



ADDIS ABABA UNIVERSITY

COLLEGE OF DEVELOPMENT STUDIES

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TOURISM DEVELOPMENT AND MANAGEMENT PROGRAM

**ASSESSING THE PERCEPTIONS AND CHALLENGES OF THE NEW
ETHIOPIAN TOURISM BRAND “ETHIOPIA: LAND OF ORIGINS” FOR
COUNTRY BRANDING**

BY: SISAY HAGOS

FEBRUARY, 2020

ADDIS ABABA, ETHIOPIA

**ASSESSING THE PERCEPTIONS AND CHALLENGES OF THE NEW
ETHIOPIAN TOURISM BRAND “ETHIOPIA: LAND OF ORIGINS” FOR
COUNTRY BRANDING**

BY: SISAY HAGOS

**A Research Submitted in Partial Fulfillment of the Requirement for the Degree of
Master of Art in Tourism Development and Management**

Approved by: _____

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**FEBRUARY, 2020
ADDIS ABABA, ETHIOPIA**

Addis Ababa University

College of Development Studies

This is to certify that the thesis prepared by Sisay Hagos; entitled *ASSESSING THE PERCEPTIONS AND CHALLENGES OF THE NEW ETHIOPIAN TOURISM BRAND “ETHIOPIA: LAND OF ORIGINS” FOR COUNTRY BRANDING* is a product of my work and that all sources of materials used for my thesis have been appropriately acknowledged. It was submitted to partial fulfillment of the requirements for the Degree of Master of Arts in Tourism Development and Management compiles in accordance of the regulations of the University and meets the accepted standards with respect to originality and quality.

Approval of Board of Examiners

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External Examiner-----Signature-----Date-----

Chairman-----Signature-----Date-----

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DEDICATION

This paper is dedicated to my late Father Hagos T/Mariam who laid a ground for his support in my education during early stages of life. I thank you so much for guiding me and praying for me to make me who I am.

DECLARATION

I declare that the project entitled “*ASSESSING THE PERCEPTIONS AND CHALLENGES OF THE NEW ETHIOPIAN TOURISM BRAND “ETHIOPIA: LAND OF ORIGINS” FOR COUNTRY BRANDING*” is my original work and has not been presented in Addis Ababa University or any other University, and that all sources of material used for the project have been duly acknowledged.

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Acronyms

ETO	Ethiopian Tourism Organization
ETTC	Ethiopian Tourism Transformation Council
DMO	Destination Marketing Organization
GDP	Gross Domestic Product
IUCN	International Union for Conservation of Nature
ITB	International Tourism Bourse
LDC	Least Developed Countries
NGO	Non-Governmental Organization
NBI	Nation Brands Index
MoCT	Ministry of Culture and Tourism (FDRE)
OTA	Online Travel Agencies
SWOT	Strengths, Weaknesses, Opportunities and Threats
SWTF	Shanghai World Trade Fair
TTCI	Travel and Tourism Competitiveness Index
TE	Tourism Ethiopia
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	United Nations World Tourism Organization
WB	World Bank
WTO	World Trade Organization
WTM	World Travel Market

Abstract

This research concentrates on the fact that the new Ethiopia tourism brand “Ethiopia: land of origins” can enhance the performance of tourism in the country. This study offers an original insight into branding as a tool to enhance tourism performance through image analysis. This research focuses on the importance of these dimensions (the new tourism brand awareness compare to the previous tourism brand and other African Tourism brands to enhance the performance of the tourism sector in Ethiopia) on stakeholder’s perceptions, challenges and their contribution to promote the new Tourism brand. However, this research was aimed assessing the perception, challenges and collaboration among tourism stakeholders in Addis Ababa in promoting the new tourism brand of Ethiopia. And to find out how the tourism brand “Ethiopia: land of origins” affects the tourism industry and investigate the role and collaboration. A semi structured questionnaire and in-depth interview was conducted to provide answers to research questions. In this study, 384 questionnaires were distributed, and 373 returned. The scope of the research was based on the assumption that all tourists of national museum, promotional activities and contribution of the new Ethiopian tourism brand in enhancing performance of tourism sector in Ethiopia. Despite the academic attention to branding in Tourism, there seems to be no clear path for authorities to follow in establishing their marketing strategic plan for branding, stakeholder’s effort to promote the new tourism and Ethiopia as a tourist destination, there success of promotional strategies in their department activities to enhance institutional capacity for promotion with progress in attractive foreign tourist. A comprehensive research framework with both qualitative and quantitative methods was used to suggest and assess these new brand elements, meanings, and assets for both supply and demand sides of the market. In conclusion, the research findings indicate that the new brand “Ethiopia: land of origins” has a significant positive effect on Tourism Performance in Ethiopia. However, as the study reveals that different stakeholders who are involved in Tourism to promote the new brand and Ethiopia as a Tourist Destination are not working together to achieve their common goals.

Key Words: Branding, Country Branding, Ethiopia land of origins, stakeholders.

CHAPTER ONE: INTRODUCTION

1.1. Background of the study

Tourism requires image formulating and branding grounded in the place reality. Building a positive image and making its brand is necessary for the development of tourism in the area. While building brand, the information intended to deliver to customers must match with the reality of the place (Baloglu and Brinberg, 2007).

Country image and place branding have been the main marketing tool for tourism business especially in the current time. Brand gives a distinctive nature, value and unique feature to a product that distinguish it from its competitors in the usual business. Likewise, place can be branded with its unique natural, historical, cultural, and environmental assets to give an identity for itself. Country image is an idea; value and judgments of a target audience in a specific country or nation based on the existing information handles through different media for the public. Moreover, it is how the audience shape the publicity in their mind depends on the information provided by the media. Tourism product cannot be tested or experienced in order to find out of the product is worthy enough to buy. Rather tourists mostly decide based on the information they acquire from different media TV and internet about the specific destination. Therefore, the information that they gather has a declining factor on their decision to choose which destination to travel (Baloglu and Brinberg, 1997).

Changing the world perception of a place is neither easy nor quick; after all, it is a brand image that has often evolved over many countries, shaped by war, religion, diplomacy, international sporting victories or disasters, famous, infamous sons and daughters of the country. Branding destination is a complex process that goes beyond simply developing brand slogans and logos (Kotler and Gertner, 2002). Developing slogans and logos are important but limited and not sufficient in terms of understanding the holistic approach to the destination branding process. This process has successfully been used in policy formulation towards economic development, stakeholder involvement, community participation and political engagement (Limping, 2002).

Planners in destination branding found it important to establish professional networks with stakeholders and communities in developing a strong destination brand (Hankinson, 2015). Stakeholder involvement in destination branding is a key success factor for development.

In Ethiopia, tourism and travel has a long history and passed through a number of trajectories since ancient times. Its introduction goes back to the onset of the first and the end of the second millennium B.C since the time of Queen of Sheba's pilgrimage to Jerusalem to visit the wisdom of King Solomon which positioned the country as one of the world's fascinating tourist destinations. During that time, the Aksumite Empire began interaction with Ancient Kingdoms of Egypt, South Arabia, India, China, Greece and other European countries (Tesfaye, 2015), via trade (i.e. business travel) and other relations.

Ethiopia's earnings from the tourism sector had been sluggish until 2007. For instance, only 170,000 tourists paid visit to Ethiopia in the three consecutive years preceding the year 2006. Ethiopia made a significant gain for the first time in the year 2007 making \$176 million in revenue from 250,000 visiting tourists with roughly 50% increase from the year 2006 (Mesele, 2009). Since then, the sector has been growing progressively.

The total contribution of Travel & Tourism to GDP was ETB121,435.0mn (USD5,074.3mn), 6.8% of GDP in 2017, and is forecast to rise by 6.3% in 2018, and to rise by 5.2% pa to ETB213,357.0mn (USD8,915.4mn), 6.1% of GDP in 2028. In 2017 Travel & Tourism directly supported 604,000 jobs (2.4% of total employment). This is expected to rise by 1.9% in 2018 and rise by 1.9% pa to 742,000 jobs (2.1% of total employment) in 2028. In 2017, the total contribution of Travel & Tourism to employment, including jobs indirectly supported by the industry was 6.1% of total employment (1,538,000 jobs). This is expected to rise by 1.7% in 2018 to 1,565,000 jobs and rise by 2.1% pa to 1,934,000 jobs in 2028 (5.4% of total). International inbound tourist arrivals show a growth rate from 138,856 in 1997 to 871,000 in 2017 in Ethiopia (MoCT, 2017). The country's limited exports are reflected in visitor's (tourist) exports contributing 35.4% of total exports, suggesting that tourism can play a significant role in foreign exchange generation. Ethiopia ranks at 97 in terms of relative size contribution of tourism to GDP, and only 150 in terms of tourism's growth forecast for 2025 (Travel & Tourism; Economic Impact 2017 Ethiopia, 2017: 1).

The rich and diversified tourist resources, if well marketed and branded as a destination as well, Ethiopia would benefit a lot. To this end, this research, this research was aimed assessing the perception, challenges and collaboration among tourism stakeholders in Addis Ababa in promoting the new tourism brand of Ethiopia.

1.2. Statement of the problem

According to Cromwell (2016), promoting tourism products successfully requires a setting that gives opportunity to potential visitors to appreciate what the country has to offer. Efforts are required in marketing a country to attract tourists. The efforts made depend on how the country is perceived by the potential visitors. If the country is viewed as one that represents positive attributes like security, democracy and unique features, it is easy to convince visitors to visit. On the other hand, if the country is perceived negatively for instance one that is known of political instability, insecurity or corruption, more efforts will be required to convince potential tourists.

The idea of branding nations as destinations is quite new and academic investigations on the same are still in their infancy (Gnoth, 1998). However, as the choices of destinations available to tourists' increases, the idea of destination positioning becomes fundamental (Ekinici, 2003). This can be done through the creation of a competitive destination image. Ritchie (1998) conducted a study to identify the challenges faced by tourism stakeholders when they try to use the concept of branding in the destination management context. He concluded that branding of destinations presents very many unique challenges. For example, he stated that destination brand involves many components and merging the many components into one unique brand, possess challenges to destination brand organizations. These challenges were also identified by Pike (2005) who conducted a study on the challenges inherent in the development of tourism destination brand slogans. This according to him is because branding of destinations is far more complex than branding of consumer goods as destinations are very multidimensional. Nevertheless, nations have little choice but to create strong national brands and market them. The Kenya Ministry of Tourism, Brand Kenya Board, Tourism Board of Kenya and other entities in the tourism sector have been on their fore front in branding Kenya. The creation of "Magical Kenya" and "Make it Kenya" being part of the marketing campaigns used by these entities to communicate about Kenya's wealthy of attractions.

Country branding and tourism is a unique area of interest as tourism is viewed by many nations like Ethiopia as a key bread basket. Prior Studies have shown a positive relationship between branding of nations and tourism performance. A study of British tourist board's "the queen mother effect" slogan shows that the campaign boosted tourism (Govers & Kumar, 2007). In their study, Govers & Kumar (2007) reflected that "destination image is a multi-dimensional construct influenced by cognitive, unique and effective images that collectively affect tourist's

behavior” and therefore for a competitive destination, nations must develop a positive and strong image to increase repeat visits by tourists and attract more tourists. Kalembe (2015) has researched the contribution of branding in enhancing performance of tourism sector in Rwanda. In her findings, national branding had a significant positive effect on Tourism Performance in Rwanda. In her review of literature on the influence of nation branding on competitiveness of nations, Njeru (2010) has suggested that national branding plays an important role on the performance of tourism and the way a nation portrays itself to the world is essential for the tourism sector.

Ethiopia is a country that is endowed with high potentials as a major tourist attraction site. Yet, as with almost all of its other potentials, Ethiopia has not exploited its tourist potential to full extent. It is widely agreed that the recent history of political and economic instability in Ethiopia had negative image on tourism development in the country. Since the 1950 political and economic instability, Ethiopia has faced with several challenges to position the destinations on increasingly competitive global market place and to create a unique identity brand to differentiate itself from competitors. This differentiation and positioning task have become more circlets and chose from the many recreational choices. Thus, destination branding can be strategic marketing component with considerable importance in promoting the discovery of the country’s several impacted by a volatile economic and political environment. There have been several studies conducted on country branding and its influence on tourism but little has been researched on country branding initiatives role. This study is an attempt in this regard. Especially the tourism governance structure that puts forward the plan and leads the implementation process, collaboration of stakeholders needs to be studied in depth. Hence, a more detailed analysis of the stakeholders’ involvement and their respective roles in advancing the tourism sector of Ethiopia through such kinds of studies is important.

However, this is an area that hasn’t received due focus it deserves, especially in the case of Ethiopia. Even, many of the few studies conducted on this subject have hardly focused on the governance structure in the tourism sector of Ethiopia and lack the kind of focus on the collaboration of stakeholders and their roles in the tourism sector. For instance, Nigussu (2016) has focused on stakeholders’ participation even though it is limited in its scope to the National Museum of Ethiopia. On the other hand, while exhaustively identifying the stakeholders involved in tourism Asres (2016) has failed short to describe the relationships between the stakeholders. Besides, Asres’ research area is limited to a zonal level (i.e. Bale zone).

Moreover, Selamawit Kassaye (2013) has found that in promoting tourism the image of the country affects the tourism industry in Ethiopia and tourism brand of Ethiopia. A PhD thesis conducted by Naila (2013) focused on stakeholder perspectives and strikes the proper balance in the study of stakeholders in the tourism sector. Its treatment of collaboration between stakeholders is the kind of deep analysis the field deserves.

While this study shares several research areas with Naila's study, there are gaps in some areas that this study will attempt to fill in. Therefore, this study which aims assessing the perception, challenges of stakeholders in promoting the new tourism brand of Ethiopia. By doing so, this study contributes for a sustainable tourism development in Ethiopia by providing practical implications to promote the new tourism brand and develop Ethiopia as a tourist destination through collaboration among all stakeholders in the sector the Ethiopian tourism industry work. Given this gap, this study sought to assess the contribution of a tourism of stakeholders in Addis Ababa to promote the brand "Ethiopia: land of origins" for country branding. Besides this study helps to gain knowledge on visitors' perceptions on the extent to which the new tourism brand is globally introduced.

1.3. Objectives of the study

1.3.1. General objective of this study

The general objective of this study is to evaluate, how the tourism brand "Ethiopia: land of origins" is being introduced and the contribution of tourism stakeholders the country branding affects the tourism industry in Ethiopia.

1.3.2. Specific objectives

1. To assess the current perception and the level of stakeholders' awareness about the new tourism brand of Ethiopia.
2. To examine the efforts made to promote the new tourism brand and Ethiopia a tourist destination.
3. To assess visitors' knowhow regarding in what extent the new tourism brand being introduced and to visit Ethiopia.
4. To examine the major country branding related challenges faced to promote Ethiopian tourism.

1.4. Research questions

In order to achieve the broad objectives of the study, the following research questions were investigated:

- a) What is the level of stakeholders' awareness regarding the country brand "Ethiopia: land of origins" which is aimed to promote Ethiopia?
- b) What are the efforts made to promote the new tourism brand and Ethiopia as tourist destination?
- c) What is the level of visitors' awareness regarding the new tourism brand Ethiopia?
- d) What is the major country branding related challenge facing to promoting Ethiopian tourism?

1.5. Significance of the study

Branding in tourism has become a very important issue, because it has the potential to contribute to the success of destinations. The creation of a unique and genuine brand results when visitors to a destination perceive that destination to be one of a kind. A destination acquires a real brand only when its customers (visitors) say that it is distinctive. The researcher believed that the study will help the Government of Ethiopia, Ministry of Culture and Tourism (MoCT), (which is the major marketing arm of a tourist destination) Tour Operators, Ethiopian Investment Commission and the People of Ethiopia by increasing the inflow of tourists of Ethiopia.

The Ministry of Culture and Tourism (MoCT) can use it to evaluate its own strengths and weaknesses when assessing the current (MoCT) strategies to revive the tourism industry. It will also suggest methods on how to create better relationship among partners and stakeholders in the Ethiopian tourism industry. This research also shows ways to adopt best practices from the rest of the world. In addition to identifying problems the ways to promote tourism brand and Ethiopia as a tourist destination to the rest of the world, it will also provide relevant information and link between knowledge and understanding for tourism promotion in Ethiopia. The Ministry can also use the study as a baseline for the development of branding strategies. The result of the study will also benefit the private accommodation sector in Ethiopia and the country at large. The researcher also believes that there is no enough research regarding this topic, so the study can be a spring board for further research on this issue in Ethiopia tourism at different levels.

1.6. Scope of the study

1.6.1 Geographical Scope

The study is carried out in Addis Ababa. The target population for the study are tourism stakeholders and service providers, in order to have concrete and enough information to support this research.

1.6.2 Content Scope

The study was focus on the contribution of the new Ethiopian tourism brand in enhancing performance of tourism sector in Ethiopia, the study was deriving its constructs from different key tourism stakeholders and how it affects tourism sector in Ethiopia.

1.7. Limitation of the study

The first limitation deals with the representativeness of the sample site. In this study, samples were drawn only from Addis Ababa city in Ethiopia. If a diversified sample were drawn from different parts of Ethiopia, it would be more representative and more reflective of the country's branding activities and practices.

Besides that, lack of branding Study in Ethiopian Tourism is another limitation of this research. Shortage of time, money and limited number of respondents forced the researcher to focus on specific tourism stakeholders and service providers. The absence of supportive sources has led the researcher to the study as a milestone. There is no enough compiled and organized data which focus on country branding and destination image building in Ethiopia. Due to this, the study is conducted with the limited data.

1.8. Validity and Reliability

The above mentioned limitations led to the issue of the concepts of validity and reliability, which are the key challenges of research and should be addressed at this point.

Validity, on the one hand, is about whether the applied instruments actually measure what is intended to be measured (Clark et al., 1998). There are three forms of validity, namely construct, internal and external validity. Construct validity indicates whether the author's judgment and evidence are sound and allow him or her to obtain valid conclusions. Internal validity is about whether the conclusions made about causes and effects are reasonable and make sense, hence if they are functionally related. External validity implies whether the findings lead to deeper insights or support other concepts and models related to the topic of the study.

These concepts, which are commonly used to judge the quality of any empirical social research, are also vital for this research. Especially during the empirical data collection, the researcher has tried to assure the validity of the measurements. Increased validity was thereby assured by avoiding subjective data collection. Instead, multiple information sources, ranging from personal interviews, questionnaire, website and other published data were used for the compilation of the relevant chapters.

Reliability, on the other hand, is the degree to which the researcher, or any other person, would come to the same results if the exact same study was to be carried out again (Smith, 2010). The researcher's aim is to conduct a reliable study; however, it is not possible to determine its true reliability unless the same investigations would be carried out again under the same conditions and with the same subjects.

1.9. Definition of terms and Basic Concepts in Branding

The American Marketing Association defines a *brand* as a “name, term, sign, symbol, or design, or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of the competition.” It follows that just as a brand name may be the only common element linking otherwise unrelated products together, a country name is a symbol that joins together a broader range of products and services. (Jobber et al, 2013)

According to Kotler, (2012) brands' purpose is two-fold: i) they serve as a ‘major tool to create product differentiation’ ii) they represent a promise of value. From a consumer's viewpoint, a brand is above all a shortcut to a purchasing decision. Even when differentiation is possible based on product characteristics, consumers often don't take the time to compare and contrast. As David Arnold (2015) suggests, “Branding has to do with the way customers perceive and buy things.” In this sense, marketers typically distinguish three levels of a brand: essence, benefits and attributes. The *essence* of the brand is a single simple value, easily understood and valued by customers. It is the personality of the brand, and the element that is distinctive in the market. The *benefits* delivered by the brand (emotional, status, image) match the needs and wants of the consumer. Finally, you have the *attributes*, directly noticeable and tangible characters (colors, shapes, functions, and graphics).

Brand image is how a product or service is perceived, whereas *brand identity* is what the company thinks its product is. The closer the alignment between the two the more successful

the brand will be. Slogans and logos are fundamental for the communication and enhancement of the brand image and brand equity (Henderson, 2007). They are two of the elements that help a brand to differentiate itself from competitors (other destinations). The logos are efficient if they are used consistently over time; they are the symbol of a destination and represent it.

The main purpose of a country brand is to build brand image and brand awareness (Keller, 1993). There are two types of brand awareness: brand recall and brand recognition.

Brand recognition refers to the consumers' capacity to discriminate the brand 'as previously seen or heard. Brand recall refers to the consumer's ability to retrieve the brand from memory when given the product category, the needs fulfilled, a purchase or a usage situation. To increase the brand awareness, the slogans need to be linked to the brand name and the meaning of the brand, so a country brand (its name) should be always associated with the slogan to increase its memorability. In most cases, effective slogans are memorable short phrases that refer to the core benefits of destination brand (Keller, 2013).

Brand equity is the value of a brand based on the extent to which it has high brand loyalty, name awareness, perceived quality, strong brand associations, and other assets such as patents, trademarks, and channel relationships (Keller, 2013).

Country Branding is the practice of applying brand strategy and other marketing techniques and disciplines to the economic, social, political and cultural development of countries (Kotler and Keller, 2012).

Brand identity is referring to the unique sets of brand associations that represent what the brand stands for, with the aim of establishing and achieving a relationship between the brand and its customers (Kotler and Keller, 2012).

Brand positioning is referring to a process that involves the management of the brand and the manipulation of its components to create an image and a position in the minds of the visitors (Kotler and Keller, 2012).

Destination brand is denoting a visual sign, logos, symbols, statements or slogans and or graphics designed to represent the destination and its offering (Kotler and Keller, 2012).

Country image is referring to the key components in the formation of a clear and recognizable brand identity in the tourists' minds (Keller, 2013).

Stakeholders are referring to individuals and/or organizations that directly or indirectly interact with the brand and share common goals within the destination (Fazli, 2012).

1.10. Organization of the research

This research was organized into five main chapters, which are structured as follows:

The first chapter deals with introduction, background of the study, statement of the problem, objective of the study, significance and contribution of the study, scope of the study, limitation of the study, validity and reliability. The second chapter provides the review of related literature and conceptual frame work of the study. The third chapter focuses on the research methodology: data collection instruments (questionnaire survey and interview), and method of data analysis. The Fourth chapter covers finding and discussion of the research. Finally, conclusion and recommendation of the study was discussed in fifth Chapter.

CHAPTER TWO: LITERATURE REVIEW

In this chapter both the theoretical aspects related the study as well as the empirical researches on country branding, other countries tourism brand experience and destination image was reviewed.

2.1 Theoretical Review

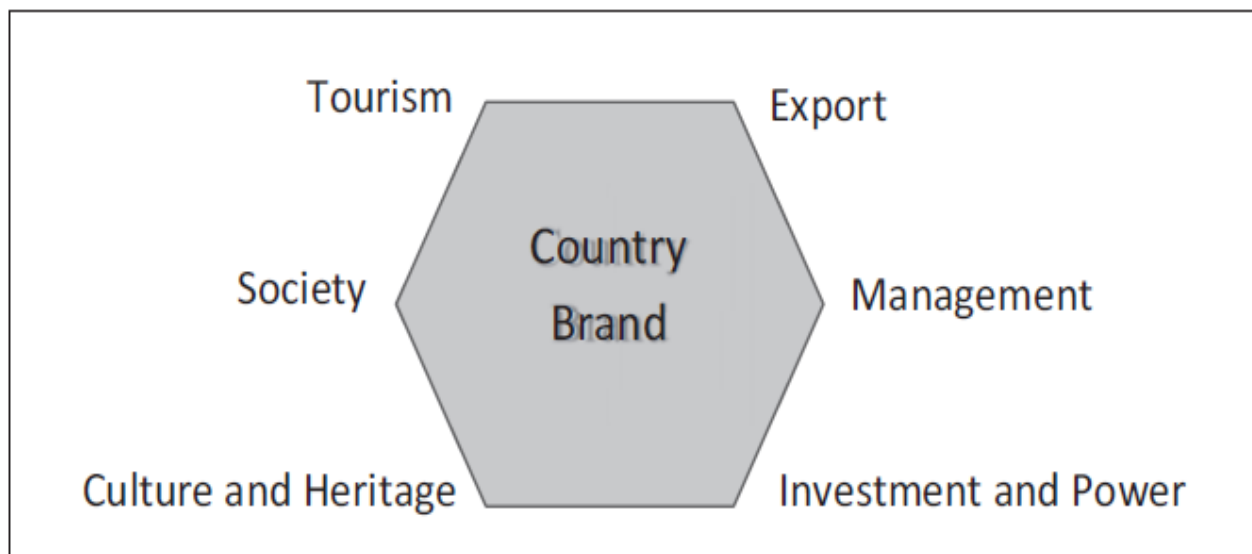
Today, the concepts of brand and branding are not limited to commodities and services; they also cover subjects such as an individual, idea, phenomenon and place (country, region, city etc.). Therefore, not only products or services but also cities, nations and countries need branding, and accordingly, various strategies are developed. Globalization and the spread of mass media have gradually increased the importance of various communication strategies and promotion activities. Countries carry out various promotion activities, addressing both their citizens and individuals of other countries and build their country brand using the communication strategies they implement, aiming to build a positive image about them. (Kurtuluş, 2008)

According to Anholt (2005), a country brand refers to a country's meeting the efficacy expectations of the society in the international arena under six categories (tourism, export, society, governance, culture and heritage, investment and immigration). According to this, a country must be successful in all of the abovementioned criteria in order to become a brand. Whether countries are perceived positively or negatively with the recognition and image they have in the international arena plays a significant role for shaping the brand value of these countries. Anholt (2005) defines country branding as a set of activities carried out by the state in order to develop and implement an export, tourism, culture, domestic and foreign policy and branding strategy intended for improving an image, which is perceived by foreign individuals as well as its own citizens, and done through various means (communication, marketing tools, public diplomacy etc).

Anholt states the functions of country branding. It helps attracting tourists, investors, foreign capital and commercial activities to the country and supports country's exporting activities. Country branding strengthens national identity. It ensures that the state has a positive image in the minds of its own citizens as well as foreign people. Country branding creates an image in the minds of the citizens of other countries within the scope of available information in any country (this may be the visits to the country, information obtained from regional studies, information

obtained through mass media etc). Building a state image is a comprehensive process, which is carried out based on not only various strategies accepted in communication and political marketing, but also long term integrated strategy, designed by the state in order to build or strengthen a country's image. Developing a state image can be possible provided that all the residents of the country, who are regarded as the messengers of a country brand (political elites or regular citizens), support the brand identity of their own country and don't refute the image transferred to foreign countries with their behaviors. Building a country brand is quite different from building a brand for a commercial commodity or service. The primary aim of country branding is to define the uniqueness of a country, its residents, and culture in other words, everything that distinguishes this country from others.

Figure 2.1. Country Brand Hexagon



Source: Anholt (2005, p. 118)

Anholt (2005) developed a conceptual model for country branding. This model of Country Branding indicates how a country brand image is developed as a result of national brand identity, which is conveyed through various means such as cultural works, diaspora and brand ambassadors.

