.48$ ) are the biggest challenges facing the tour operation businesses. Political instability is another issue that tour operators must deal with. High government tax rates, visa problems, an increase in entrance fees, no debit card options, and limited access to duty-free goods are some of the issues that exist.

In order to overcome these obstacles and prosper in the future, the findings also point to potential opportunities for tour operators to adapt, innovate, work together, and match with shifting customer expectations.

**Opportunities for Tour Operation Businesses:** Despite the challenges, there are opportunities for tour operators to overcome the difficulties they face. These opportunities include modifying services to meet evolving consumer expectations, collaborating with stakeholders in the tourism industry, discovering new market niches, and making investments in technology and digital marketing.

**Implement Sustainable Practices:** Continuously prioritize and integrate sustainable practices into tour operation businesses. This includes reducing waste, conserving energy, promoting responsible consumption, supporting local suppliers and businesses, reasonable entrance payment and educating tourists about sustainable behaviors. Sustainable practices contribute to the preservation of natural and cultural heritage and enhance the long-term viability of tourism in the region. The tour operators identified various challenges faced by their businesses. These challenges include the impact of travel restrictions and lockdown measures, constant changes in regulations and guidelines, financial difficulties, and the decline in tourism resulting in economic losses for local communities.

**In order to overcome these challenges:** adopting technology and digital solutions, developing solid partnerships and collaborations within the tourism industry, being flexible and adaptable to changing circumstances, expanding products and exploring new markets, and placing a priority on health and safety requirements.

The survey also discovered that pandemics and conflicts pose a barrier to firms that operate tours. As a result, strong crisis management plans and strategies must be created in order to respond to unforeseen situations like pandemics, political unrest, or natural disasters. This entails

having effective channels of communication, backup plans, and standards in place to guarantee the security and wellbeing of both employees and visitors.

**Improve Infrastructure:** Improve Addis Ababa's infrastructure by working with the appropriate authorities and stakeholders to upgrade the city's hotels, roads, water supply, electricity, and ICT connectivity. In addition to helping tour operators, infrastructural improvements will raise the destination's all-around appeal and competitiveness.

**Strengthen Government Support:** Encourage more government attention and assistance for the travel and tourism sector. This can include simplified administrative procedures, reduced tax rates, access to debit cards, guidelines and incentives that promote eco-friendly tourism practices, and simplified legal regulations. A strong government support system is necessary for tour operation companies to succeed and endure.

**Foster Community Engagement:** Involving local communities in the creation of tourist experiences and products will strengthen the bond between tour operators and the community. Promote cultural interaction, support programs for community-based tourism, and encourage locals to participate in tour activities. Local communities will feel more pride and ownership as a result, which will improve the destination's overall sustainability.

**Promote Collaboration and Networking:** encourage worldwide and regional tourism industry collaboration and networking. This may mean teaming together to develop joint marketing initiatives or tour schedules, as well as exchanging knowledge, skills, and experiences. Collaboration may lead to an industry that is more visible, more competitive, and more sustainable.

**Embrace Digital Marketing and Technology:** Strong digital marketing strategies and technology are required in Addis Ababa to boost tour operator businesses and reach a wider audience. Establish a strong online presence via online reservation platforms, website SEO, and social media platforms. Utilize technology, such as interactive maps, smartphone apps, and virtual tours, to enhance the visitor experience.

**Continuous Research and Innovation:** Encourage research and innovation in the tourism industry to keep up with the newest trends, consumer preferences, and market demands. To find niche markets and emerging markets, conduct market research. To create distinctive and memorable tourism products, innovate by creating new trip packages, combining immersive experiences, and employing technology.

