



**EXPLORING CITY BRANDING: CASE OF HARAR
CITY, ETHIOPIA**

By

Betelhem Wubshet

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COMMUNICATION PUBLIC RELATIONS AND STRATEGIC
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Approval

Addis Ababa University School of Journalism and Communication

This is to certify that the thesis prepared by Betelhem Wubshet Jemaneh entitled *Exploring City Branding: a case of Harar, Ethiopia* and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Journalism and Communication complies with the regulations of the University and notes the accepted standards with respect to originality and quality.

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ABSTRACT

One of the key prerequisites for the success of cities is their overall image so called “city branding”. The perception of the city affects its attractiveness to tourists, foreign investors or potential students. City Branding (CB) is a tool that assists to make a city widely recognized and this thesis will explore CB at Harar. Therefore, it is crucial to find out the following: What are the actual practices of CB at Harar? What activities are doing Harar Culture Heritage and Tourism Bureau (HCHTB) in relation to CB to attract tourists and investors? What are the opportunities and challenges of HCHTB in relation to CB?

The goal of the thesis is to explore CB in Harar City to attract Tourists and Investors. The study used both qualitative and quantitative research approach. It is mainly dependent on primary source of data in which open-ended and close-ended questionnaire was developed to get data from respondents. The study result grabbed from 49 questionnaires distributed for the tour guide, hotel owners and museum employees, one FGDs made with CBPs at HCHTB and seven interviews data conducted with the target study area. To meet the research objective the researcher used all available data sources for quantitative method which are related to CB activities to attract tourist and investment. Since this study explores about the practice of CB at Harar. In relation to the vision, strategies and communication level which is help for practicing CB in the city’s the study finding shows large percent of each question respondents have not positive response in general. If this negative perception towards city’s future is influence practicing CB and attract tourists as well as investors. The actual practice lacks attention, lack of local community fairly participation, unavailability of cognitive environment to attract tourists and investors, most of the city bureaus doesn’t have active communication tool. The only positive result obtained from the study is the existence of giving opportunities for individuals, entrepreneurs to implement CB activities. At last, the student researcher believes the study would give a sight of facts about CB practice in Harar and help to point out the CB practice gap.

Key words: Branding, City Branding, Attracting, Tourism, Investment, Attracting Tourist and Attracting Investment.

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List of Abbreviation

AMA: American Marketing Communication

ATGA: Abadir Tour Guide Association

CB: City Branding

CBP: City Branding Practitioner

FGD: Focus Group Discussion

GC: Greek Calendar

HCHTB: Harar Culture, Heritage and Tourism Bureau

HGCAO: Harari Government Communication affairs Office

HIB: Harar Investment Bureau

HRHA: Harari Region Hotel Association

PR: Public Relations

SD: Standard Deviation

SPSS: Statistical Package for Social Science

UNESCO: United Nations Educational, Scientific and Cultural Organization

WHO: World Health Organization

CHAPTER ONE

1.1. Introduction

According to World Bank (2012), as globalization intensifies, urban development has come to include an image dimension. The common rationale is that a well-known place name often creates opportunities for international attention, events, and investments and become ‘winning’ places. Not with standing critical voices pointing to the challenges and disadvantages of the new reliance on CB, many cities are proactively positioning and promoting themselves with strategic intent. The aim is often to orchestrate the totality of perceptions, experiences and feelings that people hold about that city to ensure that it is as distinctive, compelling and memorable as possible (“Directions in Urban Development”, Para.1). Baker (2007) stated, ‘In the 21st century cities will increasingly compete on the value that they provide in terms of their physical, service and experiential offer, their heritage, their ambitions and their character. In short, they will compete on their brand and will develop in line with it’(ibid, P. 15).

In recent years, cities are looking for new ways to advance themselves and in this way cities are compelled to compete with each other in order to attract investors, tourists, resident and work force (Zenker and Martin, 2011, P.32). In these competitive situations, the government started to amplify city marketing activities to enhance the product values of the city in order to attract visitors and tourists to promote city competitiveness and increase productivity. Because urban marketing and in particular CB can be seen as an instrument to make a city’s competitive advantage known and to promote the history of the city, the quality of the place, its lifestyle and culture (Zhang and Zhao, 2009, P.245).

CB is a topic of significant interest to both academics and policy makers. As cities compete globally to attract tourism, investment and talent, as well as to achieve many other objectives, the concepts of brand strategy increasingly adopted from the commercial world and applied in pursuit of urban development, regeneration and quality of life (Dinnie, 2011, P.3).

Dinnie said that branding a city is more complex than branding a product or service. The stakeholders and target groups are broader including citizens, tourists, and public and private sector organization decision makers and each is looking for different benefits (2011, p.15).

Kavaratzis (2004) states that “City branding is defined as a mean to achieve a competitive advantage that would allow the city to increase the attraction of investment and tourism, as well as strengthening local identity and avoid social exclusion” (P. 58). Fernando R.C. (2017) argues that this competitive advantage achieved through the management and communication of an attractive image of the city. For this reason, city branding aimed to control the diversified procedures by which it can transform and communicate more effectively the desired image of the city (ibid, P.33).

1.2. Background of the study area

Harar is one of the world ancient civilization centers. Harar began to come in to geo-political prominence with the founding of the first Muslim sultanate in 896 AD. It flourished through the centuries and served as a powerful economic and commercial capital of vast Muslim state which vied on equal terms with the Atse state (Experience Harar, 2015, p. 17).

Harar is a place in Ethiopia where nations and nationalities live in peace and harmony, that all accepted Harar as a place where anyone can be hosted amicably. Somalis, Argobas, Oromos, Amharas and even from other continents such as Europeans as well as Indians and many others according to their presence are living in the region. Harar is accept every person as long as he or she respects the norms of the native, this is evident that, UNESCO praise Harar for peace and tolerance. A rationale behind named, ‘A city of Peace and Harmony’ Harari’s live in peace and harmony with all human kind. Although there are so many religious groups throughout the city, the people of Harar acknowledge each groups beliefs with respect. After all, they even live in harmony with hyenas, let alone human beings. In small area of neighborhood one can find the Orthodox Medhanealem church, the great Jamie mosque aged nearly a millennium and a catholic church live in peace for over a century. Considering these all in to account, UNESCO also named Harar ‘A City of Peace and Harmony’ in 2004 (ibid...p.24).

Attractions in Harar

The Jugal wall and its five gates:- Amir Nur bin Mujahid constructed the remarkable defensive wall of Harar in 1551/52. Because Amir Nur realized that Harar which became very weak militarily due to the fourteen years defensive wars of Imam Ahmed bin Ibrahim al Ghazi, needs further strategic defense to sustain as state and the strategy was a real success. This wall covers a

total area of 48 hectares; it has a total circumference of 6666 cubits and height of four meter and 50-75 cm thickness. The material used to construct the wall is a porous lime stone known as “hashiune” which has strong capacity of sticking with mus. The wall has five gates in different directions. Each of the five gates named differently in different language in addition to the original Harari name (ibid...p.27).

Harari name	Amharic name	Arabic name	Oromo name
Suqutat bari	Sangaber	Babu-salam	Kara- Sofi
Argoba bari	Ererber	Babu-Rahmah	Kara-Erer
Assumiy bari	Fellanaber	Babu-Fat-h	Kara-Falana
Asma-addin bari	Shewaber	Babu-Nasr	Kara-Hamaresa
Badri bari	Budaber	Babu-Hakim	Kara-Budawa

Table 1: list of five gates of Jugel

Museums in Harar:- Harar is one of the historical cities in Ethiopia due to this the city has four museums which positioned Harar in second place in Ethiopia next to Addis Ababa in number of museums (ibid...p.34).

- *Harar cultural Museum (Ada Gar):* is owned by community in 1979 G.C. The major collections in this museum are the Harari cultural house wood made service commodities, Quran learning and binding materials, coins of Harar and many others (ibid...p.35).
- *Harar National Museum:* is situated on the Amir Uggā Street in one of historical building, which was established in 1977 E.C. In this museum various cultural commodities reflect the Ethiopian nationals and nationalities way of life mainly the Harari, Oromo, Argoba, Somali, Amhara and Afar are displayed (ibid...p.36).
- *Arthur Rimbaud Museum:* is a house dedicated to the famous French poet Arthur Rimbaud who lived in Harar during 1880’s. It starts functioning after it was renovated by French government in 2000 G.C and serves as a center of research documentation archive center, collection of old photograph and the view of Harar (ibid...p.37).
- *Sheriff Harar City Museum:* was established by Mr. Abdulahi Ali Sheriff in the historical buildings in Jugal known as Tefari House, former king of Ethiopia Haile Silase. It was pledged with the purpose of collecting Harari songs, but now more than thousands of heritages, Archeological, historical and anthropological items, Harari hand written books,

constitutions, Harari minted coins, cultural dresses of different ethnic groups of Ethiopia and others. This museum is the only private museum in East Africa (ibid...p.38).

- *Mohammad Ali House*: is one of the historical buildings in Jugal that signifies Harar as the metropolitan center. The building is said to have been constructed during the Egyptian occupation of Harar and served as one of the administrative center at the time. Later until the Italian occupation, it served as office of the Turkish consul in Harar. Besides its historical memory, the building deserved a visited by tourists due to the artistic wood arts on it. Now a day, the building is renovated by Turkish Internal Cooperation Agency (TICA) and increase visitors experience such as: guest houses, cafeteria, souvenir shops and Harari traditional food service included (ibid...p.39).

Traditional Harari Houses (Gey Gar): over a millennium since the Harari people have been dwelling in stoned house which is constructed from porous stone (hashiune) and mud. This house has three simple room types, the main front part, the interior and the stair. The unique feature of any Gey Gar is that whatever the outside temperature could be the interior part always remains cool. The second uniqueness of the Harari house is that it is decorated with the house hold service materials which makes it appear shop rather than a residence (ibid...p.41).