Country branding is an activity that aims to manage a country's reputation. Promoting the image of the state beyond national borders is as important as promoting the brands produced in these countries. Various international grading tools are used by countries in order to measure country branding. (Anholt 2003) *Nation Brands* is the most popular measuring tool among them. In the

assessment phase of this index, the educational level, sufficiency of labor force, the levels of hospitality and hostility, public opinion about the authority and legitimacy of state power (the level of confidence vested by the populace in the government of the country is defined), a state's policy on the subject of democracy, justice, the level of poverty and environmental conditions are taken into account. Frameworks about the quality of products and services products in this country, and whether consumers prefer or avoid buying the products manufactured in a specific country are determined. How each country's cultural heritage appears and its contemporary cultural level (music, movies, literature and sports) are addressed according to world public opinion (Anholt 2003).

Countries that promote themselves well enough using effective policies will also be distinguished among such as aspects as brands and will become more competitive. This will also lead to more recognition and branding for countries on a global level. In other words, country branding can generate our perceptions towards a country and influence purchasing decisions as well as preferences in a faster, easier and more reliable way when we buy the product of a specific country, make a business contact or select a movie (Kurtuluş, 2008). On the other hand, Erzen suggests that one must know what country branding is not in order to understand the importance of it. Accordingly, country branding is not simply about promoting tourism, publishing/broadcasting promotional ads and logos; it does not only address foreigners, it is not a short-term project. A country's branding process must not be considered in the same context with corporate branding (Erzen, 2012).

2.2. Country branding

Destination branding precedes country branding, because country branding requires a more holistic and creative approach (Szondi, 2006) that creates a portrait or an overall picture of the desired future state of the country. The portrait or vision presented should be aligned with the vision of the country. The vision should also integrate all the elements that are necessary for the country to become competitive. A country brand is more abstract and less controllable than a destination brand (Szondi, 2006) and its aim is inward investment (Gould & Skinner, 2006). A country brand need not be all encompassing but can consist of different brands (sub-brands) such as a destination brand, an export brand, an investment brand and a political brand. It is also possible for some sub-brands to be stronger and more successful than others (Szondi, 2006).

Despite its challenges, developing countries (where Ethiopia is one of them) can't afford to ignore Country Branding in their struggle to come out of poverty (Florek and Conejo, 2006). Florek and Conejo have given a concluding remark that since consumers around the world tend to have images of countries based on perceptions and stereotypes it gives developing countries an area to start their branding effort.

“The Ethiopian Millennium” celebration (celebrated on Ethiopian New Year's Day-September 11' 2007, owing to the Country's different calendar) has neither been widely promoted to the international community nor properly and professionally handled. Like the millennium celebration, many opportunities are still lingering without being effectively utilized. Thus, creating an attractive image for Ethiopia could be said as challenging while there are opportunities which make the branding Ethiopia endeavor very easy. Few of the opportunities and potentials of Ethiopia could be the availability of African Union (AU) headquarters, many embassies and international organizations in the country, the all-the-year sunny and comfortable climate in many parts of the country.

Ethiopia is the source of many rivers and endowed with waterfalls, history of independence and support for the struggle of independence of many African countries, Icon of Black's freedom reflected by the adoption of its tri-colors flag of Green-Yellow-Red as the Pan-African colors. Moreover ,the basis of belief for the Rastafarians of the Jamaica people (Ras-Tafari is the name of the late Emperor Haile Selassie which was perceived by the Jamaicans to be holy and who had given a place to live for the Jamaican Community in Ethiopia) and the hospitality of its people, the age-old democratic tradition of power transfer cultural practice among the largest ethnic population of the “Oromo” ethnic group in Ethiopia whereby clan leadership power is ceremonially transferred every eight years.

Ethiopia is being in the suitable and central geographical location where Asia, Africa, and Europe meet and located in a favorable time zone (GMT+3:00) for financial markets where it is 8:00 Hrs. ahead of New York and 6:00 Hrs. behind Tokyo. It's known that Ethiopia is peaceful (whereby churches and mosques share the same neighborhood and their followers are friends) and of ancient churches, obelisks, mosques and mysteries. The country has diverse culture and landscape of highlands and lowlands; but this is not without its challenges identified that developing countries face multitude of challenges in their effort of Country Branding. These are

lack of expertise in branding and marketing of this sort, limited range of resources which require to focus on niche segment requiring a higher expertise of marketing, they are given less time by the media and get much smaller attention by investors, tourists and buyers and lack political stability (Papadopoulos, 2004).

In addition to the above mentioned universal challenges for list developed countries, the following are additional challenges to the Ethiopian case of Country Branding are policies tend towards control rather than favoring investors; citizens' unrealistic knowledge about the country's level of popularity in the world (many don't know that Ethiopia is unknown by the majority of the world population), conservative people. Incidentally, Ethiopia is similar in many aspects with the European country of Switzerland and it could be worthwhile to see if it could follow in the footsteps of the latter. Their similarity goes like both are situated on highlands, Ethiopia is also nick-named as "the Switzerland of Africa"; these two countries are landlocked countries. Switzerland is the seat of many UN affiliated organizations, Ethiopia is its African equivalent where AU and other affiliated organizations like ECA are located and also their citizens are conservative (Kotler, 2004).

This might show a potential to follow in the footsteps of Switzerland and become a financial hub, a center of secret banks, international organizations and multinational companies, and home for retirees, and focus areas for luxury products and high-class entertainment. In the past, Ethiopia's Country-Brand is overemphasized to convey a negative image. A country which wants to change the negative perceptions attached to it shall help investors, tourists and other target groups discover that image (Gertner and Kotler, 2004).

2.3. Building Country Brand as a tourist destination

Tourism requires image formulating and branding grounded in the place's reality (Kotler and Gertner, 2002). Building a positive image and making it brand is necessary for the development of tourism in the area. While building brand the information intended to deliver to customers must match with the reality of the places. Misguiding or miss-leading information causes negative reputation of the destination. The positive image beforehand and positive experience at the destination will result fairly positive feedback of the destination. Whereas a negative image of a destination beforehand and a positive experience after visiting the place in person will gain a

high a positive feedback to the destination. The most dangerous feedback to the destination resulted from a very positive image but when the actual experience will be negative, it will influence negatively the image of the place towards the future potential tourists. Therefore, marketing managers should give focus on what kind of information to transmit which is real but at the same time attractive while building their destination brand in the world standard. (Kotler and Gertner, 2002)

As stated at beginning country brand is becoming the most fundamental marketing tools for tourism development. Limping (2002) defined destination branding as follows “Destination branding is selecting a consistent element mix to identify and distinguish it through positive image building. A brand element comes in the form of name, term, logo, design, symbol, slogan, package, or a combination of these, of which the name is the first and foremost reference”. This leads to what matters the most and what content should be included while launching a global brand of a country as tourist destination towards promoting a positive image of the country (Limping, 2002).

In the first stage in the process of building or refreshing any destination brand is to establish the core values of destination and its brand, these should be durable, relevant, and communicable and hold saliency for potential tourists (Morgan et al., 2004). The core values should be communicative enough to the consumers in order to make it easier for them to know and understand what exactly the brands stand for. It is very important for the destinations in the core values to include what special quality the place possess and that makes it preferable from its competitors. The core values should be consistent and accurate with the brand representation, as the main goal of branding is to gain trust from the consumers, to be consistent is it is not an option it is a necessity.

Destination Brand representation is like a bridge between the consumers and the destination, for example, as stable and strong bridge can take the traveler successfully to the destination based on the experience during the travel the customer will decide to come back again on the same bridge he passed. Likewise, if the brand continues to be reliable for longer period of time on what it represents and the information which communicated on behalf of the destination, it gives a guarantee for potential traveler in order to believe in it and come back again to see the place.

According to Heath (2007), there are five stages in brand building. These are stated as follows in the table 2.1.

Table 2.1. The five stages in destination branding

Stage one	Market investigation and strategic recommendation
Stage two	Brand identity development
Stage three	Brand launch and introduction i.e. communicating the vision
Stage four	Brand implementation
Stage five	Monitoring, evaluation and review

Source: Adapted from Heath (2007:176, (Morgan et al., 2004)

Market investigation would help the destination marketer what the potential visitors expect, where are they located in, what age group are most of them and what lacks in the current market, how they would fill the gap and how to be more competitive by developing their destination. Also, help to visualize their vision based on the reality out there. Next step is to develop the brand identity. The brand identity should clearly embrace in each core values, the brand values should be communicated as much as possible in everything slogan, logo, symbol picture and color. When the brand implemented, it should ensure that it is representing and meeting the original goal (Morgan et al., 2004).

All successful brands have social, emotional and identity value to users: they have personalities and enhance the perceived utility, desirability and quality of a product (Kotler and Gertner, 2002). When consumers decide to spend their money and vacation in the destination it is not always only about the price rather it is about emotional attachment to the place, they are spending their holiday with their loved ones. The destination brand should be able to create emotional connection with its potential customers. The identity of the destinations and what can offer should be able to bond with the customers on a personal level in a way the brand of destination can stand out from competitors. For example, Paris has been a successful brand around whether newly married or old couples when they think of honeymoon or renewal of anniversary mostly the first option probably comes to their mind is Paris; no other destination

could outshine Paris as a romance destination (Morgan et al., 2004). But, on the other hand only trying to build emotion is not enough but it is also very important to develop a strong brand holds a unique association for the consumer which can be expressed as a clear point of difference from others.

2.4. Tourism branding

Tourism branding involves mass marketing, including media advertising by the government, industry associations and individual organizations. It is an abstract of the destination's identity, the way in which the destination wants to project itself to the market so that it can be recognized. In this case, clients consider a tourism brand to be a promise, anticipation and an expectation. The establishment of a tourism brand is therefore very similar to the purpose of positioning (Laws, 2002).

2.4.1. Tourism branding strategy

In the actual global environment, like companies, countries compete 'to devise sources of competitive advantages'. Brands are considered fundamental tools for differentiation and therefore competitive advantages (Kotler & Gertner, 2002). Olins (2001) argues that nowadays companies and countries are similar and to learn from each other to create brands looking for stability and prosperity.

There are several steps to follow in a Tourism branding strategy, similar to the product branding: Tourism audit, segmentation analysis, SWOT analysis, stakeholder engagement, consumer perception research, competitor analysis, brand-building models, integration of the brand into marketing activities, global versus local marketing campaigns and global brands versus target segments (HTDB, 2009). As Aaker & Joachimsthaler (2000) argue, each Tourism destination should do a self-analysis first, followed by a competitors' analysis and research about tourists. The promotion is a fundamental part of the branding strategy and the marketers have to focus on marketing activities and advertising campaigns.

2.4.2. Tools for destination branding and Other Countries' Country Branding Experience

Destination marketing organizations (DMOs) have developed a variety of tools to promote their destinations. These tools include logos, taglines, slogans, themes, country websites and many other descriptive symbols. These tools are used in the form of visual symbols that are diverse, humorous and consistent. They exhibit design style, tone of voice and even events and deeds

(Fabricious, 2006). The primary purpose of these tools is to advertise in the press, travel magazines and media. Visual images are transmitted through pictures to maintain and build awareness. The most successful destinations are those that have brand identities that are based on enduring values and features that are unique and enduring (Howie, 2003). Figure 2.2. presents examples of the brands and logos that are used by leading tourism destinations such as Australia, South Africa, Chile, Britain, Switzerland and Maldives.

Figure 2.2. An array of brands of leading destinations



Source: Morrison & Anderson (2002)

A number of countries have designed umbrella logos or brand to position themselves as tourist destinations. They go to great lengths to influence tourist perceptions. In so doing, they save shoppers time, effort and concern about the product they ought to choose in the purchase cue. (Anholt, 2005). South Africa’s umbrella logo that appears below is a good example of a country that has branded and positioned itself as being “alive with possibility” as shown below.

Figure 2.3. South Africa’s Umbrella logo



Source: Cleverdon & Fabricius (2006)

Graphic variations can be developed on this logo for the specific branding activities of the country. Most countries have a specific tourism logo, but South Africa is an exception in this regard. South Africa has, however, demonstrated its determination in respect of positioning itself in terms of a particular theme, as illustrated by its array of logos that appear below.

Figure .2.4. South Africa’s array of Logos



Source: IMC (2003)

A logo, as well as its features that differentiate the destination, are part of the branding process. In the South African case, all the marketing tools and activities are intended to support the brand. Together they should match the public’s perception of the logo and deliver a coherent message about the destination (Schmitt & Simonson, 1997). The branding process in this case uses a logo in order to influence the perceptions or images that the logo creates in the minds of people (Cleverdon & Fabricius, 2006). With regard to South Africa, the representative office in the UK (IMC) partnered with the local authorities and launched a catching outdoor activity by showcasing South Africa through *branded taxis in London*.

The approach was a success in creating image of South Africa abroad. Not only South Africa but also Rwanda also create first tourism partner. Rwanda has defended its decision to spend \$ 40million on advertising with British soccer team Arsenal. visit Rwanda gain global exposure though branding. The Arsenal's shirt is seen 35 million times a day around the world. the partnership is also supported by National Geographic who are promote Rwanda as an important tourist destination. Due to promoting tourism brand the Rwandan campaign double tourism revenue to \$800 million in a year. In 2017 Rwanda received 1.3 million visitors and tourism generated 90000 jobs and remains Rwanda’s largest foreign exchange earner. The following figure 16 exhibit the London branded taxi campaign and Rwanda tourism logo.

It therefore has an impact on the manner in which people interpret their experiences and ultimately evokes changes in their behavior. Some destinations use taglines such as the following: “Spain: Everything under the sun”; Costa Rica: “No artificial ingredients”; Hong Kong: “Asia’s world city”; Peru: “Land of Incas”; India: “Eternally yours”; Thailand: “Amazing Thailand”, while Malaysia positions itself as: “Truly Asia” and South Africa as “It’s possible”

(Fabricius, 2006). Strap-lines that are used for tourism purposes are meant to be catchy, arouse interest and convey the essence of the country's brand. South Africa's strategic positioning contributed to it being chosen to host the 2010 Soccer World Cup tournament and it will thereby become the first African country to organize and host such an event (Morgan *et al.*, 2002).

Caldwell and Freire (2004) have pointed out that many countries such as Australia, Croatia, Greece, Malaysia, and Spain (to mention the few) has adopted the country/destination brand building concept. Countries use slogans/ brands to highlight their differentiating feature and attract their target group. As mentioned by Baker and Cameron (2008), some of the brands used by countries are as follows.

Figure .2.6. Brand used by countries



Source: Ethiopian tourism organization (2017)

Currently, it is becoming a common practice among countries of the world to engage in the country branding effort. This effort is witnessed both in the developed and least developed countries. Germany established a Public-Private Partnership committee to make a fresh and exciting outlook of the country under the slogan “Germany: Land of Ideas” to overcome its tarnished image due its role in the World War II (Lee Dong-Hun, 2010).

2.5. Improving country's Image and Branding

Improving destination's image and brand are interrelated not necessarily the same concept, but they complement each other. According to Aaker, (1997), a destination image is related to how the brand is currently perceived by customers. People would like to know about the reputation of a destination brand before they make a decision to buy a package to the location. When a country

has a positive image, it is easier to improve as a competitive and strengthen brand. Destination's Image is part of place branding and it plays crucial role in developing destination branding. "The component of a strong brand completes each other and serve to unify the entire process image formation and buildings, which in turn contributes to the strength and uniqueness of the brand identity" (Limping, 2002).

Changing the world's perceptions of a place is neither easy nor quick; after all, it is a brand image has often evolved over many centuries, shaped by wars, religion, diplomacy, international sporting victories or disasters, famous, infamous sons and daughters of the country. Image is very strong beliefs influenced by many very influential phenomena that projected in people's mind; changing people's belief about a specific place or thing is very complex issue. It is somehow personal situation, because people always would like to believe what they know to confirm their expectation what they considered as their knowledge as existed for long time in their mind. 'They prefer to adjust what they see to fit in what they know and they disregard information that challenges their knowledge structures, in a process known as confirmation bias' (Philip Kotler & David Gartner 1993) from the book (Morgan et al., 2004).

But on the other hand, perceptions of places can also change far more quickly and more completely than might be expected. In fact, we could look the most dramatic examples of how places can be imagined, communicated and established across much of the world market is the case of Walter Scott and Brand Scotland, the country build itself a brand as image of modern Scotland as attractive, charming and compelling and it has remained and create itself more than centuries in the mind of Europe. The other example that shows us it is possible is the case of the modern Japan. Thirty years ago, "Made in Japan", was a sign of cheap product and particularly negative concept in most western consumer's mind. The perception of brand Japan was depending on their experience as careless and second-rate product getting to the market. But now days Japan brand undoubtedly become or build itself as technologically advanced, highly standard product, quality, competitive and status (Morgan et al., 2004).

2.6. Challenges of destination's image branding

Most of the time Destination Marketing Organizations (DMO) get less attention from the government. Consequently, they don't receive enough funds or capital for implementing the

necessary marketing of the destination and yet they have to compete with other strong and rich destination brand around the world. They have to share not only with tourism destinations since for marketing they have to use the same international media they even have to compete with other global brands. For instance, a corporate like Sony and (Proctor and Gambel) spends millions of dollar each year which may exceed the total combined annual budget for marketing of most worlds' national destinations organization. In addition, to limit budget DMO influenced by different areas that are influential in tourism industry. Because they have to cooperate with different sectors, since tourism is a composition of various component in a specific country or destination like, government officials, accommodation sector owners, tourist attractions, entertainment & cultural managers and natural environment protection officials. All these different sectors, even though they share common interest they definitely have different priority and values as a result it makes it even more complicated for DMO to set its own goal and achieve without any obstacles. They have to compromise and search a way to make it work in the process the brand may get affected. Destination marketers have almost no control on these different aspects and companies or stockholders in the marketing of a place (Morgan et al., 2004).

Destination Marketing Organizations operate their activities in a very unstable external environment. Tourism is by nature very vulnerable for inconvenient business environment such us political instability, economical downswings, natural disaster, terrorism, war, religion fight and so on. If we can see recent phenomena the terrorist attack of Turkey, Saudi Arabia, Kenya, Brazil, September 11, (Sunami, 2004). The list of these major international crisis highly affects tourism globally, Moreover, when these disasters happen in relatively small place and limited power in worldwide, the consequence will get worsen and very hard to restore the image and brand of that area. For example, Nepal one of the smallest and least developed Southern Asia country's is a home to eight of the world's ten highest peaks including the number one (Mount Everest), tourism was a significant foreign exchange and the country was enjoying encouraging growth in the sector with international arrivals peaking at 492000 in 1999. But during 2001-2002 however the country's tourism distorted arrivals degrade by 20% as a result of a highly publicized airline hijacking followed suspension of five-month international key flight to Nepal's

international airport (Morgan et al., 2004). So, it is difficult to control the effect of external environment especially when the media tends to focus on the negative aspects of a destination.

Over promising about the destination in the marketing process is another challenge, when a destination tries to differentiate itself from the competitors and end up with over exaggeration by disregarding the reality and customers need. After the visit if the promised value and the reality doesn't much the feedback would be negative, and the reputation of the brand might fell into a bad condition. (Ndlovu, J., 2009) "*Failure to base the brand on its strongest and distinctive proposition can lead to brand ambiguity*". A lack of conducting research and forming a defined tourism strategy also leads to misunderstanding of the customers need and the destinations potential assets, which influences the building of sound and real representation of the place brand image. 'It may also occur that a destination may fail to understand what is being branded as a result of its lack of adequate research and stakeholder support (Badal, 2008).

2.7. The History and the Concept of Stakeholders

The early history and the concept of stakeholder is dated back to the 1963 in relation to the efforts of Stanford Research Institute (hereafter, SRI). The man who is behind of its development was Richard Edward Freeman. Due to his immense contribution for the birth and development of the concept of stakeholder in many academic literatures, Freeman is nicknamed as the "Father of stakeholder theory (Fontaine, Haarman and Schmid, 2006; Bourne (2015). At the same time, Freeman gave a brief history for the advancement of the theory of stakeholder (Fontaine et al, 2006). In my opinion, credit should be given to Freeman's contribution for the development of the field of stakeholder theory; because he laid a fertile ground for the development of the concept of stakeholder and become one of the most popular schools of thought in the entire world.

In light of this, Drienikova and Sakal (2012) have stressed that the stakeholder theory's primary focus is giving opportunities to all stakeholder groups of the particular institution to have the right of participating in the decision- making process. Similarly, (Davies, 2008) has the same opinion with that of Drienikova and Sakal who stated that the stakeholders of any organization should have the privilege to involve in the decision- making process of the organization without any pre condition.

2.7.1. Categories of Tourism Stakeholders

A commonly method of distinguishing the various kinds of stakeholder groups of the particular organization is relied on the type of the relationship they have either by being employees, customers, suppliers, founders of the organization, have share in the organization and etc (Fontaine et al, 2006). On their part clearly stated that and identified the presence of a strong relationship with that of stakeholder definition and the techniques which are used to identify them as the best constituencies of the given institution in general and their efforts of striving to bring common benefits for both parties.

On his part, (Davies, 2008) has argued that to be considered as a stakeholder of the given organization, stakeholders need to invest something worth for the benefit of the institutions in terms of finance, human, time, expertise, knowledge etc. Otherwise, without losing, something valuable for the case of the institution there is no right to claim to be stakeholder, he reasons. Similarly, (Drienikova and Sakal, 2012) clearly stated that stakeholders are those individuals or group of people who have properly recognizable interaction with institution. This is because the concept of legitimacy is the pillar of the stakeholder engagement process. The stakeholder groups are always regarded as those who have the right to claim in order to get a stake in the organization including any one (Itanyi and Ukpere, 2014). At the same time, (Collins et al, 2015) have reflected similar opinion. In addition to this, the stakeholder groups of the institutions could be defining in many ways: those groups of individuals with implicit or explicit relationships with institution and those who have the right to claim on the institution in one way or another.

2.7.2. Stakeholder power in destination branding

According to Cheong & Miller (2000), “power is everything in tourism”. Viewed from a macro perspective, power is an important component of the development of policies, planning and, analysis. Power is also related to tourism in terms of political economy and development (Mowforth & Munt, 2003). At a micro and image perspective, power in tourism shapes the development of a gaze that projects a tourism destination as a combination of symbols and images (Morgan, Pritchard & Pride, 2004). The tourism system is structured around a core that comprises an assemblage of structures, goods, services and other resources that contribute directly to tourism. The system includes, the social, economic, geological, geographical and

ecological components, along with the processes and functions that complement its totality, which is essential to its sustainability (Marzano & Scott, 2005).

In order to comprehend the power structure within the tourism industry, it is essential to realize that it is a complex system and that it is fragmented. In this study stakeholders comprise the Government, Tourism service providers, Tourism authority and Tourism representative bodies, who have separate values and interests. Yet, the decision-making processes in tourism are dependent on collaboration. Therefore, destination branding will always be at risk of being influenced by power imbalances, which can inhibit both its initiation and its success (Ladkin & Bertramini, 2000). Viewed from an image perspective, tourism manifests its self in the form of power in society, operating as a mechanism in respect of inequalities are articulated and validated through different cultural discourses (Morgan & Pritchard, 1998).

Power is also manifested through communication, because the use of images, language and representations is a clear demonstration of political, intellectual, cultural and moral power.

According to Morgan, Pritchard & Piggott (2002), the creation and management of a destination brand requires collaboration among stakeholders. The destination brand is considered to be a common good, which is the outcome of an ongoing process of collaboration amongst stakeholders (Hardy & Philips, 1998). Mundt (2002) “labels destination branding as both a myth and a fallacy due to the lack of ownership of the brand and states that it is therefore beyond the responsibility of destination management”.

Despite these incongruence, the concept of destination branding is widespread. Collaboration amongst stakeholders should be balanced, because the various stakeholders have different roles and agendas and even benefit from tourism in different ways (Ladkin & Fletcher, 2005). Although destination branding has positive outcomes of unity and collaboration for the various stakeholders, an assessment of the roles of individual stakeholders is likely to reveal how power influences the collaborative process (Marzano & Scott, 2005). Power particularly in the Zimbabwean context has affected the tourism marketing process especially on the branding context.

Collaboration occurs when a group of autonomous stakeholders in a problem domain engage in an interactive process, using shared values, rules, norms and structures, or act or decide on issues

related to that domain (Wood & Gray, 1991). Since the collaboration process is not universal, it can be either constrained or enhanced by the definition of a problem that exists within a domain and through collaboration. Stakeholders are inclined to influence the course of action that is taken in respect of certain issues (White, & Blair, 1991). Therefore, power in branding can be described as the ability of various stakeholders to bring their competing values and interests to the process of branding in order to influence the manner in which the destination is perceived and portrayed. Such conflicting views, interests and power bases will always remain a challenge to the branding endeavor. As it is the case in Ethiopia, the political and ideological principles of the current government have resulted in the creation of conflicting interest groups and this has tended to challenge and impact negatively on the tourism marketing domain.

2.7.3. The Role of Government & Stakeholders in Destination Branding

The role of government in the development of destination brand image is incomparable with other sectors. When the government pays attention towards tourism sector and understand what it takes to build a country as international tourism brand undoubtedly change would be on the way. The government of a country has an ultimate power where to take the country agendas and development strategies in order to achieve the goal. There is a certain identity which government would like to make its country known for and control with all power and authority. The government has implemented in the right path, building and changing of country's image could be real and succeed profoundly (Ndlovu, J., 2009). Government roles in destination branding are: to maintain a record and profile of all the visitors that come to a destination; it also controls all the marketing and communication activities including the messages that are sent out to the global village. It coordinates all the branding efforts from the local and regional to the national level. It controls the tourism environment and making it conducive for visitation. Finally, it is responsible for the maintenance of all the natural and manmade attractions, local culture and heritage.

On the other hand, the government influence could affect in opposing of positive development of destination branding. If the government is follows political ideology that are not conducive or contradictory for tourism objectives and if there is no cooperation between other key stakeholders that are directly and indirectly involved in tourism industry, the impact can be very negative and challenge the destination branding activities. However, the government is huge accelerator for the development of destination image branding, the participation and cooperation

of other key stakeholder also has a fundamental effect in the improvement a destination image. DMO should be able to work hand in hand with different influential sectors in tourism in order to achieve a remarkable growth at the destination. According to Morgan et al., (2004), Stakeholders from tourism point of view compromise tourism services providers, tourism authority and tourism representative bodies, which may share different interest and values. They somewhat have various goals and interest in the industry, yet they have to collaborate in decision-making process regarding tourism related matters. For instance, tourism service providers like Hotels, Airlines, Tour and Travel sectors, which are profitable organizations main goal could be profit. On the other hand, government bodies like tourism authority and tourism representatives main concern things are; image of the destination, sustainable conservation of the attraction sites, the environment and more.