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## **Annexes: Data collection tools**

### **Annex 1. Self-Administered Questionnaires**



**Addis Ababa University**

**College of Development Studies**

**Center for Environment and Developmental Studies**

**MA Program of Tourism Development and Management**

#### **Information sheet and informed consent**

**Dear respondents,**

I am a graduate student in the MA Program of Tourism Development and Management, Center for Environment and Developmental Studies, College of Development Studies, Addis Ababa University. Currently I am conducting a research entitled with ‘Assessment of Sustainable Tour Operation Business Practices, Challenges and Opportunities: the case of Tour Operators located in Addis Ababa, Ethiopia’. The main purpose of the study is to assess the sustainable tour operation business practices, challenges and opportunities in the case of tour operators in Addis Ababa. The survey will take utmost fifteen minutes of your precious time. It will be confidential, anonymous, and data will be analyzed in aggregates. Your participation is entirely voluntarily and you can bypass responses and/or withdraw from study at any time. Your answers are important and valuable for successful completion of the study. If you have any question or comment, please contact the principal investigator with the following address.

Adey Mengistu

Email- [aditiymenge@gmail.com](mailto:aditiymenge@gmail.com)

Phone- +251911823266

**Section one – Background information of respondents**

1.	Gender	1. Male	2. Female
2.	Age (in years)	_____	
3.	Educational Qualification	1. Certificate 2. TVET/Diploma 3. Bachelor degree	4. MA/MSc 5. PhD 6. Others
4.	Work experience (in years)	_____	

**Section Two – Background information of Tour Operation Company**

5. How long have your organization been working in the tour operation business?  
\_\_\_\_\_years
6. Number of employees in the tour operation company\_\_\_\_\_
7. Where do the majority of your clients come from?
 

a) Local	e) North America (USA and
b) Africa	Canada)
c) Western Europe	f) Eastern Europe
d) Latin America	g) Asian
8. Form of ownership:
  - a) Local ownership
  - b) Foreign owned
  - c) Joint ownership

**Section Three – Sustainable Tour operation business practice**

This section will assess the sustainable tour operation business practices with two separate parts namely business management and destination management practices. Please rate your level of agreement with each indicator by ticking in scale (1=Strongly disagree, 5=Strongly Agree).

- SD – Strongly Disagree
- D – Disagree
- N - Neutral
- A– Agree
- SA – Strongly agree
- A– Agree
- SA – Strongly agree

	<b>Tour operation business management practices</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1	The tour operation company includes elements of local culture in the office landscape and design					
2	The tour operation company provides specially designed facilities for disabled people					
3	The tour operation company has written a standard operating procedure for all sustainability activities in business operation					
4	The tour operation company follows regulations set by the government on tourism activities					
5	The tour operation company hired local staff for the managerial and non-managerial position					
6	The tour operation company offers a salary which exceeds the minimum wage regulated by the government					
7	The tour operation company involved in energy saving activities					
8	The tour operation company participated in reducing, recycling and reusing the material in the office					
9	The tour operation company provides briefing and discussion with the customer on tour packages including terms and condition					
10	The tour operation company provides insurance coverage for all tour package					
11	The tour operation company provides a tour leader for a group package					
12	The tour operation company uses nature related tagline for marketing purposes.					
13	The tour operation company purchases local products and services					
14	The tour operation company purchases environment friendly products					
15	The tour operation company purchases green products for corporate gifts.					

	<b>Sustainable destination management practices</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
1	The tour operation company develops a win-win business relationship with local people					
2	The tour operation company involves local people during tours.					
3	The tour operation company contributes to local community projects including tourism and non-tourism activities					
4	The tour operation company contributes to wildlife conservation at the destination that they offer.					
5	The tour operation company creates social dialogues with local communities when developing new tourism products/tour packages.					
6	The tour operation company gives advice to customers on local activities at the destination that they offer.					
7	The tour operation company ensures that customers have life experiences on nature, culture and heritage during the tour.					
8	The tour operation company develops new packages for places that already mess or crowded.					
9	The tour operation company develops a variety of tour packages related to nature, culture and heritage.					
10	The tour operation company conducts a thorough evaluation of the destination that they offer.					
11	The tour operation company provides financial and in-kind assistance for preservation and conservation of the ecosystem of the destination.					
12	The tour operation company ensures the packages that are offered do not interfere with the ecosystem of the destination.					
13	The tour operation company purchases items that are legally allowed only and avoids purchasing items from rare or threatened species of animals, culture or heritage items.					
14	The tour operation company maintains the contract rate with hotels accommodation which is certified and practice sustainability.					
15	The tour operation company creates contracts with external outbound tour operators that are certified in their respective countries.					
16	The tour operation company creates a strategic partnership with suppliers in implementing sustainable tourism.					