Hyenas and Eagle Feeding: one of the assets of Harari people is leaving in peace and harmony not only with people but also with wild animals. Feeding the hyena is the ancient tradition of the Harari people. Now days the practice of hand feeding of hyenas occurs at Asumiey-bari and between Argoba-bari and Sqtat-bari (Aw Ansar), it is not only performed by the locals, but also by tourists. On the other hand, in GidirMegala (big traditional market) unique practice of eagle feeding takes place in very astonishing manner, eagles lined up on the top roof edge of butcher shop which was built by Italian, waiting to snatch piece of meat on the hand and head of individual. Tourists can also experience it (ibid...p.44).

Mosques of Harar: Harar is considered to be the fourth holiest Islamic city of the world, after Mecca, Medina and Jerusalem. The city accepts Islam eight years before Medina, that makes the Harari people the first society to believe in Prophet Mohammed. The 82 mosques found in Jugal, the Islamic education system and the consequent book bound in Harar, the large concentration of scholars are some of the live evidences that support this conclusion (ibid...p.46).

Coins of Harar: Harar as sovereign and commercial center state used to mint its own coin. This made Harar one of the only two states, next to Axum to mint its own coin in the horn of Africa. Gold, copper and bronze are the materials used to produce these coins. Today various types of coins minted in Harar are discovered dating from 706 to 1885(ibid...p.54).

Rock Paintings and Caves: *kimeit and olad* is mural arts are found in two locations: Kimiet and Olad. There one can see numerous mural arts of diverse animals, human and the like. *SeqaSherif awhuch* is one of the rock arts found in Harari region also the painting represents a considerable artistic heritage. *Caves:* Harar possessed many caves; all of them are aged ones and some of them are suitable to travel inside (ibid...p.59).

Harari traditional clothing hand crafts: Harar is the city of magnificent handcraft. It is well known by its colorful and artistic handmade baskets, ornaments, wooden households and different jewelry made of gold, silver, bronze, metal and other precious stones (ibid...p.62).

Cultural events: Ashura is cultural event which is going on the tenth of Muharam the 1st month of Islamic calendar. In Ashura, Hararis celebrate three different events; the first occasion Wirshato that is smashing of the ground; this event is accompanied by Wirshato song. The theme of Wirshato is to condemn the evil and wish peace and prosperity in the coming New Year. The second event of Ashura is porridge feeding for people. It is believed that he is doomed to suffer from hunger throughout the year. The third event is feeding the hyena, the most astonishing events of Ashura. Hararis feed porridge to hyena on Ashura day at numerous sites of Awaaches. *ShuwalEid:* is one of the unique cultural ceremonies that celebrated on the 8th day of Shuwal month that comes after Ramadan in Islamic calendar. ‘ShuwalEid’ is a bid day which young Harari’s dearly look forward to choosing their future life partners (ibid...p.70 - 73).

Nearby sightseeing: *Quindido Mountain/ Shaddawa- Maddais* found in Eastern Hararge zone of oromia regional state around 25 km east of Harar. The mountain has an elevation of 3000m or 9800 feet. On the top of the mountain, it is flat or plateau type of the shelter of different animals and birds. It is famous for wild horse. *Babille Elephant Sanctuary:* is located south of the town of Babille. The sanctuary is 6,982 square kms (4,329 square miles), and it situated at an altitude of 1000-1788 meters. It was designated for the protection of the endemic subspecies of the elephant, which are a rare sight due to the fact that, aside from being small in number, they are shy and rarely expose themselves in the open. *Dakhata Natural Rock:* is situated along the road

to Jigjiga and just five kilo meters from Babile, where the weird wind weathered rocks can be seen respecting local culture. In Dakhata, there are various species of birds, small mammals, hyenas, lions, monkeys and forest reserves although these are not well developed (ibid...p.75).

1.3. Statement of the problem

The rapid advance of globalization means that every country, every city and every region must compete with every other for its share of the world's consumers, tourists, investors, residents and all other related of that area (Anholt, 2007). The importance for cities to master CB is: individuals make decisions where to spend their next vacation, where to invest their assets or where to settle down for the future.

In terms of world heritage, Harar is unique. The setting of medieval walls tightly embrace the ancient city with unique architectural design constructed in 1550's, this shows Harar's contribution to the world civilization. Harar possesses over 82 historical mosques and about 400 Awaaches (Shrines) which made it an Islamic scholar centre for East Africa in the past and also considered as the fourth most holy city of Islam. Its distinctive traditional, educational and agricultural system chances to get up-close and personal with wild hyena feedings, as well as the refreshing cool air makes Harar an exciting place to visit. Harar is a city whose people thrive on smiles and friendly also most visitors says it can be easily and most comfortably accessible to its visitors. (ExperianceHarar, 2015)

Therefore, the city has many opportunities to get remarkable number of tourists and guests to visit and invest in the city. This implies the need of strategies and establishing standardized public and tourist infrastructures, accommodations and facilities to provide expected and possibly best services.

Tourism is in most cases the most important and most powerful tool when it comes to branding a country or part of a country. The reason is Anholt claims that tourism has permission to brand a country directly; one of the fast growing economic sectors in the world for generating more income and a means of image building for many countries/cities (2007, 16).

Although Harar is better than other Ethiopian cities with its tangible and intangible heritages which are get in the small distance the so called Harar with a Mini Realm, Terrific Relishes.

But, the city has not sufficient infrastructures and facilities. For example, the city has only 10 hotels, 10 traditional guest houses and four traditional restaurants. In addition, Harar hosts only about 25 tour operators. So the number of tourist related service and the infrastructural service of the city do not enable to accommodate its visitors to the city.

On the other hand, according to the Harar City Investment Bureau report the city has more than 80 investors. This will create employment opportunities for over 10,000 persons. Harari is rich in construction minerals such as marble, granite, dolomite and asbestos (www.hararlive.org). This shows in general, the city has investment potential in the areas of hotels, tourist attractions development, promotion, transport service, industry, agriculture, construction activities. This activity encouraging investment project and make the attractions well accessed and ready for visit.

The HCHTB main objective is developing and preserving the identity of the city culture, history and heritages. The bureau constantly encourages the public to promote their own cultural possessions and improve the quality of life in a way that these resources will preserve and helps the society to improve their livelihood (Experience Harar, 2015). Therefore, HCHTB play main role in practice city branding.

Harar must grappling to generate balance between modernization and the preservation of the city culture and traditions. The city didn't blend modernity and tradition. The researchers believe that to found the perfect balance between the two and CB makes tremendous developments in all sectors. The regional government should strongly emphasize promotion and preservation of its unique culture which is reflected through its magnificent architecture, dress, traditional ceremonies, everyday life of Harari people and traditional beliefs.

This thesis tries to explore the beneficiary of practicing CB at Harar depend on the city attraction areas in regarding both tourism and investment areas. That is why the researcher selects Harar Culture Heritage and Tourism Bureau.

1.4. Research Objective

1.4.1. General objective

The general objective of this study is to explore CB at Harar City to attract Tourists and Investors.

1.4.2. Specific objectives

- To find out actual practice of CB in Harar.
- To explore how HCHTB attract tourists and investors using CB.
- To explore opportunities and challenges of the HCHTB in relation to CB.

1.4. Research Questions

1. What activities is HCHTB/city/ doing in relation to CB?
2. How does HCHTB/city/ attract tourists and investors by using CB?
3. What are the opportunities and challenges of HCHTB/city/ in relation to CB?

1.5. Scope of the Study

This study is confined only about CB and the main objective is exploring CB at Harar City. Harar city is chosen because of the availability of the city history, culture, heritages, handcraft, community lifestyle & attractive environment but the above things are not used for city's development. So, CB promotes an evidence based image of the city and committed to real improvements to the city's infrastructure also important to enhance the quality of life of the citizens. It could be an ideal setting to highlight what the city can do in terms of CB context.

The research takes both qualitative and quantitative research methods which is important to address the study objective, with the goal of exploring the CB activities in Harar within the setting of the study. The researcher has taken samples from main areas:

- HCHTB bureau head, culture directorate directors, tourism directorate director and tourism directorate employees;
- Harar Investment bureau and communication bureau experts /representative/;
- Hotel and tour guide association representatives;
- tourism sectors such as tour guides, hotel and guest house owners;

- at the last take information from museum experts

The research methodology and methods will be discussed in more detail manner in Chapter 3.

1.6. Definition of terms

Attracting an activity that directed to make contact and developing a relationship with specific investors, as well as facilitating the investor's visit to the locations, and include sales and lead generation, marketing and packaging and one-stop-shop solutions. Successful attracting culminates with an agreement to make an investment in the place.

Attracting: is an activity focusing on attracting and connecting the investing business to the location, and facilitating and hosting visits.

Branding of the place can be seen as both the beginning and the end of a self-reinforcing cycle. Building the brand of the place needs to take business attraction into consideration, and the impact that the brand has on the specific target group – potential investors. This can entail galvanizing industrial strengths and opportunities, the particular advantages of the place in a smart specialization context, soft factors and highlighting the track record of investments made into a specific place value proposition.

Branding: processes and activities aimed at branding the location and identifying, packaging and communicating the value proposition to the investor.

City Branding- is understood as the means both for achieving competitive advantage in order to increase inward investment and tourism, and also for achieving community development, reinforcing local identity and identification of the citizens with their city and activating all social forces to avoid social exclusion and unrest (Kavaratzis, 2004).

Investment creates jobs, expands the tax base, helps manage budgets and credit ratings, and funds education, infrastructure, and services. Regions and cities are active promoters of their benefits. A city's brand reputation and image remains a decision criterion and a lens through which investment related information is viewed.