Therefore, destination branding could be at risk of being influenced by power imbalance, which can hold back both its initiation and its success. In order to minimize the negative consequences of the destination image and branding caused by imbalance of power between different sectors of tourism the collaboration amongst stakeholders should be balanced. The creation, management and success of destination brand require a balanced collaboration among stakeholders (Kotler and Gertner, 2002). This is very important because as discussed in the previous paragraph the several of stakeholders have different goals and agendas. If each of them running to achieve their goals individually without any collaboration between them, then destination lack its common identity and makes it difficult for DMO to create a certain image about the place for outsider.

Therefore, the stakeholders that are tourism service providers, tourism authority and tourism representative bodies, which may share different interest and values, should work together by creating common goals, values and standards in different tourism sectors. If they have common understanding and value about their destination, they know how to market it, what to market, to whom also will make the sacrifice to achieve their goal for the common good of the destination as well as themselves. After all a destination brand is considered to be a common good that is the outcome of an ongoing process of collaboration amongst various stakeholders (Hardy & Philips, 1998).

2.7.4. The Effect of Media on Destination Branding

Worldwide the tourist customer is exposed to newspaper and travel supplements, magazines, television, travel programs and guidebooks. They are filled with information that conveys a positive or a negative message about a destination. But as a matter of fact, most country images are stereotype, extreme simplifications of the reality that are not necessarily accurate as resulted from biased media publicity. The information might depend on exceptional phenomena rather than on patterns, on impression rather than on the real facts, but nonetheless pervasive (Kotler and Gertner, 2002).

Destination marketer managers have no control over external environmental factors that may affect decision of tourist to visit the place, such as political turmoil and natural disaster. Moreover, it is even more difficult to control how the media and press broadcast a county's problems, often creating or spreading stereotypes. For example, Turkish spokesperson once stated that Turkey receives much worse press than Greece more than it deserves. Turkish claims that they have longer coasts and beaches, less polluted waters and as many wonderful archeological sites. A large number of international campaigns have been implemented to refresh Turkey's brand and put it closer to Greece's position (Kotler et al., 1999).

Unfortunately, larger number of vacationers prefers sun and antiquities pick in Greece instead of Turkey. The incident that showed as human right violators; many years ago by the film "Midnight Express" still affecting the image of Turkey. However, Turkey tried so hard to create a bright image and promote the country as democratic and peaceful place. But images are not easy to create or to change especially when the destination possess negative image for long time followed by vast publicity of media about the problem.

Considering how influential the media is, the marketing bodies of the destination should be always alert. A destination must prepare itself for any kind of unexpected happening that may harm the tourism industry. At any given time, they need to have strategies and plans in order to overcome the unpredicted condition. They have to provide clear and updated information about the incident to the media. Marzano and Scott advise that during a crisis, a destination should act speedily by providing regular updates on the prevailing situation. In such a case, the media can be used to rebuild the destination image.

2.8. Overview of a tourism brand “Ethiopia: land of origins”

The government of Ethiopia, as part of the second growth and transformation plan (GTP II) that aim to achieve a holistic transformation to the country, introduced in March 2016 a new tourism brand. It has been three years since Ethiopia changed its national tourism brand: “Thirteen months of sunshine’ to the “Ethiopia: land of origins.” The former tourism motto served over a century in motivating the nations diversified natural and man-made tourism endowments. As it is clearly stated in GTP II the nation has envisioned increasing the share of tourism sector by five percent annually. Hence, it has to promote the brand with this regard. Indeed, many believe that the new tourism motto: “Ethiopia: land of origins” has been originated to generate the desire income in the sector within a short period of time.

Figure 2.7. The logo representation of the brand



Source: Ethiopian tourism organization (2017)

The logo “Ethiopia: land of origins” representation had to be original and bold to show the uniqueness of Ethiopia as a country and as a tourism destination, different from other African destinations. It had to represent/distil the whole country. It had to include the slogan: “land of origins”. The logo will “sign” all promotional communication about Ethiopia as a tourism destination. It particularly targets the international market although it can also be used for domestic campaigns.

Moreover, the new logo has something to tell about the bases on Ethiopia's 'sprit of originality. This includes, the origin of human kind: home of the earliest remains of human ancestors ever found the first being which routinely walked on two feet named "Lucy", the origin or birth place of the world coffee plant; "Arabica", longest coffee ceremony is enjoyed daily by locals and tourist and the origin of the Blue Nile, the longest river in Africa.

Ethiopia is also believed to be the depository of the book Biblical Ark of the Covenant, stored in the securely guarded chapel of the covenant, stored in the securely guarded chapel of the tablet not to the St. Mary of Zion church in ancient Aksum. Ethiopia is the only African country with its own distinctive script and calendar that remained sovereign throughout the centuries. The Bible and Quran manuscripts mentioned the name Ethiopia several times and it is believed that Ethiopia is the first country in Africa to adopt Christianity in the 4th century and the first Muslim migrants found safe haven in Ethiopia from persecution. The impressive diversity of its people with over 80 languages and 200 dialects makes the country a molting pot of rich culture and civilizations; Coexisting in harmony and unity. The Nech-Sar Night jar, the elusive endemic of Nech Sar national park in southern Ethiopia, is the home to world's rarest bird species. Ethiopia is the only African country that was not colonized. Ethiopia's capital, Addis Ababa, is the diplomatic capital of Africa being the headquarters of the African union and the United Nations economic commission for Africa as well as other regional and international organizations that make it the third diplomatic hub in the world. This has enabled the city to maximize its benefits from tourism. (Getu Kebede, 2010).

Nowadays, the nation is determined to boost its tourism revenue hoping for achieving a remarkable success from the smokeless industry. The country is the leading in Africa with inscribing more than 10 incredible world heritages by UNESCO comprised of or being known for its hospitable peoples. Ethiopia is the leading world's most welcoming countries for tourists. Through social media on "where tourists have found the most hospitable place around the world". The website described Ethiopia as a nation with "lush highland scenery unique wildlife and majestic rock hewn churches." This witness shows how much Ethiopia gains creditability with its hospitable nature by the international community. Ethiopians prioritize for the comfort of a guest and have a long-standing culture of respecting a quest. The following are among the tangible and intangible world heritage sites of the country registered with UNSECO. Aksum,

Fasil Ghebbi castles, Harar, Jugol the oldest walled city of more than 80 mosques, konso cultural land scape, the lower valley of Awash, the only geographical feature visible from the moon, lower valley of the Omo, Danakil depression, one of the lowest and the very hottest place on earth and climb the Ertale volcano, Trek the Simien mountains, the roof of Africa located at the northern tip of the country with meandering topography and climate (Getu Kebede, 2010).

Recently, intangible heritages such as the “Meskel” festival founding of the true cross, Fiche-chambalalla New Year festival of the Sidama people and Geda system, an indigenous democratic socio-political system of Oromo and Ethiopian Epiphany festival (Timket) are registered. All these themes will be developed in the promotional materials that together with appealing images will help to build the desired image in the minds of the potential tourists. “Ethiopia: Land of origins” sets to gain momentum in the tourism sector that is why the nation changed its tourism motto to effectively compete with other countries. (www.ethiopia.travel)

Figure .2.8. Ethiopia’s tourism logos the former and the new one :(13 months of sunshine and land of origin)



Source: (Zeray Hailemariam, the Ethiopian Herald)

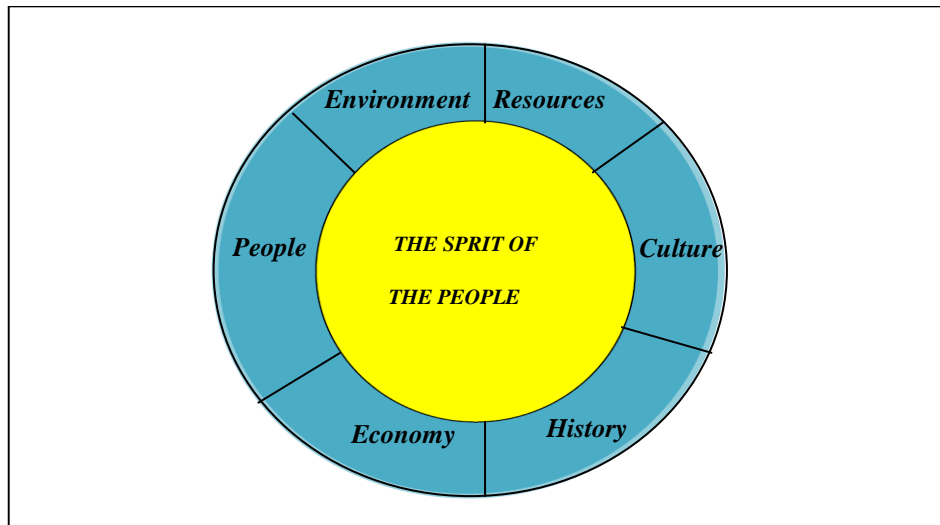
Researching on the tourism country branding for the development of tourism in Ethiopia is therefore needed to be able to respond how the tourism brand “Ethiopia: land of origins” is being introduced the country branding affect the tourism industry in Ethiopia. Where there is limited or no scholarly works on this valuable practice of measuring the contribution.

2.9. Theoretical framework

This research is about “Ethiopia: land of origins” for country branding and its contribution among tourism stakeholders in Addis Ababa. The first step defines the theory, followed by a thorough research on Nation Brandings and country image’ history, going through ideas and concepts related to the research field.

(Gilmore 2002) in the framework for country branding asserts that “the brand of a country shall sit at its heart”. The spirit of the people is the core of the Country Brand for it is deeply connected with the place. This is because as Gilmore (2002) explains, the peoples’ spirit is deeply connected with long lasting value system which endures the test of time and beliefs of the people which is shaped and affected by the environment, the history, the culture, the resources, the economy and the experiences of the people. Thus, the spirit of its people is unique to each country and encompasses all aspects which shape the country brand (Gilmore, 2002).

Figure 2.9. Country Branding Framework



Source: Gilmore, 2002

Gilmore (2002: 285) in the framework for country branding asserts that “the brand of a country shall sit at its heart”. As shown in Fig. 2.2, Gilmore (2002), shows that the spirit of the people is the core of the Country Brand for it is deeply connected with the place.

This is because as Gilmore (2002) explains, the peoples’ spirit is deeply connected with long lasting value system which endures the test of time and beliefs of the people which is shaped and

affected by the environment, the history, the culture, the resources, the economy and the experiences of the people. Thus the spirit of its people is unique to each country and encompasses all aspects which shape the country brand. The positioning of the Country (shown on the second layer) emanates from the spirit of the people and needs to be aspirational, inspirational, challenging and differentiated. And the positioning message shall be sufficiently rich and deep and translatable to the diverse stakeholders on the outer layer. There has to be meaningful sub-positioning which is derived from the positioning. Among the stakeholders, the residents' belief and information affects the image of the country. This Country Brand framework is a very helpful mechanism which agrees with the other models to design a proper Country Brand. Papadopoulos is the foremost researcher on Country branding followed today by many, for example Jaffe et.al. Simon Anholt is the unprecedented expert and consultant on country Branding. He is also the one who coined the notion and created the world-wide Nation Brands Index (NBI). Fan and Dannie are well known and often cited scholars and researchers, the latter has written the first book on "pure" or "specific" Country Branding with a rich theoretical framework as well as practice.

The empirical studies on Ethiopia tourism brand for country branding; the interviews, articles were analyzed through the chosen theoretical framework and the conclusions of this study will finally be assessed upon this framework. But is this sufficient to answer the research questions adequately? Are all the sources relevant for the questions? The researcher also put this theory and data under criticism in this study as well as discussing its validity and reliability.

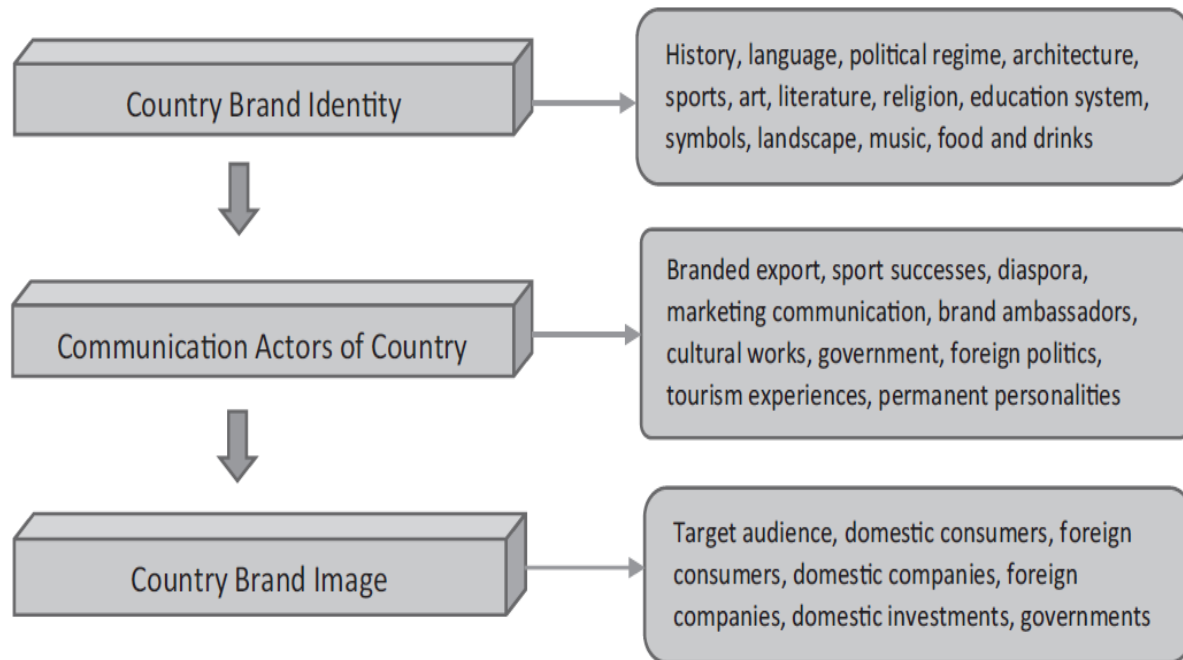
2.10. Evaluation of Literature

Studies on tourism branding in Ethiopia have been minimal. Most scholars that have investigated the field of tourism have not been from Ethiopia and thus conduct their studies with a foreign perspective. Many of the literatures reviewed have been found to use with excessive repetition of reference to few authors. In many of the papers reference to Anholt, Kotler, Gilmore, Aaker and Papandolous have been used repeatedly. This shows the lack of well-developed theories in the field and influence on the sector by few professionals and academics. It was also found many theories tend have used the case study methodology which might have the risk of lacking validity as they might have an element of subjectivity. Researches using empirical data or using quantitative methodology are very limited in number. The researches using the qualitative

methodology are found to be context bound and made it difficult to use each recommendation. Lack of uniform and widely applied theory is one of the limitations in this field.

2.11. Conceptual Model of Country Branding

Figure 2.10. A Conceptual Model of Country Branding



Source: Dinnie, 2008

CHAPTER THREE: RESEARCH METHODOLOGY

The methodology that was applied by the study has been chosen in order to acquire information and deduce conclusions to evaluate how the tourism brand “Ethiopia: land of origin” is being introduced as the country branding affect the tourism industry in Ethiopia.

3.1. Methods of Data Collection and Instruments

In this study mixed research approach used mainly due to the following reasons. The study using cross-sectional descriptive research design utilizing a quantitative method to determine the relationship between two or more variables (Gay, 2009 as cited by Messash, 2013). The difference between qualitative and quantitative is when the previous approach research generally not considers with numbers rather it involves gathering a great deal of information about specific subject. While quantitative generate statistic through a use of large-scale survey using methods such as questionnaire or interviews (A.J Veal, 2006).

For the purpose of this research and in order to achieve the objectives data where have collected from both primary and secondary source. The primary data was based on in-depth interviews using purposive sampling method (6 stakeholders), for this research totally 12 relevant officials from each stakeholders was selected purposely and in-depth interview was conducted. The survey respondents have at least first degree. The minimum age limit is made to be 25 years so that respondents would have at least some experience associated with country branding. The secondary data were gathered from used some documents such as articles and books as a source of data, academic journals, statistical data, trade publication, newspapers and magazines. These data contributed toward the formation of background information, needed by both the researcher in order to build constructively the study and the reader to comprehend more thoroughly the survey outcome.

Primary data were collected in three ways. Firstly, a questionnaire survey was conducted with Tourists who visit Ethiopia. Secondly, interviews were also carried out with accommodation service providers of selected star rated hotels in Addis Ababa and Ethiopian Tour Operators from the supply side and Ministry of Culture and Tourism (MoCT), Tourism Ethiopia (TE), ET holiday (Ethiopian airlines) and higher institution (Addis Ababa University and Lion Ethiopia

Hotel and Tourism College). It would be finalized, through the researcher's observation in triangulation method.

3.2. Sampling design

According to Black and Champion (1976), sample is a portion of elements that is taken from a population, which is considered to be representative of the population.

A cross-sectional descriptive research design utilizing a quantitative method was used in this study. A descriptive research design comprises activities of acquiring information about units of a population, analyzing the data acquired, recording and reporting on the findings (Gay and Airasian, 2003). A cross-sectional study enables a researcher to identify the magnitude, existence or causal effect of a phenomenon at one point in time.

In order to collect primary data for the purpose of this study the questionnaire survey technique was used, and random probability sampling was employed. As Rescoe (1975) as cited in Sakaran (2000) pointed out, "sample sizes larger than 30 and less than 500 are appropriate for most research". Having in mind these limitations, the sample size that were consisted of about 384 questionnaires, was designed for visitors who visit the National Museum of Ethiopia. Also interview technique was conducted.

3.3. The Population

Due to the extreme lack of data and the inefficiency of the relevant organizations to provide it, the researcher was unable to determine the population size for the study and was forced to use convenience plus random probability sampling methods.

The target population of this study was foreign tourists, aged 18 and above, who visited the National Museum of Ethiopia and tourist attraction sites in Ethiopia. Selected marketing and tourism professionals from the Ministry of Culture and Tourism (MoCT) and Tourism Ethiopian (TE), Tour Operators, ET holidays and higher institution professionals in order to elicit their understanding about tourists' perception of the new Ethiopian tourism brand and how promote the new brand.

3.4. Sample Size

According to the seventh sample size axiom, the size of the sample is independent of the population size. Confidence interval approach would be used to maintain the accuracy and representativeness of the sample. Confidence interval is used because it is the most correct

method of determining sample size which applies the concepts of accuracy (margin of sample error), variability, and confidence interval to create a “correct” sample size (Burns and Bush, 2014). A representative sample size would be taken from the population using the formula:

$$n = z^2 (pq)/e^2; \text{ where}$$

n = the sample size

z = standard error associated with the chosen level of confidence (typically, 1.96)

p = estimated percent in the population q = 100 – p

e = acceptable margin of sample error

The populations of the study are all foreign tourists who visit the National Museum of Ethiopia. The specific number of this population is unknown. The sample size was determined by the standard sample size formula (Burns and Bush, 2014) with expected variability (p = 50%, q = 50%) at the 95% level of confidence (z = 1.96) and at acceptable margin of sample error, e ±5%

$$n = z^2 (pq)/e^2$$

$$n=1.96^2(50*50)/5^2$$

$$=3.84(2,500)/25$$

$$=9,600/25$$

$$= 9,600/25$$

$$=384$$

3.4.1 Sampling Technique

Questionnaire survey was performed on 384 visitors who visited at the National Museum of Ethiopia using purposive sampling method.

Purposive non probabilistic sampling technique was employed due to two main reasons:

The first reason is target population of the study is already known, i.e. foreign tourists who visit Ethiopia; and data collection sites for the study were determined by suggestion from tour operators during pretest data collection i.e. the most frequently visited tourist destination sites in Addis Ababa (National Museum of Ethiopia).

Questionnaires distributed and data collected from foreign tourists who visited the National Museum of Ethiopia between 10 March 2019 and 30 April 2019. The National Museum of Ethiopia is open seven days in a week and 365/6 days in a year including public holidays for visitors. This eased the data collection process through broadening access and availability of tourists for the researcher. In addition, direct interview was conducted with 11 relevant tourism professionals and experts from Marketing and Promotion Departments of Tourism Ethiopia(TE), Ministry of Culture and Tourism(MoCT), providers of accommodation services of selected star Hotels in Addis Ababa, Ethiopian Tour Operators, ET holiday (Ethiopian Airline), media and higher institution through convenience sampling method. Once the data collection process was completed statistical analysis commenced using SPSS version 21 used in order to describe the observations, interpret and draw inferences about the population.

3.5. Procedures for data collection

An introductory letter was collected from the AAU/CDS offices authorizing the researcher to go for data collection. Self-administered questionnaires and interview question were delivered to the selected respondents for completion.

3.6. Source of data

Data was collected from primary and secondary sources. Primary data was derived from the questionnaires and interviews while secondary data was derived from available literature. Available Archives and Document Analysis documents and journals were also reviewed.

3.6.1. Questionnaire

Cohen (1989) defines a questionnaire as a self-report instrument used for gathering information about variables of interest to an investigation. For this study open-ended questions were designed in order to call for responses. It should also be noted that open-ended questions could not lead to bias since respondents are offered unlimited alternative replies. Analysis of the open-ended questions would base on the grouping of similar responses from the questions, the categorizing and labeling of the various descriptions provided by the respondents. This technique is used to identify the most frequent words or phrases used to describe the new tourism logo and its image in the customer's mind. For the purpose of surveys, this study was adopted questionnaires for international tourists. The survey questionnaire consisted of three major parts. The first section includes demographic variables of the respondents. The second

section includes questions relating to the individual travel behavior of tourists and the information sources used prior to visit to Ethiopia. The travel behavior items included the number of times they visited Ethiopia, purpose for the visit, and number of days stayed in Ethiopia. The third section of the questionnaire was assess the respondent's perceptions and awareness of the new tourism brand with the previous brand and changing the image of Ethiopia as a tourist destination on a 5-point Likert scale where 1=Strongly Disagree (SD); 2=Disagree (D); 3=Neutral (N); 4=Agree (A); and 5=Strongly Agree (SA).(Would you return to Ethiopia in the next one to two years?), and intention to recommend and spread positive word of mouth (Would you recommend Ethiopia to your family and friends?). The respondents were asked to answer these questions according to the scale ranging from 1 (definitively no) to 5 (definitively yes). Finally, the respondents were asked an open ended question to know their overall impression about promoting the new tourism brand and its tourist attraction sites.

3.6.2. Interview

The technique of personal interview was undertaken in order to achieve the objectives since it is the most versatile and productive method of communication, enabled spontaneity, and also provided with: "The skill of guiding the discussion back to the topic outlined when discussions are unfruitful while it has the disadvantages of being very costly, time consuming and can introduce bias through desires of the respondent to please the interviewer" (Aaker & Day, 1991). For the purpose of this study semi-structured in-depth interviews was conducted involving six key informant tourism stakeholders in two interest groups: the first group are private and public sector authorities towards collaborative tourism country branding; Ministry of culture and tourism (MoCT) authority representatives, Tourism Ethiopia (ETO), Ethiopian airlines (ET holiday) and selected media). The second groups are accommodation providers; selected star Hotels in Addis Ababa, Ethiopian Tour Operators (tour and travel agencies) and Higher Institutions (Addis Ababa University and Lion Ethiopia Hotel Tourism collage). The choice was based on researcher's knowledge about different educational levels among interviewees, their different lifestyles and ages, which make imperative an adaption in questions so that they ensure the comprehension by the interviewee, repeat, or rephrase the question.

3.6.3 Archives and Document Analysis

Writers such as (Mouton and Marais, 1990) espoused on the methodological significance of archival or documentary analysis. These authors associated archival research with “the extensive collections of records, documents, library collections or mass media materials that have been a massed,” data from demographic profiles, personal documents (such as dairies, autobiographic and letters) as well as materials collected from Media prints are all genres of archival sources.

3.7. Data Analysis

The study is concentrated on collecting and analyzing data through descriptive and inferential statistic method. Descriptive data analysis was used for data that gathered from interview, and questioner. Inferential analysis was used for data gathering by questioner. The statistical analysis would be computed by using statistical package for social science (SPSS) version 21. The data would be expressed as means, standard deviations and percentages. Tables and charts would be used to present the data.

3.8. Ethical Considerations

To maintain ethical considerations in conducting this research, attempts would be made: first to explain the objective, significance and contribution of the research. The subject would also assure that their response was used only for the purpose of the research and therefore would be confidential. Moreover, they would be assured that their identity and that of their organization was anonymous. Principle of voluntary participation was applied, and no respondent was forced to respond to the interview and questionnaire. And the case of informed consent would be used while conducting interviews. The respondents are informed from the outset the purpose and use of the data collection and they are given the freedom to have access to the report, if they wish. Besides, to maintain their right to privacy, no video recording was used as it invades their right to privacy and invites suspicion of respondents. However, written records of their response would be kept for further confirmation and verification.

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents the major results of the study with discussion. The study has presented the results the data collection process by interpreting and analyzing raw information gathered into meaningful manner.

4.1. Major Stakeholders in Tourism of the study

It is remembered that the major stakeholders in the tourism sector of Ethiopia are presented under Chapter 2. To verify the identified stakeholders in literature, this study begins with a visit to the Ministry of Culture and Tourism (MoCT). The document obtained from the Advisory of ministry at MoCT, mentioned 6 stakeholders in the tourism sector of Ethiopia. Table 4.1 below presents the list of these stakeholders, followed by a brief discussion on the role of each stakeholder in promoting the new tourism brand in Ethiopia. The findings of this study presented therefore, based on an in-depth interview conducted with the experts and officials from 6 stakeholders. The names of the interviewed individuals with their respective organizations are attached under Appendix II.

Table 4.1 Major Stakeholders in Tourism of the study

No.	Name of Stakeholders
1.	Government Officials (Ministry of Culture and Tourism and Tourism Ethiopia)
2.	Ethiopia Airline(ET Holiday)
3.	Higher Institution (Addis Ababa university and Lion Ethiopia hotel and tourism collage)
4.	Star Hotel in Addis Ababa (Intercontinental Addis Hotel and Radisson blue)
5.	Media (Ethiopian broadcasting corporate(EBC) and Fana broadcasting corporate(FBC)
6.	Tour operators (celebrity Ethiopia and Balageru tour and travel)

Source: MoCT, 2019

4.2. Response Rate

A total of 384 questionnaires were distributed to tourists who visited the National Museum of Ethiopia from 10 March 2019 to 30 April 2019. From the total population needed to conduct the research which was 384 questionnaires, these 373 (97.1%) participants filled the

questionnaires satisfactory, which has a higher response rate (>95%). whereas 11 questionnaires were discarded due to incompleteness or inappropriate response.

4.3. Demographic characteristics of respondents

4.3.1. Personal Information

The following table summarizes the demographic characteristics of respondents based on sex, age and educational level.