#### Section four: Challenges and opportunities for tour operation businesses in Addis Ababa

9. The following are the list of the possible problems facing the tour operation businesses in Addis Ababa. To what extent do you think the following factors could challenge the tour operation businesses in Addis Ababa?

1= It is not a challenge at all

2= It is not a challenge

3= Neutral/ no idea

4= It is a challenge

5= It is a serious challenge

S. No	List of possible challenges	1	2	3	4	5
1.	Security and safety problems					
2.	Poor infrastructure such as ICT, road, hotel, electricity, water...					
3.	Lack of skilled human resources					
4.	Poor national image					
5.	Low government focus					
6.	Poor technology usage (such as for marketing purposes)					
7.	Lack of incentives for tour operators					
8.	Global pandemics such as COVID 19					
9.	Poor linkage with international tour operating companies					
10.	Lack of stakeholder's collaboration					
11.	Lack of finance for business expansion					
12.	Unethical business practices					

10. What could be the other challenges facing the tour operation businesses in Addis Ababa?

11. Could you state current and future opportunities available for tour operation business in Ethiopia in general and Addis Ababa in particular?

12. What is your recommendation to overcome stated challenges facing the tour operation businesses in Addis Ababa?

Thank you for your time and corporation!

**በመጠይቁ ለመሳተፍ የፍቃደኝነት መጠየቅያ ቅጽ**

ወድ የ መጠይቁ ተሳታፊ:-

ስሜአደይ መንግስቱ ይባላል፤ የአዲስ አበባ ዩኒቨርሲቲ የቱሪዝም ዲቪዥን መምህራን እና ሜጅሮች የድህረ ምረቃ ተማሪ ነኝ፡፡ በአዲስ አበባ ወስጥ ባሉ የአስጎብኚ ድርጅቶች ላይ ዘላቂነት ያለው የአስጎብኚ አገልግሎት ትግበራ፤ የሚያጋጥሙ ተግዳሮቶች እንዲሁም የወደፊት ተስፋዎች ላይ የሚያተኩር ጥናታዊ ጽሁፍ እየሰራሁ እገኛለሁ፡፡

በመጠይቁ ለመሳተፍ ከ15 ደቂቃ ያልበለጠ ጊዜ ይወስዳል፡፡ በዚህ የመጠይቅ ሂደት ወስጥ የሚገኙ ማንኛውም መረጃዎች በምስጢር የሚጠበቁ እንዲሁም ወጠቱ በጅምላ የሚካኑ ተን ይሆናል፡፡ በዚህ ጥናት ላይ ያሉት ተሳትፎ በፈቃደኝነት ላይ የተመሰረተ እና ጥያቄዎችን የሚሰጥ እንዲሁም ምላሹን ማቅረጥ ይችላሉ፡፡ የሚጠየቅ ምላሽ ለጥናቱ አስፈላጊ ስለሆነ በጥንቃቄ ይመሉት፡፡

አደይ መንግስቱ

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**ክፍል 1: የግለሰብ መረጃ**

<b>1</b>	ጾታ	ሀ) ወንድ	ለ) ሴት
<b>2</b>	እድሜ(በአመት)	_____	
<b>3</b>	የትምህርት ደረጃ	1. ስርትፍኬት	4. ሁለተኛ ደግሪ
		2. ቲቪቲ/ደገሎማ	5. ሶስተኛ ደግሪ
		3 የ መጀመሪያ ደግሪ	6. ሌሎች
<b>4</b>	የሥራ ልምድ (በአመት)	_____	
<b>5</b>	ዜግነት	_____	

