



**ADDIS ABABA UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

**“Assessment of Effectiveness integrated marketing  
communications to Attract International Tourists”  
The Case of Addis Ababa**

By  
**Girmay Redaei**

**January, 2014  
ADDIS ABABA**

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Advisor

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**January, 2014  
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The Case of Addis Ababa**

**A Thesis Submitted to the School of Graduate Studies of Addis  
Ababa University in Partial Fulfillment of the Requirement of  
Degree of Master of Arts in Marketing Management**

By

**Girmay Redaei**

**January, 2014  
ADDIS ABABA**

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## DECLARATION

I, the undersigned, declare that, this project paper is my original work, has never been presented in this or any other university, and that all resources and materials used herein have been duly acknowledged.

Name: Girmay Redaei

Signature \_\_\_\_\_

Place: Addis Ababa University, Ethiopia

Date of submission 25 May, 2014

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## Acronyms

**AACTB**-Addis Ababa Culture and Tourism

**BSC** -Balanced Scorecard

**ESTDP**- Ethiopia Sustainable Tourism Development Project

**GOE** - Government of Ethiopia

**ICT**-Information Communication Technology

**IMC**- Integrated Marketing Research

**MoCT**- Ministry of Culture and Tourism

**TTO**- Tour and Travel Operator

**WTO**-World Tourism Organization

**SPSS**- Statistical Package for Social Scientists

## Definition of terms

**Promotion**- is vital element of marketing mix used to pass information, persuasion, and influence to audiences.

**Integrated marketing communication**- is a term used to describe the set of tools that a business can use to communicate effectively the benefits of its products or services to its customers.

**Tourism**- is the activity of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business, or any other purpose”.

**International tourist**- is anyone who visits a tourism resource of a country on temporary bases that is not his usual place of residence for at least 24 hours.

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## **Abstract**

This dissertation researches on effective promotion mix to attract international travellers to Addis Ababa Tourism resources through the Performance of Ethiopian Ministry of Culture and Tourism, Addis Ababa Tourism Bureau, and the Tour and Travel Operators. The purpose of the study was to ascertain whether the mix of the promotion elements have been applied effectively on Addis Ababa tourism performance. This involves critically looking at the following objectives; To determine the pivotal role of the city tourism authority and its stakeholders in applying the mix of promotion communication efforts; and To investigate the effectiveness and up datedness, reliability and consistency of the message being communicated to international tourists. The research used exploratory and analytical research design. The main sources of primary data in the study included Ministry of Culture and Tourism, Ethiopian Tourism Organization, Addis Ababa Tourism bureau, Addis Ababa City Administration and the Tour and Travel operators along with managers, supervisor and experts' a sample of 62 questionnaires on convenience base and group-Discussion of 5 members was interviewed. Questionnaires and interviews were used to collect data which was then coded and analysed using the Statistical Package for Social Scientists (SPSS).

Among the findings it was revealed that the integrated mixes of the modern and traditional promotional elements are important means of communication with international tourists. Though they are not yet effectively combined to use them due to limited tourism product development, high package price for the existing product, poor promotional strategy and program, lack of attention and knowledge on tourism marketing and promotion strategy and limited integration of stakeholders to alleviate promotion of the city destination instead of individual effort.

**Key terms:-** Promotion, Integrated Marketing Communications, International Tourists And Tourism

# Chapter One

## 1. Back ground of the study

### 1.1. Introduction

According to Pickten and Broderick (2001), promotion is usually replaced by the term marketing communication. Besides marketing communication is a conversion between a brand and its audiences and it is the collective term for all the communication functions used in marketing of a product or services

The use of appropriate integrated marketing communication mix to address the available and unique tourism products to the travelers can assist to exist in the competitive market environment. The promotional mix is a term used to express the collection of tools any firm can use to create awareness and try to persuade the benefit and features of products to the prospects and customers.

David Bojanic (2008) has also discussed in his Handbook of Hospitality Marketing Management on the promotion element of the marketing mix includes all of the communications associated with marketing a product or service. The promotion mix consists of four elements: advertising, personal selling, publicity, and sales promotion. Advertising and publicity are forms of mass communication using a variety of mediums such as television, radio, newspaper, magazines, direct mail, and the Internet. Advertising is a paid form of mass communication with an identified sponsor, while publicity is a non-paid form of mass communication without a sponsor (i.e., it is free and objective). Personal selling is a form of interpersonal communication sponsored by the firm. Sales promotion is a short-term inducement to purchase a product or service. Some examples of sales promotions are contests, sweepstakes, premiums, and product bundles.

As noted by the World Tourism Organization (2007) in the Practical Guide to Tourism Destination Management, Promotion is one element of the overall destination marketing mix, albeit an extremely important and visible one. However unless the promotions drive is properly supported by the other elements of the core destination marketing mix, namely product, pricing

and distribution channels, the promotional effort will not deliver the required return on investment.

The World travel and tourism council (2003) mentioned the economic significance of the travel and tourism industry plays a major role in the world economy and has clearly attracted the attention of government and travel organization worldwide.

It is explained by the WTO the potential travelers could be enticed to visit the destination but will be frustrated by a lack of products and attractions, inability or difficulty to book and buy and inconsistent prices and/or poor value for money. Destination promotion could be considered the front face of destination marketing, as it entails all aspects of communicating and enticing customers to visit the destination.

The tourism sector is essential for the growth and development of nation's economy. According to Nicolas Vaugeois (2013) stated that *tourism is an attractive business tool for economic development specifically in the developing world*. Many travelers do appreciate Addis Ababa for the suitability of the climatic condition, less tourist expense comparing to other African cities, reach with various tourism resources and considered as among the peaceful and stable few African cities. Simply having various tourist products in a destination will not attract international tourists. It is most important to effectively promote all of the wealth of natural and man-made tourism resources to the target customers. This study will assess the marketing communication efforts and mixes used to aware and attract international visitors by the government and tourism stakeholders of Addis Ababa.

## 1.2. The Problem Statement

According to Philip Kotler, (2002) modern marketing calls for more than just developing a good product, pricing it attractively, and making it available to target customers. Companies must *communicate* with their customers, and what they communicate should not be left to chance. For most companies, the question is not *whether* to communicate, but *how much to spend* and *in what ways*.

Kliatchko, (2005) defined IMC as the concept and process of strategically managing audience-focused, channel-centered, and result-driven brand communication programs over time.

It has been mentioned frequently by many marketing scholars that promotional activity is a business activity that communicates a company's interests and embodies a transmission-reception of a variety of types of information between internal business processes and external business relationships. Promotion has the roles of informing, persuading, inducing action, and reaching and affecting a diversity of publics. The marketing communication mix is a term used to describe the set of tools that a business can use to communicate effectively the benefits of its products or services to its customers.

On the other hand, the WTO (2007) has illustrated in its report the importance and challenges of tourism. It can be seen as having many benefits and costs. And also has noted that it generates local employment, both directly in the tourism sector and in various support and resources managements sectors. Tourism stimulates profitable domestic industries -hotels and lodging facilities, restaurants and other food services, transportation systems, handicrafts, and guide services. Tourism generates foreign exchange for the country and injects capital and new money into the local economy. Tourism diversifies the local economy, particularly in rural areas where agricultural employment may be insufficient. Increased tax revenues from tourists can be reaped if a local sales tax is added to the provincial and federal taxes already in place. Employment opportunities will be created in the business communities due to the arrival of tourists who will need goods and services. Increased entrepreneurial opportunities will provide goods and services not already available in the community and create new tourist products. Improved road systems and infrastructure can be financed through tourism attractions.

Moreover, Amalia Jane (2012) has illustrated tourism as a major source of revenue for governments as well as individuals nowadays, some developed and developing economies are focusing on the tourism industry for economic growth and GDP earning. Therefore many countries invest in the development of the tourism industry in order to gain higher living standards for the population. Nowadays the world is getting smaller and is fondly referred to as a global village through modern transportation facilities such as air planes and jets, cruise ships and boats, fast trains and even cars, have made moving from one place to another quite easy and fun-filled. One can therefore visit many places within a short period of time.

According to Yabibal Muluaem (2010) Tourism in Ethiopia dates back to the pre-Axumite period when the first illustrated travel guides to Ethiopia can be found in the friezes of the pyramids and ancient sites of Egypt. These depicted travels to the land of Punt, which the Egyptians knew was the source of the Nile, and where they traded for gold, incense, ivory and slaves. The fourth century Persian historian Mani described the Kingdom of Axum as being one of the four great empires of the world, ranking it alongside China, Persia and Rome (World Bank, 2006).

Although Ethiopia has many internationally recognized wealthy tourist attractions; its share in the tourism market relative to other African countries is very low. The number of tourists visiting Ethiopia was 230,000 per year in 2005, which is far less than to other African countries, such as Egypt, South Africa, Tunisia, Morocco, or Zimbabwe. Ethiopia possesses more World Heritage sites than even Egypt, but unfortunately they are not fully optimized at the moment. However, International Tourist Arrivals (ITAs) by 2009 increased to 427,286. In short, tourism in Ethiopia is at its low level of development and its effect on economic development was not given attention until recent times. The strong initiative of the government of Ethiopia (GOE) is expected to boost the industry in the future as depicted in the manual of Ministry of Urban and Construction development of Ethiopia (2010).

According to the ESTDP (2012) report by referring to MoCT Growth and Transformation Plans and Forecasts the Government of Ethiopia's target is to reach one million of arrivals by 2020

(forecast from 2006) or even by 2015 GC (Future Strategic Year Plan 2004 – 2007 EC<sub>4</sub>). This means that the numbers reached in 2010 should be doubled within five years, most probably by a strong increase in leisure tourists and business and professional tourists. The receipts should rise from USD 333 million in 2010 to USD 3 billion in 2015.

The ESTDP (2012) report also mentioned that Addis Ababa is the starting point for most tourists regardless of their purposes of visits. Many international conferences take place in Addis and international organizations are located there. Many leisure tourists start their round trip as well in the capital. In 2010 a total of 403,000 tourists were counted in Addis Ababa.

The capital city of Ethiopia, Addis Ababa, has natural, historical and man-made tourism products that can benefit its people economically like the other cities of the world. It has 9 UNICCO registered tourism resources like Lucy which is the very aged ruminant of human kind in the national museum, the celebration of the beautiful and unique festivals of Meskel and Timket or Epiphany further Merkato is one of the largest markets in Africa and the world beyond all it is peaceful and convenient to humans of the world to relax and entertain. As noted above many travelers do appreciate Addis Ababa for the suitability of the climatic condition, less tourist expense comparing to other African cities, reach with various tourism resources and considered as among the peaceful and stable few African cities.

Simply having various tourist products in a destination will not attract international tourists. It is most important to effectively promote all of the wealth of natural and man-made tourism resources to the target customers. For the number of international tourist arrivals are very few when it is compared with the tourism resources potential of this city and the cities like Cairo, Nairobi, and Tunis which they were expected to attract 3.2, 1.8, and 1.7 million international tourists respectively whereas the number of international tourist arrivals to Addis Ababa at the current year accounts about half million. And the tourism's contribution to the economy is not significant enough in relation to the tremendous tourism product potential. There could be several factors but the less integration of tourism stakeholders to reach prospective tourists through right marketing communication tools is the core. The study will assess the effectiveness of the integrated marketing communication mixes being undergone by the ministry of culture

and tourism, Addis Ababa tourism bureau, tour and travel operators, and other stakeholders' effort in attracting international tourists.

### **1.3. Research questions**

- What are role of the tourism stakeholders to apply effective integrated marketing communication mixes?
- Are the mix of the promotional tools and messages being used consistent & relevant to the city tourism resources?
- Have the possible segment travelers identified based on the tourist categories?
- What are the communication tools being used and effective ones to reach the target international tourists?

### **1.4. Objective of the Study**

#### **1.4.1. General Objective**

The main objective of the study is to assess on effectiveness of integrated marketing communication schemes undertaken by the city tourism stakeholders to aware and attract international tourists.

#### **1.4.2. Specific Objectives**

The specific objectives of this study are:-

- To find out the role of the tourism stakeholders in applying integrated marketing communication
- To investigate the reliability and consistency of the message being communicated to international tourists
- To identify the possible segment travelers based on the tourist categories
- To suggest effective promotional mix elements from the findings to address international tourists.

## **1.5. Significance of the study**

This research study will have the following significance;

- ✓ It will have important contribution to the tour and travel operators in case of our country since the tourism sector has shown development from time to time.
- ✓ It will provide a direction for tour and travel managers to examine the effective promotional mix that can attract more tourists.
- ✓ It will help the government officials in devising different policies and strategies that can attract more international tourists and increase the country's revenue.

It will help for the establishment of new tour and travel operators and expansion of new branches such as in various regions and finally this will lead to economic development of the country at large.

## **1.6. Scope of the study**

The scope of the study was limited to the Addis Ababa city tourism on the effective mix of promotional elements applied.

Assessing the country wide integrated promotion effort might provide accurate and more relevant data. However, to make the study manageable it focuses on the effectiveness promotional mixes in attracting international tourists in the case of Addis Ababa city.

## **1.7. Limitations**

Some of the limitation of this student researcher and the thesis paper are the following:-

- Non-probability descriptive research method & convenient sampling technique were only used. This research method may not represent the entire population.

- so the results can't represent the general TTOs found in Addis or Ethiopia
- If analytical research method were used the finding could be different
- Furthermore, the study would be ideal to have a wide coverage (regional or country level) but due to time and resource constraints, I couldn't.
- As a student researcher I have limited experience to carry full scientific research.

## **1.8. Paper organization**

The paper is organized in to four chapters. The first chapter provides general back-ground and introduction information about the study. In this part, Introduction, statement of problem, research questions, objective of the study, significance of the study, scope and limitation of the study, paper organization and definition of terms are included.

The second chapter outlines the review of different literatures of various authors related to areas under study. Contain definition of terms and concepts about the effective mixes of promotional elements for tourism resources in Addis.

The third chapter is the methodology part which contains; data sources, sampling technique, research design, sample size and data analysis.

The fourth chapter presents and analysis data collected through the primary and secondary means using questionnaires and interviews.

Finally, the last chapter summarizes the points raised in the study and gives recommendation and conclusions.

## **Chapter Two**

## **2. Literature Review**

The aim of this section is to give a general idea of the relevant literatures used by this student project thesis to support the main findings.

This chapter begins by offering a general idea of effective marketing communication, promotion and promotion strategy, within the tourism sector.

According to Philip Kotler (2002) modern marketing calls for more than developing a good product, pricing it attractively, and making it accessible. Companies must also communicate with present and potential stakeholders as well as the general public. For most companies, the question is not whether to communicate but rather what to say, to whom, and how often.