Table 4.2. Demographic characteristics of respondents

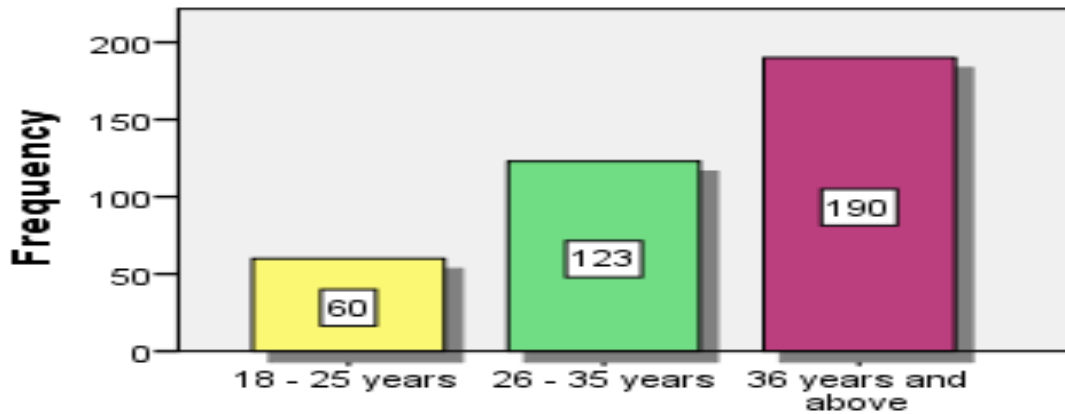
Characteristics		Frequency	Percentage
Gender	Male	124	33.2%
	Female	249	66.8%
Age	18 - 25 years	60	16.1%
	26 - 35 years	123	33.0%
	36 years and above	190	50.9%
Educational level	primary level	-	-
	secondary level	-	-
	university/ college	277	74.3%
	masters/post graduate	96	25.7%

Source: Own Survey, 2019

Based on the above table 4.2, regarding the gender of respondents 249(66.8%), the majority of them were females while the remaining 124(33.2%) were males. This showed the respondents of this study are largely composed of female tourists.

Concerning the respondents age, more than half of respondents 190(50.9%) were in the age group 36 and above while the remaining 123(33.0%), and 60(16.1%) were in the age group 26 to 35 years and 18 to 25 years respectively. This shows that the majority of the tourists were relatively older individuals.

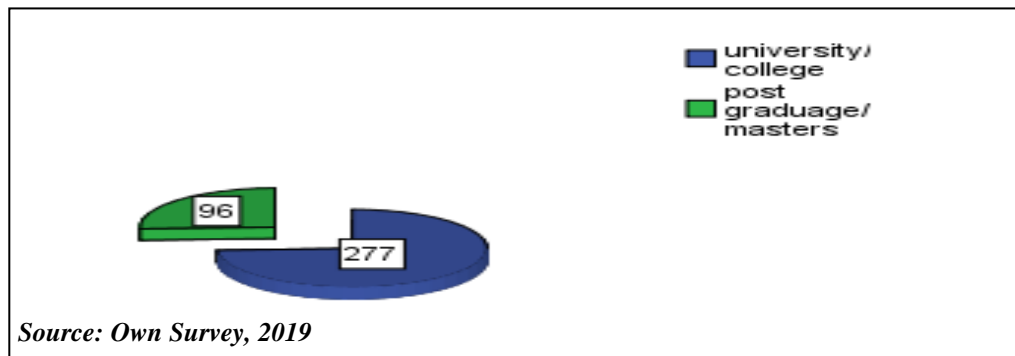
Chart 1: Age of tourist respondents



Source: Own Survey, 2019

Similarly, the education level of the respondents, there were no primary or secondary level tourists. The majority of the tourists 277(74.3%) were have attended some college or university. The remaining 96(25.7%) were post graduates or masters holders and above.

Chart 2: Educational level of tourists



Source: Own Survey, 2019

4.3.2. Visitors travel behavior and information sources about Ethiopia

In order to fully determine the structure of the tourists, the researcher decided to dedicate the second section of the questionnaire to investigating their reasons for visiting Ethiopia and what kind of source of information on Ethiopia determined their decision and reason to visit.

Table 4.3 Visitors travel behavior and information sources about Ethiopia

Characteristics		Frequency	Percentage
Traveling	Alone	30	8.0%
	with a partner	61	16.4%
	with family	111	29.8%
	with friends	156	41.8%
	Other	15	4.0%
Your decision to visit Ethiopia was based on	printer brochure	0	0.0%
	internet source	185	49.6%
	Recommendation	143	38.3%
	TV and radio commercials	30	8.0%
	fairs and or exhibitions	15	4.0%
What are the main reasons for your visit to Ethiopia?	Rest and relaxation	60	16.1%
	Business reason	96	25.7%
	Visiting relatives and friends	17	4.6%
	Cultural and religious reasons	156	41.8%
	Attending a conference, seminar, and other forms of educations	14	3.8%
	Other	30	8.0%
How many times have you visited Ethiopia?	1 st	281	75.3%
	2 nd	62	16.6%
	3 rd and above	30	8.0%
For how long are you planning to stay in Ethiopia visiting different tourist destination sites?	10 days	47	12.6%
	one month	17	4.6%
	one week	91	24.4%
	two weeks	218	58.4%
What is the first word that comes to your mind when somebody mentions the word Ethiopia?	Danakil	111	29.8%
	Coffee	232	62.2%
	History	30	8.0%
What are the typical words that you associate with the most popular Ethiopian tourism destination? Please name at least three.	Axum	14	3.8%
	Danakil	14	3.8%
	Eartale	12	3.2%
	Haile Gebresilasse	6	1.6%
	Lalibela	92	24.7%
	Lucy	179	48.0%
	OMO	28	7.5%
	Semien mountain	28	7.5%

Source: Own Survey, 2019

Based on table 4.3 the largest group of tourists 156(41.8%) were traveling with their friends while 111(29.8%) of them were traveling with their family. The rest 61(16.1%), 30(8.0%) of them were traveling with their partner and alone respectively.

The table also showed that there are four potential sources of information about Ethiopia that one can base his or her decision on. Furthermore, in order to determine why they decided to visit Ethiopia, tourists were asked to choose between a printed brochure, an Internet source, a recommendation or a TV or radio commercial as a base for their decision to visit. The results have shown that the tourists' decision to visit Ethiopia was largely internet source which composed 185(49.6%) of the tourists, recommendation which consists of 143(38.3%) and TV and radio commercials and fairs and or exhibitions which make up 30(8.0%) and 15(4.0%) of tourists respectively.

Concerning, reasons for visiting Ethiopia are also an important factor when it comes to describing the structure of the tourists. The major reasons were cultural and religious reasons 156(41.8%), Business reason 96(25.7%), rest and relaxation 60(16.1%), other reasons 14(3.8%), and finally visiting relatives and friends 17(4.6%).

The average number of times tourists visited Ethiopia was 1st time 281(75.3%), 2nd time 62(16.6%) and 3rd and above 30(8.0%). Concerning the number of days' tourists stay in Ethiopia 218(58.4%) of tourists were staying for two weeks, 91(24.4%) of tourist were staying one week, and the remaining 47(12.6%) and 17(4.6%) were staying 10 days and one month.

Before a thorough analysis of the Ethiopian tourism brands and how successful they are in remembered in tourists' mind, it was vital to estimate the tourists' opinions in general and this is what the second section of the questionnaire was dedicated to. Concerning the first word that comes to tourists' mind when somebody mentions the word Ethiopia, 232(62.2%) of the tourist mention the word "Coffee", followed by Danakil 111(29.8%), history 30(8.0%).

Concerning typical words that you associate with the most popular Ethiopian tourism destination, Lucy was mentioned 179(48.0%) times, Lalibela 92(24.7%), Omo Semien mountain 28(7.5%), Axum and Danakil 14(3.8%) each were mentioned. Among tourists that were stated only 6 (1.6%), it may be interesting to point out *Haile Gebresilasse*, a famous Ethiopian 10,000 meter and long distance runner had 27 world records and Eartale, a place which is often considered to be the symbol of little hail. when it comes to destination.

4.3.3. Tourists perception towards the brand of Ethiopia and its tourist attractions

Before a thorough analysis of the Ethiopian tourism brands and how successful they are in remembered in tourist’s mind, it was vital to estimate the tourists’ opinions in general and this is what the third section of the questionnaire was dedicated to. In This section of the questionnaire was dedicated to the tourists’ evaluation of the two tourism brands that were used in the Ethiopian tourism advertising campaigns. Tourists’ were asked to rate the brands according to various factors such as The components, accuracy, general appeal the level of the positive and negative effect of each of the new tourism brand “*Ethiopia: land of origins*”, the main feature of Ethiopia expressed through the brand and many others. The purpose of this set of questions was to get the most accurate possible evaluation of the new brand used so far by Ethiopia as a tourist destination.

Table 4.4 Tourists perception towards motivators when choosing Ethiopia as a tourist destination

Characters	Rank	Frequency	Percentage
Destination is safe and secure.	1 st	343	92.0%
Destination is close to your home country.	4 th	90	24.1%
Destination is natural.	2 nd	281	75.3%
Destination is warm.	5 th	59	15.8%
Destination is popular.	3 rd	220	59.0%

Source: Own Survey, 2019

Based on the above table 4.4, the results suggest that the most important motivating factor that influence their choice is safety and security 343(92.0%), followed by Destination is natural 281(75%), while popularity of a destination 220(59.0%) share the third place of the most important motivators. On the other hand, closeness of a destination 90(24.1%) and destination is warm 59(15.8%) least important motivators tourists to visit Ethiopia. This is in line with the fact that safety and security are the most important motivators when choosing a destination in Ethiopia. The safety of a destination in Ethiopia a broader sense can be explained as providing the feeling of being protected, comfortable and welcome, so it can be connected to the feeling of a friendly, welcoming environment.

Table 4.5 Perception of tourists towards Ethiopia

Statements		Frequency	percentage
Can you remember any tourism logo/brand connected to Ethiopia?	Lucy	60	16.1%
	Ethiopian airline	249	66.8%
	ETT (Ethiopian Tour and travel operators)	64	17.2%
Can you describe Ethiopia in a phrase/sentence?	Amazing natural beauty	64	17.2%
	Coffee	30	8.0%
	Friendly	30	8.0%
	Poor	249	66.8%
Circle the features that, in your opinion, best describe Ethiopia as a country in general, not as tourist destination:	naturally beautiful	219	58.7%
	Poor	32	8.6%
	rich in culture	122	32.7%
Economy	Poor	281	75.3%
	Satisfactory	62	16.6%
	Good	15	4.0%
	very good	15	4.0%
	Excellent	9	2.4%
natural beauty	very good	30	8.0%
	Excellent	334	89.5%
Safety	Satisfactory	39	10.5%
	Good	334	89.5%
	Poor	92	24.7%
quality of life	Satisfactory	251	67.3%
	Good	30	8.0%

Source: Own Survey, 2019

Tourists were asked to state a *word* which they connected with Ethiopia the most. The results have shown that the most frequently mentioned words that tourists regarding any tourism logo or brand related memory of tourists that connected to Ethiopia, the majority of them 249(66.8%) mention Ethiopian airline while ETT (Ethiopian Tour and travel operators), Lucy were mentioned 64(17.2%) and 60(16.1%) respectively.

The results suggest that the most common tourists with the word Ethiopia among the participants were the words such as amazing natural beauty, coffee, friendly and poor the words of the similar meaning. Regarding the words describing Ethiopia, tourist mention

naturally beautiful, rich in culture and poor were described. Less frequent but still present associations were the words such as *colorful, sunny, historical and No.*

Other word that tourists associated with a destination in Ethiopia were sunny, interesting/inspiring, with regard to the gastronomical and the hospitality offer of a destination in Ethiopia, beautiful/attractive, peaceful /quiet and fun/entertaining.

By comparing the results from Table 4.6, in which tourists had to state connected with Ethiopia, it is interesting to note that some of these words can be compared with the words that tourists used to describe a great Ethiopian destination. For instance, the word *friendly* or *welcoming*, as well as *Beautiful* were rated high in case of both questions. This comparison suggests that Ethiopia has the qualities that tourists associated with a great holiday destination.

Table 4.6: Summary of tourists’ overall impression of Ethiopia

Appreciative expressions used depict Ethiopia (240 respondents)	Complaint expressions used to depict Ethiopia (12 respondents)
<p>Words: Enjoyable, interesting, beautiful, attractive, impressive, friendly, hospitable, safe, etc.</p> <p>Phrases: extremely unique people and culture, friendly and great people, wonderful people, rich history, great food, lovely weather, safe and secure place, many experiences</p> <p>Others: rising star, lots of beautiful nature and birds, beautiful capital of Africa</p>	<p>Words: poor, noisy, dirty, dusty, unpleasant, polluted, chaotic, crazy etc.</p> <p>Phrases: annoying people put me off walking, too much traffic jam, poor internet connectivity, poor electricity, poor hygiene and sanitation, more pollution and plastic bottles, lack of facilities and infrastructure.</p> <p>Others: paying for hotel at a destination is unacceptable, poverty and theft is a major problem, taxi drivers ripping off foreigners.</p>
<p>Neutral suggestions</p> <ul style="list-style-type: none"> • Unlikely we will visit again (not negatively), it a travel reality (one of the visiting team at the National Museum) • The national museum reflects the amazing history of this country. But the payment to visit the museum is very low. 	

Source: Own Survey, 2019

As summarized on Table 4.6 most of the tourists who gave additional comment had positive attitude and perception on Ethiopia. This could be taken as a good opportunity for the country to exploit its untapped tourism potential through extensively working on destination branding and promotion on its tourism resources.

Most importantly, it is wise to consider the complaints of the tourists and take corrective actions accordingly to satisfy the expectations of all tourists and attract new tourists. In this

regard, looking at the items that the tourists complained will be worthy. Deviation of 0.99. The low standard deviation in case of all four features that were graded means that the grades were not highly dispersed in the range between 1 and 5, and that the dispersion was lower than 1 point around the mean in the case of all four features. It suggests that the results are in accordance with the tourists' choices of features in the previous question.

Table 4.7 Evaluation of tourism branding

Tourism brands		Mean	Standard Deviation	Frequency	Percentage
Ethiopia – 13 months of sun shine.		2.68	.62		
Ethiopia: land of origins		4.65	.48		
Ethiopia – 13 months of sun shine.		2.91	.48		
Ethiopia: land of origins		4.82	.66		
Ethiopia – 13 months of sun shine.	Unspoiled			-	-
	Cheap			9	2.4%
	Safe			30	8.0%
	Unique			30	8.0%
	Undiscovered			211	56.6%
	Old			93	24.9%
	Natural			-	-
Ethiopia: land of origins	Unspoiled			-	-
	Cheap			73	19.6%
	Safe			32	8.6%
	unique			268	71.8%
	Undiscovered			-	-
	Old			-	-
	natural			-	-
Ethiopia – 13 months of sun shine.		2.95	.70		
Ethiopia: land of origins		4.73	.67		
Ethiopia – 13 months of sun shine.		2.84	.57		
Ethiopia: land of origins		4.61	.82		

Source: Own Survey, 2019

It is visible therefore that the brand “Ethiopia: land of origins” perceived as both the most accurate and the most appealing brand. Tourists provided qualitative explanations for their answers so some of the tourists stated that the sunshine is nice and everywhere but it is more interesting to learn about the historic, culture and life here in Ethiopia. Although being a land of origins as described in the brand it offers a source of human kind. Comments that explained the choice of the brand “Ethiopia-13 months of sunshine” as the second most appealing brand, were that Ethiopia is one of the best of African countries despite the fact that it is not developed yet, and that it offers an opportunity to feel completely relaxed on winter as it is not too touristy or crowded.

In the next question, tourists were asked to state which feature of Ethiopia is mostly expressed by each of the two brands. The results suggest that the brand “Ethiopia-13 months of sunshine” was mostly associated with the word *unspoiled* in the description of Ethiopia, as (56.36%) of the tourists decided for this word. This seems to be in line with the general aim and the message that this brand was supposed to send. The second brand “*Ethiopia: land of origins*” was obviously perceived to express the *uniqueness* of the country, according to the opinion of (41.30%) of the tourists.

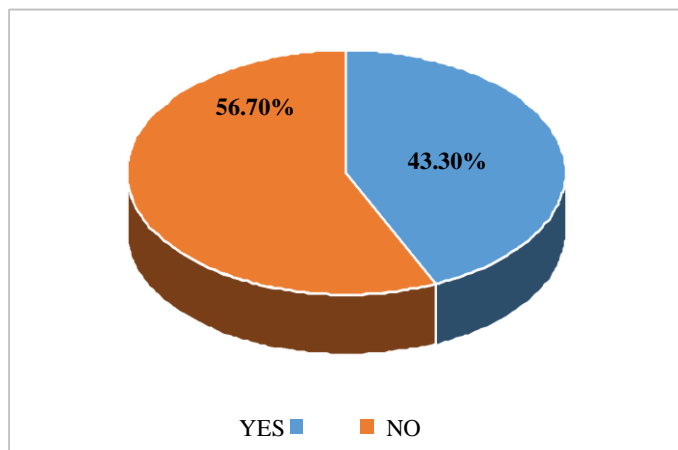
The tourists were also asked to evaluate how positive an effect each of the brand had on them. Therefore, they had to grade the strength of the positive effect by using the grades 1 to 5, the grade 1 being the lowest positive effect and 5 the highest positive effect. The results are presented in Table 4.6. As expected, the “*Ethiopia-13 months of sunshine*” with the average grade of 3.89 and “*Ethiopia: land of origins*” with the average grade of 4.26 were ranked as the brand with the highest positive effect.

The results presented in Table 4.6 are in line with the results of the previous questions in which the one brand were selected as the most appealing brands. Therefore, it is not surprising these had the highest positive effect on the tourists. It is also not surprising that the brand with the lowest positive effect on tourists was the brand “Ethiopia-13 months of sunshine”, which, according to the earlier results, was also perceived as a rather biased.

The likelihood of the negative perception of the brand “Ethiopia-13 months of sunshine”, is shown by the results of the question in which tourists were asked to state the level of the negative effect that each of the brands had on them. The grade 1 stood for the lowest negative effect, while the grade 5 for the highest negative effect. As shown in Table 4.7, the brand “Ethiopia-13 months of sunshine” got the highest negative average grade of 2.40 with a low standard deviation of 1.65. It was followed by the brand “Ethiopia: land of origins” with the average grade of 1.97. Standard deviation in cases was less than 2 points to the average grade.

Before the very analysis of the two official marketing tourism brands, tourists were asked if they thought that brands can affect a decision to visit a particular country. A total of (56.70%) of the participants answered NO, while (43.30%) of them answered YES.

Chart 3. Participants' opinion on whether a brand can affect one's decision to visit a country



Source: Own Survey, 2019

Table 4.8. Reasons for negative and positive answers on the influence of brands

Reasons for NO	Reasons for YES
<ul style="list-style-type: none"> • People go where they want, regardless of brands 	<ul style="list-style-type: none"> • Helps with the first impression
<ul style="list-style-type: none"> • I act on recommendations 	<ul style="list-style-type: none"> • It is efficient if it captures the beauty of the country
<ul style="list-style-type: none"> • I don't look at marketing brands to choose my destination 	<ul style="list-style-type: none"> • Makes people want to visit to see if the brand is true
<ul style="list-style-type: none"> • I would look deeper than just words 	<ul style="list-style-type: none"> • Something catchy that people should remember and wander about
	<ul style="list-style-type: none"> • It is the first thing a tourist hears before booking a trip
	<ul style="list-style-type: none"> • First "mental picture" when heard
	<ul style="list-style-type: none"> • You need the right words
	<ul style="list-style-type: none"> • Can persuade you to explore the country to see if the brand suits it
	<ul style="list-style-type: none"> • If one has never visited, will take notice of key words and slogans
	<ul style="list-style-type: none"> • "Wording" is important - can be negative
	<ul style="list-style-type: none"> • If it agrees with your own impression
	<ul style="list-style-type: none"> • With originality
	<ul style="list-style-type: none"> • You would want to find out more
	<ul style="list-style-type: none"> • People will remember it
	<ul style="list-style-type: none"> • If it reflects what I am looking for, but is also subtle
	<ul style="list-style-type: none"> • It gives an immediate initial impression
	<ul style="list-style-type: none"> • It creates either a good or bad impression
	<ul style="list-style-type: none"> • One can oversell a holiday destination
	<ul style="list-style-type: none"> • Because if it is tacky, it puts me off

Source: Own Survey, 2019

They were also asked to state the reasons for their decision, so the reasons they offered are presented above in Table 4.8. The comments provided were of significant importance for determining why tourists have a negative or a positive attitude towards the influence of brand on tourists' decisions. It is visible that the common reasons for their negative answers were that the significance of tourism brand is very low as people make their travel decisions regardless of them, and that people act on recommendations. On the other hand, tourists stated many more reasons for a positive answer. They mostly agreed that brands are those which create the first impression about a tourist destination, can persuade a person to visit, and can be very effective with the right choice of words and if they reflect what tourists are looking for in a destination.

Table 4.9 Component of the land of origin

Statements on Component of the land of origin	N	Mean	Std. Deviation
The components of the new tourism brand” Ethiopia land of origins”	373	1.4397	.77580
Ethiopia is the origin of human kind	373	4.5362	.78419
Ethiopia is the origin or birth place of coffee Arabica	373	2.8123	.70494
Ethiopia is Source of the Blue Nile the river whose power and fertility nurtured the origin of civilization.	373	2.6568	.63091
The legacy of Ethiopia’s rich past includes 8 world heritage site	373	2.5228	.77087
Ethiopia is A mosaic of cultures living in harmony	373	4.0938	1.46621
Ethiopia is A land of rare species in their natural habitats	373	4.0992	.70963
Ethiopia is Dramatic landscapes of extra ordinary contrasts	373	4.2306	1.20279
Ethiopia is World – class birding	373	1.9812	.60212
Ethiopia is Only African country with its own distinctive scripts and calendar	373	3.6381	.76577
Ethiopia is The vibrant diplomatic capital of Africa a world class event	373	3.0885	.66008
Ethiopia is the 1st country in Africa to adopt Christianity in the 4th c and the 1st Muslim migrants found safe haven in Ethiopia	373	2.9491	.75852

Source: Own Survey, 2019

The above result showed that the responses have higher mean for the statements (Ethiopia is the origin of human kind, Ethiopia is a mosaic of cultures living in harmony, Ethiopia is a land of rare species in their natural habitats and Ethiopia is Dramatic landscapes of extra ordinary contrasts).

Table 4.10 Tourism branding

Statements on methods communication		Frequency	percentage
In your opinion, what do you think are the most commonly used methods to communicate the branding and positioning of the Ethiopia as a tourist destination? Outside	Website	305	81.8%
	electronic media	59	15.8%
	print media	9	2.4%
In your opinion, what do you think are the most commonly used methods to communicate the branding and positioning of the Ethiopia as a tourist destination? Ethiopia	Website	69	18.5%
	electronic media	275	73.7%
	print media	29	7.8%
Unpleasant – Pleasant	extremely unpleasant	62	16.6%
	Unpleasant	71	19.0%
	Neutral	240	64.3%
Gloomy – Exciting	extremely unpleasant	9	2.4%
	unpleasant	9	2.4%
	Neutral	295	79.1%
	pleasant	30	8.0%
	extremely pleasant	30	8.0%
Sleepy – Arousing	extremely unpleasant	9	2.4%
	unpleasant	9	2.4%
	Neutral	291	78.0%
	pleasant	32	8.6%
	Extremely pleasant	32	8.6%
Distressing – Relaxing	extremely unpleasant	41	11.0%
	unpleasant	41	11.0%
	Neutral	291	78.0%
	pleasant	0	0.0%
	Extremely pleasant	0	0.0%
Would you return to Ethiopia in the next one to two years?	definitely no	9	2.4%
	No	41	11.0%
	Neutral	32	8.6%
	Yes	32	8.6%
	definitely yes	259	69.4%
Would you recommend Ethiopia to your family and friends?	definitely no	9	2.4%
	No	41	11.0%
	Neutral	32	8.6%
	Yes	291	78.0%
	definitely yes	0	0.0%
What do you think are the future prospects in the tourism industry in Ethiopia?	bright future	216	57.9%
	dark future	61	16.4%
	not sure	96	25.7%

Source: Own Survey, 2019

The above table showed that websites are used branding and positioning in other worlds while electronics media used in Ethiopia. The other description falls in neutral range. Most tourists 216 (57.9%) feel that Ethiopia tourism industry has bright future.

4.4 Discussion Applied on Questionnaires

As already mentioned in Section 3.1, the main problem encountered when conducting the survey was the fact that out of 384 distributed questionnaires, only 373 tourists filled in the questionnaire properly and these data could be used in the analysis. Although the sample was not sufficient to draw final conclusions as a country level, the results are suggestive and provide a valuable guidance for further research on this topic. As far as the age structure of participants is concerned, it is uneven to the advantage of the tourists older than 36. If the survey could be done at a different time of the year, for instance, earlier in the high pick season, the age structure of the tourists could definitely be more varied. It would be interesting to compare such two sets of results.

However, since the tourists in the survey were of different age, gender, in other words, the structure of tourists in general was varied, the first part of the questionnaire still provided valuable data regarding their reasons to visit Ethiopia. The fact that 185(49.6%) and 143(38.3%) of the tourists visited Ethiopia based on internet source and recommendation, suggests that this part of the tourists may have been less acquainted with Ethiopia as a tourist destination. According to Wang and Pizam (2001: 75), tourists who are unfamiliar with a destination are more likely to sample the opinion of others, such as their friends and family, because of their limited ability to process the product-related information. Tourists who are more familiarized with a destination, in other words, who are high in expertise, are likely to need specific and more detailed information on the potential destination and its attributes (Wang & Pizam, 2011: 76), so they may look for sources such as the Internet. When it comes to Ethiopian tourism brands, it seems that the focus should be on the tourists who are not that familiar with Ethiopia as a destination, and the tourists in this survey visited Ethiopia based on internet source and recommendation, The reasons why the tourists in this study visited Ethiopia are also quite unified and since the highest percentage of the tourists stated relaxing and sightseeing as the reasons for their visit to Ethiopia, this fact goes in line with the research conducted on a motivation for travelling. The main motivators for travelling in general seem to be relaxation, the feeling of safety when it comes to health and recreation, showing the social status, self-affirmation, sightseeing (exploring other cultures) and admiration of beauty. So, Ethiopia as a destination is not specific in this sense (Mill & Morrison, 2002). When it comes to the second section of the questionnaire the most common tourists were come to rest, relaxing, relaxation, followed by the culture and religious reasons, business reason.