**ክፍል 2 : የአስጎብኚ ድርጅቱ መረጃ**

1. የአስጎብኚ ድርጅቱ ለስንት አመት በስራ ላይ ቆይቷል? \_\_\_\_\_
2. የአስጎብኚ ድርጅቱ በስራ ያለው ሰራተኛ ብዛት \_\_\_\_\_
3. አብዛኞቹ ደምበኞቻችሁ ከየት ነው የሚመጡት?

ሀ) የሀገር ወስጥ

ለ) አፍሪካ

ሐ) ምዕራብ አወሮፓ

መ) ደቡብ አሜሪካ

ሠ) ሰሜን አሜሪካ

ረ) ምስራቅ አወሮፓ

ሰ) እስያ

4. የአስጎብኚ ድርጅቱ ባለቤትነት

ሀ) የሀገር ወስጥ

ለ) የወጭ

ሐ) የሀገር ወስጥ እና የወጭ

**ክፍል 3: ዘላቂነት ያለው የአስጎብኚ አገልግሎት ትግበራ**

ይህ ክፍል ዘላቂነት ያለው የአስጎብኚ አገልግሎት ከንግድ አስተዳደር እና ከመዳረሻ አስተዳደር አንጻር ያለውን ትግበራ ይዳስሳል። ከዚህ በታች ባሉት መለኪያዎች ላይ ያሉትን የስምምነት ደረጃ የ(√) ምልክት በማድረግ ይግለጹልን። የቁጥሮቹ ውክልና እንደሚከተለው ነው፡-

[1 – እጅግን አልስማማም 2 – አልስማማም 3 – ገለልተኛ 4 – እስማማለሁ 5 – እጅግን እስማማለሁ]

ተ.ቁ	የአስጎብኚ አገልግሎት የንግድ አስተዳደር ትግበራ	1	2	3	4	5
1	የአስጎብኚ ድርጅቱ የአካባቢውን ባህል የሚልፁ ነገሮችን በቢሮው ውስጥ አካቷል።					
2	የአስጎብኚ ድርጅቱ ለአካል ጉዳተኞች ምቹ የሆነ ከባቢን ፈጥሯል።					
3	የአስጎብኚ ድርጅቱ ለሁሉም ዘላቂነት ላይ ላተኮሩ የቢዝነስ ተግባራት የተጻፈ የአሰራር ሂደት አለው።					
4	የአስጎብኚ ድርጅቱ በቱሪዝም ላይ በመንግስት የሚጠቀሙ ደንቦችን ይተገብራል።					
5	የአስጎብኚ ድርጅቱ ለአስተዳደር እና ከአስተዳደር ውጭ ላሉ የስራ መደቦች ከአካባቢው ማህበረሰብ ይቀጥራል።					
6	የአስጎብኚ ድርጅቱ የሚከፍለው የደመወዝ መጠን በሀገሪቱ ከተደነገገው ዝቅተኛ የደመወዝ ልኬት ይበልጣል።					
7	የአስጎብኚ ድርጅቱ በሀይል ቆጣቢ ተግባራት ላይ ይሳተፋል።					
8	የአስጎብኚ ድርጅቱ የቢሮ ውስጥ እቃዎች አጠቃቀም በመካከላቸው እና መልሶ ጥቅም ላይ በማዋል ተግባር ላይ ይሳተፋል።					
9	የአስጎብኚ ድርጅቱ ባሉት የጉብኝት ጥቅሎች እንዲሁም ደንብ እና ሁኔታዎች ላይ ከደምበኞች ጋር ገለጻና ወይይት ያደርጋል።					