Tourism- is a service sector but its development is highly dependent on development of infrastructures common for other sectors or specific to the sector. In addition, it needs investment on the destination development; be it natural resource or man-made attractions. Consequently, it creates huge investment opportunities. (Tadesse B., 2018)

1.7. Significance of the study

Tourism is one of the leading and fast growing economic sectors in the world. Particularly, in developing countries, it is supposed to help in tackling poverty. This study has also shown the need of substantial amount of tourism and investment for the development of citizens' life style.

Therefore, the significance of this thesis is, creating awareness of City Branding roles to the HCHTB; explore factors affecting CB efforts; showing the roles to be played by stakeholders of HCHTB in practicing CB; it also clearly demonstrates the multiple benefits of a strong brand to the cities; exploit the potential of the brand for attracting tourists in the city; clearly show main investment opportunities in the city using CB; illustrate modern understanding of CB. It will give direction for further researches in Harar city and researches to be conducted in other regional cities. On the other hand, there is no previous study done in CB at Harar city. Therefore, this study tries to fill the gap of knowledge in relation to practicing CB in Harar.

1.8. Delimitation of the study

The study is mainly focus on exploring CB at Harar city. This research is delimited on the following:

- The research is limited in regarding to stakeholders of the HCTHB sampling is used since some of them were not willing to give information;
- The timeframe is very limited which limits in-depth treatment of the research topic which could have been done by increasing the number of samples (interviewees & respondents);
- The research will not deal with the detail evaluation of government policy and plans because of time limitations.

1.9. Organization of the study

The study will be organized in five chapters. The first chapter deal with the background of the study area, followed by statement of problem, research objective with research questions, definition of terms, scope, significance and delimitation of the study are presented. In chapter two, literature reviews related to the research title and models are discussed. The third chapter explains the methodological process of sampling, data collection and analysis. Chapter four presents descriptive summary of the empirical data collected together with detailed analysis, results and discussion. Finally, chapter five contains conclusion and recommendations.

CHAPTER TWO

LITRATURE REVIEW

2.1. Background of city branding

The philosophies and assumptions of city branding research have evolved considerably over four overlapping waves. The first wave of city branding research published between the late 1980s and the year 2000 exhibits a sense of possibility. That is, while researchers supported the potential contribution of city marketing to urban place management they also highlighted the challenge of implementing traditional marketing principles in this setting. The second wave of research spanning the decade 2000-2010 exhibits an implicit assumption that the similarities between cities and other branded entities, particularly organizations, permit application and adaption of existing branding theories to cities (A. Grace D. & Perkins, H. (2016).

However the third wave that developed between 2005 and 2011 shifted focus to the unique aspects of city brands that necessitate major new theory development. This critical wave underscores the complexity uncontrollability and ethical considerations of city branding. In addition to acknowledging the complex, uncontrollable and ethically contentious nature of city branding, the fourth wave of progressive research that emerged around 2010 embraces a broader philosophy that multiple stakeholders co-create city brands. This current wave also advocates collaborative and participatory approaches to city brand management (ibid...).

2.2. Definitions of City branding

Before discussing city Branding concepts, it is appropriate and relevant to define what mean brand and branding in particular.

The concepts of brand and branding are not the same. Business Dictionary describes branding as the entire process involved in creating a unique name and image for product or company in the minds of consumers and other stakeholders. (businessdictionary.com). ‘Brand is an overall image or set of perceptions and associations that resides in people’s heads’ (Hildreth, 2008) whereas branding focuses on establishing and maintaining this brand (Stigel and Frimann, 2006). The aim of branding is not only to differentiate a product or a service from others; it is also to represent values and beliefs that will influence the behavior of customers (Tasci and Kozak, 2006).

According to American Marketing Association (AMA) definition, **brand** is a “Name, term, design, symbol or any other feature that identifies one seller’s good or service as distinct from those of other sellers” (www.ama.org)

Simeon A. (2006), define brand as “A consistent group of characters, images, or emotions that consumers recall or experience when they think of a specific symbol, product, service, organization or location” (p. 464). Branding must “attract and keep customers by promoting value, image, prestige, or lifestyle” (Rooney, 1995, p. 48). It must communicate information, minimize risk or increase trust (Knox, 2004, pp. 105), help identify or recall key factors, differentiate from competition and facilitate recommendations (Palumbo and Herbig, 2000, pp. 116). For destinations, this is challenging as they attract a diversity of customers and the delivered product is often highly customized with the customer in control.

The definition of brand is suitably adapted to the concept of image and adds on other aspects such as the identification and differentiation of city’s image to attract investment, tourism, and future residents; as well as the increase of the satisfaction and local pride from residents Fernandorey.C. (2018, 36).

Alan (2011, p.15) state’s that brand is both a lens through which information is view and a decision criterion. Branding a city is more complex than branding a product or service. The stakeholders and target groups are broader including citizens, tourists, and public and private sector organization decision makers and each is looking for different benefits.

The concept of city branding is largely derived from the corporate branding literature whereby the whole organization is branded, and multiple stakeholders are addressed. In the context of cities, stakeholders view the city brand as a single entity with values which represent the city’s attributes bound together by a vision which gives them meaning, impetus and direction (Kavaratzis and Ashworth, 2006).

The building of a city brand is a huge project, involving economic, environmental, social and many other factors (Z.Jimg-Yuan, 2009). Also Virgo and Chernatony (2006) identify, city branding involves complexities beyond those of product and services branding, which arise from

the diversity of stakeholders, the number of organizations steering the brand, the limited control brand steer over their product and the diverse target groups.

City branding “is a means of both achieving competitive advantage in order to increase inward investments and tourism and also for achieving community development, reinforcing local identity and identification of the citizens with their city”, adapted (Kavaratzis, 2004).

According to (Seisedos and Vaggione, 2005), city branding is a holistic and inclusive process. It requires the combined expertise of at least two disciplines. The process of creating a city brand must be coordinated both from the perspective of marketing techniques and from the viewpoint of urban development strategies including socioeconomic and spatial planning.

In fact, Country Branding is more relevant for developing countries which are fighting hard to come out of poverty and sell themselves by redefining their social, political and economic roles (Florek and Conejo, 2007; Lebedenko, 2004).

The Country Branding motives are also strengthened by Papadopoulos (2004) which states that there are four objectives of Country Branding:

- Enhance exports,
- Protect local businesses from foreign competition,
- Attract/retain factors of development, and
- Position the place for advantage domestically and internationally in socio-economic and political terms.

Anholt (2004), Clark (2007), Dinnie (2008), Temporal (2001), emphasized the value of building a positive brand for a nation. Adaptation of this thinking works for cities and includes:

- attraction of inbound investment
- attraction of inbound tourism
- credibility and confidence by investors
- increase of political influence internally (national) and externally (multinational)
- better and more productive global partnerships with other cities, public or private research and university institutions, and private sector organizations
- ‘city of origin’ effect on products or services

- civic pride: ability to focus local harmony, confidence, and resolve

The techniques of marketing and branding also used in order to combat existing negative perceptions of a city (Paddison, 1993, 339).

City branding has as its objective to create an appealing image for tourists and investors, as well as strengthen local identity of local residents. These goals are achieved through the management and communication of the city's image (Fernando R. C., 2018).

Kotler, Haider and Rein (1993) define place's image as the sum of beliefs, ideas and impressions that people have of a place. The images represent a simplification of a large number of associations and pieces of information connected with the place.

The city's image is formed from a network of interrelated elements and a structure of knowledge (beliefs and stereotypes) that summarize what we know about the city and the feelings it evokes. For this reason, city's image is perceived as a combination of cognitive and emotional elements. These attributes allow the individual to know and identify the characteristics of the city. In the context of city branding, a good image of the city positively impacts on the levels of citizen satisfaction and his pride of being part of the city (LuqueMartínez, et al.(2007), then Fernando R. C. (2018) conclude that, the city's image is defined as a process of bilateral communication between the city and the individual, in which the city sends a variety of messages while the individual chooses and structures the cognitive and emotional elements to form a network of associations of the city.

The effect of branding a city has been described as telling the story of the city to the world (Clark, 2007).

Attracting new businesses as a means to create new jobs and tax revenues are, of course, a primary objective for business attraction. The Attracting activities are directed at making contact and developing a relationship with specific investors, as well as facilitating the investor's visit to the locations, and include sales and lead generation, marketing and packaging and one-stop-shop solutions. (Moretti, 2014, pp. 10-11)

One of the ability of city branding is affecting people's interpretation of the location. A successful city branding campaign, among other things, will provide a framework for locals and non-residents to imagine and experience the place (Moscardo 1996;Ooi 2007;Prentice & Andersen 2007;Waller & Lea 1999).

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- Enhance exports,
- Protect local businesses from foreign competition,
- Attract/retain factors of development, and
- Position the place for advantage domestically and internationally in socio-economic and political terms.

According to Dainnie (2011, 20), ingredients of great city branding can be summarized as:

- embody a clear, distinctive, ambitious yet realistic brand position and persona
- base the brand positioning on the population's values, attitudes, behaviours and characteristics
- reflect a clear city strategy and its points of emphasis regarding skills, resources, and capabilities
- adapt effectively to deliver benefits to target groups
- communicate successfully to internal key influencers
- integrate efficiently across various marketing communications media
- be consistent over time

2.3. City branding and Tourism

Tourism is one of the largest and rapidly growing industries in the world. In the early years of the twentieth century, tourism has continued to expand. Due to technological developments, especially in air travel, increases in personal wealth, and availability of greater amounts of free time such as holidays with pay. (Sharpley, 2009).

Globally, as an export category, tourism ranks fourth after fuels, chemicals and automotive products.

According to UNWTO tourism highlights of 2012, the global tourism industry has huge economic importance, also international tourism had grown to 922 million in arrivals and 944 billion USD in receipts in 2008 and this number is expected to reach 1.6 billion in arrivals generating 2 trillion dollars by 2020.