Tourists were also asked to state the words that they most commonly associated with a destination in Ethiopia. The final results were not similar to the tourists they had when it comes to Ethiopia. This fact was surprising as it seems that the first tourists would have of a destination, is mostly related to what they would expect of an ideal destination. So, the same words appeared in the description of an ideal destination and in the description of the first tourists when it comes to Ethiopia. The only additional words that appeared in the description of a destination in Ethiopia were the words *friendly/welcoming* which seem to be highly desired attributes of a destination by the tourists. Words *natural beauty* was at the first place of the most desired attributes, words *friendly* and *welcoming* at the second place, followed by the word *sunny*. Not only that the first associations about a destination in Ethiopia match the tourists' description of a destination in Ethiopia, but also they are in line with the most important motivators when choosing a destination in Ethiopia. For instance, the results suggest that these are *safety, sunshine, warmth* and a *natural beauty*. Since there is such a similarity between the tourists about Ethiopia, words that describe a destination in Ethiopia as well as the most important motivators when it comes to choosing a destination in Ethiopia, these results suggest that there is a specific cultural mind-set of tourists regarding the notion of a Ethiopia, which exists prior to choosing a particular destination in Ethiopia.

In the section three of the questionnaire it was important to determine the tourists' general view of Ethiopia as a country and as a tourist destination. Together with the tourist's mindset as travelers, this data can only serve as a good basis to determine the perception of the Ethiopia tourism brands and their possible improvement. It is visible from the results that the most common words used by the tourists to describe Ethiopia were *beautiful, friendly, welcoming, scenic, picturesque* and *unspoiled*. Some of these words were used by the tourists in the description of a destination in Ethiopia what is a great finding, and a point from which the development of the Ethiopian tourism brands should start. Anderson (1983), in his theory presented human knowledge as a network. As it has already been stated in the thesis, in Anderson's view a brand image can be conceptualized as a set of nodes to which a number of other nodes or attributes are linked (Korchia, 2004).

The links between nodes are of different strength, depending on the proximity of the concepts to which they refer and this is explained with the help of the "Barilla" brand in Section 2 (Korchia, 2004). The idea of using the findings about the spreading activation process is that with the right choice of words in a tourism brand, one can achieve that consumers immediately connect the attributes of an advertising country with the associations of a great

destination that they already have in their minds, in other words, in their network of concepts. Namely, in this way, the links between the concepts that should be recognized through a tourism brand and the actual concepts of a quality tourist destination in a consumer's mind are getting stronger, and the image of a country in this way is becoming better perceived by a consumer. Moreover, the stronger these links get, the more loyal the consumers, in this case Ethiopia, will be to this particular tourist destination. As Korchia (2004) suggested, a brand association is nothing else but a node linked to a particular brand and these brand associations actually create the image of a brand in consumers' minds. Another reason why this approach should be implemented in the development of the Ethiopian tourism brand for the tourists, is that the tourists who participated in the survey actually highly ranked the mentioned associations as real features of Ethiopia. Again, in the following question the participants stated that the features that best describe Ethiopia are indeed the natural beauty, safety and a good quality of life. This is highly important as it could mean a possibility to construct a very strong Ethiopian new brand and a distinctive loyalty of customers. The fact that tourists describe Ethiopia as a beautiful, friendly country with a lovely scenery, and at the same time they are sure that Ethiopia indeed is such a country, has to be taken into consideration as an excellent starting point for the development of the Ethiopia's brand, while using tourism brands as a tool.

According to Pike (2013), tourists' choice of destinations depends on the attitudes towards the features which are the most closely related to their preferences. Therefore, it is visible from the results of this survey that tourists recognize the features of Ethiopia such as natural beauty, safety, good quality of life, and moreover, they find them closely related to their travel preferences. Such features are then determinant when it comes to a tourist's final choice of a destination, so this is a great advantage of Ethiopia which should be used in the promotional purposes and in this way help in reaching a higher number of visits from all over the world.

When it comes to the participants' evaluation of the two tourism brands that the Ministry of culture and tourism has used in the last 40 years and more, it was deemed to investigate how close or how far they are from the tourist knowhow and perception of a destination as well as from their general perception of Ethiopia. The aim of this part of the survey was to show that the brands of the Ministry of culture and tourism do not account for the specific cultural mindset of tourists and because of that will fail to attract the visitors from this particular market.

When asked if they thought that a brand could affect their decision to visit a particular country, 209(56%) of the tourists answered negatively, while 138(37%) of the tourists answered positively. This result is not surprising considering that the sample of tourists included in this survey already stated that they mostly act on internet source and recommendations. The second indicative finding which is completely in accordance with a previous one is that there was only one Ethiopian tourism brand that tourists could remember, and these is the brand “Ethiopia: a land of origins”. However, the percentage of the tourists that could remember the brand was 26 (7%). This fact suggests that indeed the Wang and Pizam’s claim (2001: 75), that tourists who are less familiar with a destination will act on internet source and recommendations rather than on more detailed sources of information about a destination, may be indicative that the sample of tourists in this survey were not familiar with the Ethiopian new tourism brand as they mostly acted on recommendations and therefore the rate of recognition was very low. Still, this fact presents a positive aspect of the survey conducted as it suggests that the majority of the tourists who evaluated the brands saw this brand for the first time. This makes the results even more indicative as the purpose of brands is to have an immediate effect on consumers and boost their interest in a particular destination. Moreover, according to Pike (2013:5), brands have an important role in establishing brand associations which will consequently lead to a stronger brand loyalty and the intention to visit will be much stronger. These reasons were stated by the tourists themselves when asked why they thought that a brands can influence their decision to visit. Some of the reasons stated, and presented in Table 4.6, are that brands help with the first impression, make people want find out more, especially if it is something “catchy” that people can remember and wander about. Also, tourists stated that the most successful brands are those which reflect what tourists are looking for anyway, and which agree with tourists’ first impressions about a country.

Interestingly, when asked to describe Ethiopia in a sentence or in a phrase, tourists have used the phrases related to the description of the natural beauty (for example : *beautiful country with beautiful people, more than beautiful, sunny and interesting with natural beauty*), friendly people (*friendly people - lovely place, welcoming people*), nice scenery (*green and pleasant*), culture and history (*recalls a golden past*) as well as phrases which combine the mentioned features (*so friendly people, beautiful towns on a scenic coastline*). It is important to note that the words expressing the most common tourists’ word of mouths about Ethiopia such as *beautiful, friendly/welcoming, scenic/picturesque, unspoiled* were present within the above mentioned groups of phrases. Moreover, the mentioned groups of phrases actually correspond

to the most highly ranked features of Ethiopia and these are natural beauty, safety and a rich in culture. The largest number of phrases that participants stated was in the combined group, in other words, the majority of phrases were those which combined different features of Ethiopia. This may be indicative in a sense that the future development and collaborative work in promoting of the Ethiopia tourism brand. Since participants were mostly combining the features themselves, it can be concluded that in this way they found them to be more appealing.

The evaluation of the two official brands of the Ministry of culture and tourism focused on the selection of the most appealing and the most accurate brand, and the results were quite interesting and indicative. Not only did tourists select the most appealing and the most accurate brand, but it also provided a possibility to determine the link between the two Ethiopia – accuracy and general appeal. Interestingly, the most accurate brand from the tourists' perspective is that the brand "Ethiopia: a land of origins", with a high average grade of 4 out of 5. It is followed by the brands "*13 months of sunshine*" 1 out of 5. As it can be noticed, the most accurate brand emphasizes two features of Ethiopia at the same time, and these are the natural beauty and the originality. The natural beauty of Ethiopia was already mentioned as a distinctive feature of the country that tourists found important. The originality of the country was not stated as a typical association to a great destination or Ethiopia as such, but it seems that tourists recognized it as a valuable, real feature of Ethiopia and something what makes it unique from other destinations. Interestingly, these features reappeared when tourists were given a task to suggest how strong the influence of the brand and affect a desire to visit, especially when it comes to a new destination for the international market.

Therefore, it may be that the preference of these features is culturally based. If that is the case, those tourist destinations with features such as the natural beauty and the hospitality of the local people could take this fact at their advantage and promote such features in brands aimed for the world market. As a result, destinations may become more attractive to tourists. When it comes to Ethiopia's brand and new tourism brand as a branding tool, I agree with Perkov (2005: 14) that it is essential that Ethiopia defines its own identity as a tourist destination. Only then the promotion of that identity will be possible (Perkov, 2005). In order to do that successfully, Ethiopia as a country has to apply systematic, serious and coordinated approach (Perkov, 2005). Only in this way it will be possible for Ethiopia to develop a better communication at an international level. The researcher finds it important to emphasize that the

identity of Ethiopia as a tourist destination has to be oriented towards a specific market, taking into consideration the target audience, their culture and preferences.

When respondents asked to describe the new Ethiopia tourism brand components, the responses have higher mean for the statements, Ethiopia is the origin of human kind, Ethiopia is a mosaic of cultures living in harmony, Ethiopia is a land of rare species in their natural habitats, and Ethiopia is Dramatic landscapes of extra ordinary contrasts.

By way of conclusion, let us observe that Ethiopian tourism brands, a very useful branding tool, have so far proved unsuccessful when it comes to the specific market and therefore it is an area which requires improvement with the goal of strengthening promoting Ethiopia's tourism brand. The results of the survey conducted suggest that there are ways how to successfully improve the Ethiopian tourism new brand in promotion and make it attractive for the international market. For instance, the results of the survey suggest that apart from its natural resources, the biggest assets of Ethiopia are its people and tourists recognize it. Unfortunately, in the document of the Ethiopian Tourism Marketing Strategy until 2020 there is no sign of branding for specific markets, right on the contrary, the branding is oriented to the international market as a whole. However, without taking the cultural base for the perception of the Ethiopian tourism brands on the specific market, it is difficult to expect that creating the unique Ethiopian tourism brand will be successful.

4.5 Discussion of Applied on interview

As presented under Chapter 3, in-depth interview was conducted with 11 key informants measuring instruments applied are 5 different types of interview questions guide prepared for different target groups. The interview for stakeholders targeted with star hotel marketing professional, tour operators professional, ET holyday professional, higher educational institution professional, media professionals and government officials including those who have been involved in the past in activities related to tourism brand building of the country. (See Appendix II on the lists and responsibilities of the interviewee). The research results pertinent to the five research propositions are found using the following five instruments as stated below. The responses to each of the instruments and the interpretation of the results are stipulated here.

The first semi structured interview appointment was requested from 4 local media but only one prominent media (journalist) gave the appointment and the interview was conducted in a really interesting manner and gave his responses which were enlightening. The interview was conducted for 40 minutes. Others have given various excuses apparently for fear of being accused for the topic has connection with political views, despite the disclosure of

confidentiality of the ethical consideration of the research. Some gave an appointment as far as 6 months which obviously is out of the research period. His response gave color to the topic at hand and elucidated a different perspective and fresh insight.

The interview was sent to 4 government officials and marketing experts at different levels of government organizations and an appointment was requested. But most were not willing even to respond let alone be interviewed for the apparent reason of fear of being politically incorrect in a centralized information dissemination scheme in a one party dominated country. But, two government official and marketing experts from Ministry of culture and tourism (MoCT) and Tourism Ethiopia (TE) from who were willing and the interview was conducted face to face in a very jovial manner. The Ministry of Culture and Tourism (MoCT) was established in 2005 and is the leading public entity in charge of supporting the development of tourism in Ethiopia. Its responsibilities include policy planning, collection and dissemination of culture and tourism data, supervision of tourism public enterprises, promotion and marketing, and standardization. Tourism Ethiopian(TE): There are three entities working together with the Ethiopian Tourism organization since the establishment transformation council, the national transformation council led by the prime-minister office, Ethiopian Tourism board and the third one is Ethiopian Tourism Organization in which the three of them are working together.

Ethiopian airlines group is one of the leading air lines in African and have a direct flight across the world. Apart from this from day to day he expands their own destiny and joined in the early past in a star alliance member, As well as flying millions of passengers to and from Addis Ababa every year. Ethiopian airlines have been crowned as the “Best Airline in Africa “for the third consecutive year at the Skytrax 2019 World Airlines Awards held in Paris on 18 June, 2019. Additionally, Ethiopian received the ‘Best Business class in Africa’ award at the ceremony. Ethiopian Holidays is the tour operator wing of Ethiopian Airlines, and takes visitors on an express visit to the city’s main attractions and Et- holidays exciting packages for visiting Ethiopia. Interview was conducted with manger of Et-holidays.

Ethiopia has a limited ground tour operation capacity, but strong prospects for future expansion. According to MoCT 2015 data, there are roughly 292 licensed tour operators and travel agents in Ethiopia, the majority of them concentrated in Addis Ababa. The growth of tour operators in recent years has been huge, considering that in 1990 there was only one government-run tour operator. The interviews also conducted with the marketing mangers of two hotels and two tour operators Tour operators and tourism related business person and about the image perceptions of the new tourism brand and promoting Ethiopia as a tourist destination. The stakeholders are the different hotels and tour operators.

The interview conducted with two Higher Educational Institution respondents, Addis Ababa University and Lion Ethiopian Hotel Tourism College. It is a wide range of government and the first private teaching institutions. The training is given to students who can pay but it gives a sponsorship for those who can't pay and very crucial potential and international certification.

The researcher asked respondents what their experience is about Ethiopia's image in the world and Is Ethiopia well known in the world. One of the respondents from AAU replied, he doesn't have the statistical evidence to back his answer that measured the country's image. However, anecdotal evidences are plenty that the country's image is indeed negative and needs a serious intervention to change that to which the other respondent also agreed. (Interview conducted with respondent 02) Ethiopia is well-known on the bad aspect like drought, famine and other negative aspect but somehow Ethiopia is well-known in the only Africa country where non colonized, the first African country that accept Christianity and Muslim, Ethiopia is the land of origin of human kind and the origin of coffee.

Interview Questions for Ethiopian Airline (ET Holidays)

The researcher asked respondents their experience about Ethiopia's image in the world and Is Ethiopia well known in the world. (Interview conducted with respondent 01) replied that, as a country Ethiopia is well known in old cultural country relative to other east African countries, but know a day's Ethiopia is well known is negative image. There is an urgent need to develop and project a competitive and unique country image through the development of a research-based branding and marketing strategy promoting Ethiopia as a tourist destination.

Respondents were asked if they have ever heard about the new tourism logo/brand "Ethiopia: a land of origins". Zewdu H. Mariam (PhD) manger of Et-holidays stated that, Et-holidays is one of the key stockholders of tourism development we know the new and the previous brand. "*Ethiopia: a land of origins*" is truly representative brand of Ethiopia. The new brand was made based on Ethiopia is the origin of human kind weather, the historical heritages, diversity of the culture, coffee, etc. Ethiopia is truly the Land of Origins in terms of history, culture and adventure, we are currently undertaking a 5-year strategy to develop and market the country with the aim of establishing Ethiopia among the top five tourist destinations in Africa by 2025.

Respondents were asked if there were any efforts so far to introduce the new tourism logo/brand and to Brand Ethiopia as a tourist destination. ET-holidays manager stated that, the tourists have an access to direct flight to Ethiopia this by itself creates convinces to for the passengers and avoids further transits. This creates a good opportunity to Ethiopian tourism industry. Ethiopian airlines is proud to fly passengers from around the world for whom Addis Ababa is a stopover,

rather than a final destination .in order to give these transit passengers a brief taste of all that the capital city has to offer as a destination, Ethiopian now offers free city tour for transit passengers who are staying in Addis Ababa for six to eight hours. Every summer season Et-holidays tour and travel service unit exciting packages for visiting Ethiopia. Sightseeing tours across northern Ethiopia take in major tourist destinations. Such as Bahir Dar, Gondar, Semien Mountains, Axum and Lalibela. Equally, you can enjoy a taste of Addis Ababa, the diplomatic capital of Africa, with a one-day city tour which includes a visit to the National Museum, hiking to Entoto Mountain, souvenir shopping, and the unforgettable taste of Ethiopian coffee. This complimentary city tour package is organized by Ethiopian Holidays, the tour operator wing of Ethiopian Airlines. Passengers who are interested in taking part in the free city tour must contact Ethiopian Airlines prior to departure to obtain a transit tour voucher. ET Holidays is all set to offer all inclusive holiday packages for you including our new five-star Ethiopian Sky Light Hotel with 373 guest rooms. To introduce the new brand and Ethiopia as a tourist destination at the time traveling customers will be watching the top Ethiopian destination in video fleet. ET Holidays Planning on Stock over tourism to implement 18 months' plan, not more than 5,000 tourists visit through stock over.

The researcher asked whether any marketing strategy link with other tourism key stakeholders to promote the new tourism brand “Ethiopia: a land of origins” and promoting Ethiopia as a tourist destination. Zewdu H. mariam (PhD) manager of ET-holidays replied, ET-holidays has a strategy on tourism on vision 2035 plan 15 million visitor’s annual tourist flow, Zewdu H. mariam manager of ET-holidays emphasized that having invested over the last 25 years in strengthening Ethiopia’s infrastructure, “the time is now right for tourism to take Centre stage and showcase a magnificent nation with a reputation for outstanding natural hospitality to visitors from all over the world.” Ethiopian Airlines, now the largest airline in Africa, flies to 95 destinations across 5 continents, giving tourists, investors and trading partners the opportunity to benefit from our routes and hospitality. We now offer 20 airports of global standard across Ethiopia servicing 25,000 hotel rooms a day and with flights from three US cities (Washington, Los Angeles, Newark), from Toronto, from 13 European points and from four Chinese cities into Addis, we are very much up and running and ready to offer a welcome to the world. “With 20 airports, road networks, electrification of the whole country complete, and potable water now available throughout, Ethiopia is ready to see its tourism industry flourish.”

“As our new branding highlights, Ethiopia is truly the Land of Origins in terms of history, culture and adventure, we are currently undertaking a 5-year strategy to develop and market the

country with the aim of establishing Ethiopia among the top five tourist destinations in Africa by 2025. Today Ethiopian annual tourist flows is not more than 1 million, to implement this vision there is strategic plan with four pillars.

Pillar 1: Branding, promotion, and awareness raising

The negative image of Ethiopia is persistent; there is an urgent need to develop and project a competitive and unique country image through the development of a research-based branding and marketing strategy promoting the new tourism brand and Ethiopia as a tourist destination and created through close collaboration with the private sector and cultural sector stakeholders.

Marketing and destination branding is currently not receiving enough attention. Strategic partnership with and direct involvement by the private sector is essential, as well as a parallel and complementary domestic campaign to raise tourism awareness.

Similarly, it will be crucial that higher-level Ethiopian officials and future brand champions embrace a proactive attitude to counterbalance negative images when natural disasters occur or when major events make international headlines and obscure the communication of Ethiopia's vibrant offerings.

In addition, the role of the cultural sector and cultural policies is critical. Ethiopia has very few cultural sector exports and weak ancillary services (culture and entertainment services or products) that undermine the value of the tourism experience in Ethiopia. Competitive ancillary services can play a critical role in enriching the tourism experience, as well as increasing tourists' average stay and expenditure. Finally, supporting the cultural sector is vital for changing external perceptions about Ethiopia and building a unique and rich country image.

Pillar: 2 Human resources capacity building

The critical gap between tourism work force supply and demand and the limited private sector investment in tourism training is crippling the sector's advancement. Training supply needs to keep pace with current growth and prepare for future growth in the sector. Private sector investment and the dialogue between training institutions and the industry need to be facilitated and incentivized. The Government is still directly involved in the provision of tourism training through state-owned training institutions that suffer from clear signs of limited capacity. In this line, Ethiopia's new TVET reform aims to tackle these bottlenecks, focusing on a facilitating private sector investment, and implementing a competence-based training model with effective linkages between the industry and training institutions.

A tourism human resource strategy needs to be informed by the prospective growth of the sector and an assessment of the quantity and type of tourism workforce that is needed. The institutional

platform could take the form of a special committee within the Tourism National Council comprised of representatives from industry and training institutions; similar committees could be developed at the regional level. The platform must not only ensure that the trained workforce aligns with industry and market needs, but also that industry actively participates in the development process, providing adequate on-the-job and practical training.

Pillar 3: Infrastructure development

Tourism faces a combination of hard and soft infrastructure bottlenecks, but enjoys good international air transport accessibility and infrastructure thanks to Ethiopian Airlines' efforts to make Addis Ababa a regional air transport hub. To address these bottlenecks, it is important for tourism strategies to be anchored in and integrate existing infrastructure plans and to include innovative partnerships with the private sector, including Public-Private Partnerships (PPPs). Hard infrastructure bottlenecks include low road density and related high transport costs, non-competitive domestic air transport, and limited lodging capacity especially in the regions. Soft infrastructure bottlenecks include limited availability of payment systems (ATM, e-commerce). The other Ethiopian airlines are convinced to establish routes and tour operators decide to promote the destination. Although this is often viewed as a chicken and egg situation, hotels are a key factor in the equation and new five-star Ethiopian Sky Light Hotel with 373 guest rooms constructed. A certain volume of hotel rooms and visitors are also required in order to justify the sometimes large investments in infrastructure.

Pillar 4: Variety, scale and quality of tourism products

For GTP targets to be met, a greater and more conducive space for the private sector and Ethiopia's regions, and the direct involvement of tourism asset custodians¹⁶ is needed. Thus, enabling a strong multi-stakeholder and federal-regional dialogue, as well as an integration of regional development plans into tourism development strategies, are each critical steps. The regions and private sector are essential for the delivery of quality tourism products at the destination level, and the direct involvement of destination custodians is critical in order for cultural and natural assets to serve as a source of local economic growth. Some regions and private sector players are already acting as first movers and have important lessons to share. This requires the creation of an effective space for dialogue.

Ethiopia's tourism private sector is characterized by a dual structure, comprised of a few large businesses and a majority of MSEs. It is weak on collective action, is dominated by domestic businesses with limited FDI participation, and is still characterized by an important, though declining, and government presence in certain large tourism companies. There is a need to

facilitate the expansion of the private sector, especially in the regions, but also to improve the private sector's capacity for collective action.

Ethiopian Airlines as a key driving force for the sustainable development of travel and tourism in Africa. "We commend Ethiopian Airlines for the work done in support of air liberalization in Africa," said Mrs. Zewdu "This includes the recent open skies agreement signed between Ethiopia and Rwanda, which denotes the positive impact of regional integration on the tourism sector.

Respondents were asked that what shall be done to improve the Country's image on tourists' mind. Please State each relevant stakeholder's role. ET-holidays manager stated that, identifying through successive studies countries and types of tourism that currently make substantial contributions to Ethiopia's tourism development as well as those with the potential to do so, and selecting the ones yielding huge actual benefits, vigorous promotional campaigns will be waged with regard to them. With branding that will prominently represent our country's tourism attractions and endowments for development, Ethiopia will be enabled to occupy a special market position in the minds of visitors from the selected tourist generating countries. Appropriate promotional methods shall be applied after a clear understanding of the needs of tourists identified by studies. A strong tourism marketing organization which will coordinate and implement market research and promotional activities with the financial support of stakeholders shall be established on the basis of a study to be made. Recognizing the economic, social and political benefits of domestic tourism, the formation and growth of tourism associations and clubs referred to as "know-your-country" clubs shall be encouraged at places of residence, work, education and worship, with the view to strengthening domestic tourism.

With the intention of maximizing the growth of tourism benefits to our country, strong ties will be formed with neighboring countries in our region and countries far off, and various for a will be created to establish links among stakeholders, enabling the expansion of package tourism. Because it is vital to establish an ICT- supported e-business system to be competitive in the international tourism market, an Ethiopia tourism destination portal will be created so that institution same time that tourists and companies in tourist generating countries would get up-to-date information on the tourist destinations of our country.

Respondents were asked How strong is the tourism brand position "Ethiopia: land of origins" relative to the previous brand and to key competitive brands of other countries. Interview conducted with respondent 01 argued, it is not that much importance of the strength of the brand, but not more important than the implementation to promote of the destination. To

compare with other competitive brands of other African countries needs a deep research based study.

The researcher asked whether the tourism policies have a significant influence on the country's tourism brand. (Respondent 01) stated that, the tourism policy is very important for planning. The Ethiopian Airlines group always refer different countries policies including Ethiopian tourism policy to prepare its own strategic plan, and it's very helpful to promote the new tourism brand and as well as the country. We Ethiopian Holidays prepare strategic plan having four pillars to make Ethiopia suitable for tourism.

The researcher asked to state what type of government support is needed for developing tourism in those areas. Respondent also thought that, Government is the prior stakeholder for developing tourism because it will be needed in facilitating good policies, working on standards for hotels, tour operators and training institutions and also create a better face for those operating in the sector would obtain sufficient information, while ensuring at the international community.

Respondents were asked that the major factors so far to implementing the brand "Ethiopia: land of origin" and its major challenges and opportunities in respect of Ethiopia's tourism branding and positioning. Respondent felt there was opportunities and Challenge aspects as stated by the et-holidays manager. The already known facts there was opportunities about Ethiopia is the origin of human kind, coffee, and other products need to be branded and presented in a more contemporary consumer friendly way, diversity, landscape, tourist attractions and are the opportunities efforts to come out of poverty and the values that the country advocates shall be the appealing Branding Ethiopia they recommended.

Interview Questions for Media

The researcher asked respondent what their experience is about Ethiopia's image in the world and Is Ethiopia well known in the world. The respondent from media has responded that it is difficult to answer this question as image could be expressed in many ways. All participants agreed Ethiopia's image in the world is distorted by the media like CNN, BBC and VOA. They stated that they always raise negative news for political reasons. To combat this, one has raised the idea of establishing an African media like what Aljazeera is doing to the Arab world to convey genuine African NEWS to one another. To be credible, they commented it shall be free from political propaganda and shall avoid political intervention. The media shall also go on to show the untold stories of our Heroes. They concluded media is the key demeaning factor. But from his experience, Ethiopia's image is different along the time line. In the past, it was being un-colonized, Emperor Haile Sellassie I, famine & hunger, and now constitutional government, beautiful ladies, are the one talked about. As to being known they responded that in Africa

Ethiopia is well known as it has served as a symbol of freedom. Some African countries have included the history of Ethiopia in their school curriculum and in many countries, for example, Ghana there are streets named after Emperor Haile Sellassie I.

Respondent were asked if they have ever heard about the new tourism logo/brand “Ethiopia: a land of origins”. Interview conducted with respondent 04 said “Yes, as a media we know the brand, when the time of the brand launched by the ministry of culture and tourism at Sheraton Addis hotel by former Prime Minister Ato Halemariam Dessalegn, the minster invited the media to cover the news. And also in June 23, 2019 Ethiopian tourism organization invited us to cover the seminar on promoting the new tourism brand re-launching.” (Interview conducted with respondent 04)

While asked there believe that the media (both local and international) can affect the Brand image of a Country. If so, in what way, the key informant (Interview conducted with respondent 4) Director of the Ethiopian Broadcasting corporate (EBC) believed that the current world is highly globalized and connected. Thus whatever is done is communicated to the outside world with in real time. For example, BBC has got a monitoring service of all the local news, especially the negative ones. Thus, the media influences people what to think about; and in framing, the media makes the particular issue salient by selecting some aspects of the perceived reality media’s influence is very high for the brand of a country.