The marketing communications mix consists of advertising, sales promotion, public relations and publicity, personal selling, and direct marketing. The product's styling and price, the package's shape and color, the salesperson's manner and dress, the place's decor—all communicate something to buyers. In fact, every brand contact delivers an impression that can affect a customer's view of the company. Therefore, the entire marketing mix must be integrated to deliver a consistent message and strategic positioning.

### **2.1. DEVELOPING EFFECTIVE MARKETING COMMUNICATIONS**

Philip Kotler had explained that today there is a new view of communications as an interactive dialogue between the company and its customers that takes place during the pre-selling, selling, consuming, and post-consuming stages. Successful companies are asking not only “How can they reach their customers?” but, in a break from the past, are also asking “How can their customers reach them?” Now sellers use a variety of communication platforms to stay in touch with customers, as shown in Table 1. Furthermore, Kotler justified that increasingly, it is the newer technologies, such as the Internet, that have encouraged more firms to move from mass communication to more targeted communication and one-to-one dialogue with customers and other stakeholders.

Table 1. Common Communication Platforms

<b>Advertising</b>	<b>Sales Promotion</b>	<b>Public Relations</b>	<b>Personal Selling</b>	<b>Direct Marketing</b>
Print, broadcast, on-line ads Packaging Motion pictures Brochures, booklets Directories Billboards, posters Display signs Point-ofpurchase displays Audiovisual material Symbols and logos Videotapes Web sites and banners	Contests, games, sweepstakes, lotteries Premiums, gifts Sampling Fairs, trade shows Demonstrations Coupons Rebates Low-interest financing Trade-in allowances Continuity programs Tie-ins	Press kits Video news releases Speeches Seminars Annual reports Charitable donations Sponsorships Publications Community relations Lobbying Identity media Special events	Sales presentations Sales meetings Incentive programs Fairs and trade shows	Catalogs Mailings Telemarketing Electronic shopping TV shopping Fax mail E-mail Voice mail

*Source: Philip Kotler, Marketing Management, Millennium Edition pp 277*

Doctor Philip kotler had specified eight steps to follow in developing an effective marketing communications program: (1) identify the target audience, (2) determine the communication objectives, (3) design the message, (4) select the communication channels, (5) establish the total communications budget, (6) decide on the communications mix, (7) measure the communications' results, and (8) manage the integrated marketing communication process.

### **Step 1: Identifying the Target Audience**

According to Kotler, the first step is to identify a clear target audience: potential buyers of the company's products, current users, deciders, or influencers; individuals, groups, particular publics, or the general public. The target audience is a critical influence on the communicator's decisions about what to say, how to say it, when to say it, where to say it, and to whom to say it.

## **Step 2: Determining the Communication Objectives**

He also described that knowing the target audience and its perceptions, the marketing communicator can now decide on the desired audience response, seeking a *cognitive*, *affective*, or *behavioral* response. That is, the marketer might want to put something into the consumer's mind, change an attitude, or get the consumer to act.

## **Step 3: Designing the Message**

Kotler had illustrated that having defined the desired response, the communicator moves to developing an effective message. Ideally, the message should gain *attention*, hold *interest*, arouse *desire*, and elicit *action*. In practice, few messages take the target audience all the way from awareness through purchase. Formulating the message will require solving four problems: what to say (message content), how to say it logically (message structure), how to say it symbolically (message format), and who should say it (message source).

### **A. Message Content**

Kotler had noted that in determining message content, management searches for an appeal, theme, idea, or unique selling proposition. There are three types of appeals:

➤ *Rational appeals* engage self-interest by claiming the product will produce certain benefits such as value or performance. It is widely believed that industrial buyers are most responsive to rational appeals because they are knowledgeable about the product, trained to recognize value, and accountable to others for their choices. Consumers, when they buy certain big-ticket items, also tend to gather information and estimate benefits.

➤ *Emotional appeals* attempt to stir up negative or positive emotions that will motivate purchase. Marketers search for the right *emotional selling proposition*. Even when the product is similar to the competitors' product, it may have unique associations that can be promoted.

Communicators also work with negative appeals such as fear, guilt, and shame to get people to do things (brush their teeth) or stop doing things (smoking). In addition, positive emotional appeals such as humor, love, pride, and joy are often part of the message content.

➤ *Moral appeals* are directed to the audience's sense of what is right and proper. These are often used to exhort people to support social causes.

## **B. Message Structure**

According to Philip Kotler, message effectiveness depends on structure as well as content. For example, a communicator may think that one-sided presentations that praise a product would be more effective than two-sided arguments that also mention shortcomings. Yet two-sided messages may be more appropriate, especially when some negative association must be overcome. The order in which arguments are presented is also an important part of message structure. In the case of a one-sided message, presenting the strongest argument first has the advantage of establishing attention and interest. This is important in newspapers and other media where the audience often does not attend to the whole message. With a captive audience, however, a climactic presentation might be more effective. In the case of a two-sided message, if the audience is initially opposed, the communicator might start with the other side's argument and conclude with the strongest argument.

## **C. Message Format**

Kotler suggested that the communicator must develop a strong message format. In a print ad, the communicator has to decide on headline, copy, illustration, and color. For radio, the communicator has to choose words, voice qualities, and vocalizations. If the message is to be carried on television or in person, all of these elements plus body language (nonverbal clues) have to be planned. If the message is carried by the product or its packaging, the communicator has to pay attention to color, texture, scent, size, and shape. Web based messages have the flexibility to combine aspects of print, radio, and television messages with a variety of special effects and interactive features to attract, retain, and reinforce audience interest.

## **D. Message Source**

He said that messages delivered by attractive or popular sources achieve higher attention and recall, which is why advertisers often use celebrities as spokespeople. In particular, messages delivered by highly credible sources are more persuasive, so pharmaceutical companies have doctors testify about product benefits because doctors have high credibility. He had identified three factors that underlies source credibility are expertise, trustworthiness, and likability.

*Expertise* is the specialized knowledge the communicator possesses to back the claim.

*Trustworthiness* is related to how objective and honest the source is perceived to be. Friends are trusted more than strangers or salespeople, and people who are not paid to endorse a product are seen as more trustworthy than people who are paid.

*Likability* describes the source's attractiveness; qualities like candor, humor, and naturalness make a source more likable. The most credible source would score high on all three factors.

#### **Step 4: Selecting Communication Channels**

Kotler illustrated that if message has been designed, the communicator must select efficient communication channels to carry it. He generalized that firms can use two types of communication channels: personal and non personal.

##### **a. Personal Communication Channels**

For Kotler, Personal communication channels involve two or more persons communicating directly with each other face to face, person to audience, over the telephone, or through e-mail. These channels derive their effectiveness through the opportunities for individualizing the presentation and feedback. Amazon.com, for example, invites on-line customers to sign up for e-mailed reviews and recommendations from experts in their choice of book, music, toy, and home improvement subjects.

He mentioned that companies can take several steps to stimulate personal influence channels to work on their behalf:

- *Identify influential individuals and companies and devote extra effort to them:*
- *Create opinion leaders by supplying certain people with the product on attractive terms*
- *Work through community influential such as local disk jockeys and heads of civic organizations:*

- *Use influential or believable people in testimonial advertising:*
- *Develop advertising that has high “conversation value”:*
- *Develop word-of-mouth referral channels to build business:*
- *Establish an electronic forum:*

## **b. Non-personal Communication Channels**

Doctor Philip also described in his marketing management millennium edition that Non-personal channels include media, atmospheres, and events. *Media* consist of print media (newspapers, magazines, direct mail), broadcast media (radio, television), electronic media (audiotape, videotape, CD-ROM, DVD, Web page), and display media (billboards, signs, posters). Most non-personal messages come through paid media.

*Atmospheres* are “packaged environments” that create or reinforce the buyer’s leanings toward product purchase. Law offices are decorated with fine rugs and furniture to communicate “stability” and “success”;

*Events* are occurrences designed to communicate particular messages to target audiences. Tokyo’s Mitsukoshi Department Store, for example, arranges special cultural events and arts exhibits in the flagship store to maintain a sophisticated, cultured image in the minds of upscale shoppers.

Kotler discussed that personal communication is often more effective and non-personal channels affect personal attitudes and behavior through a two-step flow-of-communication process. Ideas often flow from radio, television, print, and Internet sources to *opinion leaders* and from these to the less media-involved population groups. This two-step flow has several implications. First, the influence of non-personal channels on public opinion is mediated by opinion leaders, people whose opinions are sought or who carry their opinions to others. Second, the two-step flow shows that people interact primarily within their own social group and acquire ideas from opinion leaders in their group. Third, two-step communication suggests that marketers using non-personal channels should direct messages specifically to opinion leaders and let them carry the message to others. This is why many software makers give opinion leaders a preview of new programs before they are sold to the general public.

## **Step 5: Establishing the Marketing Communications Budget**

For Kotler, industries and companies vary considerably in how much they spend on promotion; expenditures might amount to 30–50 percent of sales in the cosmetics industry but only 5–10 percent in the industrial-equipment industry, with variations from company to company. How do companies decide on the promotion budget? Here are four common methods:

➤ *Affordable method*- Many companies set the promotion budget at what management thinks the firm can afford. However, this method ignores the role of promotion as an investment and the immediate impact of promotion on sales volume; it also leads to an uncertain annual budget, making long-range planning difficult.

➤ *Percentage-of-sales method*- Many firms set promotion expenditures at a specified percentage of sales (either current or anticipated) or of the sales price. Supporters say this method links promotion expenditures to the movement of corporate sales over the business cycle; encourages management to consider the interrelationship of promotion cost, selling price, and unit profit; and encourages stability when competing firms spend approximately the same percentage. On the other hand, this method views sale as the determiner of promotion rather than as the result, and it provides no logical basis for choosing the specific percentage.

➤ *Competitive-parity method*- Some companies set their promotion budget to achieve share-of-voice parity with competitors. Although proponents say those competitors' expenditures represent the collective wisdom of the industry and that maintaining competitive parity prevents promotion wars, neither argument is valid. There are no grounds for believing that competitors know better what should be spent on promotion. Company reputations, resources, opportunities, and objectives differs so much that promotion budgets are hardly a guide. Furthermore, there is no evidence that competitive parity discourages promotional wars.

➤ *Objective-and-task method*- Here, marketers develop promotion budgets by defining specific objectives, determining the tasks that must be performed to achieve these objectives, and estimating the costs of performing these tasks. The sum of these costs is the proposed promotion budget. This method has the advantage of requiring management to spell out assumptions about the relationship among dollars spent, exposure levels, trial rates, and regular usage.

## **Step 6: Developing and Managing the Marketing Communications Mix**

He elaborate that having established a communications budget, companies must decide how to allocate it over the five promotional tools. Companies differ considerably in their allocations, even within the same industry.

## I. Promotional Tools

According to Doctor Philip Kotler each promotional tool has its own unique characteristics and costs such as:-

➤ **Advertising-** Advertising can be used to build up a long-term image for a product or trigger quick sales. Advertising can reach geographically dispersed buyers efficiently. Certain forms of advertising (TV advertising) typically require a large budget, whereas other forms (newspaper advertising) can be done on a small budget.

➤ **Sales promotion-** Although sales-promotion tools—coupons, contests, premiums, and the like—are highly diverse, they offer three distinctive benefits:

(1) *Communication* (they gain attention and usually provide information that may lead the consumer to the product);

(2) *Incentive* (they incorporate some concession or inducement that gives value to the consumer);

(3) *Invitation* (they include a distinct invitation to engage in the transaction now). Sales promotion can be used for short-run effects such as dramatizing product offers and boosting sales.

➤ **Public relations and publicity-** The appeal of public relations and publicity is based on three distinctive qualities:

(1) *High credibility* (news stories and features are more authentic and credible than ads);

(2) *Ability to catch buyers off guard* (reach prospects who prefer to avoid salespeople and advertisements); and

(3) *Dramatization* (the potential for dramatizing a company or product).

➤ **Personal selling-** Personal selling has three distinctive qualities:

(1) *Personal confrontation* (it involves an immediate and interactive relationship between two or more persons);

(2) *Cultivation* (it permits all kinds of relationships to spring up, ranging from a matter-of-fact selling relationship to a deep personal friendship); and

(3) *Response* (it makes the buyer feel under some obligation for having listened to the sales talk).

➤ *Direct marketing*- All forms of direct marketing—direct mail, telemarketing, Internet marketing—share four distinctive characteristics: They are

- (1) *Non-public* (the message is normally addressed to a specific person);
- (2) *Customized* (the message can be prepared to appeal to the addressed individual);
- (3) *Up-to-date* (a message can be prepared very quickly); and
- (4) *Interactive* (the message can be changed depending on the person's response).

## II. Factors affecting in Setting the Marketing Communications Mix

Kotler had explained that companies to consider several factors in developing their promotion mix:

➤ *Type of product market*- promotional allocations vary between consumer and business markets. Although advertising is used less than sales calls in business markets, it still plays a significant role in building awareness and comprehension, serving as an efficient reminder of the product, generating leads, legitimizing the company and products, and reassuring customers about their purchases. Personal selling can also make a strong contribution in consumer-goods marketing by helping to persuade dealers to take more stock and display more of the product, build dealer enthusiasm, sign up more dealers, and grow sales at existing accounts.

➤ *Push-versus-pull strategy*- A *push strategy* involves the manufacturer using sales force and trade promotion to induce intermediaries to carry, promote, and sell the product to end users. This is especially appropriate where there is low brand loyalty in a category; brand choice is made in the store; the product is an impulse item; and product benefits are well understood. A *pull strategy* involves the manufacturer using advertising and consumer promotion to induce consumers to ask intermediaries for the product, thus inducing the intermediaries to order it. This is especially appropriate when there is high brand loyalty and high involvement in the category; people perceive differences between brands; and people choose the brand before they go to the store.

➤ *Buyer-readiness stage*- Promotional tools vary in cost effectiveness at different stages of buyer readiness, Advertising and publicity play the most important roles in the awareness-building stage. Customer comprehension is affected primarily by advertising and personal selling, while customer conviction is influenced mostly by personal selling. Closing the sale is influenced

mostly by personal selling and sales promotion. Reordering is also affected mostly by personal selling and sales promotion, and somewhat by reminder advertising.

➤ *Product-life cycle stage*- Promotional tools also vary in cost effectiveness at different stages of the product life cycle. Advertising and publicity are most cost effective in the introduction stage; then all the tools can be toned down in the growth stage because demand is building word of mouth. Sales promotion, advertising, and personal selling grow more important in the maturity stage. In the decline stage, sales promotion continues strong, advertising and publicity are reduced, and salespeople give the product only minimal attention.

➤ *Company market rank*- Market leaders derive more benefit from advertising than from sales promotion. Conversely, smaller competitors gain more by using sales promotion in their marketing communications mix.