Travel and Tourism is the largest industry in the world in terms of employment. It created nearly 200 million jobs and generated 11.7% of the world's GDP in the year 2000. It ranks first becoming ahead of petroleum or any other export commodities such as motor vehicles in terms of export (Caldwell and Freire, 2004)

Tourism is not just the temporary movement of people to destinations outside their normal places. Tourism includes and greatest contribution of the sector in many geographic, economic, environmental, social, cultural and political dimensions (Gunn, 2002:9)

Urban tourism is a fast growing segment in the worldwide tourism market. Cities hope to differentiate themselves from the competition and attract tourists. Indeed, CB can be a useful method to build a touristic image. Tourists are an attractive target group for city branders.

According to John Urry's theory on why people travel for leisure and why they visit certain places. Urry argues that tourism involves going away to search for visual experiences that we normally do not see at home or at work. The main activity of tourists is 'gazing at signs': they look at particular features of a place, such as a famous cathedral, beautiful landscape or another attraction (2002, pp. 271).

According to Anstrand (2006), tourism can increase the preservation and transmission of cultural and historical attractions that often contributes to the conservation and sustainable management of natural resources, the protection of local heritage, and a revival of indigenous cultures, cultural arts and crafts.

Ethiopia, in East Africa, is an example. The country has immense natural, cultural and historical attractions, but is a largely untapped tourism market. It suffers from a lack of infrastructure and the negative publicity the country received after the famine in the 1980s and various conflicts. It needs to make a big effort to market its potential and develop the measures to support the industry. Ethiopia's tourism sector showed a steady increase in the last decade. International

tourist arrivals to Ethiopia over 933,000 travelers in 2017, a slight increase on the 870,000 recorded in 2016. This 2024 figure would mean a contribution of USD\$ 2 billion to the country's GDP. Over the next five years the sector is expected to create over a million jobs, or 3.6% of total employment. (Tefera. O, 2018). Although Ethiopia has many attractions and a greater variety than its southern neighbors to attract tourists, it has not been able to utilize its potential resources (Melaku, 2010).

Hankinson (2004) distinguishes four branding perspectives, namely (a) brands as perceptual entities, (b) brands as communicators, (c) brands as relationships and (d) brands as value enhancers. He provides a model of place brands based on the conceptualisation of brands as relationships, in which the brand is construed as having a personality, which enables it to form a relationship with the consumer. The starting point is the core brand (the place's identity and a blueprint for developing and communicating the place brand), which can be defined by the brand personality, the brand positioning and the brand reality (Hankinson, 2004, p. 115).

The effectiveness of place branding relies on the extension of the core brand through effective relationships with the various stakeholders. These relationships are grouped into four categories: (a) Primary Service Relationships (services at the core of the brand experience, such as retailers, events and leisure or hotels); (b) Brand Infrastructure Relationships (access to services, brandscape/ built environment, various facilities); (c) Media Relationships (organic and marketing communications); and (d) Consumer Relationships (residents and employees, internal customers, managed relationships from the top). 'The extension of the brand from the core to include primary services, the brand infrastructure, media and communications and consumers is best described as a ripple effect in which brand relationships are gradually extended through a process of progressive interaction between the network of stakeholders '(ibid).

2.4. City branding and Investment

Country Branding is more relevant for developing countries which are fighting hard to come out of poverty and sell themselves by redefining their social, political and economic roles (Florek and Conejo, 2007; Lebedenko, 2004). As Gilmore (2002) asserts investing in country branding to bring in investors and tourists supported by the government and sound policies undoubtedly will improve the well being of its citizens for which the government has the responsibility.

As pointed out by Florek and Conejo (2007), the image of countries often determines their success in attracting Foreign Direct Investment, inflow of tourists and acceptance of their export products.

In a world where cities and regions aggressively compete for investment from public and private sectors, brand reputation is critical. There is aggressive global and national competition between cities for investment Alan C. M. (2011).

Attracting investment is an essential part of sustainable economic development. Some of the main benefits include: new employment opportunities utilization of local resources stronger and resilient local economy new export opportunities potential growth of new industries expansion of local capability and skills.

Clark (2007) implies the role of cities is to be investable and investment-ready; Investment creates jobs, expands the tax base, helps managed budgets & credit ratings, funds education, infrastructure and services. Also he suggests three tiers of activity are critical for economic competitiveness (pp 150).

- Tier 1 *economic factors* includes innovation/creativity, investment, human capital, and connectedness (real and virtual transportation and communication)
- Tier 2 *socio-political factors* includes economic diversity, quality of life, decision making, and governance
- Tier 3 *infrastructural factors* include quality of place (for example, educational quality and availability); the range, quality, and affordability of housing; parks and green spaces; safety and 'walk ability'. It also includes location factors such as culture, education, and how easy or difficult the city administration makes it to invest there

A city's brand reputation and image remains a decision criterion and a lens through which investment-related information is viewed (p. 18).

2.5. Challenges and opportunities of city branding

Papadopoulos (2004) identified that developing countries face a multitude of challenges in their effort of Country Branding. These are lack of expertise in branding and marketing of this sort, limited range of resources which require to focus on niche segment requiring a higher expertise

of marketing, they are given less time by the media and get much smaller attention by investors, tourists and buyers and lack political stability.

Dainnie, mentioned that avoiding an integrated approach to city brand communication weakens the brand, as does failing to engage in an active city branding process (p.15).

A key challenge of city branding is the difficulty of delimiting a city's identity and core values in a manner that is widely acceptable, easily marketable, presentable and open to experience in a daily manner. On the other side, low level of understanding and knowledge of CB over the community which results lack of interest and negative attitude towards tourism initiative. And lack of capacity on the standard and quality of service delivered.

2.6. Model of City Branding

The research initially will explore city branding, which hinders the actual practice of city branding in Harar to attract tourist and investor. Then the researchers will forward professional and scientific comments and guide lines with connotation of modernizing the city branding activity in main related areas. In doing so Mihalis Kavaratzis PhD researcher his work focuses on the theory and practice of place marketing and branding.

Towards integration, the frameworks described differ in several respects. Whereas Hankinson focuses on cities as tourism destinations, the rest attempt a wider focus. Anholt's Hexagon is more a blueprint for research on the effectiveness of a city 's branding effort and its evaluation, whereas the rest provide the basis for attempting the branding effort. The frameworks also differ in their conceptualisation of the place brand. For example, Kavaratz is treats the place brand as a communicator, whereas Hankinson adopts the brand as a relationship approach, and Trueman and Cornelius attempt a more integrated conceptualisation. In all frameworks, however, the multi-dimensional nature of the place brand is evident, which leads all of them to integrate into their main approach elements of the different functions of the brand.

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brand. It becomes obvious from all frameworks that everything a city consists of, everything that takes place in the city and is done by the city, communicates messages about the city 's brand, in the same way that this is true for corporations (Hulberg, 2006). Strong similarities are actually demonstrated in the frameworks, which could serve as a base for their integration.

These evident similarities of the suggested frameworks open the way towards their integration, which would constitute a major contribution to the refinement of city branding theory and, consequently, its practice and would provide the basis for the development of a ' common language ' of place branding. The frameworks are grouped into eight components to managing city brands. The components are:

1. *Vision and Strategy* (chosen vision for the city's future and development of a clear strategy to realise it)
2. *Internal Culture* (spreading a brand orientation through the city management and marketing itself)
3. *Local Communities* (prioritizing local needs; involving local residents, entrepreneurs and businesses in developing and delivering the brand)
4. *Synergies* (gaining agreement and support of all relevant stakeholders and providing for balanced participation)
5. *Infrastructure* (providing for basic needs without which the city cannot attempt delivering the expectations created by its brand)
6. *Cityscape and Gateways* (the ability of the built environment to represent itself and reinforce or damage the city's brand)
7. *Opportunities* (opportunities available for targeted individuals (urban lifestyle, good services, education etc) and companies (financial, labour etc), which signify the potential of the place)
8. *Communications* (fine-tuning all intentionally communicated messages).

The above components are proposed here in a manner resembling a city branding process. According to Kavaratzis (2004) City branding is understood as the means both for achieving competitive advantage in order to increase inward investment and tourism and also for achieving

community development, reinforcing local identity and identification of the citizens with their city and activating all social forces to avoid social exclusion and unrest.

2.7. Conceptual Framework

In this study, after reviewing several literatures, conceptual framework was adopted as illustrated in figure below. This conceptual framework shows the components of City branding process to practice in the city. The process starts with the relevant authority of the city debating and deciding on a certain vision for the city's future (and its brand) and the brand strategies that will best achieve this vision. The brand-oriented culture must then be spread through the organization itself. Local communities must then be involved and mobilised to support the establishment and refinement of the brand vision and strategy. After that, synergies must be found with all relevant stakeholders that will play a role in delivering the brand promise. This promise must be based on the city's infrastructure, its physical landscape and the opportunities it offers to targeted audiences. Finally, all the above need to be communicated and promoted.

Therefore, the concept and process of integration among different Harar City responsible governmental and non-governmental offices in relation to those factors is vital for the successful City branding practice. These factors can be relevant for enhancing City branding activity depend on how they are practiced and organized while undertaking different tourism and investment related activities in the City.