The researcher also asked respondents their media effort to introduce and promote the new tourism logo/brand. (respondent 04) stated their effort to introduce and promote the new tourism logo/brand Ethiopian Broadcasting corporate (EBC) have a TV program, so called “*ke dalole eske dashen*” that are held on Sunday 3:30 pm local time, this program discovers all tourist destination in Ethiopia, in this program elite are invited form different universities and tourism offices. The local media shall be taken as an ornament. It shall report without interference from anybody. (Interview conducted with Respondent 04)

Respondents were asked How strong is the tourism brand position “Ethiopia: land of origins” relative to the previous brand and to key competitive brands of other countries. (Respondent 04) said that the brands shouldn’t be something static it should change with time whether the government changes or not. The new brand “*Ethiopia: land of origins*” is very strong and it defines Ethiopia through different level. The new brand is self-explanatory that Ethiopia is the sources of many things. On the other hand, Global warming has already changed the attachment of “*Thirteen months of sun-shine*”. Sun is everywhere knowing. The new tourism brand is much better than the previous one. When we compete with respect to the other countries brand, still

strong but need extensive promotion, but it should be based on research. The researcher asked do you have any Web site that attract tourists to come Ethiopian and visit. According to one of the informants (Interview conducted with respondent 04) stated that “EBC is huge broadcasting media and has its own website that transfer information throughout the world. Every program and news are downloaded and transferred through website, if any One can search see it including foreign tourists. But we don’t have any website that are developed for the purpose of attracting tourist.” (Respondent 04)

The researcher asked whether the tourism polices have a significant influence on the country’s tourism brand. (Respondent 04 replied) Of course the policy has a significance influence, every tourism work will be done depends on polices and strategies, and also polices by itself is not the problem, the problem occurred on implementation of the policies and strategy properly.

Interview Questions for Ethiopian Government Officials

The researcher asked respondents what their experience is and what they think the current country image of Ethiopia is in the world. Is it positive or negative? (Interview conducted with respondent 06) replied, the image of a country normally has a big impact on its tourism potential. It doesn’t have the statistical evidence to back his answer that measured the country’s image. However, anecdotal evidences are plenty that the country’s image is indeed negative and needs a serious intervention to change. “By and large people I have met know about Ethiopia. If they are old enough to have lived pre-1974 they talk about Emperor Haile Selassie I. The younger generation, has more information on the famine and starvation of the 1980s and talk about the country’s athletes and their fame internationally”. The other interview conducted with (Interview conducted with respondent 07) has shared his experience and surprise when he first recognized that there are people out there who have never heard the word “Ethiopia” let alone know it as a country. After this incident, he said it is not surprising for him for he has met many people who know Ethiopia very well and who doesn’t know it at all.

Respondents were asked if they have ever heard about the new tourism logo/brand “Ethiopia: a land of origins”. One of the respondents from MoCT (respondent 06) stated that “we are the owner of new tourism brand “*Ethiopia: a land of origins*” and by the fund of world bank “sustainable tourism in Ethiopia” project with collaboration of south African research company so called *the journey* due to the new structural reform the responsibility of promoting the brand taken by Tourism Ethiopia. As part of the second growth and transformation plan (GTP II) that aim to achieve a holistic transformation to the country, we introduced in March 2015 a new tourism brand including the Marketing and Branding Strategy. The overall goal of

this Marketing and Branding Strategy is to provide the Ministry of Culture and Tourism and the destination development and marketing organization the Tourism Ethiopia (TE) with a well-conceptualized and brand-focused marketing plan, which addresses tourism promotion at the national and regional levels and enables the TE to achieve the best possible market positioning and demand growth over the next five years, 2016-2020. The strategy is the result of intensive research and fieldwork including desk analysis, competitor benchmarking, stakeholder interviews and meetings, comprehensive field trips, online and telephonic travel trade surveys and various stakeholder workshops and brainstorm exercises. (Interview conducted with Respondent 07) due to the new structural reform the organization Tourism Ethiopia (TE) under prime minister office to take the whole responsibility of marketing and promotion of Ethiopian tourism also branding.

Respondents were asked their opinion on the possible advantages of Branding Ethiopia as a tourist destination. Both groups have agreed that Branding Ethiopia would give the country a better leverage internationally to engage in attracting investments, promoting tourism and exports of products made in Ethiopia. Country Branding plays a positive role to country in increasing economic benefits of a Country. As to its impact to poverty reduction, it could not be ascertained as Poverty reduction is based on a number of factors even though it has a positive correlation with economic benefit of the country.

The researcher asked whether there are any efforts so far to introduce the new tourism logo/brand and to Brand Ethiopia as a tourist destination. (Respondent 06) replied the ministry of culture and tourism and Ethiopian tourism organization have a home assignment to promote the other image of Ethiopia. There hasn't been an all-encompassing or comprehensive branding done so far, as we know of it today, most of the time Ministry of culture and tourism (MoCT) try to facilitate on regulatory part. (Respondent 07) Tourism Ethiopia "as owner of the new brand, it is our responsibility to introduce the new tourism brand to the rest of the world and we are doing through different promotional methods; like at time of launching the brand we send via message for 40 million local people, we also prepared marketing strategy to promote the brand, familiarizations trip, organizing their meeting in Addis USTOA-2019, out of country meeting, expo, travel TV shows, participating on trade fair, mega tour operators international event familiarization trip with a collaboration of Ethiopian airline, participating and facilitating to participating like leading travel and trade shows World Travel Market (WTM), International Tourism borse in London (ITB), shanghai World Trade Fair (SWTF), Ethiopian travel through web site, great Ethiopian routs twitter pages, tourist maps, brochure and inspirational flyer etc.

used to promote the tourism brand and branding Ethiopia as a tourist destination, An updated and maintained trade and consumer database in key source markets. A Business to Business (B2B), website section including a brand toolkit, trends and statistics, content that can be used for the marketing initiatives, and online destination training in the form of a destination specialist program. The problem is lack of budget and foreign currency especially for participation in the international events.”

The researcher also asked how strong is the tourism brand position “Ethiopia: land of origins” relative to previous brand and the key competitive brands of other countries. (Interview conducted with respondent 06) replied, the new tourism brand “*Ethiopia: land of origins*” has some strong components that fully express Ethiopia as a tourist destination compared to the previous tourism brand. The brand has marketing strategy for implementation. The brand professed through research and it is crucial to position Ethiopia in the competitive world. But the previous brand lacks situational analysis, had no marketing strategy for implementation and no specified time to change the brand. (Respondent 07) To compare with other countries competitive brand it needs deep study.

The researcher asked whether there is any marketing strategy link with other tourism key stakeholders to promote the new tourism brand “Ethiopia: a land of origins” and promoting Ethiopia as a tourist destination. As respondent 06 replied, there are strategies on how to promote the new tourism brand and Ethiopia as a tourist destination that prepared by ministry of culture and tourism (MoCT) and collaboration of South African Research Company so called *the journey*. But when it comes to its success, it is very limited and it is not successful. As (respondent 07) argued, the promotional strategies need collaboration. However, the collaborations are made only for a particular issue not for the grand purpose of promoting the tourism brand and Ethiopia as a tourist destination. That is, the different institutions collaborate only for specific issues, which may need a collaboration of only two or three institutions. However, the grand purpose of promoting Ethiopia as a tourist destination needs a grand collaboration of all the institutions in which case the institutions are not doing it and this is a failure not a success. Another informant of MoCT (respondent 06) argued that the promotions strategies are rather better referred as failures so far since there are gaps on collaboration. For instance, the provision of hospitality and job fair trainings could have made the promotion strategies successful. But the proposed of marketing strategy to promote the new tourism brand it needs three years’ aggressive promotion.

Respondents were asked to indicate whether the tourism politics have a significant influence on the country's tourism brand. (Interview conducted with respondent 06) stated that tourism Politics have a significant influence on the country's tourism brand. There are three main national policies that define the legal framework for the development of the sector: The Cultural Policy (1995), the Wildlife Development Conservation and Utilization Policy and Strategy (2004), and the Tourism Development Policy, adopted by the Council of Ministers in August 2009. Only the Wildlife Policy addresses cross-cutting issues and mentions tourism (i.e., promotion of ecotourism) in its strategies. The Ethiopian tourism policy was established August 2009; the main objective the policy is to make the tourism sustainable. The tourism policy had a strategy to implement one of the main goals is marketing and promotion of the tourism destination. The policy used the advantage to promote the country by Raising awareness of Ethiopia and its regions unique and diverse heritage and cultural assets, its striking landscapes and welcoming people. (Respondent 07) stated that, through promotion branding is one of the marketing tools .so the tourism politics having a significant influence on the country's tourism brand.

Respondents were asked to state what shall be done to improve the Country's image on tourist's mind; Please State each relevant stake holders' role. (Respondent 06) suggested that Efforts to promote the Ethiopia as a tourism destination and to improve the Country's image on tourist's mind require quite a substantial resource. Promotional activities aren't cheap for organizations let alone whole countries. This brings the lack of adequate budgeting for promotional departments of the various stakeholders in the tourism industry into sharp focus. The lack of budget is adversely affecting any promotional activities the departments embark on as claimed by several informants who said that they didn't have the budget to pursue promotional activities or collaborate with different stakeholders who could.

Respondent 06 stated that the budget source is different for almost every institution which has led to a situation where some institutions give attention to promotional activities by creating an independent department for it, while others don't even mention promotion as one of the activities they are involved in. A few other institutions do work on promotion, but at a much lesser scale as compared to the ones with dedicated departments for promotion, leading to their activities being diluted in terms of resources allocated to them. (Respondent 06) For example 10-member 2016, delegation led by Mr. Solomon Tadesse, CEO of the Ethiopian Tourism Organization, took part in this year's World Travel Market (WTM) in London, showcasing Ethiopia's many tourist sites. Staged annually, World Travel Market London - the leading

global event for the travel industry - is a vibrant business-to-business event that provides a unique opportunity for the whole global travel trade to meet, network, negotiate and conduct business. More than 50,000 senior travel industry professionals, government ministers and international press, visit each year. This has created a tourism industry with various stakeholders that have different emphases on promotion.

An interview with the tourism marketing expert at Tourism Ethiopia (TE) (respondent 07) further illustrated the weakness in the collaboration between the national level operators and district level Tourism and Government Communication Affairs Office. The absence of proper collaborations among offices and stakeholders working at various levels. We have change means of promoting the country as tourist destination like Rwanda as a country they try to promote their tourism brand using international famous club arsenal by putting their brand on the club t-shirt “visit Rwanda” and “Gorilla naming” ceremony (Kwita Izina) among others., With regard to South Africa, the representative office in the UK (IMC) partnered with the local authorities and launched a catching outdoor activity by showcasing South Africa through branded taxis in London.

Respondents were asked to indicate whether they see efforts to promote Ethiopia through brand as a tourism destination will fare in the future. (Interview conducted with respondent 06) stated that, Ethiopian tourism has a bright future, but we need proper marketing strategy implementation. Collaborations to promote Ethiopia as a tourist destination all over the world, there are strategies on how to promote Ethiopia as a tourist destination. But when it comes to its success, it is very limited and it is not successful. As many informants argued, the promotional strategies need collaboration. However, in the case of Ethiopia, the collaborations are made only for a particular issue not for the grand purpose of promoting Ethiopia as a tourist destination. That is, the different institutions collaborate only for specific issues, which may need a collaboration of only two or three institutions. However, the grand purpose of promoting Ethiopia as a tourist destination needs a grand collaboration of all the institutions in which case the institutions are not doing it and this is a failure not a success (interview conducted with respondent 07).

Interview Questions for Hotels, Tour operators and tourism related business person

The researcher asked respondents their experience about Ethiopia’s image in the world and Is Ethiopia well known in the world.

Foreign tourists have a wrong image especially before coming to Ethiopia. They feel that Ethiopia is an indications war and an example of poor countries however after coming and travelling across the country they totally changed their images and make a promise to comeback

for the second time and will tell the actual figures of Ethiopia for the rest of friends, relatives, colleagues etc. The other thing also told me ministry of tourism and culture (MoCT), Tourism Ethiopian (TE) have a home assignment to promote the other image of Ethiopia.

One of the respondent said (respondent 08) Ethiopia as a symbol of freedom but recently they have confused feelings of poverty, development and somehow unapproachable people. As he said that the foreign tourists are have a wrong image especially before coming to Ethiopia they feel that Ethiopia is an indications war and an examples of poor countries however after coming and travelling across the country they totally changed their images and make a promise to comeback for the second time and will tell the actual figures of Ethiopia for the rest of friends, relatives, colleagues etc.

Respondents were asked if they have ever heard about the new tourism logo/brand “Ethiopia: a land of origins”. The tourism marketing expert of hotels in an interview said that, the new brand was made based on the nature, weather, history, diversity of the culture, coffee, etc. The new brand components include a large number of unique, iconic tourist sites; Ethiopia’s rich cultural diversity, ancient cultural practices and unique cultural traditions; the outstanding hospitality, friendliness and peacefulness of the people; ancient historical sites and relics; breath-taking scenic beauty and natural features; excellent air links; and good value-for-money offered to visitors.

Respondents were asked whether the new tourism brand “Ethiopia: land of origins” represent and promote the country tourism. (Interview conducted with respondent 09&11) They passionately raised the point of being un-colonized (care should be made not to offend others they alerted), economically home of good quality products and services such as coffee and Ethiopian Air Lines, etc. Religiously home to the oldest religions of the world (Christianity, Islam, Judaism) could be thought. The new brand is summarized in the brand “*Ethiopia: land of origins*” that will be the basis to develop the promotional communication that Ethiopia is the cradle of humanity, where our ancestors first walked on two legs. It is also the source of the mighty Blue Nile and the origin of coffee, one of life’s best pleasures and our gift to the world. This land is also the origin of great athletes, a unique alphabet, unique cuisine, and many other original things found in Ethiopia only.

The researcher asked do you have any Web site that attracts tourists to come and visit Ethiopian. Almost all respondents sated that, the emergence of Online Travel Agencies like Expedia, Booking.com, Hotels.com and others used different online booking using their websites, but online accommodation in Ethiopia international hotels are currently largely restricted to Addis Ababa so direct bookings through OTAs are expected to be largely restricted to Addis Ababa.

The researcher asked whether any marketing strategy link with other tourism key stakeholders to promote the new tourism brand “Ethiopia: a land of origins” and promoting Ethiopia as a tourist destination. (Respondent 09) replied that, most of hotels and tour operators hadn’t marketing strategy to promote the new tourism brand “Ethiopia: land of origins”, but Hotels and tour operators has promotional department for only the purpose of promoting Ethiopia as a tourist destination. Hotels and tour operators participated in tourism promotion activities to a large extent. (Respondent 08) There exists promotion department in both Hotels for promoting their service not for the tourism sector. It might be promoted together with the services given to the customers in tourism sector but there is not any department for promoting tourism brand only.

Hotels and tour operators were no any progress in promoting Attracting Foreign Tourism through Promotional and marketing Strategies which specifically was done by promoting tourism. And there never will, unless the ministry of culture and Tourism Ethiopia is asked for its part in promoting through the financial progress only.

The researcher also asked their opinion how strong is the tourism brand position “Ethiopia: land of origins” relative previous brand and the key competitive brands of other countries. Respondent 10 stated that, it is true that the new brand is stronger than the old tourism brand in terms defining Ethiopia as a tourist destination, for this the new brand a land of origins. It is the cradle of humanity, where we first walked on two legs. It is also the source of the Blue Nile, the great river whose power and fertility nurtured the origin of civilization itself. And it is the origin of one of life’s best pleasures – coffee, our gift to the world.

The researcher asked whether the tourism polices have a significant influence on the country’s tourism brand. Interview conducted with respondent 09 stated that, the tourism policy has had an increasingly positive effect on the promotional environment of the country’s tourism sector. However, divided the efforts might be, they are at least happening promoting the brand. The lack of collaboration between stakeholders in the tourism sector to promote the country as a tourist destination has undercut the efforts of many of these same stakeholders to help the industry.

A Manager of Inter-continental Addis hotel discusses that the limited spheres of their collaborations with Lion Ethiopia Tourism and Hotel collage as follows:

We invite the experts from the Tourism and Hotel Management department of the collage whenever there are on job trainings for our staffs. Additionally, on the moments of big events and occasions that demand the mobilization of huge task forces, our hotel also invites the

students from Tourism and Hotel Management department. Of course, the students are paid per-diem. Under rare cases, top-ranking undergraduate students get the opportunity to secure jobs in the local tourism institutions including our hotel.

The researcher asked to state what type of government support is needed for developing tourism in those areas. One of the respondents (respondent 09) said, the government role in the branding work is irreplaceable as all participants agreed but it shall not be run as a government organization guarded by procedures and bureaucracy which will kill the dynamism it shall have. The government takes seriously to work with different stakeholders of the tourism sectors to promote Ethiopia as a tourist destination. It works with the Ethiopian Hotel Owners association in giving trainings for the service provider hotels especially in enabling them to be good service providers. Improving roads, hotels, sanitation, hospitals, telephone, internet, financial institutions, etc. shall be given the highest priority as it is being done now. As the tourism policies in the country have a role in regulatory constraints, it negatively affects the competitiveness of the tourism sector and create entry barriers such as regulations related to visa requirements. Lack of business access to financial resources for a relatively new economic sector, particularly for tourism SME's. Burdensome cross-border trade logistics that pose obstacles for the development of multi-county packages.

Respondents were asked the major factors of implementing the brand "Ethiopia: land of origin" and its major challenges and opportunities in respect of Ethiopia's tourism branding and positioning. Both inter-continental Addis hotel and tour and Travel Company marketing manager said that, the hotel accommodation in Addis Ababa is good but out of Addis Ababa especially tourist attraction area is poor. From the interviews of tour and Travel Company said that in Ethiopia generally can say that there is a security problem. Tourist still said that there is a clear difference before come to Ethiopia and the reality in Ethiopia. Tourist hears and believes that Ethiopia are not all over secure however after travelling throughout Ethiopia they can assure that Ethiopia is one the secured country in Africa.

(Respondent 06) In this regard, it is obvious that the development of tourism industry in one country presupposes certain conditions to be met. The major challenge budget constraint among others progressive and reliable development policy, skilled manpower, transportation, accommodation and promotion facilities are of prime requirements. Another informant (respondent 06) argued that the promotions strategies are rather better referred as failures so far since there are gaps on collaboration.

Interview Questions for Higher Educational Institution

Respondents were asked if they have ever heard about the new tourism logo/brand “Ethiopia: a land of origins”. As an Addis Ababa university tourism department replied, we know the brand we do have much awareness about the new Ethiopian tourism brand “Ethiopia: a land of origins” but we all get the information by our efferent like reading some journal, searching that are written about the new brand. And the brand has components that truly express Ethiopia as origin of many things. The new tourism brand has more than 11 components. Those components are; Ethiopia is the land of origin of human kind, the origin of coffee and the source of the mighty Blue Nile, to discover its islands and monasteries.

The country is the leading in Africa with inscribing more than 11 incredible world heritages by UNESCO comprised of or being known for its hospitable peoples. Ethiopia is the leading world’s most welcoming countries for tourists. Through social media on “where tourists have found the most hospitable place around the world”. The website described Ethiopia as a nation with “lush highland scenery unique wildlife and majestic rock hewn churches.” This witness shows how much Ethiopia gains creditability with its hospitable nature by the international community. Ethiopians prioritize for the comfort of a guest and have a long-standing culture of respecting a quest. The following are among the tangible and intangible world heritage sites of the country registered with UNSECO. Aksum, Fasil Ghebbi castles, Harar, Jugol the oldest walled city of more than 80 mosques, konso cultural land scape, the lower valley of Awash, the only geographical feature visible from the moon, lower valley of the Omo, Danakil depression, one of the lowest and the very hottest place on earth and climb the Ertale volcano, Trek the Simien mountains, the roof of Africa located at the northern tip of the country with meandering topography and climate.

Respondents were asked if the institution was involved in the preparation and launching of the new tourism brand. Both higher institution respondents replied that, they were not involved in the preparation and launching of the new tourism brand, no one is invited us even the ministry on the preparation of the new tourism brand but on the launching of the brand they were invited as like of other organization. But after launching of the brand the ministry of culture and tourism the MoCT was given us chance to Addis Ababa university Amharic language department to translate the brand “*Ethiopia: a land of origins*” in to local language Amharic “Medere kedemet”. But we know that the MoCT was work with South African company in the preparation of the new tourism brand.

The researcher asked respondents whether the University /department efficient to promote the new tourism logo “Ethiopia: land of origins” and promote the country tourism. Both respondents replied, there hasn’t been an all-encompassing or comprehensive promoting and branding done so far, as we know of it today, thus far one replied. There is an acute shortage of trained manpower in Ethiopia and the tourism sector is no exception. So far “Ethiopia does not have tourism knowledge regionally, let alone locally everywhere also on the federal level. They lack advisors, professionals, experts etc. tourism industry needs sufficient and experienced human power, however when you come to Ethiopia tourism industry there is a shortage of human trained power on the tourism sector and even the existence professionals are not well trained and experienced .So as institution our primary goal is to create tourism professionals to fill the gap on experienced human power in the sector .It doesn’t mean that we are not doing any efferent on promoting tourism and the new Ethiopian tourism brand. We try to give courses to our students to have knowledge about the new tourism brand and its components, different methods of marketing and promotion. We have a gap on extensively promoting the new tourism brand in creating strategy.

The researcher also asked their opinion on how strong is the tourism brand position “*Ethiopia: land of origins*” relative previous brand and the key competitive brands of other countries. Respondent 03 stated, as our new branding highlights, Ethiopia is truly the Land of Origins in terms of history, culture, adventure and nature. The new tourism brand fully expresses Ethiopia. Literally the new tourism brand is strong to promote Ethiopia as a tourist destination relative to previous brand and other competitive brands of other countries. But to evaluate the strength the brand with respect to other competitive country brand it will need a deep study and evaluate the strength by participating international events like leading travel and trade shows, World Travel Market (WTM).

The researcher asked whether there is any marketing strategy link with other tourism key stakeholders to promote the new tourism brand “Ethiopia: a land of origins” and promoting Ethiopia as a tourist destination. (Respondent 02) replied that, they don’t have a marketing strategy specifically concerned on promoting the new tourism brand, but we have do have strategy that are concerned on tourism development and management and tourism human capacity building, link with different tourism stakeholders. The collaboration with other key stakeholders to the existence of poor coordination, fragmentation and weak operational networks among the tourism institutions and other key stakeholders. Disparities between the locals, establishments, associations, government and private actors occur more often than collaborative actions or joint platforms to work together for the development of Ethiopian.

The researcher asked whether the tourism policies have a significant influence on the country's tourism brand. As an Ethiopia tourism expert, department head of tourism development and management (respondent 02) of the first tourism policy said, "The Ethiopian intelligentsia migrated abroad. Among them were many professionals, intellectuals and powerful business men who could lead Ethiopia to a more prosperous future. In this period the Ethiopian government decided to develop the tourism industry but back then we were lacking knowledge and power to get a perfect tourism industry."

Respondents were asked the way that shall be made to assist Branding the country as a tourist destination. Respondent 03 said that, due to history Ethiopia lost human capacities which could lead the country towards a more prosperous future. For example, Kenya and Ethiopia were at the same position when the Derg took over in 1974. Ethiopia has a turbulent political history which had consequences for tourism development in terms human capacities.

The current differences are a consequence of the fact that tourism knowledge left Ethiopia. Now a day there is still a lack of professionals assisting branding the country as a tourist destination. Human capacities within the management of the Ethiopian tourism industry are still low, so higher institutions extensively work on developing human capacity that have deep knowledge about tourism in Ethiopia and promoting in advance, (respondent 02) a head of tourism development and management of the AAU stated.

Respondents were asked the major factors for implementing the brand "Ethiopia: land of origin" and its major challenges and opportunities in respect of Ethiopia's tourism branding and positioning. Numerous factors were raised by both of the respondents. The factors raised were being low level of professional and trained people in the sector, relying on experience rather than professional training. There are some colleges and universities, who provide an educational program on tourism, but those are not interconnected and the positive effects seem to be low. A few do approach tourism scientifically, like the University's in the Ethiopia. The overwhelming majority attested to the existence of poor coordination, fragmentation and weak operational networks among the tourism institutions. Disparities between the locals, establishments, associations, government and private actors occur more often than collaborative actions or joint platforms to promote the new tourism. And budgets are very low yet branding and promoting the new tourism brand its components require big sums of money to implement.

Respondents were asked to indicate whether they see efforts to promote Ethiopia through brand as a tourism destination will fare in the future. Respondents replied, it has a bright future, but we need proper marketing strategy implementation and collaborations to promote Ethiopia as tourist destinations all over the world,

4.6 Interpretation of Research Results on Interviews

4.6.1 Major Activities of Stakeholders' awareness about the new tourism brand

The current image of Ethiopia is different for different people who have an image of Ethiopia. In fact, the response also differs based on the respondents' international experience.

Those respondents who do not have gone out of the country held the opinion that Ethiopia is well known in the world and known mainly for its ancient history and independence (not colonized), origin of mankind, successful long distance runners including marathon, ancient Orthodox Christian churches and Stella, and long and peaceful coexistence of Muslim and Christians, etc. On the other hand, most of the respondents replied that they don't have the statistical evidence to back there answer that measured the country's image. However, anecdotal evidences are plenty that the country's image is indeed negative and needs a serious intervention to change. Many of stakeholders agreed that the current brand image of Ethiopia did not arise within one year or two.

In a like manner, working to re-brand the new tourism brand and the Ethiopian image shall take longer time. It shall start soon but while working on it shall not be hurried on. It shall be worked on gradually.

Concerning on Representation of the new brand most of respondents are agreed that the new tourism brand is fully represent the country. They passionately raised the point of components of the brand the new brand is summarized in the slogan "Ethiopia: land of origins" that will be the basis to develop the promotional communication that Ethiopia is the cradle of humanity, where our ancestors first walked on two legs. It is also the source of the mighty Blue Nile and the origin of coffee, one of life's best pleasures and our gift to the world. This land is also the origin of great athletes, a unique alphabet, unique cuisine, and many other original things found in Ethiopia only. The country being un-colonized (care should be made not to offend others they alerted), economically home of good quality products and services such as coffee and Ethiopian Air Lines, etc. Religiously home to the oldest religions of the world (Christianity, Islam, Judaism) could be thought.

The respondents were asked regarding with the strength of the new branding highlights, Ethiopia is truly the Land of Origins in terms of history, culture, adventure and nature. The new tourism brand fully expresses Ethiopia. Literally the new tourism brand is strong to promote Ethiopia as a tourist destination relative to previous brand and other competitive brands of other countries. But to evaluate the strength the brand with respect to other competitive country brand

it will need a deep study and evaluate the strength by participating international events like leading travel and trade shows, World Travel Market (WTM).