### **Step 7: Measuring Results**

According to Kotler after implementing the promotional plan, the communicator must measure its impact. Members of the target audience are asked whether they recognize or recall the message, how many times they saw it, what points they recall, how they felt about the message, and their previous and current attitudes toward the product and company. The communicator should also collect behavioral measures of audience response, such as how many people bought the product, liked it, and talked to others about it.

He elaborated that suppose that 80 percent of the targeted customers are aware of the brand, 60 percent have tried it, and only 20 percent who have tried it are satisfied. This indicates that the communications program is effective in creating awareness, but the product fails to meet consumer expectations. However, if 40 percent of the targeted customers are aware of the brand and only 30 percent have tried it—but 80 percent of those who have tried it are satisfied—the communications program needs to be strengthened to take advantage of the brand's power.

### **Step 8: Managing the Integrated Marketing Communications Process**

Doctor Philip Kotler illustrated that for given the fragmenting of mass markets into minimarkets, the proliferation of new types of media and the growing sophistication of consumers, companies need to use a wider range of communication tools, messages, and audiences. To do this most

effectively, companies must embrace integrated marketing communications. As defined by the American Association of Advertising Agencies, *integrated marketing communications (IMC)* is a concept of marketing communications planning that recognizes the added value of a comprehensive plan that evaluates the strategic roles of a variety of communications disciplines—for example, general advertising, direct response, sales promotion and public relations—and combines these disciplines to provide clarity, consistency, and maximum communications’ impact through the seamless integration of discrete messages.

## **2.2. Promotion**

Promotion has been described by different scholars and practitioners using their own understanding and expression. Among the common and the known scholar Kotler (2000), had noted promotional elements usually are used by various organizations. Marketers use numerous tools to elicit responses from target markets. These tools are known as the marketing mix that is defined as the set of tools that a firm uses to pursue its marketing objectives in the target market. More ever he had elaborated promotion as one of the elements of marketing mix among other elements like Product, Price, and Place, which are the 4ps of marketing. Marketing mix decision must be made with the objective of influencing the trade channels as well as the final consumer and in return the sales. Promotion brings an interactive dialogue between an organization and its customers and it takes place during the pre- selling, selling, consuming and post- consuming stage. Such promotional elements include: sales promotion, advertising, sales force, public relation and direct selling. Besides, it is usually integrated with distribution and implies communication activities. But it is worth stressing that the mechanism called “word of mouth” remains the main method of promotion. Along with the loyalty of customers, the “unstructured” means are the most affordable, offering higher yields for small businesses at a lower cost. Therefore “invest in quality and save on advertising” is definitely the motto as it was discussed in the guide book on Poverty Reduction through Tourism by the International Labor Office on October (2012).

## **2.3. Designing the Promotional Program**

Furthermore, it was noted in the guide the importance of designing a promotional strategy and program which involves the following stages.

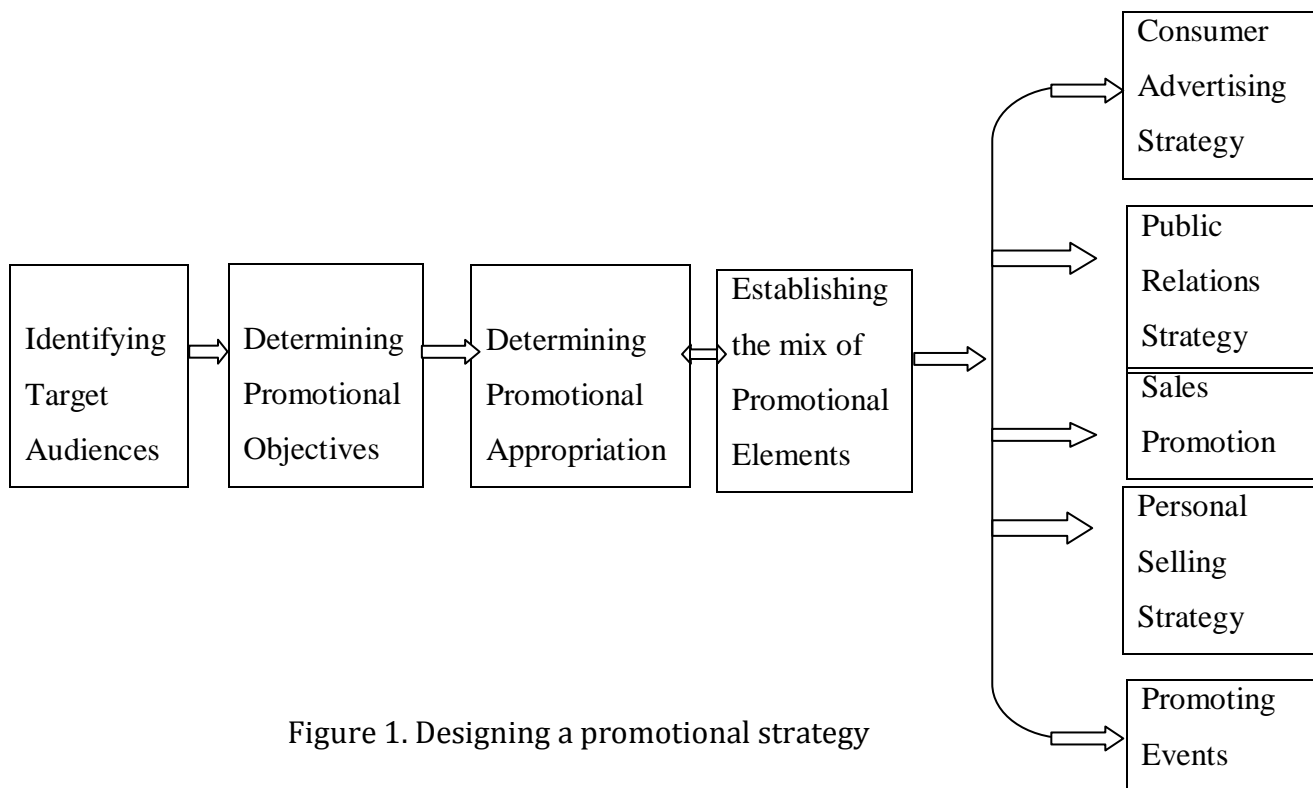


Figure 1. Designing a promotional strategy

Source: - World Tourism Organization (2007)

As it is illustrated in the above figure, identifying target audiences and promotional objectives appropriately and establishing the promotional mix elements should be taken into account focusing on advertising, PR, sales promotion, personal selling and promoting event strategies when designing the promotional program. The promotional strategy and program; and the promotional mix elements are discussed below:

### 2.3.1. Identifying target audiences

For WTO, Targeting was considered as the most critical components of a successful tourism destination marketing strategy. It has been advised that to clearly defined and profiled target market segments which ensures the most immediate results and best return on investment. Hence, the existing target market profiles could be further enhanced by analyzing their characteristics (e.g. lifestyles, benefits sought, purpose of trip, etc.) where to reach them (where they live, shop, exercise, socialize, etc.) and how to reach them (what they read, watch, how they buy, etc.). This clearly requires thorough market research.

### **2.3.2. Determining the promotional appropriation**

WTO has been mentioned in determining the promotional budget the challenge is to find a balance between the scope of the objectives set and the available budget and affordability to achieve these. Meaning that every element of the potential promotional mix should be critically evaluated and monitored in terms of return on investment e.g. cost per contact/enquiry, conversion cost, circulation (reach and penetration) achieved, life span of the medium used, profile of the audience reached and whether it fits the brand personality and enhances the credibility of the brand.

### **2.3.3. Establishing the mix of promotional elements**

The WTO described as there is no clear distinction between generic promotion and sales conversion-directed promotion. However; there is a growing trend to establish joint marketing agreements and partnerships with private operators to facilitate immediate conversion and customer ratification. There are a number of elements which can be used in the promotional mix and these are described below.

## **2.4. The Promotional Mix**

The WTO indicated there the term promotion is referred as “above-the-line” and “below-the-line” promotional execution.

### **2.4.1. Above-the-line**

WTO stated that above-the-lines are the highly visible, image driven and public advertising which are focused elements of the promotional execution; and these include prints (newspapers, magazines, trade and professional press, etc.); outdoors (billboards, posters, etc.); television; radio; cinema; web-banner; and advertising.

### **2.4.2. Below-the-line**

WTO illustrated that below-the-line as the less “in your face”, which are the personalized elements of promotion execution and include exhibitions and fairs; direct mail; point-of-sale (window displays, posters, banners, etc.); packaging (paper, electronic, and physical marketing collateral); e-marketing; sales promotions and special offers; personal selling (trade visits, familiarization trips, workshops, etc.); public relations (newsletters, press releases, interviews, editorial for travel programs and magazines, etc.); media familiarization visits, etc.

## **2.5. Consumer Advertising**

Ambler (2000) said that Advertising creates Awareness communicates attributes and benefits, reminds and refreshes to ensure top of mind awareness. Velnampy and Sivesan (2012) also said that customer relationship marketing is positively related with brand equity. Dunn (1978) viewed advertising from its functional perspectives, hence they define it as a paid, non-personal communication through various media by business firms, non-profit organization, and individuals who are in some way identified in the advertising message and who hope to inform or persuade members of a particular audience

It is explained by WTO that effective consumer advertising requires a significant investment in time and financial resources. It is also suggested that DMO's usually engage the services of professional advertising agencies in planning, designing and executing their advertising plans, it should always be kept in mind that the DMO is the custodian of the marketing strategy and that it has the responsibility of directing, evaluating, and monitoring the advertising plan.

It has also stressed by WTO in identifying the most relevant media and continuously studying their profiles including audited readership, listenership/viewership numbers, readers/'viewers' socio-economic status, activity preferences, interest profiles, etc. an optimal advertising-audience match could be ensured.

## **2.6. Personal Selling**

WTO depicted that common knowledge and interpersonal relationships are very important in promoting tourism destinations. There for, the travel trade channel is considered as a means of tourism distribution consist a network of individuals working in travel agencies; tour operators

and supplier operations and they are all able to affect the credibility and exposure of the destination.

Moreover, before implementing WTO suggested considering following personal selling initiatives various practical issues:

## **2.7. Consumer exhibitions**

The WTO guide explained consumer exhibitions could range from dedicated travel shows to participation in related exhibitions (e.g. consumer lifestyle products, sport and cultural events, etc.) and ad-hoc initiatives in public areas such as shopping centers. DMO participation at exhibitions directed at consumers should preferably be a component of an integrated promotional program and should not be ad-hoc, isolated initiatives.

### **2.7.1. Trade Fairs**

The WTO guide depicted that well-established method of developing trade contacts and relations is attendance of trade fairs, where destinations create a branded exhibition stand which is often sub-divided into smaller exhibition spaces for product exhibitors and sub-regions and locations within the destination's boundaries. It was explained in the above idea to create a collective space that carries the destination brand with the international travel trade coming to a single location and being able to meet and interact with a variety of products, attractions and destination organizations, i.e. a "one-stop destination shop". Some well known examples are the World Travel Market (WTM) in London and ITB in Berlin, but there are many other trade fairs elsewhere in the world ([www.eventseye.com](http://www.eventseye.com)).

### **2.7.2. Trade workshops**

In the same WTO guide it was suggested that trade fairs provide an entry point and for travel trade contacts and relationships, finding the best partners to support your strategy and establishing personalized relations require one-on-one meetings and communication. Further, dedicated workshops arranged by the DMO in country markets, where the DMO and selected

private product suppliers meet with travel agents and operators in a more structured environment within the source market are excellent destination-focused platforms for meeting with current and potential travel partners.

### **2.7.3. Trade familiarization trips and travel “academies”**

According to the WTO guide the ultimate in selling the tourism destination to the travel trade is letting them come to the tourism destination to experience the best it offers first hand. This could be achieved using various formats, e.g.

1. Individual or small group visits, mostly by tour operators visiting the destination or
2. Travel “academies” where larger groups of tour operators and selected travel agents visit the destination and participate in a more formalized program of activities.

## **2.8. Promoting Events**

In the WTO guide stated while the promotional aspects described above are all largely relevant to the marketing of major events in the tourism destination, the concentrated nature and potential media value achieved during events could provide the tourism destination with major promotional value.

## **2.9. Public Relations and Communication**

PR was described as one of the most cost-effective ways of promoting the destination brand and product offering is through effective media communication, i.e. providing the various printed and electronic media with interesting and newsworthy stories about the destination, which could then be included as editorial content in the various media. In addition to the obvious cost advantages associated with editorial coverage versus PR, stories about the destination in editorial format carries more credibility as it is the objective view of the writer and not advertising that is designed to influence by the WTO.

It was also depicted that Communication and PR to be promoted with various objectives in mind including:

- Continuous image and brand building, which could include stories, releases and other messages
- Tactical Campaign PR - This includes communication in support of specific campaign messages, events, personalities, special promotions, etc.
- Image defense and crisis management- Communication and public relations are key methods of reducing the potentially negative impacts of crisis events in the destination e.g. criminality, terrorism, natural disasters, health scares, etc.

## **2.10. Main Distribution and Promotion Channels**

### ***a) Sales through travel agencies***

According to the WTO guide sales through travel agencies were stated as distribution channel related to domestic and foreign travel agencies and aimed at two generic segments: foreign tourists who buy travel packages and domestic tourists who make use of package tours.

### ***b) Trade and tourism exchanges***

Fairs and exhibitions – at different levels – are an alternative form of presentation and sale of products to intermediaries and the general public. Their main advantage is the potential for establishing personal contact between different private and public tourism businesses according to the explanation in the WTO guide.

### ***c) Professional associations***

Professional associations were mentioned as an important vehicle for unifying their members' offerings, creating a corporate image, promoting public relations, and participating in order to expand their presence in the domestic market, and to enter into agreements with new distribution channels or institutional customers as noted WTO.

### ***d) Notes and press releases***

It was suggested by WTO that to make use of this resource; select the media best suited to your product and your target audience; consider as well as the strategy used by competing destinations.

### ***e) Internet***

The Internet was described WTO as one of the most effective communication, information and promotion tools in today marketing activities. It was advised to depended on accessibility and knowledge, explore and use different options (web sites, emails, web advertising) to contact your former clients to keep them updated, communicate with travel agencies and publicize on different web pages, among other things.

## **2.11. Tourism Industry**

According to the UNWTO (2012) global report of cities tourism report; over the past six decades, tourism has experienced continued expansion and diversification, becoming one of the largest and fastest-growing economic sectors in the world. Many new destinations have emerged, challenging the traditional ones of Europe and North America. Despite occasional shocks, international tourist arrivals have shown virtually uninterrupted growth – from 277 million in 1980 to 528 million in 1995, and 983 million in 2011.