Source: own construction

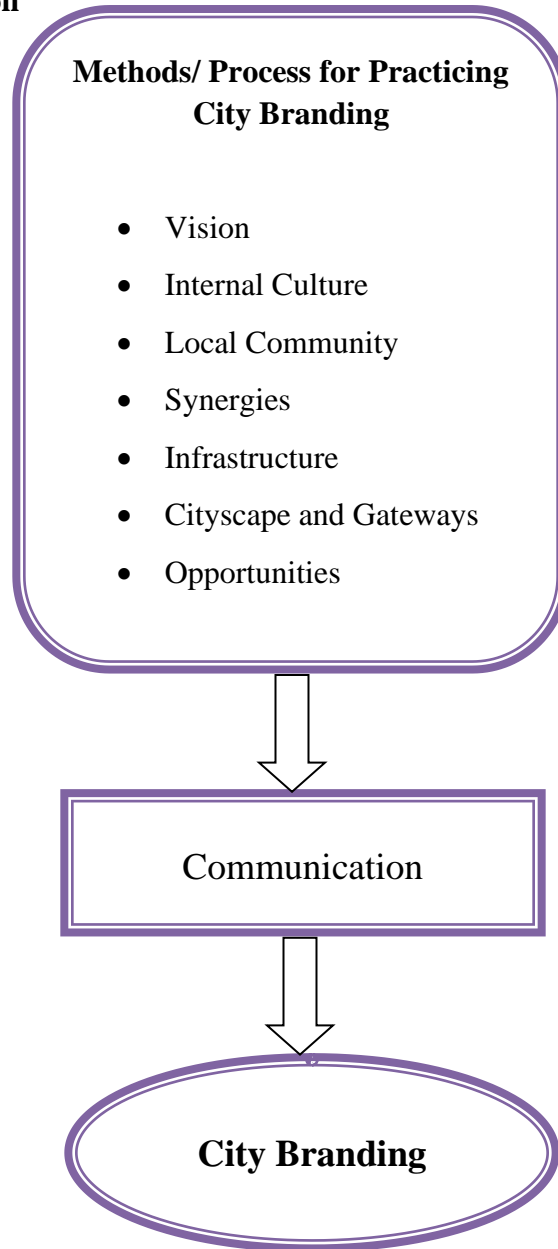


Figure 1 : Conceptual Framework of the study

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

Under this section, the methodology that was employed in the study is briefly discussed. The chapter includes description of research area, research approach and design, data type and sources, target population and sampling size, data collection instruments, data analysis methods and validity and reliability.

3.2. Research Approach and Design

Research approaches are plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. It involves the intersection of philosophical assumptions, designs, and specific methods. There are three research approaches: qualitative, quantitative, and mixed methods. For this study *mixed methods research* is employed which is an approach to inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone.

The **Research design** helps the researcher to obtain relevant data to fulfil the objectives of the study (Churchill &Lacobucci, 2002). Research designs are types of inquiry within qualitative, quantitative, and mixed methods approaches that provide specific direction for procedures in a research study. *A mixed method involves* combining or integration of qualitative and quantitative research and data in a research study. Qualitative data tends to be open-ended without predetermined responses while quantitative data usually includes closed-ended responses such as questionnaires.

The study use *exploratory sequential mixed method*, the researcher first begins with a quantitative research phase and explores the views of participants. The data are then analyzed, and the information used to build into a second, quantitative phase. The qualitative phase may be used to build an instrument that best fits the sample under study, to identify appropriate

instruments to use in the follow-up quantitative phase, or to specify variables that need to go into a follow-up quantitative study.

3.3. Data Type and Sources

The study gathered data from both primary and secondary sources. Both sources of data are used by categorizing the information which is relevant with each source.

Primary data were collect through in-depth interview, Focus Group Discussion (FGD) and questioners techniques are used; also in-depth interview and FGD data captured by audio tape recorder /phone/. These sources of information allow the researcher to access original and unedited information. A primary data source requires the researcher to interact with the source and extract information from the respondents. The data also gather from different secondary data sources collect from relevant books, journals, documents and websites; also data collect from HCHTB documents that are prepared by communication department such as annual reports, brochures and fliers.

3.4. Target population and sampling size

The purpose of this study is to explore City Branding at Harar City. Therefore, the researcher has selected the respondents from directly or indirectly concerned bodies with regard to city branding in Harar City. There are different stakeholders of HCTHB; specifically the researcher has collected data from the following:

- HCHTB /office head, culture directorate director, tourism directorate director and tourism directorate employees
- Harar Regional Government Communication Affairs Office /representative/
- Harari Investment and Energy Bureau /representative/
- Hotel and tour guide associations /representative/
- Professionals /or owners/ from hotel & guest houses and tour guide.
- At the last from museums expert

The reason for selection of the above mentioned subjects is that they are responsible for practicing city branding in Harar city.

3.5. Data Collection Instruments

The types of data collection instruments that were employed for this study are questionnaire, interview and focus group discussion.

In-depth interviews: According to Taylor and Bogdan, in-depth interviewing is ‘repeated face-to-face encounters between the researcher and informants directed towards understanding informants’ perspectives on their lives, experiences, or situations as expressed in their own words’ (1998: 77). Based on this, the researcher prepares totally seven in-depth interview having five main questions with key informants from HCHTB bureau head and two directors, HGCB communication department head, HIB head, chair man of ATGA and HRHA chair man to get their views and values about city branding. This research made totally 2:19 hour interview with the HCHTB head for 22 minutes, HCHTB culture director for 17 minutes, HCHTB tourism director for 10 minutes, HGCB communication department head for 53 minutes and, HIB head for 30 minutes.

In addition to this, to make the study more relevant and dependable it two informants from ATGA, HRHA contacted for 20 and 39 minutes respectively, the in depth interview questions made with five basic questions. The two informants attain for maximum of 40 years work experience in this field. As a result, a total time of 59 minutes discussion was made with the two informants at their chair man. Then, the data collected through structured interview in Amharic language transcribed, translated into English language and analyzed qualitatively also recorded in tape recorder or phone.

Focus Group Discussion (FGD): The discussion wrapped up when the discussants reached at saturation level; i.e. raise all their concerns and issues to tell in relation to the issue studied.

FGDs having five questions was prepared and discussed with tourism director practitioners 22 minute. The student researcher plans to contact three directorate practitioners of HCHTB and succeeded to handle three FGDs within one directorate. Thus, the practitioners with the unwillingness and inexistency; researcher forced to make one FGD which is found in HCHTB, tourism directorate practitioners.

The discussion is in Amharic language transcribed, translated into English language and analyzed qualitatively. Also the sound is record in personal cell phone.

During the discussion time the researcher played as a moderator and note taker role by the quest of the tourism practitioners themselves. Also the FGD comprised about six members of tourism directorate practitioners (four male, two female).

Questionnaire: is a written list of questions, the answers to which are recorded by respondents. In a questionnaire respondents read the questions, interpret what is expected and then write down the answers. According to Walliman (2011, 97) “Questionnaires are a suitable tool for gaining quantitative data but can also be used for qualitative data.”

The student researcher prepared twenty (20) questions all package in close ended questionnaires. The questionnaires designed for hotel (ten), guest house (ten), tour guides (25) and museum experts (four) and totally 49 questionnaires disseminated in September 2019. The researcher uses all available data source in order to get more data so, the researcher takes total population. The questionnaires are written in Amharic language and all of the papers filled and returned to the researcher. After the questioners are returned translated into English language and analyzed quantitatively.

Forms of question

The form and wording of questions used in an interview or a questionnaire are extremely important in a research instrument as they have an effect on the type and quality of information obtained from a respondent.

In an **open-ended question** the possible responses are *not* given. In the case of a questionnaire, the respondent writes down the answers in his/her words, but in the case of an interview schedule the investigator records the answers either verbatim or in a summary.

In a **close-ended question** the possible answers are set out in the questionnaire or schedule and the respondent or the investigator ticks the category that best describes the respondent’s answer.

3.6. Data Analysis, Ethical issues and Coding

In light of the research methodology this research uses both qualitative and quantitative data analysis methods. Qualitative data analysis method was implemented to collect variety of data

through in-depth interview and FGD. The interviews and FGD data were analyzed using themes that emerged from the interviewees' own words. The key statements, ideas, and attitudes were expressed under various topics. Thematic analysis refers to category segment/strata of qualitative data into meaningful (significant) themes. It aims to understand and know the data. When data is analyzed by theme or strata, it is called thematic analysis (Braun, V. and Clarke, V., 2006).

Additionally, the researcher has employed quantitative methods which obtain data from questionnaires was analyzed through descriptive statistics using SPSS software version 20 (Statistical Package for Social Science). In order to facilitate the explanation and the finding of the study the researcher use descriptive data analysis. The descriptive statistics (frequency, distribution, percentile, minimum, maximum, mean and standard deviation) which helped the researcher to examined the general level of job performance and the selected determinant factors of performance (Getamesay B., 2016).

To fulfill the study ethics and secure the informants anonymity, their real identity replaced by their job levels and other reasonable codes during analysis and presentation time. Finally, the result revealed based on the given codes consequently.

3.7. Validity and Reliability

Validity is described as the degree to which a research study measures what it intends to measure. If the results of a study are not deemed to be valid then they are meaningless to our study. Also research strives to have high validity in order to achieve valid conclusion from studies. Results of a study must be valid to be accurately applied and interpreted.

Therefore, the interview questions had been shown to the reader and improve as per respondents' comments to enhance the validity of the instrument. Besides the results of the interview are given the group discussion and the questioner can be the assertion of thesis validity.

Research reliability is the degree to which research method produces stable and consistent results. Besides the different instruments used (interviews, focus group discussions) and the results from the questioners maintain and enhance the reliability of the research. In this research, random error minimized through giving clear instructions to the respondents, having fewer questions to avoid interviewers and interviewee's fatigue and pursuing objectivity. The reliability

of each section of the questionnaire was thus determined by using the SPSS program. Furthermore, the interviewed individuals and the focus groups are well orientated persons with a lot of knowledge and work experience in their working field.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1. Introduction

This chapter is composed of the research synthesis and discussion of the results, which were derived from the conducted research to meet the main objective of this study to explore City Branding in Harar, Ethiopia. The primary data were collected from seven in-depth interviews, three FGD and forty nine questionnaire respondents which were analyzed for the qualitative data through content analysis. However, the quantitative data was analyzed through statistical description in frequencies and percentages in the forms of tables, computing mean scores, Standard Deviation (SD) and the statistical significant association of different variables was attempted to check through SPSS (Spatial Package for Social Sciences). This analysis also covers about the current level of city branding practice in Harar.