10	የአስጎብኚ ድርጅቱ በሁሉም የጉብኝት ጥቅሎች ላይ የኢንቹራንስ ሽፋን አለው።					
11	የአስጎብኚ ድርጅቱ ለቡድን የጉብኝት ጥቅሎች የጉብኝት መሪ ይመድባል።					
12	የአስጎብኚ ድርጅቱ ከተፈጥሮ ጋር የተያያዙ አርማዎችን ለግብይት ማስታወቂያ ይጠቀማሉ።					
13	የአስጎብኚ ድርጅቱ የሀገር ወስጥ ወይም የአካባቢውን ምርቶች እና አገልግሎቶች ይጠቀማል/ይገዛል።					
14	የአስጎብኚ ድርጅቱ ከአካባቢ ጋር ተስማሚ የሆኑ ምርቶችን ይጠቀማል/ይገዛል።					
15	የአስጎብኚ ድርጅቱ አካባቢን የማይበክሉ ምርቶችን ለድርጅቶች በስጦታ ለማበርከት ይገዛል።					

ተቁ	ዘላቂነት ያለው የመዳረሻ አገልግሎት አስተዳደር ትግበራ	1	2	3	4	5
1	የአስጎብኚ ድርጅቱ ሁሉንም ተጠቃሚ ያደረገ የንግድ ትስስር ከአካባቢው ማህበረሰብ ጋር ፈጥሯል።					
2	የአስጎብኚ ድርጅቱ በጉብኝት ላይ የአካባቢውን ማህበረሰብ ያሳትፋል።					
3	የአስጎብኚ ድርጅቱ ለአካባቢው ማህበረሰብ በማጠና ፕሮጀክቶች ላይ የበኩሉን አስተዋጾ ያበረክታል።					
4	የአስጎብኚ ድርጅቱ ለመዳረሻ ቦታዎች አካባቢ ጥበቃ አበርክቶ አለው። .					
5	የአስጎብኚ ድርጅቱ አዲስ የቴሪዝም መዳረሻ ወይም የጉብኝት ጥቅል ሲያዘጋጅ ከአካባቢው ማህበረሰብ ጋር ንግግር ያደርጋል።					
6	የአስጎብኚ ድርጅቱ በመዳረሻ ቦታዎች ላይ ስላሉ ህጎች ለጎብኚዎች ምክርና መረጃ ይሰጣል።					
7	የአስጎብኚ ድርጅቱ ጎብኚዎች ከተፈጥሮ፣ ባህል እና ቅርስ የህይወት ተሞክሮ እንዲያገኙ					

	ይረዳል።					
8	የአስጎብኚ ድርጅቱ ጎብኚ በሚዘጋገቡበት አካባቢዎች አዲስ የጉብኝት ጥቅል ያዘጋጃል።					
9	የአስጎብኚ ድርጅቱ ጎብኚዎች ከተፈጥሮ፣ ባህል እና ቅርስ ጋር የተያያዙ የተለያዩ የጉብኝት ጥቅል ያዘጋጃል።					
10	የአስጎብኚ ድርጅቱ በሚደባቸው ተራሽም መዳረሻዎች ላይ በየጊዜው ግምገማ ያደርጋል።					
11	የአስጎብኚ ድርጅቱ ለመዳረሻ ቦታዎች ስነ ምህዳር ጥበቃ የገንዘብ እና የአይነት ድጋፍ ያደርጋል።					
12	የአስጎብኚ ድርጅቱ የሚዘጋገቡ የጉብኝት ጥቅል የመዳረሻውን ስነ ምህዳር እንደሚይጎ ያረጋግጣል።					
13	የአስጎብኚ ድርጅቱ በህግ የተፈቀዱ ግብአቶችን ግዥ ብቻ ይፈጽማል። ማንኛውንም ከብርቅዬ ወይም በመጥፋት ላይ ካሉ እንስሳት እና ቅርሶች የሚገኙ ግብአቶችን ከመገዛት ይቆጠባል።					
14	የአስጎብኚ ድርጅቱ በሆቴል ዘርፍ የዘላቂነት ትግበራ ማረጋገጫ ካላቸው ሆቴሎች ጋር ወል ይፈጽማል።					
15	የአስጎብኚ ድርጅቱ በሀገራቸው እውቅና ከተሰጣቸው ወይም ሀገር አስጎብኝዎች ጋር ስምምነት ይፈጥራል።					
16	የአስጎብኚ ድርጅቱ ከአቅራቢዎች ጋር በዘላቂነት ላይ የተመሰረተ ተራሽም የስትራቴጂያዊ ግንኙነት ይፈጽማል።					