According to UNWTO's (2030) Tourism Towards recently updated, long-term outlook and assessment of future tourism trends, the number of international tourist arrivals worldwide is expected to increase by 3.3% each year on average from 2010 to 2030. This represents some 43 million more international tourist arrivals every year, reaching a total of 1.8 billion arrivals by 2030. Based on the information from countries with data available, tourism's contribution to worldwide gross domestic product (GDP) is estimated at some 5%. Tourism's contribution to employment tends to be slightly higher and is estimated in the order of 6-7% of the overall number of jobs worldwide (direct and indirect). For advanced, diversified economies, the contribution of tourism to GDP ranges from approximately 2% for countries where tourism is a comparatively small sector, to over 10% for countries where tourism is an important pillar of the economy. For small islands and developing countries, the weight of tourism can be even larger, accounting for up to 25% in some destinations.

Tourism was explained again by WTO as the sum of the phenomena and relationships arising from interaction among tourist, business suppliers, host governments, host communities, origin

government, Universities, Community colleges, Nongovernmental organization in the process of attracting, transporting, hosting, managing the tourists and others Visitors (Mckercher, 1995). And Tourists are people who travel to and stay in places outside their environment for more than twenty-four hours and but not more than one consecutive year for leisure, business and others purpose but not related to the exercise of an activity remunerated from within the place visited (WTO, 2009a). Holloway also defined Tourist as someone who travels to see something different and then complain when things are not the same (Holloway, 1994).

In his study *Tourism In Africa*, Doreen E.(Feb. 2001) has also stated that Given its cross-sectoral nature, tourism can only grow sustainably if it is integrated into the country's overall economic, social and physical planning policies. Where national attractions are shared with neighboring countries, joint or regional promotion and marketing can be effective. National policies must conserve the country's cultural and environmental heritage to preserve the resource base on which tourism is based.

## **2. 12. Categories of tourism products**

The International Labour Office (ILO) has noted in the teaching guide for tourism promotion, the tourism products have been categorized into the following lists:

**Nature tourism:** exploring conservation areas by walking or riding in the forest, or on the mountain or beach, navigation in rivers, lakes and the sea, observation of flora, fauna and other natural attractions such as waterfalls, caves, etc.

**Experiential cultural tourism:** living with native communities, including participation in daily life activities and various cultural events, such as music, dance and arts, religious holidays, etc.

**Agri-tourism:** visiting rural communities to participate in agricultural production, livestock, and handicrafts other traditional agricultural activities.

**Historical tourism:** visiting special sites to see monuments, sculptures, architecture, civil, military or religious artifacts', archaeological remains of ancient cultures, local museums and sites of paleontological interest.

**Health and wellness tourism:** today, increasing interest in fitness, disease prevention, maintaining good health, new age remedies and alternative treatments to alleviate various types of stress are key tourism motivators. Such tourism may include visits to holy sites with communities; participation in rituals and treatments with healers and shamans.

**Medical tourism:** this has been defined as the practice of travelling across international borders to obtain health care.

**Religious tourism:** also commonly called "faith tourism", this involves travel for reasons of faith, for pilgrimage, missionary and other related purposes.

**Sports tourism:** recreational fishing and hunting, sports that require specialized training and equipment: canoeing, climbing, rappelling, etc.

**Scientific tourism:** observation and study of flora, fauna and geology, local food plants and ancestral medicinal knowledge and its applications in the conservation of biodiversity.

## **2.10. History of Tourism Industry in Ethiopia**

Ethiopia was one of the first African countries to establish a tourist industry and, in the 1960s; tourist arrivals grew at the rate of 12 per cent a year. By 1974, when the Emperor Haile Selassie was overthrown and replaced by a military regime, Ethiopia's tourist sector was on a par with Kenya's. Ethiopia then had actually more to offer than Kenya: both had coastlines, spectacular scenery and abundant wildlife, but Ethiopia also had historic sites and an identity defined by its own history, culture and peoples, rather than by colonialism as depicted in the manual of Ministry Of Urban Development And Construction (September, 2006).

Furthermore, it was described in the ministry's manual that in common with many other countries (notably Morocco, Tunisia, Egypt and Kenya that also started investing in tourism in the late 1960s), tourism was considered a key economic growth sector in Ethiopia as early as 1966 when the first Tourism Development Master Plan was developed. Guided by the plan, the government invested heavily in tourism infrastructure in the subsequent decade – including establishing the consultants Arthur D. Little who wrote the Master Plan and who also wrote the plans for Egypt, Kenya and Tunisia.

From 1974 for two decades the Ethiopian tourism industry suffered from the adverse effects of a prolonged civil war, recurrent drought and famine, strained government relations with tourist generating countries, and restrictions on entry and free movement of tourists during the military government from 1974 to 1991. During this period, apart from periodic upgrades of the infrastructure (such as airports and roads), there has been little investment and successive governments have largely overlooked the sector. The sector is in urgent need of re-investment, in particular, the cultural and natural attractions, and human resources that form the basis of the tourism product, have been completely neglected as mentioned in manual of Ministry Of Urban Development And Construction (September, 2006).

It was illustrated in the ministry's manual that the linkages to international tourism networks, both for marketing and research purposes, have also been neglected. Lack of coordination between stakeholders and the government resulted in poor infrastructure development and under developed tourist sites as well as a shortage of skilled workers in the sector. Generally, there was lack of marketing and promotional strategy as well as low awareness of tourism by local communities. In addition, the limited share of tourism earnings reaching the local community is affecting the sustainability of the sector and is having a negative impact on the contribution of tourism towards poverty alleviation.

By adding its explanation on the manual, the Ethiopian context for developing tourism is somewhat unique in Africa in that the country has been, until recently, closed to foreign investors. This has resulted in an unusual and potentially powerful paradigm where businesses in

the tourism sector are almost entirely Ethiopian-owned (either by government, the Ethiopian Orthodox Church or the private sector).

Ethiopia has also so many magnificent historical and natural sites and diverse cultural, historic and heritage tourism attractions. And therefore has great potential to develop itself as a tourist destination. However, the country could not get the economic benefits it deserves from the sector as it was stated in the manual of Ministry Of Urban Development And Construction (September, 2006).

Furthermore, Ethiopia is a strategically important country in the Horn of Africa for most countries and therefore, many international meetings and conferences are held in Ethiopia. This creates a huge demand for accommodation at an international standard and even an increase in such a demand is expected in the future because the importance of Ethiopia has been growing and many international organizations have been continuously strengthening their institutions and augmenting their personnel in Ethiopia as described in the manual of Ministry Of Urban Development And Construction (September, 2006).

The supply of accommodation, however, is far below the level needed to meet the demand. There are only limited five-star hotels in Addis Ababa and hotels of an international standard can rarely be found in other urban regions, even where there are international tourism attractions, such as Lalibela. Many hotels and lodges are under construction, stimulated by the initiative of The Government of Ethiopia (GOE) and the sharp rise in demand. Since the hotel industry can create job opportunities for so-called blue collar workers, the development of the hotel industry benefits not only the tourism sector but also poverty reduction. On top of the importance of the industry itself, since hotels are at the center of supply chains, such as food, handicrafts and tour operations, focusing on the hotel industry provides an occasion to overview those associated industries at the same time. The GOE consider tourism development important as can be seen in its recent reform of ministries as it was mentioned in the ministry's manual.

According to the manual of the Ministry Of Urban Development And Construction (September, 2006), the Government of Ethiopia (GOE) has now prioritized tourism development in its

development strategy, the Plan for Accelerated and Sustained Development to End Poverty (PASDEP), Millennium Development Goals (MDGs), Growth and Transformation Plan (GTP) and tourism policy to optimize the existing tourism resources as a driving force of economic growth for the whole country. In light of all these, the government planned to make Ethiopia one of the top ten tourist destinations in Africa by the year 2020 with an emphasis on maximizing the poverty reducing impacts of tourism and to change the international image and positioning of the country.

Further, the ESTDP (2012) reported that Tourism is a factor of economic growth in Ethiopia. In 2006 tourism accounted for 5.5% of Ethiopia's GDP. Since then the number of tourists and tourism infrastructure increased considerably. In 2010 a total of 468,3052 arrivals were registered at Ethiopian borders (+ 42% compared to 2006). 37% (171,414) of them came for leisure, recreation and holiday whereas 24% (113,961) had business and professional reasons, 6% came to visit friends and relatives, 18% were on transit and 15% did not state the purpose of their visit.

The Tourism Commission was upgraded to the Ministry of Culture and Tourism (MoCT) in 2005. MoCT has, at the same time, the responsibility for cultural issues, which were taken care of by the Ministry of Youth and Sports previously. Tourism development is further given due attention during the period of GTP as an important driving force of the country's economy. Tourism is the third biggest foreign-currency-earning industry in as Ethiopia adapted from the manual of Ministry Of Urban Development And Construction (September, 2006).

It was noted in the manual that tourism industry is increasingly recognized as a valued mechanism for job creation, economic development and poverty reduction. Emerging economies from Thailand to Kenya to Mexico have benefited over time from this sector. Though growing and diversifying their tourism resources they have leveraged them into economically productive assets. Similarly, Ethiopia is well-positioned to leverage its vast tourism potential through integrated mix of the promotion elements to address its tourism resources. The potential for growth of attracting international travellers may be promising too due to improvements and great attention of the GOE and the stakeholders.

According to the International Visitor's Exit Survey Report done by ministry of culture and tourism (June, 2013); the tourism industry has emerged as one of the leading sectors that will drive the Ethiopia's economy into greater development. It is the third main source of foreign exchange earnings in Ethiopia. Growth in Ethiopia's tourism industry continues to be steadily despite the effect of the global financial crisis. International visitors' arrival in Ethiopia reached 596,341 in 2012 from 523,438 in 2011, with average growth of 13.92 percent in 2012.

## **2.11. History of Addis Ababa**

The city administration has described on its official web-site that the site of Addis Ababa was chosen by Empress Taytu Betul and the city was founded in 1886 by her husband, Emperor Menelik II. The name of the city Addis Ababa was taken from parts of the city called *hora Finfinnee* ("hot springs") in Oromo. Another Oromo name of the city is Sheger. Menelik, as initially a King of the Shewa province, had found Mount Entoto a useful base for military operations in the south of his realm, and in 1879 visited the reputed ruins of a medieval town, and an unfinished rock church that showed proof of an Ethiopian presence in the area prior to the campaigns of Ahmad Gragn. His interest in the area grew when his wife Taytu began work on a church on Entoto, and Menelik endowed a second church in the area(www.city government of Addis Ababa).

It is again stated on city web that the immediate area did not encourage the founding of a town due to the lack of firewood and water, so settlement actually began in the valley south of the mountain in 1886. Initially, Taytu built a house for herself near the "Filwoha" hot mineral springs, where she and members of the Showan Royal Court liked to take mineral baths. Other nobility and their staffs and households settled the vicinity, and Menelik expanded his wife's house to become the Imperial Palace which remains the seat of government in Addis Ababa today. The name changed to Addis Ababa and became Ethiopia's capital when Menelik II became Emperor of Ethiopia.

It is also depicted in its web that on 5 May 1936, Italian troops invaded Addis Ababa during the Second Italo-Abyssinian War, making it the capital of Italian East Africa from 1936 to 1941, and

calling it by the Italian rendition of its name, *Addis Ababa*. After the Italian army in Ethiopia was defeated by the British forces during the East African Campaign, Emperor Haile Selassie returned to Addis Ababa on 5 May 1941—five years to the very day after he had departed—and immediately began the work of re-establishing his capital.

On the city web it was added that Emperor Haile Selassie helped form the Organization of African Unity in 1963, and invited the new organization to keep its headquarters in the city. The OAU was dissolved in 2002 and replaced by the African Union (AU), also headquartered in Addis Ababa. The United Nations Economic Commission for Africa also has its headquarters in Addis Ababa. Addis Ababa was also the site of the Council of the Oriental Orthodox Churches in.

The ESTDP (2012) stated that Addis Ababa is the starting point for most tourists regardless of their purposes of visits. Many international conferences take place in Addis and international organizations are located there. We have no information about pre- and post-convention tours to places out of Addis Ababa. However, this could be an additional segment in tourism and help to promote Ethiopia as a destination for leisure, recreation, holidays and business trips. Many leisure tourists start their round trip as well in the capital. In 2010 a total of 403.000 tourists were counted in Addis Ababa.

It is also mentioned by the ESTDP report that The Culture and Tourism Bureau in Addis Ababa has existed in its new structure for five years by now. It consists of a cultural department, a tourism department and a controlling & supporting department. The tourism department is in charge of promotion (trade fairs, acquisition of events and congresses) and controls the cultural heritage sites. It enhances, control and promote tourism and interact with different stakeholders in the city.

### **2.11.3. Tourist attractions of Addis Ababa**

#### **2.11.4. Tourist Arrivals In 2013**

The Addis Ababa Tourism Bureau has stated in their un published magazines (may, 2014) that the number of tourist arrivals in into Addis Ababa in 2013 is 601,350; it has increased by 29 %,

18 % and 7.6% compared to 2009, 2011 and 20012 achievement respectively; in 2013 the best performance was registered in the month of January, which is 8% of arrivals of the year.

Table 2. Arrivals and Receipt (FEE) growth rate (1997 – 2012) of ADDIS ABABA

Year	Arrivals		Receipts			
	count	%growth		Birr	US\$	%growth
1997	131913		265050000		40850000	
1998	106400	-19.3	213750000	-19.4	31065000	-24.0
1999	109250	2.7	239400000	12.0	31920000	2.8
2000	129156	18.2	548910000	129.3	64600000	102.4
2001	141016	9.2	600210000	9.3	70117990	8.5
2002	148510	5.3	642295000	7.0	73245000	4.5
2003	170914	15.1	739100000	15.1	85449037	16.7
2004	174874	2.3	944687658	27.8	108896457	27.4
2005	216028	5	1142249922	20.9	131669943	20.9
2006	313524	45.1	1420071304	24.3	161476331	22.6
2007	339948	8.4	1887879318	32.9	203239259	25.9
2008	364229	7.1	1880562117	-0.4	194612714	-4.2
2009	405921	11.49	2755059414	46.5	234094605	20.3
2010	444889	0.6	4560255363	65.5	316684400	35.3
2011	497066	12	5818537663	27.6	391057037	23.5
2012	584498	14	7,409,501,766	41	411,638,987	37

Source:- AACTB of un published Magazine

From the above table1, it is indicated that the tourist arrivals and the recipients showed over all progress though there are ups and downs at the different years. There was poor and better performance of tourism in the years 1998 and 2006 as it can be understood from downfall growth of number of arrivals and recipients’.