Generally, all the questionnaires, focus group discussions and interview items were assessed, the respondents and key informants views on seven major discussion areas in five questions. These were included respondents views on the concept of vision and strategy (for city's future development), internal structure (spreading brand orientation), local communities participation in developing and delivering the brand, synergies (gaining support from relevant stakeholders), infrastructure (basic need created by the city brand), cityscape and gateways (the built environment to represent city's brand), opportunities & challenges and communications. Therefore, the findings were tabulated and discussed according to the above mentioned major findings of this study. In light of this, the results obtained from qualitative data analysis were compared each other to see their similarities and discrepancies between them. Furthermore, the major gaps of this study, their similarities and discrepancies of the findings were also compared with the views obtained from various literatures with regard to the topic under discussion (See the entire sections of chapter two).

4.2. Data Presentation and Analysis of Questionnaire, FGD and Interview Data

4.2.1. Demographic Characteristics

This section gives the demographic characteristic of the total number of 49 questionnaire respondents participated in this study. The respondents basically give service for tourists who visit the city. They also work with the HCHTB.

4.2.1.1. Gender

The demographic data for gender shows that out of the 49 respondents 47 were males and two were females. Figure 2 show that the male respondents formed a majority of the target population with a percentage of 95.9%; while female respondents represent only 4.1%.

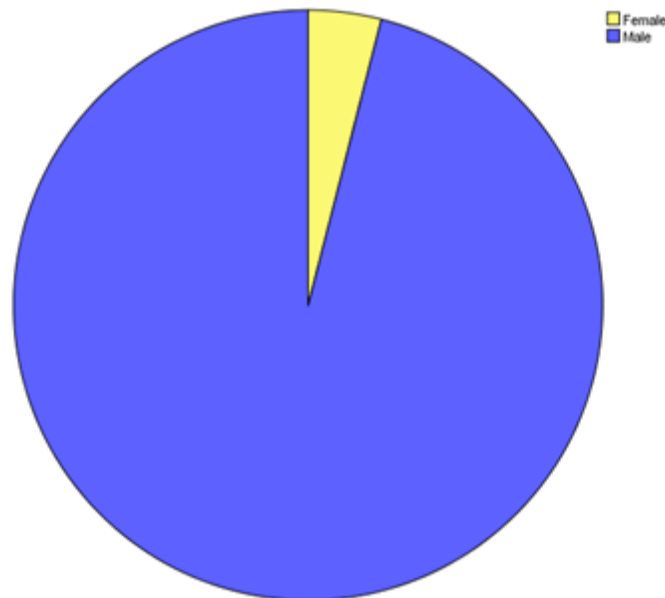


Figure 2: Gender of respondents

4.2.1.2. Age

Figure 3 show that among the respondents 22 of them are found between 30–39 years old which is 45%. 14 respondents having an age category 20-29 comprise 28.5%. Another 10 respondents categorized under 40-49 and shares 20.5%; whereas three (6%) respondents are found above the age of 50 years.

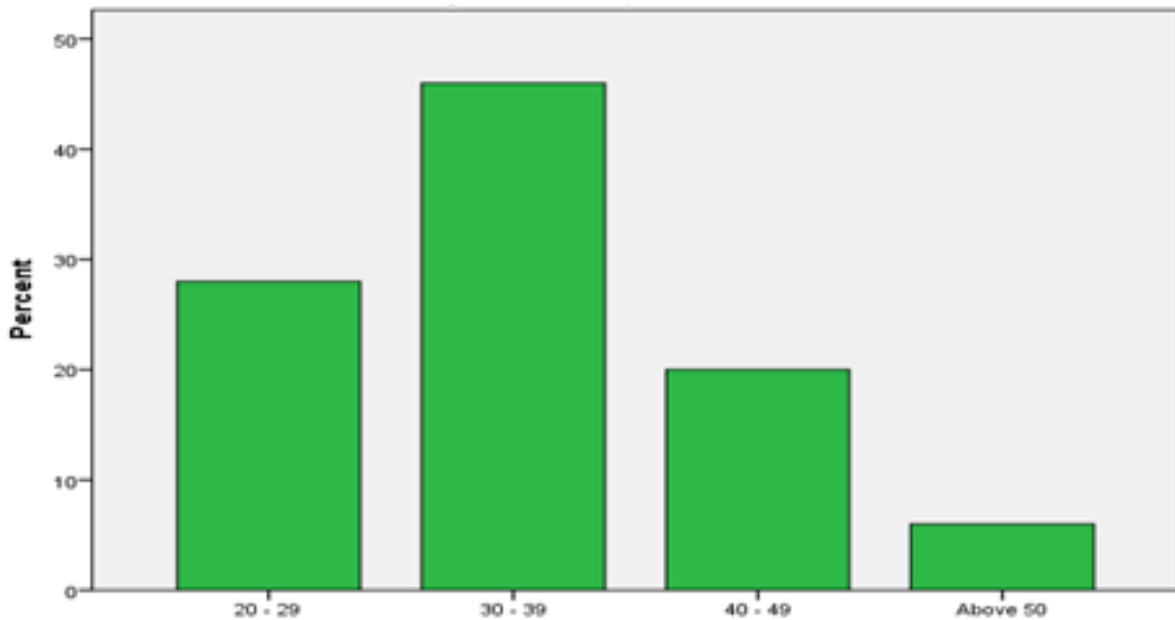


Figure 3 Age of the respondents

4.2.1.3. Work experience

From the data collected respondents having 1-4 years work experience are 17 (35%) of the total population; while 19 (39%) of the respondents has 5-8 years work experience. Again there are 10 (20%) respondents who have 9-12 years work experience from the total population and the rest three (6%) respondents serve above 12 years.

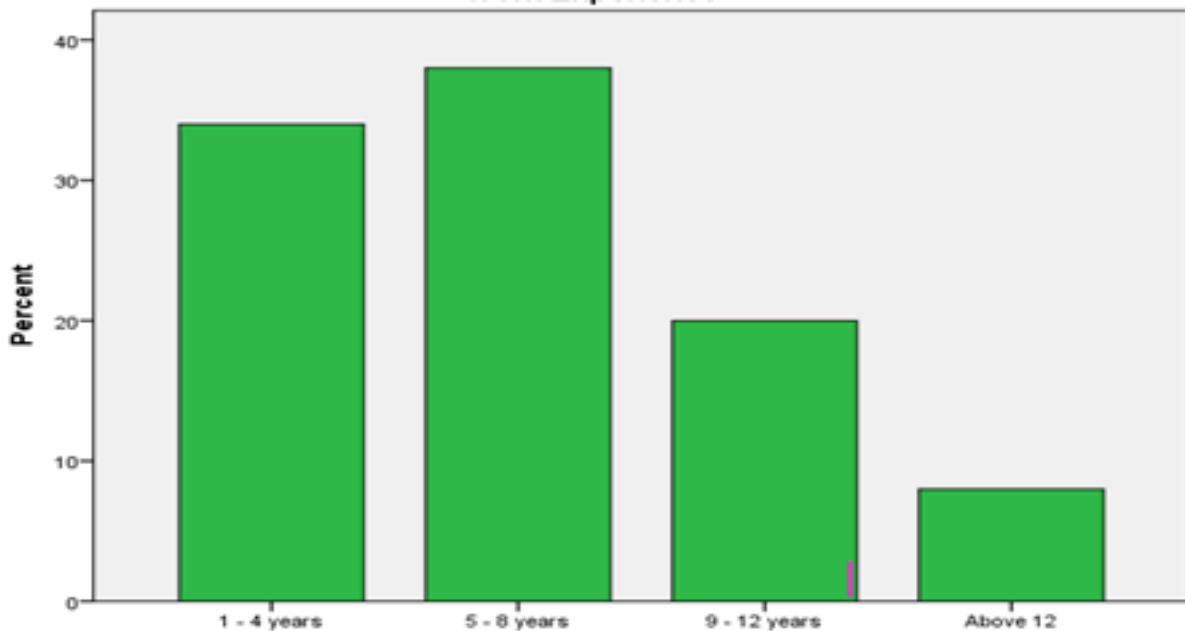


Figure 4: work experience of the respondents

4.2.2. Vision and strategies

In this section the respondents were asked about their perception towards the vision of HCHTB's in relation to applying strategies and communication towards the bureau's vision.

4.2.2.1. Having clear vision

As we can see from the figure below, 30% the respondents fairly agree on the existence of HCHTB clear vision; whereas 36% of the respondents show their disagreement. However, 34% of the respondents believe that the bureau has clear vision.

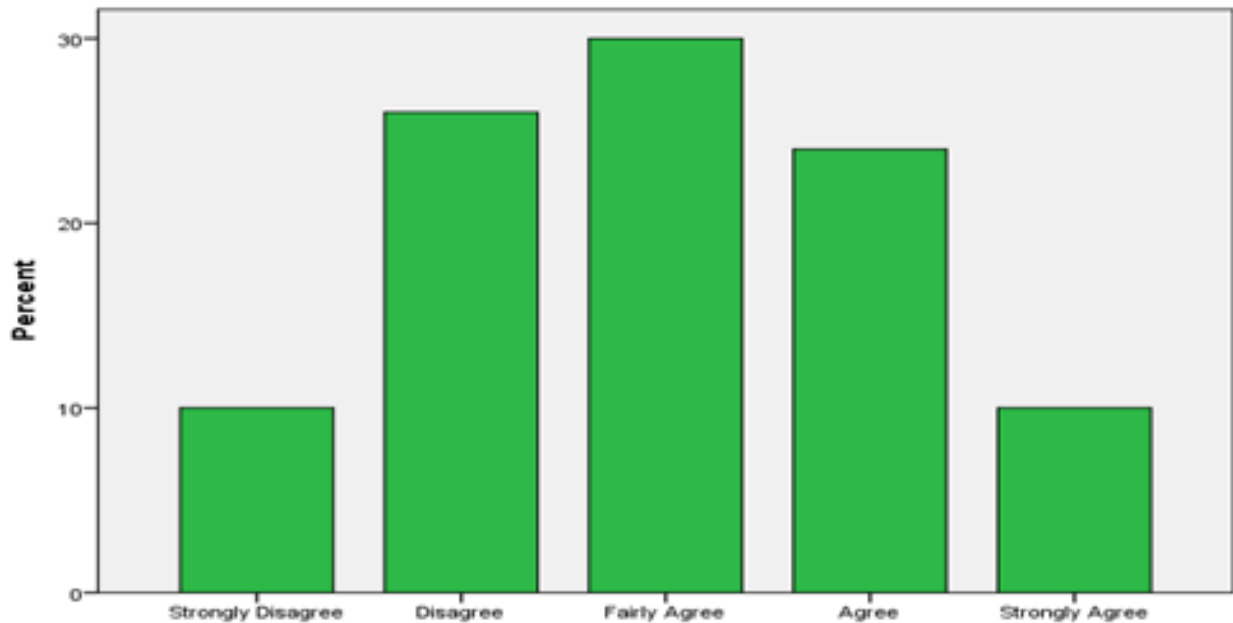


Figure 5: HCHTB has clear vision

In relation to the practice of HCHTB's vision to realize its goal the CBP 1 at HCHTB said that, 'as a bureau we are working to develop Harari people culture for the benefit of the community and tourism income. They have strategies to realize this vision. They have five years package to apply the vision. Under this package there are programs and projects.'