The new tourism brand “*Ethiopia: land of origins*” has strong components that full express Ethiopia as a tourist destination compare to the previous tourism brand. The brand has marketing strategy for implementation. The brand professed through research and it is crucial to position Ethiopia in the competitive world. But the pervious brand lakes situational analysis had no marketing strategy for implementation and no specified time to change the brand. (Respondent 07) To compare with other countries competitive brand it needs deep study.

4.6.2 Major Activities of Stakeholders in Promoting the New Tourism Brand

4.6.2.1. Promotion Strategies of stakeholders

There are strategies on how to promote the new tourism brand and Ethiopia as a tourist destination. Most of the surveyed respondents replied, the main problem about having marketing strategy to promote the new tourism brand “Ethiopia: land of origins” and promote Ethiopia as a tourist destination. Most of stakeholders had no marketing strategy to promote the new tourism brand except tourism Ethiopia (TE), but tourism Ethiopia had strategies on how to promote and the new tourism brand and Ethiopia as a tourist destination. But when it comes to its success, it is very limited and it is not successful promoting the brand. As many informants argued, the promotional strategies need collaboration. Disparities between the locals, establishments, associations, government and private actors occur more often than collaborative actions or joint platforms to work together for the development of Ethiopian.

The government role in the tourism branding work is irreplaceable as all participants agreed but it shall not be run as a government organization guarded by procedures and bureaucracy which will kill the dynamism it shall have. Ethiopia is the land of colors as one commented there are countless things to be raised, what has to be selected is its relevance to the target grouped to be selected.

4.6.2.2 Major activities in capacity building among stakeholder organizations

A key informant at Office of Ministry of Culture and Tourism (MoCT) espoused that, “the higher educational institutions like the University of Addis Ababa were supposed to commence forums that coordinate stakeholders operating on tourism. However, the practical experience proved to be the reverse.” For the same reason, the linkages between hotels and higher education institutions (both public and private) were only sporadically functional. There were only few collaborative efforts associated with apprentice and short-term placement.

Most participants agreed that Media trying to influence the “agenda setting” and “framing” of news by local and international media is important for, as the agenda setting and framing are the ones used by the media to influence peoples’ perception (Jun, Lee & Park, 2009). In agenda setting, the media influences people what to think about; and in framing, the media makes the particular issue salient by selecting some aspects of the perceived reality. There should also be an effort to produce many competent journalists and writers who could write in the major international languages so as to produce as many articles as possible to fully expose Ethiopia’s endowments and achievements to the world. Along with this, developing Ethiopian affiliated journalists shall be pursued by inviting renowned journalists from journals widely readable by target groups to make them periodically visit the accomplishments Ethiopia have made. If possible trying to establish African TV channel or participating in the existing one is helpful as it will have a cost sharing advantage and along with its wide coverage area to disseminate the truth about countries. As the saying goes, “it is not enough to be in possession of the truth, the truth shall be told and truth will set you free”.

When the hotel managers were asked on whether they thought that country branding had a role to play in promotion of the tourism industry, the results suggested that the respondents agreed that country branding has positively affected tourism in Ethiopia. Through the emergence of Online Travel Agencies like Expedia, Booking.com, Hotels.com and others, online accommodation in Ethiopia international hotels are currently largely restricted to Addis Ababa so direct bookings through OTAs are expected to be largely restricted to Addis Ababa.

Hotel brands are also important destination brand endorsers; the fact that major hotel chains invest in a destination makes it easy to arrange a trip and increases the credibility of developing tourism destinations.

4.6.2.3 The Impact of Institutions Made in Promoting the new tourism and Ethiopia as a Tourist Destination

The limited understandings of responsible stakeholders are related to the educational capacities within the Ethiopian tourism industry. Shared knowledge about tourism development by all stakeholders contributes to the realization of common objectives. For example, by understanding international tourism standards and the link between tourism and its environment or understanding tourists needs and expectations, especially those of international tourists (HGL & GIRD 2007). Knowledge contributes to a proper management. Without a proper management cultural, ecological and social problems easily occur, challenging potentials.

None of the consulted government officials working for a department or commission responsible for tourism in the ministry has any education on promoting tourism and/or related issues.

Tourism authorities also were prepared for this as a result of federal government's requirements. The preparation can be summarized as requiring hotels and restaurants to be ready to receive as many guests as possible. In areas where tourism plays a significant role in the everyday economy more tourism related educational programs occur and are interconnected according to celebrity Ethiopia manager.

As an experienced of a tour-operator celebrity Ethiopia manager put it: "Ethiopia does not have tourism knowledge regionally, let alone locally. They lack advisors, professionals, experts etc. everywhere Also on the federal level. Those governmental representatives are just doing something. They are not advised or what so ever." National and international tourism professionals can be found in the offices of International NGO's and behind private investments. Ethiopia has a turbulent political history which had consequences for tourism development in terms human capacities.

As AAU tourism department head stated that there is an acute shortage of trained manpower in Ethiopia and the tourism sector is no exception. The approach and implementation of capacity building and the development of human resources has so far been fragmented. The quality of tourism professionals, including hotel employees, guides, waiters and other key personnel is inconsistent and below par when compared with regional competitors. The training facilities currently operated have poor equipment, limited books and internet, inconsistent curricula, and a lack of qualified staff. Tourism is a people-to-people activity where human interaction plays an important role. The government should therefore speed up plans to create a tourism training institute which will give hands on skills to the human resources in the tourism industry.

4.6.3. Major Challenges Faced in Promoting Ethiopia as Tourism Destination through Collaboration

4.6.3.1. Challenges related with lack of platform

Ethiopia's potential for tourism and the importance of the sector in the process to realize sustainable development is understood. Nevertheless, the performance of the tourism industry in Ethiopia is still far behind the neighboring tourist receiving African countries like Kenya and Tanzania which possess less natural and cultural heritages as compared to Ethiopia. If the country has to exploit its resources to the maximum of its extent, means of mitigating obstacles for developing tourism, sustainably and strategically should be found out. In this regard, it is obvious that the development of tourism industry in one country presupposes certain conditions

to be met. Among others progressive and reliable development policy, skilled manpower, transportation, accommodation and promotion facilities are of prime requirements.

There are not enough guide tours, no leaflets to promote the new tourism brand, and lack of educated and skillful man power and there is no any promotional department, there is no internationally capable manpower. There are prospects though (interview conducted with respondent 02).

The effect of the lack of peace and security in the hotel tourism was the major problem especially from 2016 to 2018 was some of the challenges in major. The other challenges faced by the hotel tourism industry were lack of raw material such as food staff, lack of sugar, light off and on problems were some of the challenges in promoting the hotels as a tourist destination. As soon as the peace came back the association notified the embassies abroad that the peace is back and anyone can come to Ethiopia. The other problems are TV and Networking problems (interview conducted with respondent 01). And the hotels are focused on international customers in which created effect.

There are also other challenges such as: stakeholders are not well informed about their responsibilities in the guideline; sources of the best practices are not cited in the guideline; References and the principles of ecotourism development are not outlined in the tourism guideline; Medium-scale and big enterprises and services only are encouraged; Reliable financing mechanism for tourism development is not clearly stated; The policy and the guideline is not well communicated to the stakeholders through ICTs; and The policy, the strategies, and the guideline developed are not implemented with the desired pace (interview conducted with respondent 01).

There are people who still think as promotion is irrelevant which affects the promotion. The way of promoting is not competitive. This means we still employ “word of mouth” which may have been changed the impact. The repetitive tasks are being employed. And there is no any digital promoting technique and there is no any organized coordination (interview conducted with respondent 13).

4.6.3.2. Challenges related with existing Rules and Regulations in the Tourism Sector

There is a tourism policy of the 2006 EC. And this policy is good enough to be conductive and hence it is not the problem of the policy but it is the problem of integration. These are some networking which were not very conductive. There is only networking only for some issues not on promotion (interview conducted with respondent 02). There is no any collaboration rules and

regulations on the grand promoting the new tourism brand Ethiopia as a tourist destination. The hotels tourism didn't face rule related issues (interview conducted with 05).

There is no a rule for promotion of Ethiopia and the promotions are being done by the interested bodies. There are no guidelines for promoting, there are no guidelines for how to promote, when to promote, where to promote (interview conducted with respondent 13).

4.6.3.3. Lack of collaboration between Governmental and Non-Governmental Organizations

The collaboration is very small and it is not the furthest possible distance that it should go. Its collaboration with governmental and non-governmental organizations is very not good. And this affects the tourism sector, the prospect economy of the country. And the governmental and the non-governmental organizations are not collaborating with Ethiopian tourism sector for the grand purpose (interview conducted with respondent 02).

An interview with the tourism expert at Tourism Ethiopia further illustrated the weakness in the collaboration between the national level operators and district level Tourism and Government Communication Affairs Office. The absence of proper collaborations among offices and stakeholders working at various levels Media/press Coverage through newspapers, general and specialist magazines and TV. This is a key potential source (aside from word of mouth and social media and paid for activity) for generating consumer awareness about the new brand of Ethiopia.

It can be partially influenced by activity from a tourism organization extremely limited. Some papers may feature reader's offer. From a learning and growth perspective, success factors are infrastructure development, people development, and systems development. The lack of adequate infrastructure in Ethiopia has been described a number of times before, and severely limits the ability of tourism to flourish, and poor infrastructural resources negatively impact tourist satisfaction levels.

Lack of quality tourism infrastructure was a key concern among participants (transport infrastructure, quality accommodation infrastructure outside Addis, MICE related infrastructure, etc.). There was consistent interest to find out effective ways and international practices to partner with the private sector through Public-Private Partnerships.

Some participants advocated for prioritizing demand-focused interventions (marketing and promotion first) while others advocated for supply-focused interventions (improve the infrastructure and quality of tourism products first, and promote afterwards). It was agreed that it is important to identify the right balance between supply and demand interventions taking into account the different level of product development and geographic diversity.

The need for capacity building should not have a focused on MoCT / federal levels only. There are also important capacity building needs at regional and local levels, and the private and academic sectors, religious organizations, and communities should also be included as beneficiaries.

Pilot anchor projects should also be replicated as models for expanding tourism environmental sustainability, community linkages, and job generation capacity.

The findings show that there are still budgetary constraints and most of the stakeholders cannot afford to promote the new brand Ethiopia as they would wish. The question of ownership promoting the new tourism brand was highlighted as critical. MoCT and the regions can best move forward with the development of the National Tourism Strategy and take the next critical steps through taking ownership of this and working towards realizing its recommendations. .

High level and inter-ministerial discussions on the study's findings, recommendations and stakeholder discussions are necessary to lead to meaningful development of the sector through branding. These discussions need to include representatives with decision-making powers of MoCT and related ministries, including MoFED.

CHAPTER FIVE: SUMMARY, CONCLUSIONS & RECOMMENDATIONS

5.1 Introduction

This chapter expresses the summaries, conclusions and recommendations of the study. Data is summarized in line with the objectives of the study described in chapter one of this thesis.

5.2 Summary

Objective one: the current tourist perception and the level of stakeholders' awareness about the new tourism brand to promote Ethiopia

The researcher discovered that a lot still has to be done when it comes to stakeholders' awareness towards the country brand "Ethiopia: land of origins" and brand positioning as tourists sometimes do not distinguish specific services that can be directly attributed to Ethiopia. Tourists are not sure that service providers differ from each other with regard to the new brand and regarding tourist. Most respondents are not sure if at all the tourists come back to the Ethiopia for the same services. It was established that tourists are not able to recognize the new Ethiopian tourism brand because of ineffective presence of brand components like brand awareness, brand promise, brand commitments and brand positioning which all in different measures enhance the performance of the tourism sector in Ethiopia.

Though Ethiopia's tourism sector has built the basic institutional framework and has received substantial support from donors, it still lacks a National Tourism Strategy that can guide the implementation of the NTDP. A strategic development of Ethiopia's tourism sector has the potential to revitalize inclusive stakeholder dialogue and generate employment for about 1.8 million people, if GTP II tourism targets are met by 2025. Encounter the Origin overarching destination marketing campaign a three-year, multi-channel international and domestic promotional campaign, used as an umbrella call to action and communication theme. Creative campaign imagery applied to all visuals, website improvements, multi-faceted digital and social media development drive, travel trade education and joint marketing initiatives, media „stories“ initiative, domestic promotion, events support.

Objective Two: The efforts made to promote the new tourism brand and Ethiopia as tourism destination

The tourism brands shouldn't be something static it should change with time whether the government changes or not. The new brand "*Ethiopia: land of origins*" is very strong and it also

defines Ethiopia through different level. The new brand is self-explanatory that Ethiopia is the sources of many things. It has strong components that full express Ethiopia as a tourist destination compare to the previous tourism brand. The brand has marketing strategy for implementation. The brand professed through research and it is crucial to position Ethiopia in the competitive world. When we compete with respect to the other countries brand, still strong but need extensive promotion like other competitive African countries but to measure the strength of the tourism brand it should be based on research.

Efforts to promote the new tourism and Ethiopia as a tourism destination require quite a substantial resource. Promotional activities aren't cheap for organizations let alone whole countries. This brings the lack of adequate budgeting for promotional departments of the various stakeholders in the tourism industry into sharp focus. The lack of budget is adversely affecting any promotional activities the departments embark on as claimed by several informants who said that they didn't have the budget to pursue promotional activities or collaborate with different stakeholders who could.

The new tourism brand "*Ethiopia: land of origins*" has its Owen marketing strategy to implement, but to evaluate the strength the country must participate and attending both local and international tourism exhibitions like the World Travel Market (WTM), International Tourism borse in London (ITB), shanghai World Trade Fair (SWTF) in China , As a result of this and other marketing/ branding strategies, the image of Ethiopia on the international scene has changed from being known mostly for the famine and doubt to being known as a peaceful and progressive country that is set to achieve more as seen in its vision 2020. Therefore, it was established that these branding strategies have all enhanced the performance of the tourism sector in Ethiopia.

Objective Three: visitors' know how about in what extent the new tourism logo/brand being introduced and to visit Ethiopia.

The new Ethiopian brand visitors' knowhow, naming and description of tourism product to differentiate them from similar offerings by competitors are the main branding strategies used by the service providers. And new brand has been used for a period of over three years. The researcher established that the level of awareness and knowhow about the new brands in use is at a scale of four and six out of ten and a scale of one and three of ten. This means that the new brand awareness and knowhow is still low. When a comparison is done in businesses before and

after branding, the findings show that branding has led to an increased client base and thus increase in income, customer satisfaction, business growth, business expansion and the arrival of new clients and the return of old clients. This justifies the effect of branding on business performance in the tourism sector.

Objective four: country branding related challenges to tourism development in Ethiopia

The researcher established that the main challenge of tourism branding in Ethiopia is funding. Budgets are very low yet branding and promoting the new tourism brand its components require big sums of money to implement. There is also shortage of trained manpower in Ethiopia and the tourism sector is no exception. The approach and implementation of capacity building and the development of human resources has so far been fragmented. The quality of tourism professionals, including hotel employees, guides, waiters and other key personnel are weak to promote the new tourism brand and Ethiopian tourism as general.

Although service providers are trying to efficiently and effectively use the limited budget available, they decided to start small with their branding and also build partnerships for marketing as the tourism industry in Ethiopia portrays a great prospect and if the actors in the sector take their branding forward, then the sky is surely the limit for the sector in Ethiopia. But the strong point is that the actors in the sector are energized and moving forward.

Establish a Tourism Board that develops a research-based marketing and branding strategy for leisure and business tourism with direct involvement from the private sector, the regions, and the cultural sector. Regulatory constraints negatively affect the competitiveness of the tourism sector and create entry barriers such as regulations related to visa requirements.

Engage as brand champions both the general public and Ethiopian celebrities like Halie Gebressellase a famous Ethiopian runner. Closely collaborate with Ethiopia's embassies abroad and foreign embassies in country. As Ethiopia's national cultural policy is currently being drafted, use this opportunity to establish and project a sustained and rich country image to the outside world, and integrate both cultural and tourism strategies in the new cultural policy. Use tourism as an effective channel for marketing, promotion and distribution of Ethiopia's cultural products both domestically and internationally, and leverage cultural products to enrich the tourism experience and increase tourist expenditure and average stay.

Ethiopia's tourism competitiveness is hindered by a lack of comprehensive and timely tourism data; it is urgent to establish a well-functioning national tourism statistics system with strong

federal-regional coordination. Current official data on tourist receipts are based only on projections, and the country's annual tourism statistical bulletin lacks important data related to tourism employment, investments, regional tourism efforts, tour operators' activities, and demand for tourism products, such as World Heritage Sites and Protected Areas. A strong and valid national tourism statistics system will form the basis for future Tourism Satellite Account (TSA) efforts. While TSA is more important as an advocacy tool for the tourism sector and for assessing its economic size and impact, a well-functioning national tourism statistics system is an essential instrument for informed tourism policy planning and implementation.

The other country branding challenges of promoting the new brand is the absence of proper collaborations among services providers, Media and stakeholders working at various levels. Efforts in promoting new tourism brand and Ethiopia as a tourism destination have been going on in an uncoordinated manner and without collaborations among the different stakeholders of the industry. The whole industry relies on the individual efforts of the various stakeholders in promoting Ethiopia as a tourist destination, which as seen above do not amount to much. The Ministry of Culture and Tourism claims that it is working on creating a system to help all the stakeholders collaborate for the benefit of the Ethiopian tourism industry and points out to agreements it has signed with those stakeholders. But these agreements haven't been implemented. There is also an acute shortage of trained manpower in Ethiopia and the tourism sector is no exception. Lack of quality tourism infrastructure was a key concern among participants (transport infrastructure, quality accommodation infrastructure outside Addis, MICE related infrastructure, etc.). There was dependable interest to find out effective ways and international practices to partner with the private sector through Public-Private Partnerships.

5.3 Conclusions

Visitors' perception of the new tourism brand and the image of Ethiopia have significant contribution in their future decision to revisit the destination and recommend for others to visit that particular destination. This study found out that both key tourism stakeholders and service providers has a key contribution on country tourism new brand significantly and positively contribute to the country brand image. Based on the above finding the researchers concluded that on the issue of the promoting the new tourism brand "Ethiopia: a land of origins" most of the respondents said that Ethiopian government were follow the backward system to promote the brand and Ethiopian tourism industry. Expecting a lot from the government and still Ethiopia

poor in promoting Ethiopian tourism and the industry when it compares the other African countries. Tourism like any other trade flourishes with proper marketing and proper marketing strategies.

From this study it is true that marketing managers of different key tourism stakeholders were the lead persons in marketing and promoting the new tourism brand were sometimes supported by the executive bodies. The team involved in marketing was indeed limited based on the need and importance that marketing holds to the sector. The main focus is put on wildlife tours as a tourism product which has limited the potential to venture into promoting many other potential tourism products like birding, village walks, cultural tours, MICE tourism and many others.

While analyzing promoting the new tourism brand and Ethiopia as a tourist destination, it was established that a lot of work and public relations has to be done on the international scene to get it past the famine era although now Ethiopia has positioned itself as a progressive country that is developing faster than all the other East African countries except Kenya and Rwanda. However, still in comparison with other East African countries, Ethiopia is a more expensive destination where the stakeholders still believe that tourism is only for the foreigners so a lot has to be done to get rid of this perception through brand awareness especially as it brings the tourism sector to the forefront and to international attention through the new tourism brand. The current level of success of the tourism sector in Ethiopia has linkages to branding and this has brought Ethiopia to the global fore front.

On the issue of physical infrastructure, the road infrastructures in Ethiopia are not completed and convince to visit a tourist are and there is an existence of poor travelling transportation system in inside Ethiopia to visit tourist area. On the other side the overall network facility in Ethiopia especially when they travel it in the tourist area are poor. However, there an existence good availability of good hotel accommodation in Addis Ababa whereas out of Addis Ababa especially tourist destiny area not good hotel accommodation. On the issue of security most of the respondent confirmed that there is no security problem in inside and outside Addis Ababa. On the issue of image perception most of the foreign tourist was feeling that Ethiopia is the place of an indications of war, insured and not this much have tourist attraction. On the issue of the availability of enough tourist attractions area, most the respondents said that Ethiopia have enough tourist destiny. On the issue of human resource in Ethiopia tourism industry there is a

shortage of human trained power on the tourism sector and even the existence professionals are not well experienced.

Most of the stakeholders expressed somewhat similar dissatisfactions as to the promoting new tourism brand in Ethiopia. Among them are the lack of a good example of a workable policy, skilled man-power, and accommodation for promotional facilities, coordination, collaboration, budget, marketing, peace and stability. Most of these challenges can be solved through a protracted effort to make the tourism promotion environment in the country more seamless. But so far, the efforts by either the ministry or other bodies working directly with the tourism sector haven't borne fruit.

The framework to create partnerships between stakeholders is laid out in a guideline prepared by the ministry, but there is no such guideline to create the necessary partnerships between stakeholders and their promotional departments in promoting the country. Each stakeholder that has been involved in promotional activities has chosen its own method of creating the partnerships it seeks.

Any results that have been seen as a result of promotion in the tourism sector have only come from collaborative efforts. If those efforts are scaled to a national level by creating partnerships between all the relevant stakeholders, it will help the country get the maximum profit that it can from the tourism sector.

Finally, when it comes to the conclusions part of opportunities of Ethiopian tourism industry, Ethiopia is a capital city of Africa because African union was established and located in Ethiopia. Apart from this Ethiopian airline almost the leading African air lines and star alliance member and have many direct flight across the world. On the other side now Ethiopia build one of the first man made dam in Africa so called Grand Renaissance Dam to generate power. After completing the dam, it can be one of the tourist destiny in Ethiopia as well as the world. Lastly Ethiopia is one the leading African country that registered heritage by UNISCO. More or less those are a good opportunity promoting the new tourism brand and to boost to Ethiopian tourism industry.

5.4 Recommendation

- The efforts that are being made to promote the new tourism brand and Ethiopia as a tourism destination should have the full support of the government in terms of budget allocation and done so in a manner that recognizes all the tourism stakeholders.
- Success for branding promotional strategies should be identified and shared to all of the stakeholders as best practices.
- Stakeholders who involves in promotional activities in relation to tourism should have separate and independent promotional department to promote the new tourism brand.
- In promoting the new tourism brand and Ethiopia as a tourist destination should work on activities undertaken to enhance institutional capacities.
- Progress in attracting foreign and domestic tourist should be identified by marketing and promotional strategies of the new tourism brand.
- The government should understand support the impact of different Medias in promoting the new tourism brand and Ethiopia as a tourist destination. If possible trying to establish African TV channel or participating in the existing one is helpful as it will have a cost sharing advantage and along with its wide coverage area to disseminate the truth about countries.
- The effort made by different stakeholders in promoting the new tourism brand and Ethiopia as a tourist destination should be appreciated.
- The governmental and stakeholders should work together to achieve their common goal. The government should take in to confederation the opportunities created by tourism sector policy and strategy has positive impact on the tourism sector but it should be carried out on the ongoing promotional activities.
- Conductive rules and regulation that govern the relation among the stake and partners should be clear and workable at the same ways institutional guideline to create partners and stack in promoting the new brand and Ethiopia as a tourist destination should evaluate.
- Tourism is a people-to-people activity where human interaction plays an important role. The government should therefore speed up plans to create a tourism training institute which will give hands on skills to the human resources in the tourism industry that has knowhow about the new brand.

- The governmental and non-governmental organization should work together to achieve their common goal. The government should take in to confederation the opportunities created by tourism sector GTP-2 has positive impact on the tourism sector but it should be carried out on the ongoing promotional activities.
- The researcher recommends the stakeholders to have realistic expectations regarding the funding and duration required to achieve the proposed plan like Ethiopian airlines and Tourism Ethiopia.
- Tour operators should also develop tour packages for the locals at affordable prices so that the locals can also get involved in tourism. This will serve to change the perception and knowhow about the new brand and tourism is only for the foreigners.
- There is a need to segment the tourism market in Ethiopia to promote the new tourism brand. Market segmentation can be applied by any unit operating in tourism industry that is the hotels, travel agencies, tourist attractions, restaurants, airline and local charities.
- Stakeholders in the tourism sector have to continuously carry out both competitor analysis and SWOT analysis. Competitor analysis is an important part of a strategic planning process. The key of competitor analysis is to find ways of differentiating from competition. In addition, it is also the best way learn from competitors and strengthen own business and Ethiopian tourism. Therefore, it is necessary make competitor analysis and finds the competitive advantages of self. Learn a lesson from different successful experience of other compotators promotional strategy to promote their country tourism brand like South Africa, Rwanda, Egypt and Kenya.
- In order to enhance tourism and promote the new tourism brand and effectively market the tourism sector in Ethiopia, the task of marketing and branding should not be left for only the marketing managers or to MoCT.
- All members of the sector should play an active role on marketing and promoting the new brand. Several creative ways can be developed to popularize the new brand and all the team should be active participants in this process. Budgets should be increased for the marketing and branding ideas to flourish.
- Success for promotional strategies promoting the tourism brand should be identified and shared to all of the stakeholders and service providers as best practices like tourism Ethiopia and ET-holidays.

- High level and inter-ministerial discussions on the study's findings, recommendations and stakeholder discussions are necessary to lead to meaningful development of the sector. These discussions need to include representatives with decision-making powers of MoCT and related ministries.
- Conductive rules and regulation that govern the relation among the stakeholders and services providers should be clear and workable at the same ways institutional guideline to create partners and stack in promoting Ethiopia should evaluate.

5.5 Further Research areas

Despite all that has been done to revive the new tourism brand and promoting tourism industry in Ethiopia, there is still a very long way to go. There are so many areas that have not been tackled yet they need to be dealt with as a matter of urgency. Ethiopia has shown over reliance on some tourism products and promotional strategic tool. Therefore, further research should be carried out in the area of product diversification, branding, promotion tool and how it can help in making Ethiopia a more competitive tourist destination in the region.

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APPENDICES

Appendix I: Questionnaires



ADDIS ABABA UNIVERSITY COLLEGE OF DEVELOPMENT STUDIES

CENTER FOR ENVIRONMENT AND DEVELOPMENT STUDIES

TOURISM DEVELOPMENT AND MANAGEMENT PROGRAM

Dear Respondent,

Welcome to Addis Ababa, Ethiopia. This is an academic research on tourism country branding, for the partial fulfillment of M.A. Degree in Tourism Development and Management. The title of the research is *ASSESSING THE PERCEPTIONS AND CHALLENGES OF THE NEW ETHIOPIAN TOURISM BRAND “ETHIOPIA: LAND OF ORIGINS” FOR COUNTRY BRANDING*. A study is currently being conducted of country branding with particular reference to Ethiopian tourism logo “Ethiopia: land of origins”.