Table 3. THE NUMBER OF TOURIST DESTINATION IN EACH SUB CITY

No.	Sub city	Historical house	Monument	Religious house	Historical places& bridges	caves	Museum	Park	total
1	Arada	81	8	11	4	--	6	1	111
2	Yeka	54	1	5	2	3	--	2	67
3	Gulele	32	2	8	1	5	5	3	56
4	Kolfe keraniyo	7	--	6	--	1	--	3	17
5	Addis ketema	16	--	4	--	--	--	--	20
6	Kirkos	25	3	4	1	1	3	2	39
7	Nifas silk	2	1	4	--	4	1	1	13
8	Lideta	9	1	3	--	--	1	1	15
9	Bole	3	--	1	--	2	--	2	8
10	Akaki	8	--	1	1	1	--	1	12
Total		237	16	47	9	17	16	16	358

Source: - AACTB of unpublished Magazine

As depicted by AACTB, Addis Ababa has so many tourist destinations in type as well as in number. Addis Ababa culture and tourism bureau has made registration and studies on heritage for the last three consecutive years. When we look at the distribution of tourist destinations in type the historical houses will take the highest share which is 66.2%. Arada sub city stood first in having the greatest number of historical houses which is 69.2% in the city. Next to Arada is Yeka which is 19%.

#### 2.8.1.1. Domestic Tourism

In the magazine, it was explained the tourist destinations in Addis Ababa includes: Historical houses, Monuments, Museums and Religious centers. The Addis Ababa culture and Tourism bureau has gone far in expanding the domestic Tourism in creating awareness, training and Giving financial support.

Table 4. THE NUMBER OF *TOUR CLUBS* IN EACH SUB CITY

No.	Sub city	2001	2002	2003	2004	2005	Sum
1	Kolfe keranvo	--	9	76	47	45	177
2	Bole	--	12	1	42	12	67
3	Addis ketema	1	--	57	26	12	96
4	Kirkos	8	36	29	7	11	91
5	Yeka	21	--	70	11	21	124
6	Akaki	1	2	13	6	1	23
7	Nifas silk lafto	--	15	34	30	1	80
8	Gulele	4	24	22	9	28	87
9	Arada	--	7	8	4	9	28
10	Lideta	3	4	9	1	7	24
<b>Sum</b>		<b>58</b>	<b>112</b>	<b>319</b>	<b>183</b>	<b>148</b>	<b>797</b>

Source: - AACTB of unpublished Magazine

The Addis Ababa Tourism Bureau has stated in their un published magazines (may, 2014) as Addis Ababa is the diplomatic capital of Africa, home of African union, the United Nations Economic Commission for Africa (UNECA), regional U.N. agencies and more than 100 embassies and diplomatic missions from all over the world –making the city where one finds the highest concentration of international organizations and embassies in the world after Washington D.C, New York and London. Healthy weather, spectacular scenery, therapeutic spas and hot springs ,fauna and flora, world class cultural and historical attractions, rich folk traditions, quality accommodations, tour and travel organizations are some of the ingredients that can make

Addis Ababa a successful tourist destination where the tourist feels a complete sense of welcome.

The AACTB also stated the capital, besides being the gateway to all such wonderful attractions in the country; it has its own special features values. Addis Ababa the name means new flower is situated on the foot hills of Entoto Mountains standing more than 2400m above sea level making it the first in Africa and the third highest capital city in the world. Some Tourist service providers in Addis Ababa include the following lists:-

- |                             |                               |
|-----------------------------|-------------------------------|
| 1. Hotels                   | 7. Cultural Restaurants       |
| 2. Pension and guest Houses | 8. Cultural coffee ceremonies |
| 3. Souvenir /Art Galleries  | 9. Night clubs                |
| 4. Parks                    | 10. bars                      |
| 5. Tour operators           | 11. Groceries                 |
| 6. Cinema Houses            | 12. Tourist taxis             |

According to the UNWTO city tourism report (2012); the world's cities are some of the world's greatest tourism destinations. Tourists are drawn, in growing numbers, to the vibrancy, excitement and diversity on offer in cities worldwide. Cities provide new opportunities and have a great impact on the local economic growth, for instance becoming a key element to reduce poverty. Ever since they first formed, cities have served as bridges between cultures. They have been engines of innovation since the days when the great philosophers argued in the Athenian marketplace. Cities indeed bring together their most intelligent citizens and are hubs for the transmission of ideas, information and knowledge; and the ideas and the strength that emanate from human collaboration constituting the ultimate source of wealth creation. Tourism therefore is a very important element in all policies related to urban development, it is not just a strategy to provide a competitive product to meet visitors' expectations but a way to develop the city itself and provide more and better infrastructures and bring conditions to residents.

The WTO also mentioned that Cities appeal to a broader market, they are easy to reach and they have a lot to offer, this also brings a new spending pattern that can go from those staying in

budget hotels to the five star hotel customer, but all have one thing in mind: they want to discover and visit other cities. Cities need to assess their products and understand which of their products offerings appeal to the market. Cities are constantly growing and in a constant state of change to provide its visitors the experiences and products they expect and these products and experiences are also constantly changing in order to adapt to an increasing demand. All this triggers a constant investment in infrastructure, promotion, and conservation ultimately benefiting tourists and local residents.

## **Chapter Three**

### **3. Data source and Methodologies**

This Chapter highlights the type of the research methodology; methods of data gathering together with the justifications for choosing one against the other. It describe on how these methods have been implemented in the objective to find answers to the purpose of the project.

The goals of scientific research are to answer questions and acquire new knowledge (Marczyk & et al., 2005:16). They stated three general goals of scientific research based on specific purpose that the research tries to address (Yin, 2003). These contain exploratory, descriptive and explanatory.

Exploratory research is typically conducted in the interest of "getting to know" or increasing understanding of a new or little researched setting, group, or phenomenon; it is used to gain insight into a research topic (Ruane, 2005).

Descriptive research is used to describe some aspect of a phenomenon, i.e., the status of a given phenomenon. It can help understand a topic and lead to causal analysis. It aims to describe the state of affairs as it exists and interpret what is (Kothari, 2004).

Explanatory research answer question overlooked in descriptive research i.e. the why question. It aims at establishing the cause and effect relationship between variables (Kothari 2004).

### **3.1. Methodologies**

When starting up a research it is important to choose a proper approach in which to collect data. To justify above assertion, Marczyk & et al. (2005) put as qualitative approach involves studies that do not attempt to quantify their results through statistical summary or analysis. He also mentions that qualitative studies typically involve interviews and observations without formal measurement. Quantitative research is the systematic and scientific investigation of quantitative properties and phenomena and their relationships (Kothari, 2004).

This thesis paper uses both mixed quantitative and qualitative research methodology to assess the effectiveness of marketing communication performance of the city tourism stakeholders. By implementing both methods in combination can help to triangulate the results obtained through

questionnaires filled by the TTOs along with the focused-group discussions with the Tourism authorities.

### **3.2. Data source**

The study has been made through the use of available literatures which are relevant to this study the survey method was utilized effectively to collect data. The key variables measurements which are appropriate for the study were identified carefully. Different factors or mixes which have an impact on attracting international tourists and applicable only to this study were adopted.

### **3.2. Research Design**

Descriptive research was the research design chosen for this study because the researcher interest is to make inferences about the results obtained rather than focusing on causes and effect.

### **3.3. Data Source and Collection**

Both primary and secondary source of data were used for the purpose of this study so as to make the research more organized and rich with important information.

This study has dealt mainly with the primary data that was collected with the help of questionnaires and interview using both quantities and qualitative mixes.

Primary data encompass the original research conducted on a topic (Cooper &Schindler 1998). These data are collected if information needed for a specific purpose is not available, or if the information is not already available in published form and primary data ensures that they provide unbiased information that is relevant, clear and accurate.

Data to examine the effectiveness of integrated marketing communication mixes in attracting international tourists were obtained from tour and travel operators found in the city of Addis

Ababa. Data was collected for the purpose of the study in proper ways so as to fulfill the research study.

Standardized questionnaires were prepared which contains only closed ended questions and distributed to the tour and travel operator found in the city based on self administered questionnaires. Questionnaires for the purpose of this study were prepared based on different literature reviews related to the objectives of the study.

The questionnaires have six parts. The first and second parts contain questions regarding respondents' demographic profile. The second, third, fourth, fifth and sixth parts included questions regarding promotional strategy, promotional message appropriateness, sources of international tourists and tourism stakeholders integration respectively relevant to this study and respondents were asked to rate according their choice. A five-point Likert Scale was considered to measure the promotional mix used or applied by tour and travel operators.

Furthermore, data was collected through interview from the City Tourism Bureau, Ethiopian Tourism Organization and MoCT marketing communication department officers. The main advantage of an interview is that the researcher can be very clear to questions if needed during the interview session. This can lead to an increase in the quality, accuracy, and the amount of data obtained.

Secondary data are historical data previously collected and assembled for some research problem or opportunity situation other than the current situation (Hair et al 2000). The secondary data were collected using magazines, manuals, various studies and tourism actors' official web-sites. Apart from this, internal data includes documents of the organization, organizational publication and reports were used.

### **3.4. Sampling techniques**

The population can be defined as the entire group under study as specified by the objectives of the research (Crick-Furman & Prentice, 2000). The main objective of this study is to examine the

effect of marketing promotional mix in attracting international tourists. Therefore, the population of this study are tourism stakeholders such as tour and travel operators and government tourism authorities.

### **3.5. Sampling size**

A sample is a subset of the population being studied. It represents the larger population and is used to draw inferences about that population. The sample size selection on the bases of (Green, et.al, 2004,) who state that for finite universe, the sample with appreciable fraction (say 10% or more) of the total population is representative. Therefore, in order to conduct this study, a sample of 62 tour and travel operators were included from the total population of 360 which is 17.2%. And the sample size does not that much deviate from the similar studies conducted in previous periods.

Furthermore, a non probability convenience sampling method was used in order to select each respondent. The study considered the Bole and the Meskel Square surrounding areas to select the respondents because these are places where many tour and travel operators are found and easily accessible and proximity to the researcher's place of work.

### **3.6. Data analysis**

In order to address the research objectives, the descriptive research method has been adopted. A descriptive statistical tool has been used effectively in order to address the research objectives. To do so, SPSS software was used to analyze the data that was obtained through questionnaire from the respondents. In addition, tables, charts, and graph were used so as to analyze the collected data. Furthermore, focused-group discussion has been interpreted by describing using exploratory means.

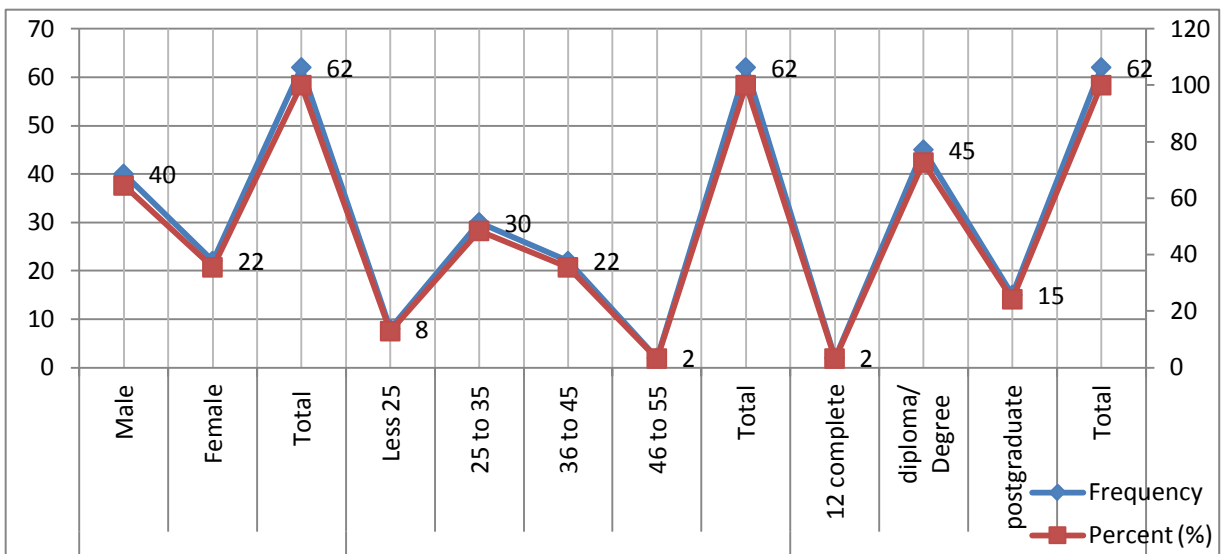
## **Chapter Four**

## 4. Analysis of data from collected the questionnaires

### 4.1. Data Analysis by Description of Frequency & percentage

The main focus of this part is on the presentation of data resulted from the mainly closed ended structured questionnaires related to the practices of promotion efforts by TTOs. The structure of the section is based on the sequential order of the questionnaire in order to present the data at hand and provide the empirical results of the survey. The software which has been used for this study is SPSS.

Based on the proposal, the student researcher distributed questionnaires for 62 respondents. By relying on the data obtained through questionnaires and analyzed the data by frequency distribution table.



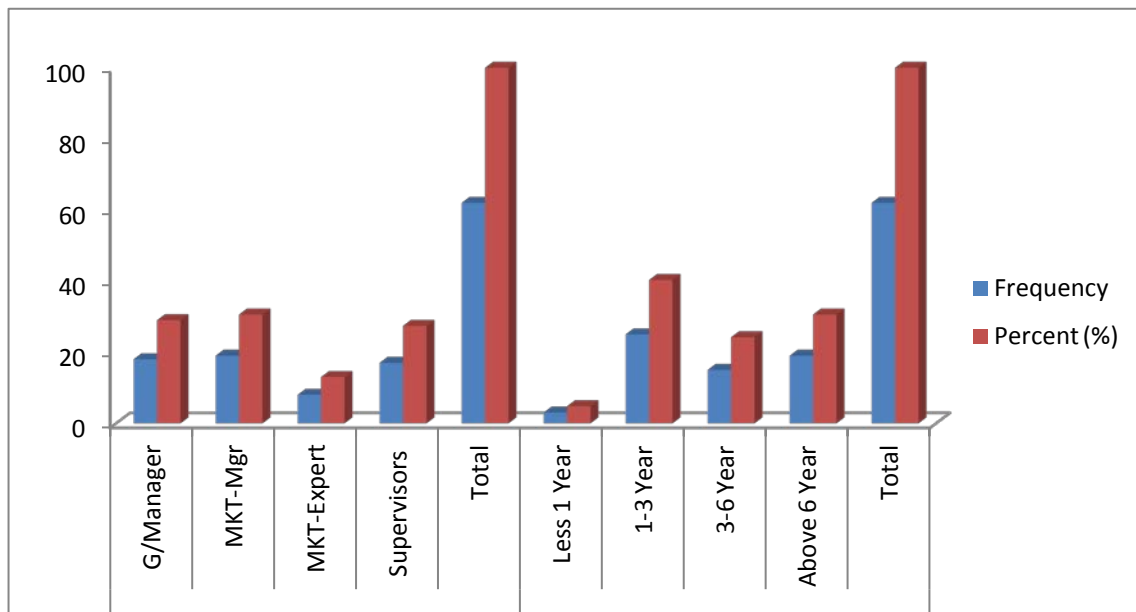
Source: - own survey

Figure 2. Respondents' Personal Information

From the Respondents' **Personal Information figure 1**, it is possible to describe that from the whole 62(100%) respondents: 40(64.5%) of them are males and 22(35.5%) of them are female; and 8(12.9%) are under 25 years, 30(48.4%) are in between 25 to 35 years, 22(35.5) are in between 36 to 45 years and 2(3.2%) are in between 46 to 55 years old. Their education levels are

from 12 complete to post graduates; 2(3.2%) of them are 12 complete, 45(72.6%) of them have diploma & degree and the rest are 15(24.2%) post graduates.