Supporting the above idea, the CBP 2 at HCHTB said, 'Our office vision is to make the region heritages available for tourists so as to get tourism income. We focus on specific tourism destinations.'

On the other hand, the CBP 3 at HCHTB believed that, 'based on the bureau's vision the directorate focuses on developing and preserving the region culture to transfer to the next generation.'

The CBP 1 at Abadir Tour Guide Association (ATGA) the association is established in 1998 thinks itself like an Ambassador of Harar city. It works thoroughly on promoting the city's Heritage and culture. As strategy it tries to make guests to be an ambassador of city by giving hospitable service.

The CBP 1 at Harari Region chair person of Hotels Association (HRHA) reveals that "the association focuses on giving more attractive service to their guests and they work on the region tourism reform and development with the respective bureau. Thus, most of their hotel activities align with HCHTB."

According to the research objective the researcher went to get information from regional investment bureau for the activity of attracting investment in Harar. So the researcher conduct an in-depth interview with bureau's head and raise question about bureau's vision, the CBP 1 at HIB responds that "to see Harari region which is centre of Investment attraction and rapid economic development in Eastern part of Ethiopia."

In this part the researcher has assessed the current activities of Harar in city branding and the city's future goal from the view of HCHTB, HIB, ATGA and HRHA. Nevertheless, most of the in-depth interview respondents didn't know about their bureaus vision they tell just by reading from papers.

This in turn resulted into the unplanned work by CBPs' in their day to day activities to struggle for the success of the organization and the researcher see the respondents gap of knowledge in knowing the value of vision for the city's future ambition and development.

4.2.2.2. **Communication level**

According to Clark (2007) branding a city has been described as telling the story of the city to the world. In order to tell the story of the city and vision of the HCHTB communication plays crucial role especially to those stakeholders and target groups. In relation to this, 15 (30%) the respondents said that the bureau communicate its vision to the stakeholders positively; whereas, 18 (36%) of them show their disagreement that means most of the respondents notice the bureau has less communication level with their stakeholders. There are also 17 (34%) respondents who show their fair agreement.

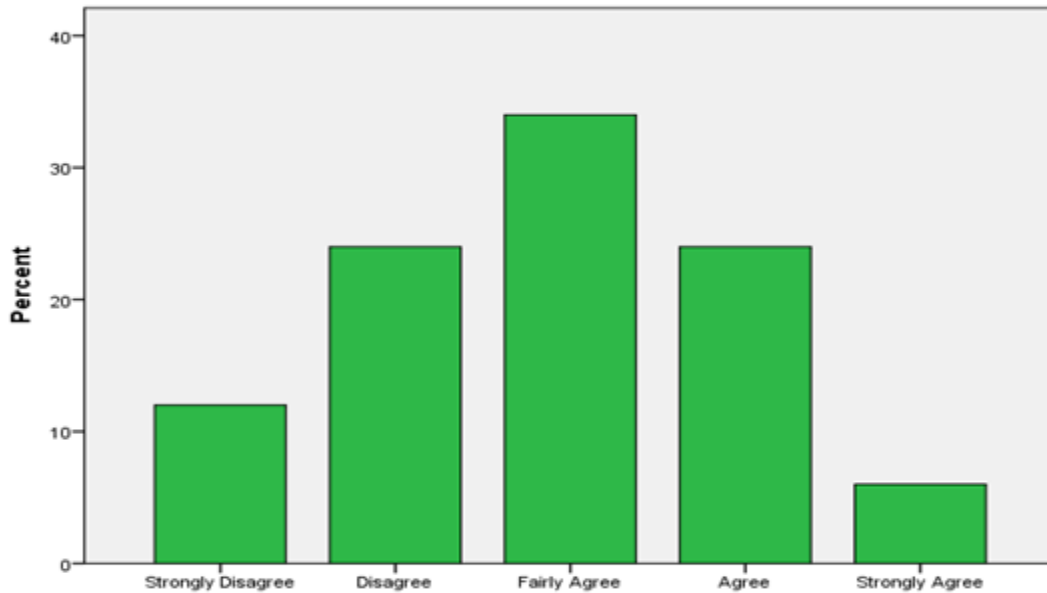


Figure 6: HCHTB communicate its vision to stakeholders

The researcher also made an in-depth interview with Harari Government Communication Office (HGCO) communication department head. The researcher raised question about bureau’s vision in regarding to city branding, the department head told “Harari Government Communication Affairs Office vision is to see a society whose citizens have access to accurate and timely information that helps them to actively participate in nation-building; transparent and responsive government and image built of Harar.”

The above notion reported by CBP 1 at HGCO clearly indicate there is not good standpoint according to the need of city branding and most of the questioner respondents raised the availability of gap in communicating vision to the stakeholders. Communicating vision is important because no one can decide to follow the work until they know what direction headed in and also communicating the vision to the public it creates community of people who know about the vision and potentially support the bureau. So the bureaus’ must be worked in communicating visions to the stakeholders and public at large to achieve bureaus’ vision and the city’s development.

4.2.2.3. Strategies to realize the vision

Developing clear strategy will help the organization to realize its vision in the mind of its stakeholders. In regard to this, the respondents about the HCHTB existence of organizational strategy to realize its vision, 22 % of them recognize the bureau use strategies to achieve the

vision it sets while 26% of them fairly agree on the notion. However, 52% of the respondents don't have information about the bureau strategies. This shows the bureau didn't communicate effectively about its strategies to the stakeholders working with.

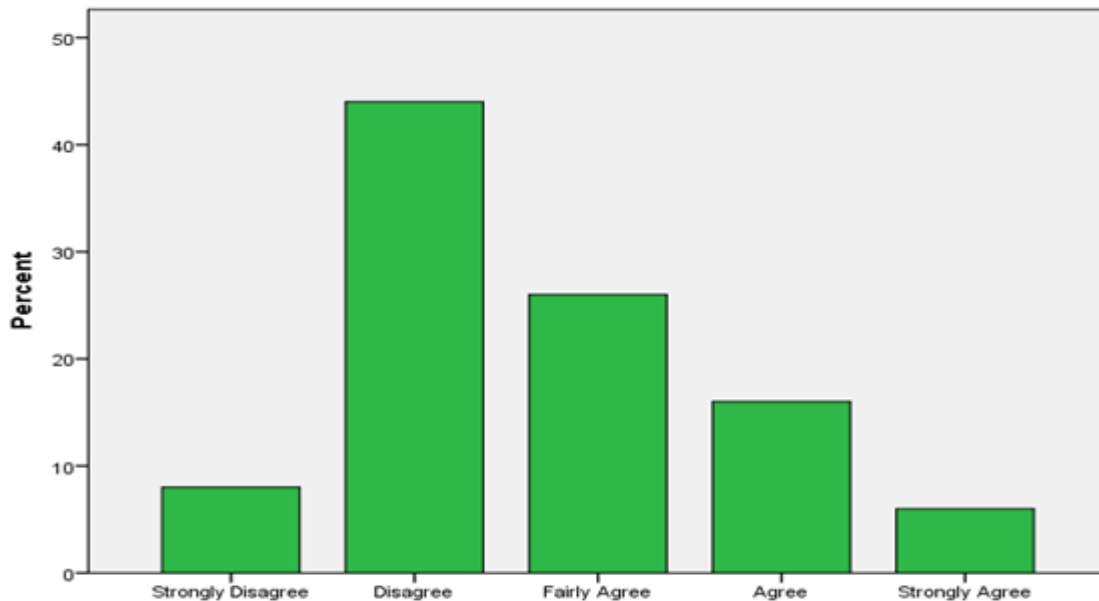


Figure 7: HCHTB has strategy to realize organizational vision

In relation to having strategy to realize the bureau's vision CBP 2 at HCHTB affirms "to achieve the vision also to promote those regional relishes first we develop and preserve then promote the heritages and culture of the city. As a bureau we have directorates for heritage and culture then tourism directorate promote those preserved and developed regional relishes. As a result many historical and cultural houses are restored and preserve those intangible cultures; under HCHTB there is Harari culture Handcraft College".

CBP 3 at HCHTB further explain "to realize this vision the directorate use different strategies: by using discussions with community we draft plans and also as a region there is five years package by using this package as a bureau and as a directorate we work to achieve this package".

Strategies are vital methods for realizing organizational vision: the respondents thought about the strategies so as to strengthen the availability of strategy, assess what is going on within the organization/bureau and to get feedback from the employees; they did not know in which status the strategy has reached at this moment. It is clear that they did not know the exact use of strategy rather they told about the organizational goal as a strategy.