**ክፍል 4 ዘላቂነት ባለው የአስጎብኚ አገልግሎት ላይ የሚያጋጥሙት ግዳቶችና የወደፊት ተስፋዎች**

ከዚህ በታች የተዘረዘሩት በአስጎብኝ አገልግሎት ዘርፍ ላይ ሊያጋጥሙ የሚችሉ ችግሮች ወይም ተግዳሮቶች ናቸው። ከ 1-5 ባሉት ምርመራዎች ላይ የ (✓) ምልክት በማድረግ ያስቀመጡ።

1 - ፈጽሞ ችግር ወይም ተግዳሮት ሊሆን አይችልም

2 - ችግር ወይም ተግዳሮት ሊሆን አይችልም

3 - ገለልተኛ ወይም ሀሳብ የለኝም

4 - ችግር ወይም ተግዳሮት ነው

5 - አሳሳቢ ችግር ወይም ተግዳሮት ነው

ተ.ቁ	የችግሮች ወይም ተግዳሮቶች ዝርዝር	1	2	3	4	5
1	የፀጥታ እና ደህንነት ችግር					
2	የመሰረተ ልማት ችግር ለምሳሌ መንገድ፣ ሆቴል፣ መብራት፣ ወሀ፣ አይሲቲ					
3	በዘርፉ ላይ የተማሪ የሰው-ሀይል አለመኖር					
4	መጥፎ የሀገር ገፅታ					
5	የመንግስት ትኩረት ማጣት					
6	ዝቅተኛ የቴክኖሎጂ አጠቃቀም ለምሳሌ በግብይት					
7	ለአስጎብኚ አገልግሎት ሰጪዎች ማበረታቻ ያለመኖር					
8	አለማቀፋዊ ወረርሽኝ ለምሳሌ ኮቪድ-19					
9	ከአለማቀፋዊ የአስጎብኚ ድርጅቶች ጋር ያለው ትስስር ዝቅተኛ መሆን					
10	ከባለድርሻ አካላት ጋር ትስስር ያለመኖር					
11	ስራውን ለማስፋፋት የገንዘብ እጥረት					
12	ስነ ምግባር የጎደለው የአስጎብኚ አገልግሎት አሰጣጥ					

4.1) ከላይ ከተዘረዘሩት በተጨማሪ የሚያጋጥሙባቸው እና ተግዳሮቶች ሊያብራሩልኝ ይችላሉ?

4.2) በአስጎብኚ አገልግሎት ላይ አሁን እንዲሁም ወደፊት ሊፈጠሩ የሚችሉ ምቹ ሁኔታዎች ወይም ተስፋዎች እንደ ሀገር እና እንደ አዲስ አበባ ሊገልጹልኝ ይችላሉ?

4.3 በአዲስ አበባ ባሉ የአስጎብኚ አገልግሎት ላይ የሚያጋጥሙባቸው እና ተግዳሮቶችን ለማስወገድ የእርስዎ ምክረ ሀሳብ ምንድን ነው?

**ስለሰጡኝ ጊዜና ስላደረጉልኝ ትብብር ከልቤ አመሰግናለሁ!**