From the above figure, the male respondents account about more than half of females and most of them between the age of 25 to 35 years old their education level diploma, degree and post graduate. The majority age and education of the respondents can indicate to collect more reliable response.



Source:- own survey

Figure 3. Respondents' position and experience Information

Form the Respondents' **Personal Information Table 2.**, it is possible to describe that from the whole 62(100%) respondents: 18(29%) of them are G/ Mangers and 19(30.5%) of them are Marketing Mangers, 8(12.9%) are Marketing Experts, 17(27.4%) are supervisors; and their work experiences 2(3.2) are less than one year, 25(40.3%) are in between 1 to 3 years, 15(24.2%) of them are between 3 to 6 years and the rest are 19(30.6%) above 6 years of working experience in various tourism sector.

According to the data obtained, the respondents' positions are general managers, marketing managers and supervisors. This can ascertain the reliability of the data collected directly for they are responsible for promoting the tourism destination and their company.

**Table 5. Promotion strategy & program**

Promotion strategy	Not Effective		Less Effective		Neutral		Effective		Very Effective	
	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)
Identifying Target Audiences	3	4.8	15	24.2	9	14.5	29	46.8	6	9.7
Determining Promotional Objectives	2	3.2	10	16.1	14	22.6	30	48.4	6	9.7
Determining Promotional Appropriation	2	3.2	16	25.8	11	17.7	26	41.9	7	11.3
Establishing the mix of Promotional Elements	4	6.5	17	27.4	7	11.3	25	40.3	9	14.5

Source: - own survey

From the above table it can be observed that promotion strategy and program is effective. This means that most of the respondents firms have identified their target tourists, determined promotional objectives and appropriation by establishing the promotional mix of elements.

**Table 6. Applicability of the mix of the promotional elements**

promotional elements	Never applied		Less applied		Averagely applied		Many times applied		Always applied	
	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)
Sales Promotion	7	11.3	13	21.0	21	33.9	15	24.2	6	9.7
Public Relation	2	3.2	12	19.4	20	32.3	17	27.4	11	17.7
Advertisement	2	3.2	11	17.7	14	22.6	23	37.1	12	19.4
Door to Door	6	9.7	14	22.6	13	21.0	20	32.3	9	14.5
Direct marketing	4	6.5	9	14.5	13	21.0	18	29.0	18	29.0
Official Website	3	4.9	4	6.6	11	18.0	7	11.5	<b>36</b>	59.0
Word Of Mouth	5	8.1	10	16.1	11	17.7	18	29.0	18	29.0
Trade Show/Event	6	9.7	9	14.5	12	19.4	11	17.7	24	38.7

Source:- own survey

The respondents have been asked whether they apply the mix of the promotional elements to market the city and communicate well with the target tourists. Most of them responded that they apply the promotion mix elements mainly their official web-site, participate in trade show, and focus on word of mouth, direct marketing, advertisement, PR, and sales promotion. They may have planned and determined these mixes in their promotional strategy and program because it is found as effective. It can be inferred that from the Liker's five scale measurement shows that they dominantly apply the following mixes in proceeding order; Official Web-Site, Trade Show/Event, Word of Mouth, Direct Marketing, Advertisements, Public relation, and Sales promotion. In contrast to this finding, tour operators' use up to 50% of their marketing budgets to

produce the traditional, printed holiday brochures moreover, they apply online brochures, websites and virtual tours make the places easy to access and they are more and more invested in as explained by (Amalia Jane, 2012).

**Table 7. Promotional elements in creating awareness**

<b>Promotion mix</b>	<i>Never Aware</i>		<i>Less Aware</i>		<i>Average</i>		<i>Aware more</i>		<i>Extremely Aware</i>	
	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)
Sales Promotion	5	8.1	9	14.5	9	14.5	30	48.4	9	14.5
Public Relation	3	4.8	8	12.9	16	25.8	22	35.5	13	21.0
Advertisement	0	0	11	17.7	17	27.4	9	14.5	25	40.3
Door to Door	4	6.5	12	19.4	12	19.4	21	33.9	13	21.0
Direct marketing	5	8.1	5	8.1	18	29.0	20	32.3	14	22.6
Official Website	3	4.8	9	14.5	9	14.5	13	21.0	28	45.2
Word Of Mouth	3	4.8	13	21.0	22	35.5	6	9.7	18	29.0
<b>Trade Show/Event</b>	5	8.1	13	21.0	4	6.5	11	17.7	29	46.8

Source:- own survey

The respondents have been asked which Promotional elements are creating better awareness to the target tourists:-

It can be observed that the mix of the next list of promotional elements create better awareness in their proceeding order for the target tourists; Trade Show/Event, Official Web-Site, Advertisements, Sales promotion, Public relation, Word of Mouth, Direct Marketing, and Door

to Door creates awareness to the target tourists in proceeding order. This implies that the trade show the first to influences international tourists proceeded by official web-site and advertisement. The door to door and direct marketing create less. According to Rabaah Tudin & Anne Wong Ling (2012), consumer awareness towards products increases through sales promotion and public relation. In addition, Armstrong and Kotler (2009) claimed that public relations have a strong impact on public awareness toward products.

This is not similar with findings the reason could be the research difference due to place, respondents profile and researchers own limitations.

**Table 8. Most appropriate Promotion mix**

<b>Promotion mix</b>	<b>Not Effective</b>		<b>Less Effective</b>		<b>Neutral</b>		<b>Effective</b>		<b>Very Effective</b>	
	<b>Frequency</b>	<b>(%)</b>	<b>Frequency</b>	<b>(%)</b>	<b>Frequency</b>	<b>(%)</b>	<b>Frequency</b>	<b>(%)</b>	<b>Frequency</b>	<b>(%)</b>
Sales Promotion	1	1.6	7	11.3	12	19.4	29	46.8	13	<b>21.0</b>
Public Relation	1	1.6	10	16.1	14	22.6	25	40.3	12	<b>19.4</b>
Advertisement	1	1.6	7	11.3	8	12.9	28	45.2	18	<b>29.0</b>
Door to Door	3	4.8	9	14.5	13	21.0	29	46.8	8	<b>12.9</b>
Direct marketing	5	8.1	5	8.1	15	24.2	21	33.9	16	<b>25.8</b>
Official Website	2	3.2	3	4.8	4	6.5	17	27.4	36	<b>58.1</b>
Word Of Mouth	4	6.5	7	11.3	12	19.4	15	24.2	24	<b>38.7</b>
Trade Show/Event	<b>1</b>	<b>1.6</b>	<b>4</b>	<b>6.5</b>	<b>6</b>	<b>9.7</b>	<b>15</b>	<b>24.2</b>	<b>36</b>	<b>58.1</b>

Source:- own survey

The respondents have been asked whether mix of Promotional elements that are most appropriate to reach to the target tourists. It can be observed that from the table Official Web-Site, Trade Show/Event, Word of Mouth, Advertisements, Direct Marketing, Sales promotion, Public relation, and Door to Door as most appropriate in proceeding orders. In consistent with the finding the Chartered Institute of marketing (2009) described that successful promotional mix uses a balance of its five tools i.e. advertisement, public relation, sales promotion, direct marketing and personal selling.

**Table 9. Appropriateness of Message Design, Consistency and Reliability**

Message Design	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)
	Not Appropriate		Less Appropriate		Neutral		More Appropriate		Very Appropriate	
	3	4.8	15	24.2	6	9.7	31	50.0	7	11.3
Message Consistency	Not Consistent		Less Consistent		Neutral		Consistent		Very Consistent	
	4	6.5	11	17.7	13	21.0	28	45.2	6	9.7
Message Reliability	Not Reliable		Less Reliable		Neutral		Reliable		Very Reliable	
	2	3.2	11	17.7	14	22.6	25	40.3	10	16.1

Source:- own survey

The respondents have been asked for Message appropriateness, consistency and reliability. Large number of respondent's have a confidence messages appropriate that coincide to the tourism products of the city which have also consistency transferred through the different means of promotion elements and reliable information is disseminated to the international tourists.

This indicates that the message being designed and transferred to the audience are appropriate, consistent and reliable.

- The respondents' were asked how often they collect tourists feed-back using the various means; 17(27.4%) of them daily, 11(17.7%) of them weekly, 14(22.4%) of them monthly, 9(14.5%) of them every 6 months, 9(14.5%) of them yearly and 2(3.2%) of them not at all. It implies that majority TTOs collect feedback from tourists most of them with almost immediate interval periods and few of them at long intervals.

**Table 10. Evaluation (Feed-Back) mechanisms**

	Not Practiced		Less Practiced		Neutral		More Practiced		Extremely practiced	
	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)
Tourist Direct Feed-Back	6	9.7	9	14.5	7	11.3	16	27.4	23	37.1
Tourist Comment Card	10	16.1	14	22.6	3	4.8	18	29.0	17	27.4
Tourist Comment on	8	12.9	5	8.1	8	12.9	25	40.3	16	25.8
Professionals	8	12.9	8	12.9	7	11.3	22	35.5	17	27.4

Source:- own survey

The respondents have been asked which evaluation mechanisms their company applies to assure the appropriateness of the promotion tools.

It is observed that tourists direct feedback is give prime importance and second place to professionals feedback and tourists comment card are selected as most used to evaluate their promotion appropriateness by most of them.

**Table 11. Potential sources of international tourists by continent**

Potential sources	Not Potential Source		Less Potential Source		Neutral		More Potential Source		Very Potential Source	
	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)
North America	1	1.6	8	12.9	17	27.4	23	37.1	7	11.3
South America	7	11.3	23	37.1	14	22.6	15	24.2	3	4.8
Europe	1	1.6	5	8.1	14	22.6	14	22.6	28	45.2
Asia	1	1.6	16	25.8	15	24.2	12	19.4	18	29.0
Australia	2	3.2	14	22.6	14	22.6	20	32.3	12	19.4
Africa	7	11.3	17	27.4	17	27.4	15	24.2	6	9.7

Source:- own survey

The respondents have been asked whether their company identified segments of potential international tourists' sources by region:-

Accordingly, from the total respondents 62(100%); large number of them selected Europe as the first, Asia second, Australia third, North America fourth, Africa sixth, and South America seventh when observed from the table on the very potential source column. It implies that their promotion effort will be exerted to the top potential sources of international tourist on Europe, Asia and Australia.

**Table 12. Potential sources of international tourists by country**

<b>Countries listed</b>	<b>Frequency</b>	<b>Percent (%)</b>	<b>Countries listed</b>	<b>Frequency</b>	<b>Percent (%)</b>
USA	6	9.7	Greek	2	3.2
German	5	8.1	Russia	2	3.2
France	5	8.1	Turkey	2	3.2
Australia	5	8.1	South Africa	2	3.2
UK	5	8.1	Nigeria	2	3.2
Italy	5	8.1	Brazil	2	3.2
Spain	4	6.5	Mexico	2	3.2
China	4	6.5	UAE	1	1.6
Canada	3	4.8	India	1	1.6
Holland	3	4.8	Japan	1	1.6

Source:- own survey

The respondents have been asked to list the countries that are identified as international tourists target sources; from the 62 respondents 6 of them selected USA, 5 of them German, 5 of them France, 5 of them Australia, 5 of them UK, 5 of them Italy, 4 of them Spain, 4 of them China, 3 of them Canada, 3 of them Holland, 2 of them Greek, 2 of them Russia, 2 of them Turkey, 2 of them South Africa, 2 of them Nigeria, 2 of them Brazil, 1 of them Mexico, 1 of them UAE, 1 of them India and 1 of them Japan. The implications of region source and country sources of respondents have coherences but it is less consistent with the prime focus of government's category targets (among the prime market targets are Italy, USA and UK and the Asia as second).

- The respondents have been asked whether there is an integration to promote the city tourism resources; all of the total respondents 62(100%) replied Yes.

**Table 13. Tourism stakeholders' promotion integration**

stakeholders integration	No Integration		Less Integration		Average		High Integration		Very High Integration	
	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)
To whom to promote	2	3.2	11	17.7	16	25.8	23	37.1	10	16.1
What type message to use	3	4.8	7	11.3	20	32.3	24	38.7	8	12.9
When to promote	3	4.8	12	19.4	7	11.3	27	43.5	13	21.0
How to promote	2	3.2	11	17.7	21	33.9	16	25.8	12	19.4

Source: - own survey

The above table shows that tourism stakeholders' are integrated in improved manner to promote the city's tourism by clearly stipulating to whom, what, when and how to reach the target tourists.

**Table 14. Stakeholders' means of Promotion integration**

Means of Promotion integration	Never Used		Less Used		Average		Used more		Highly Used	
	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)	Frequency	(%)
Professional associations role	8	13.1	4	6.6	21	34.4	15	24.6	13	21.3
Press releases	10	16.4	10	16.4	21	34.4	19	31.1	1	1.6
Trade and tourism exchanges activities	6	9.8	7	11.3	14	23.0	17	27.9	17	27.9
web/Internet	4	6.6	3	4.9	5	8.2	17	27.3	33	54.1
international bench marking	7	11.5	10	16.4	15	24.6	17	27.9	13	21.3

Source:- own survey

The respondents have been asked if they use means of promotion integration to attract international tourists. The stakeholders averagely attempted to promote together through the use of Professional associations, Trade and tourism exchanges activities, web/Internet, and international bench marking. This may indicate that individual promotion efforts are more dominate to assure one's own benefits from the tourism actors

## **4.2. Analysis of data collected from focus group discussion**

The main focus of this part is on the presentation of data resulted from the focus group-discussions in order to triangulate the findings collected through questionnaires. Based on the proposal, the student researcher made focus group-discussion using structured questions with 5 tourism and marketing officers of MoCT, ETO, and AACTB who are the staffs and major players. Six open ended questions were prepared for group discussion that has direct and similar ideas with the questionnaires distributed to the TTOs to examine/ assess the integrated marketing communication performances results similarity or differences or if the one is the reflection of the other.