The objective of this study is to evaluate, how the tourism brand “Ethiopia: land of origins” is being introduced the country branding affect the tourism industry in Ethiopia among tourism stakeholders in Addis Ababa.

As you are a key stakeholder in Ethiopia’s tourism industry, you will have valuable insights that can assist the researcher to achieve the study objectives. The researcher would therefore greatly appreciate, if you could spend some time answering key questions about the branding of Ethiopia as a tourist destination by using the new Ethiopian tourism logo “Ethiopia: land of origins”.

This survey is an attached word document and should take around 10 minutes to complete. The researcher has tried to make it as “user friendly” as possible. You can type your responses directly on the questionnaire. Once completed, please attach your company business card; a summary of the key findings of this research will be sent to all participants with grateful acknowledgement. The researcher will be very pleased if you can return the completed ‘questionnaire’ by the 30th of April, 2019.

Thank you, Researcher: SISAY HAGOS

QUESTIONNAIRE: for International Tourists

Please take 5 to 10 minutes to fill in this questionnaire, I kindly request you to respond to the following questions on the topic of **ASSESSING THE PERCEPTIONS AND CHALLENGES OF THE NEW ETHIOPIAN TOURISM BRAND “ETHIOPIA: LAND OF ORIGINS” FOR COUNTRY BRANDING**. The questionnaire is completely anonymous and it will be used as integral part of the Master Thesis of tourism development and management, Addis Ababa University, Hopefully, your response will be used for the study purpose only and it will remain absolutely confidential. By no means will it be taken as a formal stand of your organization and it will only be taken as your personal view. It will provide **Valuable information for further advancement of Ethiopian tourism campaigns. Thank you!**

SECTION I. Personal Information

Please tick where appropriate (✓)

1. Nationality: _____

2. Gender: Male Female

3. Age: 18-25years 26-35years 36 years and above

4. Level of Education: Primary level University/ College
Secondary level Post Graduate /Masters

SECTION II: Visitors travel behavior and information sources about Ethiopia

This section includes descriptive statements that will help you to rate how frequent you traveled to Ethiopia and the sources of information about Ethiopia prior to your visit and so on. Please provide your answer from the indicated options.

1. Travelling (select one option):

- a) Alone d) With friends
b) With a partner e) Other _____
c) With family

2. Your decision to visit Ethiopia was based on:

- a) Printed brochure (Travel books, Guide) c) friends and relatives recommendation
b) Internet source d) Advertising/travel articles, TV or radio commercial
e) Fairs and/or exhibitions f) others _____

3. What are the main reasons for your visit to Ethiopia? (Mark the appropriate answer)

- A) Rest and relaxation C) Visiting relatives and friends
B) Business reason D) Cultural and religious reasons

E) Attending a conference, seminar, and other forms of educations

F) Other, if any _____

4. How many times have you visited Ethiopia? _____

5. For how long are you planning to stay in Ethiopia visiting different tourist destination sites?

SECTION III: Tourists perception towards the brand of Ethiopia and its tourist attractions

6. What is the first word that comes to your mind when somebody mentions the word Ethiopia?

7. What are the typical words that you associate with the most popular Ethiopian tourism destination? Please name at least three.

8. When choosing a destination in Ethiopia, what are the 3 most important motivators for you?

Aspects to be considered	Level of importance	
	Most important (choose 3)	Least important (choose 2)
Destination is safe and secure.		
Destination is close to your home country.		
Destination is sunny.		
Destination is natural beauty.		
Destination is popular.		

9. Can you remember any tourism logo/brand connected to Ethiopia?

10. Can you describe Ethiopia in a phrase/sentence?

11. Circle the **features** that, in your opinion, best describe Ethiopia as a country in general, not as tourist destination:

- a) Underdeveloped
- b) Small
- c) Naturally beautiful
- d) Unsafe

- e) Poor
- f) Rich
- g) Good quality of life
- h) safe

12. Rate the following features of Ethiopia as a country, not as a tourist destination:
 (1. Poor 2. Satisfactory 3. Good 4. Very good 5. Excellent)

FEATURES	RATING SCALES				
Economy	1	2	3	4	5
Natural beauty	1	2	3	4	5
Safety	1	2	3	4	5
Quality of life	1	2	3	4	5

13. Which of the following logo/brand for Ethiopia you find the most accurate in description of Ethiopia as a tourist destination? Rate the logo/brand 1 to 5.
 (1 the least accurate, 5 the most accurate)

<i>Ethiopia – 13 months of sun shine.</i>	1	2	3	4	5
<i>Ethiopia: land of origins.</i>	1	2	3	4	5

14. Which of the following logo/brand of the Ethiopia that the most appealing? Rate the slogans 1 to 5. (1 the least appealing, 5 the most appealing)

<i>Ethiopia – 13 months of sun shine.</i>	1	2	3	4	5
<i>Ethiopia: land of origins.</i>	1	2	3	4	5

Why? _____

15. Mark **only one word** that best describes your impression of Ethiopia through each of the logo/brand below.

Tourism logo/brand	Unspoiled	Cheap	Safe	Unique	undiscovered	Old	Natural
<i>Ethiopia – 13 months of sun shine.</i>							
<i>Ethiopia: land of origins.</i>							

16. For each of the logo/brand, mark how positive or negative impression it provokes for Ethiopia as a tourist destination.

Tourism logo/ brand	Ethiopia as a tourist destination									
	Positive					Negative				
<i>Ethiopia – 13 months of sun shine.</i>	1	2	3	4	5	1	2	3	4	5
<i>Ethiopia: land of origins.</i>	1	2	3	4	5	1	2	3	4	5

17. For every logo/brand, decide how strong it affects your desire to visit the country:

(1- Low effect, 5 - high effect to visit the country)

<i>Ethiopia – 13 months of sun shine.</i>	1	2	3	4	5
<i>Ethiopia: land of origins.</i>	1	2	3	4	5

18. Do you think a tourism brand can affect a decision on tourist destination?

YES []

NO []

If yes, how/why? _____

19. Which of the following entities do you consider effective in branding Ethiopia to promote tourism?

Ministry of culture and Tourism	
Tourism Ethiopia	
Ethiopian Tourist Association	
The Ethiopian Tour Operators Association	
Ethiopian hotel association	
Media	
Ethiopian Airline	

20. How much do you think is needed to be done as far as country branding is concerned?

(5. strongly agree, 4. Agree, 3. Not sure, 2. Disagree and 1. Strongly disagree)
please circle the extent to which you agree with each of the following statements.

The perceptions about Ethiopia	1	2	3	4	5
Internationally needs improvement	1	2	3	4	5
The tourism sector stakeholders need to be involved more in country branding initiatives	1	2	3	4	5
The security of the country needs to be improved	1	2	3	4	5
More resources need to be allocated for country branding	1	2	3	4	5

21. How much do you think the new tourism brand components are describing the country?
(5. strongly agree, 4. Agree , 3. Not sure, 2. Disagree and 1. strongly disagree)

The components of the new tourism brand” Ethiopia land of origins”					
Ethiopia is the origin of human kind	1	2	3	4	5
Ethiopia is the origin or birth place of coffee Arabica	1	2	3	4	5
Ethiopia is Source of the Blue Nile the river whose power and fertility nurtured the origin of civilization.	1	2	3	4	5
The legacy of Ethiopia’s rich past includes 8 world heritage site	1	2	3	4	5
Ethiopia is A mosaic of cultures living in harmony	1	2	3	4	5
Ethiopia is A land of rare species in their natural habitats	1	2	3	4	5
Ethiopia is Dramatic landscapes of extra ordinary contrasts	1	2	3	4	5
Ethiopia is World – class birding	1	2	3	4	5
Ethiopia is Only African country with its own distinctive scripts and calendar	1	2	3	4	5
Ethiopia is The vibrant diplomatic capital of Africa a world class event	1	2	3	4	5
Ethiopia is the 1 st country in Africa to adopt Christianity in the 4 th c and the 1 st Muslim migrants found safe haven in Ethiopia	1	2	3	4	5

22. In your opinion, what do you think are the most commonly used methods to communicate the branding and positioning of the Ethiopia as a tourist destination?

Information source Most commonly used in tourism country branding	Most commonly used in Country branding in other country	Applied to the Ethiopian situation
Website		
Electronic media		
Print media		
Public relations		
Word of mouth		
Road shows		
Travel expos		
Other. Specify		

23. How you evaluate Ethiopia based on each pair of word that fits your feeling. (Please circle your response)

(1. Extremely Unpleasant 2. Unpleasant 3. Neutral 4. Pleasant 5. Extremely pleasant)

Unpleasant – Pleasant	1	2	3	4	5
Gloomy – Exciting	1	2	3	4	5
Sleepy – Arousing	1	2	3	4	5
Distressing – Relaxing	1	2	3	4	5

24. What will be your reaction to the following questions about Ethiopia? (Please circle your response)

(1. Definitely No 2. No 3. Neutral 4. Yes 5. Definitely yes)

Would you return to Ethiopia in the next one to two years?	1	2	3	4	5
Would you recommend Ethiopia to your family and friends?	1	2	3	4	5

25. What do you think are the future prospects in the tourism industry in Ethiopia?

a) Bright Future b) Dark Future c) Not Sure

26. Any additional comments about promoting the new tourism brand, you may have

Thank you very much for your collaboration

Appendix II: Interview Questions

ADDIS ABABA UNIVERSITY COLLEGE OF DEVELOPMENT STUDIES

CENTER FOR ENVIRONMENT AND DEVELOPMENT STUDIES

TOURISM DEVELOPMENT AND MANAGEMENT PROGRAM

INTERVIEW QUESTION FOR KEY INFORMANTS

Dear Respondents,

This is an academic research on the new Ethiopian tourism country branding, for the partial fulfillment of M.A. Degree in Tourism Development and Management. The title of the research is *ASSESSING THE PERCEPTIONS AND CHALLENGES OF THE NEW ETHIOPIAN TOURISM BRAND "ETHIOPIA: LAND OF ORIGINS" FOR COUNTRY BRANDING*

The aim is to evaluate how the tourism brand "Ethiopia: land of origins" is being introduced and the country branding affect the tourism industry in Ethiopia among tourism stakeholders in Addis Ababa, to measure tourists' perception and knowhow about the new Ethiopian tourism brand. The purpose of this interview is to assess your overall impression and perception about Ethiopian tourism. All the information you provide will be used only for the research purpose and is confidential.

The interview will take about 30-40 minutes and is conducted anonymously. Once completed, please attach your company business card; a summary of the key findings of this research will be sent to all participants with grateful acknowledgement.

Thank you in advance for your cooperation!

Researcher:

SISAY HAGOS

NAME(S)

JOB TITLE.....

ORGANIZATION TELEPHONE NUMBER.....

EMAIL.....

DEPARTMENT.....

SIGNATURE.....

Key Informant Interview Guide questions for: Ethiopian Airline (ET Holiday)

Name of the Organization: _____

Name: _____ **Sex:** _____ **Age:** _____

Educational Level: _____ **E-mail:** _____

Tel: _____ **Position:** _____

*Honorable Respondents, I kindly request you to respond to the following questions on the topic of **ASSESSING THE PERCEPTIONS AND CHALLENGES OF THE NEW ETHIOPIAN TOURISM BRAND “ETHIOPIA: LAND OF ORIGINS” FOR COUNTRY BRANDING** Your response will be used for the study purpose only and it will remain absolutely confidential. By no means will it be taken as a formal stand of the Government and it will only be taken as your personal view.*

- 1) What is your experience about Ethiopia’s image in the world? Is Ethiopia well known in the world?
- 2) Does the new tourism logo “Ethiopia: land of origins” represent and promote the country tourism? If Yes, how?
- 3) Do you have any marketing strategy to promote the new tourism brand “Ethiopia: land of origins” and promote Ethiopia as a tourist destination?
- 4) What shall be done to improve the Country’s image on tourist’s mind? Please State each relevant stakeholders’ role.
- 5) In your opinion, how strong and tourist attractive is the tourism brand position “Ethiopia: land of origins” relative to previous brands and key competitive brands of other countries?
- 6) Do the tourism policies in the country have any role to play for the positive or the negative image of Ethiopia? In what way shall they be made to assist to Branding Ethiopia as a tourist destination?
- 7) What type of government support is needed for developing tourism in those areas?
- 8) What are the major factors so far to implementing the brand “Ethiopia: land of origin” and its major challenges and opportunities in respect of Ethiopia’s tourism branding and positioning?

Key Informant Interview Guide questions for: Higher Educational Institution

Name of the Organization: _____

Name: _____ Sex: _____ Age: _____

Educational Level: _____ E-mail: _____

Tel: _____ Position: _____

*Honorable Respondents, I kindly request you to respond to the following questions on the topic of **ASSESSING THE PERCEPTIONS AND CHALLENGES OF THE NEW ETHIOPIAN TOURISM BRAND “ETHIOPIA: LAND OF ORIGINS” FOR COUNTRY BRANDING** Your response will be used for the study purpose only and it will remain absolutely confidential. By no means will it be taken as a formal stand of the Government and it will only be taken as your personal view.*

- 1) What is your experience about Ethiopia’s image in the world? Is Ethiopia well known in the world?
- 2) What is the University /department efferent to promote the new tourism logo “Ethiopia: land of origins” and promote the country tourism?
- 3) Does the country tourism brand in the global arena have any impact on its economy? If it has, in what way?
- 4) In your opinion, how strong and tourist attractive is the tourism brand position “Ethiopia: land of origins” relative to previous brands and key competitive brands of other countries?
- 5) Do you have any marketing strategy link with other tourism key stakeholders to promote the new tourism brand “Ethiopia: a land of origins” and promoting Ethiopia as a tourist destination?
- 6) Who shall be the target group in marketing and promoting tourism logo “Ethiopia: land of origins” effort? How shall the image of Ethiopia be positioned and presented?
- 7) Do the tourism policies in the country have any role to play for the positive or the negative image of Ethiopia? In what way shall they be made to assist Branding the country as a tourist destination?
- 8) What are the major factors so far to implementing the brand “Ethiopia: land of origin” and its major challenges and opportunities in respect of Ethiopia’s tourism branding and positioning?

Key Informant Interview Guide questions for: media

Name of the Organization: _____

Name: _____ **Sex:** _____ **Age:** _____

Educational Level: _____ **E-mail:** _____

Tel: _____ **Position:** _____

*Honorable Respondents, I kindly request you to respond to the following questions on the topic of **ASSESSING THE PERCEPTIONS AND CHALLENGES OF THE NEW ETHIOPIAN TOURISM BRAND “ETHIOPIA: LAND OF ORIGINS” FOR COUNTRY BRANDING** Your response will be used for the study purpose only and it will remain absolutely confidential. By no means will it be taken as a formal stand of your media and it will only be taken as your personal view.*

- 1) What is your experience about Ethiopia’s image in the world? Is Ethiopia well known in the world?
- 2) Have you ever heard about the new tourism logo/brand “Ethiopia: a land of origins”? What are the components of the new tourism brand?
- 3) Do you believe that the media (both local and international) can affect the Brand image of a Country? If so, in what way?
- 4) What is your media effort to introduce and promote the new tourism logo/brand?
- 5) How strong is the tourism brand position “Ethiopia: land of origins’ relative to the previous brand and to key competitive brands of other countries?
- 6) Do you have any Web site that attract tourists to come Ethiopian and visit?
- 7) Do you have any TV program that are directly related to promoting Ethiopia as a tourist destination? If you have, what kind of mechanism that you used to promote the new tourism logo/brand?
- 8) Will the tourism politics have a significant influence on the country’s brand?
- 9) What shall be done to improve the Country’s image on tourist’s mind? Please State each relevant stake holders’ role.

Key Informant Interview Guide questions for: Government Officials

Name of the Organization: _____

Name: _____ **Sex:** _____ **Age:** _____

Educational Level: _____ **E-mail:** _____

Tel: _____ **Position:** _____

*Honorable Respondents, I kindly request you to respond to the following questions on the topic of **ASSESSING THE PERCEPTIONS AND CHALLENGES OF THE NEW ETHIOPIAN TOURISM BRAND “ETHIOPIA: LAND OF ORIGINS” FOR COUNTRY BRANDING** Your response will be used for the study purpose only and it will remain absolutely confidential. By no means will it be taken as a formal stand of the Government and it will only be taken as your personal view.*

- 1) What do you think the current country image of Ethiopia is in the world? Is it positive or negative?
- 2) Have you ever heard about the new tourism logo/brand “Ethiopia: a land of origins”? What are the components of the new tourism brand?
- 3) In your opinion, what could be the possible advantages of Branding Ethiopia as a tourist destination?
- 4) Were there any efforts so far to Brand Ethiopia as a tourist destination? Please state them and mention the benefits gained so far and the challenges faced to introduce the new tourism logo/brand?
- 5) Do you have any marketing strategy link with other tourism key stakeholders to promote the new tourism brand “Ethiopia: a land of origins” and promoting Ethiopia as a tourist destination?
- 6) How strong is the tourism brand position “Ethiopia: land of origins” relative previous brand and the key competitive brands of other countries?
- 7) Would the tourism politics have a significant influence on the country’s brand?
- 8) What shall be done to improve the Country’s image on tourist’s mind? Please State each relevant stake holders’ role.
- 9) What type of government support is needed for developing tourism in those areas?

Key Informant Interview Guide questions for: Hotels, Tour operators and tourism related business persons

Name of the Organization: _____

Name: _____ **Sex:** _____ **Age:** _____

Educational Level: _____ **E-mail:** _____

Tel: _____ **Position:** _____

*Honorable Respondents, I kindly request you to respond to the following questions on the topic of **ASSESSING THE PERCEPTIONS AND CHALLENGES OF THE NEW ETHIOPIAN TOURISM BRAND “ETHIOPIA: LAND OF ORIGINS” FOR COUNTRY BRANDING** Your response will be used for the study purpose only and it will remain absolutely confidential. By no means will it be taken as a formal stand of your media and it will only be taken as your personal view.*

- 1) Is Ethiopia well known in the world as a tourist destination?
- 2) Have you ever heard about the new tourism logo?
- 3) In your organization how can you promote tourism and the new tourism logo/brand? What type of activities are possible to perform?
- 4) Does your organization benefited by promoting the new tourism motto/logo? If Yes, how?
- 5) Does the new tourism logo “Ethiopia: land of origins” represent and promote the country tourism? If Yes, how?
- 6) How strong is the tourism brand position “Ethiopia: land of origins” relative previous brand to key competitive brands of other countries?
- 7) Do you have any Web site that attract tourists to come Ethiopian and visit?
- 8) Do you think that the new tourism logo/brand efficiently and effectively promote? If No what will be the possible effort to promote?
- 9) What is the role of your organizations had played in influencing the current tourism logo/brand of Ethiopia? How could be your organizations influenced to help in branding the country image properly?
- 10) What shall be done to improve the Country’s image? Please State each relevant stakeholders’ role.

Appendix III: Interviewees and codes

Code 01, (2019, April). Head of ET Holidays in Ethiopia Airlines Addis Ababa. (Sisay H., Interviewer)

Code 02, (2019, April). Chair of Center for Environment and Development study, Addis Ababa University. (Sisay H., Interviewer)

Code 03, (2019, April). College Programmer and Head of Eco-tourism management department, Lion Ethiopia tourism Hotel and business collage. (Sisay H., Interviewer)

Code 04, (2019, April). Head of Documentary Department, Ethiopian Broadcasting Corporate (EBC). (Sisay H., Interviewer)

Code 05, (2019, April). Documentary Department arrange officer, Fana Broadcasting Corporate (FBC). (Sisay H., Interviewer)

Code 06, (2019, April). Advisor to Minister, Ministry of Culture and Tourism (MoCT). (Sisay H., Interviewer)

Code 07, (2019, April). Marketing Research team leader, Tourism Ethiopia (TE). (Sisay H., Interviewer)

Code 08, (2019, March). Business development director, Inter-continental Addis Hotel (Sisay H., Interviewer)

Code 09, (2018, March). Senor Sales and Marketing Manager, Radisson blu Hotel Addis Ababa. (Sisay H., Interviewer)


Code 10, (2019, April). Tour operations Manager, Balehageru Tour. (Sisay H., Interviewer)

Code 11, (2018, April). Tour and event operations Managing director, Celebrity Ethiopia Tour and Event. (Sisay H., Interviewer)

Appendix IV: List of tourism professionals and service providers experts

Name	Organization	Mobile
1 Zewdu H. Mariam(PhD))	ET holidays(Ethiopian Airlines)	251911-217137
2 Tesfaye Zeleke (PhD)	Addis Ababa University(AAU)	251973-168681
3 Hamid Ali	Lion Ethiopia Tourism and Hotel college	251922-881170
4 Getachew Chane	Ethiopian Broadcasting Corporate (EBC)	251911-383846
5 Henok Siyum	Fana Broadcasting Corporate(FBC)	251115-516777
6 Workeneh Aklilu	Ministry of Culture and Tourism (MoCT)	251912-853747
7 Alemayehu G/Tinsae	Tourism Ethiopia(TE)	251118-619618
8 Wegene Mathiwos	Inter-continental Addis Hotel	251911-747824
9 Tewodros Masresha	Radisson blu Hotel Addis Ababa	251922-724202
10 Gentu Degefu	Balehageru Tour	251911-434066
11 Ashenafi Kassa	Celebrity Ethiopia Tour and Event	251911-004803

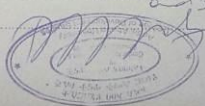
Appendix V: Interview paper



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Key Informant Interview Guide questions for: Higher Educational Institution

Dear Respondents,
 This is an academic research on the new Ethiopian tourism country branding, for the partial fulfillment of M.A. Degree in Tourism Development and Management. The title of the research is **ASSESSING THE PERCEPTIONS AND CHALLENGES OF THE NEW ETHIOPIAN TOURISM BRAND "ETHIOPIA: LAND OF ORIGINS" FOR COUNTRY BRANDING**. The aim is to evaluate how the tourism brand "Ethiopia: land of origins" is being introduced and the country branding affect the tourism industry in Ethiopia among tourism stakeholders in Addis Ababa, to measure tourists' perception and knowhow about the new Ethiopian tourism brand. The purpose of this interview is to assess your overall impression and perception about Ethiopian tourism. All the information you provide will be used only for the research purpose and is confidential.
 The interview will take about 30-40 minutes and is conducted anonymously. Once completed, please attach your company business card; a summary of the key findings of this research will be sent to all participants with grateful acknowledgement.

Thank you in advance for your cooperation!
 Researcher:

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 JOB TITLE Chairman, Center for Environment & Dev. Studies, Dept
 ORGANIZATION TELEPHONE NUMBER AAU (011) 5168811
 EMAIL tesfayohzeleke@gmail.com
 DESIGNATION/DEPARTMENT Center for Environment & Development Studies
 SIGNATURE 



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TOURISM DEVELOPMENT AND MANAGEMENT PROGRAM

Key Informant Interview Guide questions for: Higher Educational Institution

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Thank you in advance for your cooperation!
 Researcher:

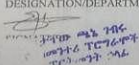
NAME(S) Hamid Ali Ebrahim
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 DESIGNATION/DEPARTMENT Co-Tourism Dept.
 SIGNATURE 



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Key Informant Interview Guide Questions: For the media

Dear Respondents,
 This is an academic research on the new Ethiopian tourism country branding, for the partial fulfillment of M.A. Degree in Tourism Development and Management. The title of the research is **ASSESSING THE PERCEPTIONS AND CHALLENGES OF THE NEW ETHIOPIAN TOURISM BRAND "ETHIOPIA: LAND OF ORIGINS" FOR COUNTRY BRANDING**. The aim is to evaluate how the tourism brand "Ethiopia: land of origins" is being introduced and the country branding affect the tourism industry in Ethiopia among tourism stakeholders in Addis Ababa, to measure tourists' perception and knowhow about the new Ethiopian tourism brand. The purpose of this interview is to assess your overall impression and perception about Ethiopian tourism. All the information you provide will be used only for the research purpose and is confidential.
 The interview will take about 30-40 minutes and is conducted anonymously. Once completed, please attach your company business card; a summary of the key findings of this research will be sent to all participants with grateful acknowledgement.

Thank you in advance for your cooperation!
 Researcher:


NAME(S) Petachew Chane
 JOB TITLE Head, Documentary Department (EBC)
 ORGANIZATION TELEPHONE NUMBER
 EMAIL chane09@gmail.com
 DESIGNATION/DEPARTMENT Documentary
 SIGNATURE 


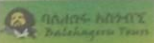

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Key informant Interview Guide Questions: For the media

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Thank you in advance for your cooperation!
 Researcher:
 SISAY HAGOS

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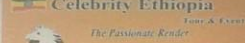
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Key Informant Interview Guide questions for Hotels, tour operators and tourism related business persons

Dear Respondents,
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Thank you in advance for your cooperation!
 Researcher:

NAME(S) ፍጥረት ደ.ዳግቤ
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Thank you in advance for your cooperation!
 Researcher:

NAME(S) Ashenafi Kassa
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Thank you in advance for your cooperation!
 Researcher:

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Thank you in advance for your cooperation!

NAME(S) Teewolras Mamo
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 EMAIL teewolras.mamo@radissonblu.com
 DESIGNATION/DEPARTMENT Sales and Marketing
 SIGNATURE [Signature]



Ethiopian
Holidays

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CENTER FOR ENVIRONMENT AND DEVELOPMENT STUDIES

TOURISM DEVELOPMENT AND MANAGEMENT PROGRAM

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Thank you in advance for your cooperation!

Researcher:

SISAY HAGOS


NAME(S) *Zewdu H. mariam (Ph.D)*
JOB TITLE *Head ET Holidays*
TELEPHONE NUMBER *0911213122*
EMAIL *Zewduh@ethiopianholidays.com*
DESIGNATION/DEPARTMENT *ET Holidays*

SIGNATURE

Zewdu H. mariam
Head Ethiopian Holidays

Appendix VI: Cooperation Later

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ADDIS ABABA UNIVERSITY
Addis Ababa, ETHIOPIA

Centre for Environment and Development Studies
College of Development Studies



March, 11/2019
Ref. No: CED /113/2011/ 2019

To Whom It May Concern

Subject: - Request for Cooperation

Sisay Hagos is one of our MA students in Tourism Development and Management Program, College of Development Studies at Addis Ababa University. He has finished his course work and currently, he is conducting his MA thesis entitled “Ethoopia: Land Of Origins” For Country Branding and Its Contribution among Tourism Stakeholders in Addis Ababa ” Therefore, I kindly request your esteemed office to provide him the necessary support. We would like to thank in advance for all assistances rendered to him.

Best Regards,



Tesfaye Zeleke (PhD)
Chair, Centre for Environment and Development Studies
College of Development Studies
Addis Ababa University

+25 11115442 00 E-mail: tesfaye.zeleke@aau.edu.et

Appendix VII: Photos during the Interview





Appendix VIII: Photos during the Questionnaire data collection