### **4.2.1. Questions and Discussions of Focus Group**

- The respondents were asked whether they design promotion strategy and program that enables to attract international tourists.

Accordingly, they clarified that their prime focus is on the marketing and marketing development. There is promotion to some extent but there is no separate promotion strategy by itself; it is included in marketing and promotion strategy in the balanced score card (BSC) that has 20 objectives. They do not have specific promotion strategy and program for Addis. All the regions including Addis Ababa have taken their promotional strategies from BSC. The promotion strategy of Addis Ababa mainly focuses on domestic tourists and to certain degree to the international tourists. Moreover, they indicate that Addis is an international city and has made agreements with 16 sister cities we have a strategy to promote together and share experiences. The city tourism bureau has begun to work with the sister cities in cooperation.

- The respondents were asked whether they determined the major and essential mixes of the integrated marketing communication tools by giving focus to the targeted tourists.

Based on the enquiry, they suggested that first of all it is important to agree with the various marketing literatures that say there is no effective single promotional element. On the top of that the combinations of the tourism marketing communications are important, single promotion elements such as advertisement has its own advantage and disadvantage. The same is true with PR and other elements. They said that advertisement in their case can address more international tourist targets by using BBC/CNN, but it will be too expensive when planning 2 or 3 times for 30 seconds to perform promotion. Furthermore, there is no marketing research done at any level yet that can indicate what, how and where to use integrated marketing communications that can be used as a base line in Ethiopia. It can be said tourism promotion is at its infant stage of introduction. They described that they are trying to promote using what they assumed are appropriate. They focused on participating in 10 international trade shows, using familiarization trips, printing Medias and official Web-site.

They depicted that the communication means used depends on the target regions/ country. For instance for Europe, trade faire, events and familiarization trip are considered as effective means promotion. In the case of America like trade faire, events and familiarization trip are not effective because all the America states conduct an event so it is beyond the financial capacity to get involved. On the other hand, it would be difficult to get the US market in multiple events. From their previous experiences, PR is considered as effective tool to attract America tourists and like trade faire, events and familiarization trips to address the European travelers. They used advertisement in printing Medias, official Web (but it is not effectively used because it lacks in the quality of pictures, no eye couching photos that can WOW! watchers'), less use of video-visuals and with excessive scripts/texts that tourist may not be interested to read a lot. And we have social media, which can be important for image building, on face book which has above 100,000 members but we have not used it as much as we have to.

- Responses regarding which targeted tourists categories is determined as potential sources of the international visitors

They responded that they participate in various international trade fairs annually by relying on the base of the target regions into three groups; primary, secondary and emerging markets. For primary market, US, UK, Germany, Italy and France; secondary market, Israel, Japan, Canada;

emerging market, Russia, east- Europe, China and India are the targets. It is essential to promote for and attempt to attract all types of tourist categories however; conference and business tourism is the main focus in the case of Addis and leisure tourists at country wise.

- They were asked on the message design consistency and reliability communicated to the identified target tourist.

Messages are transferred through the tools such as magazines, tourists map, tourist guide, website etc.. There is lack of consistency and reliabilities. The message in one promotional tool about same idea is different in another. The various tourism players design the message individually from their own understanding and interest. And they try to see it by their inside ad-hoc or committees. There is no a means of formal evaluation and control system to assure whether the messages transferred are correct and repeat every time with true information.

- How effective it is the integration of the tourism stakeholders?

They explained that there is an attempt to work together such as the regions tourism bureaus and offices, city government, and tour operators. It has no much progress to the required level; there is no strong integration yet. They told there is no clear cut strategy of promotion at higher level to promote integrally with effective mix marketing communication with TTO and others. They also commented that TTOs are at the front for harvesting the benefits of tourism, they lack to cover the required amount of tourism communication cost.

- Strength and weakness of the tourism marketing communication performances to compete at international level

They illustrated that promotion is essential for the country in general since there is image problem that must be get ride off from international tourists; this will not be solved by single entity due the problems are many and cross sectional like infrastructure, transportation etc. they added the city has comparative advantage of having diverse tourism resources; cultural, attractions and history though they are not developed their interior by understanding the demand side (target tourists). The other angle being a capital of Africa, a seat of AU and

hundreds of Embassies and diplomatic center for Africa is also great advantage. It is possible to excel in conference tourism in A.A and organize various tourism events.

Contrarily, they claimed that they have identified gaps such as less developed diverse natural, cultural and historical tourism resources. They elaborated the 16 museums of Addis are not well developed in any ways; they are not opened when required due to limited human power, they are not all owned by government, well skilled and trained guide. The capacity issue is also the big challenge and gap. The focus on the accessibility and infrastructures are less like the attention give to the cleanliness and service standards of hotels. The less integration of the stakeholders is major challenge.

The government of Ethiopia has given great attention for tourism. Recently the Tourism Transformation Council and Ethiopian Tourism Organization are declared their establishments. The council sees every time the achievement and performance of the tourism sector. Because the GOE higher officials, ministers and private big company leaders of a total 17 board members are included. The less integration of the private and government tourism players on integrated marketing communication and promotion will be strengthen soon by creating a synergetic system to design whole some tourism marketing and promotion strategy. The ETO, among its duties are *“promote the countries tourism resources domestically and abroad by organizing and cooperating tourism marketing initiatives the various stakeholders”; ‘facilitate the addressing of training needs by assessing tourism development and marketing service gap’; and establish collaboration and partnership with tourism actors”* Federal Negari Gazeta, (27August, 2013, regulation no.294).

### 4.3. Summary of Major Findings

The main sources primary data in the study are:-

- tourism managements together with a 62 TTOs handling bodies
- Questionnaires and interviews were used to collect data
- In line with the objectives, the main findings are as follows-

I. The TTOs seems to have:-

- ❖ identified the promotional mix elements by designing their promotional strategy and programs
- ❖ identified their segment target tourists from different regions and countries in order
- ❖ devised of means of obtaining and evaluating tourists feedback
- ❖ an integration to with each other through various methods

Generally, it can be assumed that they have promotion strategy and program which are effective further they have indentified target tourists, determined promotional objectives appropriately and establish the mixes of promotion elements.

II. The government tourism authorities too have:-

- ❖ not clear promotional strategy and program which can be used as a guide
- ❖ the messages transferred through various means are not as much appropriate, consistent and reliable
- ❖ Promotional integrations are weak with the tourism stakeholders of the city.

## **Chapter Five**

### **5. Conclusion and Recommendation**

This chapter aims at summarizing the main findings of the study, making a certain recommendations and conclusions.

#### **5.1. COCLUSIONS**

The main sources of the data in the study included tourism management together with a 62 TTOs handling bodies. Questionnaires and interviews were used to collect data which was analyzed using SPSS version 16. In line with the objectives mentioned, the main findings are concluded as follows.

Based on the majority tour and travel operators' response, it can be assumed that they have promotion strategy and program which are effective. This can imply that they have indentified target tourists, determined promotional objectives appropriately and establish the mixes of promotion elements.

From the responded survey it is found that the TTOs apply the integrated marketing communications mainly through their official web-site, participate in trade show, and focus on word of mouth, direct marketing, advertisement, PR, and sales promotion. It implies that they have planed and determined these mixes in their promotional strategy and program.

Even though, many of them have said that they applied the above mentioned mixes, they selected that participation in trade shows/events, official web-site, Advertisements, Sales promotion, Public relation, Word of Mouth, Direct Marketing, and Door to Door are the mixes to create high awareness to the target international tourists orderly. These selection could be due to they have identified these combination through time and their experiences in the sector of tourism marketing and promotion and they would be applied in the future.

On the other hand, the mix of the integrated marketing communications; Official Web-Site, Trade Show/Event, Word of Mouth, Advertisements, Direct Marketing, Sales promotion, Public relation, and Door to Door are considered by the Tour and Travel Operators as most appropriate tools to reach large target tourists and they have choose them in order of their importance in ascending orders. The reasons could be the official web may be considered as the electronic media that have a great probability to access huge number of customers through the various choices such as face-book, I go U go, Trip-Advisers etc. and the participation of trade shows can create for them a good chance to create contact directly with international tourists and international big Tour companies if they participate e.g. at the WTM, ITB at London and Berlin etc.

A lot of tour and travel companies have also indicated that they attempt to design appropriate messages that coincide to the tourism products of the city which have consistency through the different means of integrated marketing communications and reliable information is disseminated to the international tourists.

Almost all TTOS have also selected that they collect feedback of their prospect as well as regular international tourists using tourists comment on their official web, comment card, direct on site comment and through professionals at various intervals. Many of them the gather the feedbacks from daily, weekly to monthly bases, some of them every 6 months and yearly, and a few of them they don't collect at all. It may mean that many of them understood the importance of collecting their tourists' feedback will assist them improve their company future performance.

The Tour and Travel Operators of Addis have claimed they have identified the segments of their tourist markets. Most of them selected that their sources of tourists from the world regions are Europe, Asia, Australia, North America, Africa and South Americas from first to sixth ranks. The major countries chosen by most of them are USA, German, France, Australia, UK, Italy, Spain, China, Canada, Holland, Greek, Russia, Turkey, South Africa, Nigeria, Brazil, Mexico, UAE, India and Japan.

It is also found out that most of them assume there is average integration and cooperation of tourism stakeholders to integrate to promote the city tourism products and potentials to the international levels. The stakeholders have attempting to promote together heavily through the use of Professional associations, Trade and tourism exchanges activities, web/Internet, and international bench marking. This may indicate that individual promotion efforts are more dominate to assure one's own benefits from the tourism actors.

The majority of the TTOs have revealed that the mix of the integrated marketing communications; Official Web-Site, Trade Show/Event, Word of Mouth, Direct Marketing, Advertisements, Public relation, and Sales promotion are mostly applied in proceeding order. On the other hand, the majority of the TTOs believes that the mix of the integrated marketing communications; Trade Show/Event, Official Web-Site, Advertisements, Sales promotion, Public relation, Word of Mouth, Direct Marketing, , and Door to Door creates awareness to the target tourists in proceeding order. However; the mix of the integrated marketing communications; Official Web-Site, Trade Show/Event, Word of Mouth, Advertisements, Direct Marketing, Sales promotion, Public relation, and Door to Door are most appropriate or effective means to address the target tourists in proceeding order. This implies that the majority of the TTOs use of the mix of the integrated marketing communications in terms of their application, awareness creation and appropriation brings varying result. In my observation of their materials; documents, brochures, flyers and web-sites; they do look like many of them have not based on the awareness of previously made marketing researches or attempt to made themselves, the experts are not updated with the current tourism marketing communications and promotion strategy, most firms have attitudinal and financial constrains plus lack/ limited assistance from concerned tourism authorities.

The Tourism authorities have not clear promotional strategy and program which can be used as a guide. They briefed that the tourism development and promotion activities are indicated in the Balanced Score Card (BSC) so that the regions/ the city can plan and conduct by balancing the mixes with their professionals competencies and budget.

They have illustrated that a single mean of promotion element is not effective to aware, influences, persuade and attract target tourists by referring to their own experiences and from various literatures. They described that the integrated marketing communications identified and mostly applied are according to their importance, the desired result and budget implications; participation of selected 12 trade faire all over the year, various arrangements of familiarization trips (for international media and tour companies), various means of printing media and the official web-site. They also have identified their international target tourists by regions and the tourist categories in proceeding orders especially as prime, secondary and third targets which are Europeans, American and the emerging regions respectively. The dominantly methods of marketing communications applied i.e. 1) the trade fares are used to address the prime target market of the Europe. 2) the familiarization trips are designed in order to build positive image of the country and specifically the city by bringing the international media reporters and tour companies into the tourism destinations to witness what they have seen and influence others.

They have notified that the mix of the integrated marketing communications; Trade Show/Event, Public relation (Familiarization trips), Official Web-Site (with excess texts & less quality pictures), Advertisements (mainly mainly printing medias), and e-marketing of social media on are applied in proceeding order to aware and attract their target tourists. Promotional materials like tourist map, tourist guide, and documentary films are produced using different languages such as English, French and Arabic particularly to promote dominantly culture. The mix of integrated marketing communications means have not been yet determined by marketing and promotion research findings by the city.

The tourism authorities further elaborated that the various international trade fairs participation made annually are identified on the base of the target regions/ countries into three groups; primary, secondary and emerging markets. For primary market, US, UK, Germany, Italy and France; secondary market, Israel, Japan, Canada; emerging market, Russia, East-Europe, China and India are the targets. On the other side, they suggested the essentiality to promote for and attempt to attract all types of tourist categories however; conference and business tourism are the main focus in the case of Addis and leisure tourists at country wise; this may imply to the availability of tourism facilities and products to the destination parts.

They revealed that messages are transferred through the marketing communications (like; magazines, tourists map, tourist guide, web-site etc.) have limitation on consistency and reliabilities.

They described that there is an attempt to promote the country and the city together with the Tour Travel Operators, regional tourism bureaus and offices, and the city government. However, there is no strong integration yet. There is no clear cut strategy of integrated marketing communications with TTO and others. The TTOs are at the front for harvesting the benefits of tourism, but they have less interest to cover the required amount of promotion cost.

Further they have described that gaps have identified e.g. less developed tourism products; but diverse natural, cultural and historical tourism resources which has not prompted using effective integrated marketing communications. As a weakness, it is mentioned for the absence of tourist offices abroad where the tourism and marketing professionals can stay longer time to make contact and agreement with big tour companies in Europe for the Door to Door promotion. they have tried to make contact with few of them but not adequate due to budget limitation. The capacity issue is the major marketing and tourism professional's gap, very less short and long term training are conducted. Other challenges that could not enable to stand out and promote the city are poor product developments, infrastructures, power supply and after all previous negative images. The integration of the tourism stakeholders is minimum and the TTOs rely more for financial assistances from Tourism Authority GEOs when they participate on various international trade shows (60% cost is covered by government)

They understood that promotion is essential marketing tool for the country as a whole since there is image problem that must be get ride off from international travelers; this will not be solved by the tourism stakeholders alone due the problems are many and cross sectional like infrastructure, transportation etc. They believed that the city has comparative advantage of having diverse tourism resources; cultural, attractions and historical though they are not developed their interior by understanding the demand side (target tourists). The other angle being a capital of Africa, a

seat of AU and hundreds of Embassies and diplomatic center for Africa is also great advantage. It is possible to excel in conference tourism in A.A and can be organized various many events.

Similarly, the report of ESTDP (2012) found that the tourism and hospitality business is multi-faceted and is dependent on activities of many other sectors. For instance, activities of independent institutions such as immigration, customs, security, police, foreign affairs, etc. are related to tourism activities. Inbound tourists to the country meet representatives of the above-mentioned institutions at their first ports of entry. At the same time the first impression of tourists at the host country has a significant impact on the promotion and development of tourism. About 90 per cent of the visitors to Ethiopia come through the Bole International Airport and employees of the immigration, customs and police working at the airport are not able to deliver the quality of services required by visitors. Hence, this affects the first impression of visitors to the country.

The GOE has given great attention for tourism. Recently the Tourism Transformation Council and Ethiopian Tourism Organization are declared their establishments. The council will see every time the achievement and performance of the tourism sector. The ETO, among its duties are to *“promote the countries tourism resources domestically and abroad by organizing and cooperating tourism marketing initiatives with the various stakeholders”; ‘facilitate the addressing of training needs by assessing tourism development and marketing service gap’; and establish collaboration and partnership with tourism actors”* Federal Negari Gazeta, (27August, 2013, regulation no.294).

Certain mix of integrated marketing communications and promotional activities are generally used to address the international tourists but the promotional performance by the tourism actors at country or the city is not adequate. This is consistent with a research conducted by Teshale Biazen (2010) on Ethiopia as a Tourist destination stated that *the poor marketing operation of Ethiopian Tourism Authority and its delegates in advertizing and clarifying the tourism resources are raised by both the tourists and the tour and travel.*

Generally speaking appropriate use of promotional strategy, balanced application of promotion mix elements, message consistency and reliability increase to address and attract targeted international tourist from the segmented regions.

## **5.2. Recommendations**

This study explorer's effectiveness of integrated marketing communication mixes i.e. advertising, personal selling, sale promotion, public relations and direct marketing play great role to influence international tourists to aware, influence, persuade and attract international tourists when they are used in balanced way.

As has been mentioned in the introductory part; integrated marketing communications are blends of promotional element of the overall destination marketing mix extremely important and visible one. However unless the communication drive is properly supported by the other elements of the core destination marketing mix, namely product, pricing and distribution channels, the promotional effort will not deliver the required return on investment. Though there is an indication of great attention given for the development of tourism performance of the country as a whole. Hence, tourism products of the city has to get developed, prices of the product must match with the quality of the tourism products and hospitality service, the tourism products should be conveniently accessible by understanding the interest of the arriving and targeted tourists.

The private tourism stakeholders have to share the benefits and the costs. For example, the tour and travel operators are trying to promote individually or at their own. But if they integrate with each other and fully with international tour operators and tourism authority, they can even minimize costs and get rewarding return on investment. The tour and travel operators should have to cover proper and integrated marketing communications when participating in the international trade fair as the GOE is currently covering about 60% of their costs. This is large support from the government side. The civil servant and the community shall play the major role as tourism requires an amalgams effort to. The essential task of positive image building can only be achieved by the entire participation of the public in general. The civil servant at the Ethiopian Airline for instance are the first to counter with the arriving international tourists from boarding

in to departures, the security crew, the customer relation staffs, the foreign exchange clerk etc. which can create positive first impression.

In order to stay competitive, it is recommended that the tourism authority of Addis, Tour and Travel Operators shall use effective marketing communication and promotion strategies in order to attract international tourists. This can be achieved by hiring well trained professionals, building their capacity in short or long term training and share experience from which are well developed and utilized their tourism resources efficiently and through market research.

The various tourism players shall transfer the same message integrally to promote the city tourism resource consistently and reliability and communicate well through the balanced marketing communication mixes to address to the intended tourists. And also there should be a means of formal evaluation and control system to assure whether the messages transferred are correct and repeat every time with true information.

The promotional efforts have to focus on integrated marketing communication strategy that concentrates on the common interests of the international tourists towards the target market. It is crucial to identify the targeted tourists, determine promotional objectives, and determine the promotional appropriation by establishing right integrated marketing communications to enable to increase the international visitors of the city. The tourism authority shall design detail and separate promotion program for each region especially to Addis Ababa besides the indication on the balanced score cards as the 90% of the international tourists cross through bole international airport to the rest of the regions.

Partial measures are unlikely to address common interests, underlying in effective means of marketing communications to address target tourists. The tourism authority role could be to create nation or city wise effective integrated marketing communication mixes of framework that will guide the tourism actors and that in combination with monitoring and gathering of feedback frameworks through the use of e-marketing (internet), collecting tourists comment on attractions, tourism professionals opinion concerning tourists satisfaction will ensure good identification of international tourists and smooth linkages with other sectors.

To design properly integrated marketing communication tools requires a close integration between the government, the private sector (e.g. tour and travel operators), tourism and marketing professionals to ensure maximum international tourist awareness and attraction to the city tourism resources.

Focus must be given to the good word of tourists and to intensive and well planned use of e-marketing. The scholars have approved that consumers are seeking advice from other consumers through the Internet (e.g. blogs). Therefore, the tourism players of the city should use common interest groups and communities and social networking sites as the main resource for awareness creation and means of influencing like; Trip Adviser, Expedia, Real Travel and I go U go, are good examples.

Changes in Information Communication Technology (ICT) will include advances in areas of mobile phones and digital TV, richer tourism product data for the travelers, and development of new electronic payment systems should be adequately use as a tool of accessing them. Tourism promotion messages shall be exchanged after their experiences in the tourism attractions to share their feelings on the importance of their travel decisions to the city.

Like the 16 sister cities, Addis must similarly adapt useful standards of tourism products, fair prices, proper means of distribution channels and tourism destination marketing communications and promotion. Furthermore, the authority needs to have a clear and feasible integrated tourism marketing communications strategy that focuses on major issues like existing tourism product development by doing marketing research, initiating and motivating creativity (for instance to have nations and nationalities museum at a single place), to design effective integrated marketing communications strategy that can address the international tourists, to capacitate the private (e.g. all the TTOs) tourism stakeholders.

The capacity of the few tourism professional in the government offices should be exploited properly so as to perform their tasks efficiently. And the assigned authorities should be

committed to play their important roles by initiating professionals' effort in the marketing and promotion of the city tourism resources.

Because the GOE higher officials, ministers and private big company leaders of a total 17 board members are included in the recently established Tourism Transformation Council and Ethiopia Tourism Organization, the less integration of the private and government tourism players on marketing and promotion is expected to be strengthening soon by creating a synergetic system to design wholesome tourism marketing and promotion strategy.

To sum up, the applicability of properly integrated marketing communication should be improved by designing marketing and promotion strategy at country level that can assist the city tourism promotion effort in specifically.

Future researchers can be conducted by using analytical method of research that could come up with similar or different findings on the integrated marketing communications. Respondents at different times and situations could have different understanding toward integrated marketing communications. Besides, comparison of data conducted in different region may show diverse results. Additionally, future researches can also be done focusing on tourism marketing promotion strategies and to particular tourism products at the practitioners (TTOs) level as they can identify which tourism product categories suits the appropriate promotional mix elements.

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# *Addis Ababa University*

*School of Commerce*

*Department of Marketing Management*

*(Regular program)*

**A Master of Art Candidate**

To \_\_\_\_\_

*I would like to thank you in-advance for your kind cooperation while you take part in my thesis research entitled “Assessing the Effectiveness of integrated marketing communication to Attract International Tourists; the case of Addis Ababa Tourism Resources” by giving your precious time & knowledge to reply all the structured questionnaires.*

*Your participation is absolutely voluntary & anonymous. The data gathered through this research will be used only for academic purpose & will be kept confidential. The questionnaire has 6 parts with 5 pages Thank you again for your kind cooperation. If you have any question or would like to have the research result at the end, you are more than welcome. For inquiring use the address below:*

✚ *Girmay Redaei;*

- *Mobile\_ 09-20-28-31-00*
- *Email\_ [girmat6@gmail.com](mailto:girmat6@gmail.com)*

*Sincerely yours,*

*Girmay Redaei*

*May 2014*



**Part.3 (Promotion Strategy and Program)**

**The following Questions are concerning promotion mix strategy and program related to tourism.**

**Please tick/select your answer on the give box.**

- 1) How effectively does your firm design the following promotional strategy and program to influence international tourists for the city’s destinations?

<b>Promotion strategy &amp; program</b>	Not Effective	Less Effective	Neutral	Effective	Very Effective
	1	2	3	4	5
Identifying Target Audiences					
Determining Promotional Objectives					
Determining the Promotional Appropriation					
Establishing the mix of Promotional Elements					

- 2) Which of the promotional mix does your firm **apply** to communicate well with the target tourists?  
Please, put them orderly or sequentially in terms of their applicability.

<b>Promotion mix</b>	Never applied	Less applied	Averagely applied	Many times applied	Always applied
	1	2	3	4	5
Sales Promotion					
Public Relation					
Advertisement					
Personal selling					
Direct marketing					
Official Website					
Word Of Mouth					
Trade Show/ Event					

3) Do you believe the **identified integrated marketing communication elements** are creating awareness & attract international tourist to Addis Ababa tourism products?

<b>Promotion mix</b>	Never aware /attract	Aware /attract Less	Aware /attract Averagely	Aware /attract more	Aware /attract Extremely
	1	2	3	4	5
Advertisement					
Public relation					
Sales promotion					
Direct marketing					
Personal selling					
Word of mouth					
Official					
Trade Show/Event					

4) Which of the promotion methods do you consider as **most appropriate** to promote the city's tourism resources?

<b>Appropriate Promotion mix</b>	Not appropriate	Less appropriate	Neutral	Appropriate	Most appropriate
	1	2	3	4	5
Advertisement					
Public relation					
Sales promotion					
Direct marketing					
Personal selling					
Word of mouth					
Official Website					
Trade Show/Event					

#### Part.4 (Promotion Message Appropriateness, Consistency and Reliability)

The following Questions are concerning promotion message appropriateness, consistency and reliability transferred by your establishment. Please tick/select your answer on the give box.

1) How do you see the **appropriateness of message design** to inform, motivate & attract international tourists to city's tourism resources?

- |                     |                          |                     |                          |
|---------------------|--------------------------|---------------------|--------------------------|
| A. Not appropriate  | <input type="checkbox"/> | D. Appropriate      | <input type="checkbox"/> |
| B. Less appropriate | <input type="checkbox"/> | E. Very appropriate | <input type="checkbox"/> |
| C. Neutral          | <input type="checkbox"/> |                     |                          |

2) Do you believe the message transferred through various methods of promotions have consistency/uniformity?

- |                    |                          |                    |                          |
|--------------------|--------------------------|--------------------|--------------------------|
| A. Not consistent  | <input type="checkbox"/> | D. Consistent      | <input type="checkbox"/> |
| B. Less consistent | <input type="checkbox"/> | E. Very-consistent | <input type="checkbox"/> |
| C. Neutral         | <input type="checkbox"/> |                    |                          |

3) How about the message reliability transferred through various methods of promotions method/s?

- |                  |                          |                  |                          |
|------------------|--------------------------|------------------|--------------------------|
| A. Not Reliable  | <input type="checkbox"/> | D. More Reliable | <input type="checkbox"/> |
| B. Less Reliable | <input type="checkbox"/> | E. Very-Reliable | <input type="checkbox"/> |
| C. Neutral       | <input type="checkbox"/> |                  |                          |

4) How frequently do you get **tourist feedback** concerning implementation of effective promotion mix?

- |            |                          |                   |                          |
|------------|--------------------------|-------------------|--------------------------|
| A. Daily   | <input type="checkbox"/> | D. Every 6 months | <input type="checkbox"/> |
| B. Weekly  | <input type="checkbox"/> | E. Yearly         | <input type="checkbox"/> |
| C. Monthly | <input type="checkbox"/> |                   |                          |

5) Which **evaluation** mechanisms does your company apply to **assure** the **appropriateness** of the promotion tool/s?

Evaluation mechanisms	Not Effective	Less Effective	Neutral	Effective	Very Effective
	1	2	3	4	5
Tourist Direct feed back					
Tourist comment card					
Tourist comment on official web					
Professionals feed back					

**Part.5 (Sources and Categories of International Tourists)**

The following Questions are concerning sources and categories of international tourists identified by your establishment. Please tick/select your answer on the give box.

1) Who is/are the region/s segmented as essential potential sources of international tourists for the city’s tourism orderly?

Region potential sources	Not potential sources	Less potential sources	Neutral	More potential sources	Very potential sources
	1	2	3	4	5
North America					
South America					
Europe					
Asia					
Australia					
Africa					

2) If the sources of international tourist are for example form America or Europe or Asia or Australia or Africa region/s could you please specify 5 most source countries:

- 3) Do you determine the main possible international tourists' categories that can be attracted to the city tourism resources?

<b>International tourists' categories</b>	Not possible	Less possible	Neutral	More possible	Very much possible
	1	2	3	4	5
Business					
Leisure					
Young					
Conference attendant					
Senior groups					

#### **Part.6 (Tourism Stakeholders Integration)**

**The following Questions are concerning tourism stakeholders integration to promote the city tourism. Please tick/select your answer on the give box.**

1. Do you believe that the tourism stakeholders integrate to use effective promotional mixes to reach the targeted international tourists for the city's tourism resources?

A. Yes

B. No.

2. Do you think the stakeholders' have determined and integrated to promote the city's tourism by clearly stipulating to whom, what, when and how to reach the target tourists?

<b>stakeholders' determination and integration</b>	No integration	Less integration	Average integration	High integration	Very high integration
	1	2	3	4	5
To whom to promote					
What type message to use					
When to promote					
How to promote					

3. Which is/are the major promotion integration being used so far by the stakeholders' concerned body to attract international tourists to city?

<b>Promotion mix</b>	Never used	Less used	Average used	Highly used	Very high used
	1	2	3	4	5
Professional associations role					
Press releases					
Trade & tourism exchanges activities					
web/Internet					
travel agencies participation of international benchmarking					

**Thank you for your kind cooperation!!!**

## **II. Focus group discussion questions**

**These are the question items used for the group discussion with the tourism authorities; MoCT, ETO, and AACTB tourism marketing staffs.**

1. Does your tourism bureau design promotion strategy and program that enables to attract international tourists?
2. Is it already determined the major and essential mixes of the promotional elements by giving focus to the targeted tourists?
3. Which targeted tourists categories are determined as potential sources of the international visitors?
4. How do you evaluate the message design consistency and reliability communicated to the identified target tourist?
5. How effective it is the integration of the tourism stakeholders to promote the tourism resources of the city?
6. What can generally be raised concerning the Strength and weakness of the tourism integrated marketing communication performances to compete at international level?