4.2.3. Internal culture

The brand-oriented culture must be spread through the organization itself. From the respondents 40% of them are fairly agreed while 36 % of them show their disagreement. But the remaining 24% of the respondents confirm that the bureau completely spreads its brand to the target population.

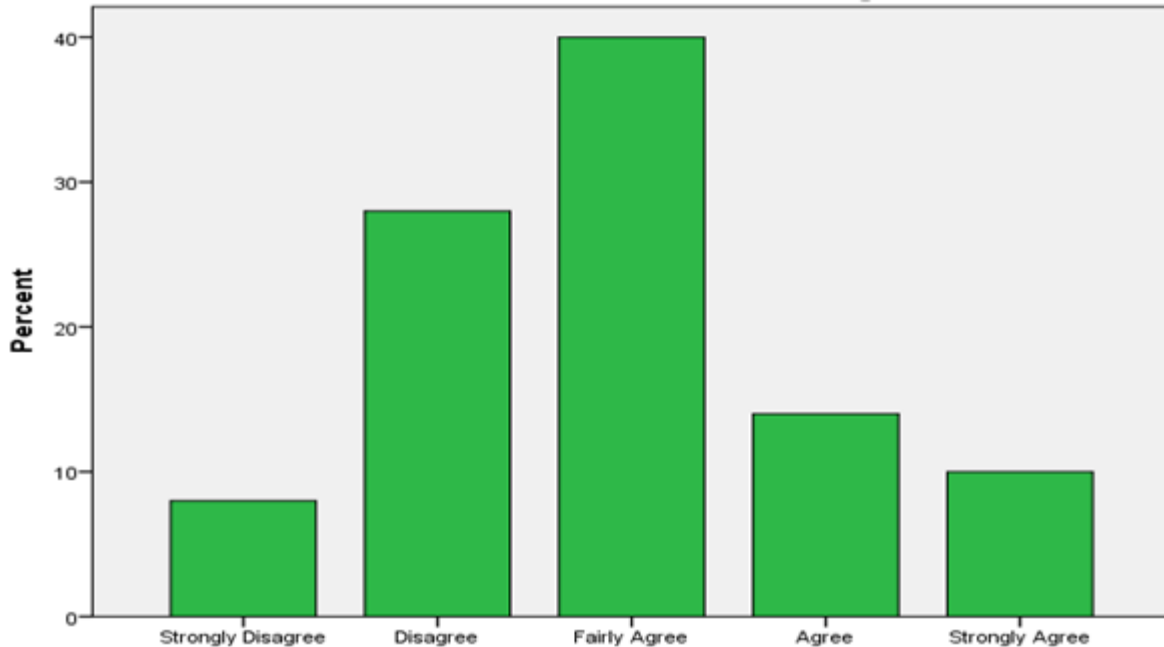


Figure 8: HCHTB level of internal culture is strong

According to CBP 2 and CBP 3 at HCHTB, for promotion activity they use regional television and radio agency additionally other regional Medias, national and international Medias /like BBC, Algezira and CNN.../ also they prepare different events, programs, draft different plans and work with different stakeholders. Moreover they participate on different exhibitions even in international exhibitions: in this exhibition we use different brochures, documentary films also they work with different diplomats, Embassies and our higher regional leaders; they wear or use different Harari cultural materials to promote when they go different countries.

By supporting the CBP 2 answer FGD respondents at HCHTB states, ‘Harar is the living museum’ all of communities live in Jugel known about this motto and they preserve it from different kinds of failure and they promote both in online and offline materials. They participate on international exhibitions. So, they still promote not only locally even widely so the existence of this long aged brand best opportunity to promote Harar city internationally.’

Furthermore, the FGD respondents at HCHTB states ‘for the national visitors there is six to eight national exhibitions are prepared and they participate regularly to all of the exhibitions. They also promote the city cultural house, cultural dance and intangible heritages. So, it is big opportunity to get more peoples and to promote nationally.’

In promotion activity the CBP 1 at HGCAO told us, ‘our city Harar is registered in UNESCO as world heritage. They work to promote or to address community about this heritage and culture. As a bureau they work to aware the community by simple and understandable promotion methods like spots. Those spots are spread by regional mass media, radio, screens and social Medias. Also they distribute not only spots but by drafting projects they prepare documentary films. To address those documentary films to the public at large they use office YouTube channels. To preserve those regional heritages by cooperating with responsible office like regional heritage, culture and tourism bureau; the bureau prepare panel forums with related office.’

As CBP 1 at HIB mention, ‘they have Information and promotion department, to aware what are the investment opportunities in the city, what are governmental approvals to investors. To inform investors which come to our office they use verbalize, brushers and also magazine which are used to choose their interest. Additionally they prepare podium with affluent to address needed information. They participate on national events like ‘urban forum’, they inform our cities investment projects which are profitable, notify the opportunities related to investment and the regional government focuses on investors who invest on hotel and tourism related areas.’

The above notion reported by HIB head clearly indicates there is a misunderstanding about brand oriented culture and thus the bureau now work only when the investors come to the bureau the promotion activity is not done well they must use only yearly national event.

4.2.4. Involvement in city branding activities

4.2.4.1. Prioritizing Local community

As long as HCHTB is close to the local community so, it is obvious that it works with the local community. Again the local community definitely involves and mobilizes to support the establishment and refinement of the brand vision and strategy for mutual benefit. Though this is

the general truth, 46% of the respondents point out that the bureau activity didn't prioritize the local communities; whereas 30% of them show their fair agreement. Only 24% of the respondents believe the bureau give priority to local community in its activities.

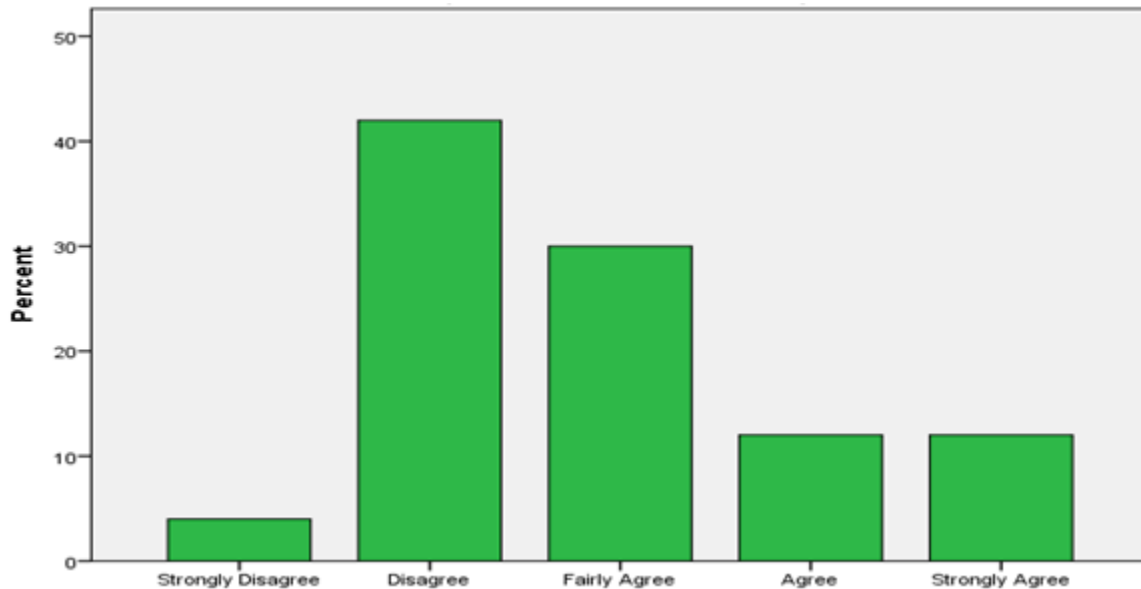


Figure 9: HCHTB prioritize local community

CBP 1 at HCHTB explained about Harari brand: ‘they have no common brand image with the local community but as a tacit agreement they take the image of Shewaber /Asmedin ber/ as a brand. In addition to this they use a motto ‘Harar is The Living Museum’. They said this because the Jugel heritage is static; it is used for the community to live in, maintain the heritage and prevent it from damage. Other places heritages of Ethiopia registered by UNESCO except Lalibela which is still used for religious services, Gondarine castles and Aksum monuments are used for visit; they cannot be maintained by the community’.

The CBP 1 at HCHTB further describes ‘tourism has connection with all urban functions. Thus, when a tourist destination is developed; there will no difficulties on the destination. To do so, they make continuous discussions with representatives of the community too aware about the benefits of tourism. But they have a challenge in relation to high population density and cleanliness of the Harar city.’

From the above response the researcher sees from the bureau’s head response they have always discussion with representatives of the community but there is no any method is the

representatives are represent all the community in the city. And clearly distinguish from the above figure there is a clear gap in prioritizing the local community in the activities of the bureau which is an assignment to be done in the future.

On the other hand, CBP 2 at HCHTB recalls “our communities are mandatory and different activities of the bureau are done by calling our stakeholders; they meet and discuss with them about the project. Also for viewing recent problem they have tourism discussion panel: they discuss on this panel about regional problems on tourism activities, by taking those problems they raised collective solution ideas”.

By conforming the above response CBP 3 at HCHTB indicates there is local community participation in promotion activity, writing cultural music in the stages, prepare and act on Drama and so on. They also use regional and national Media to promote regional culture also directorates vision/plan/.

The FGDs discussant at HCHTB believe ‘the work is need local communities for example hotels: from building process until the hotel start service local communities are participate; open work environment to the community. On the other hand now a day local communities which have cultural house they changes their homes to guest house which is important to tourist gaze and similarly their promotion of Harari culture also enhance their income. Additionally they build up as an association which is called “Harari culture handcraft” to develop and promote their culture and economic enhancement.’

4.2.4.2. **Involvement of entrepreneurs**

Likewise entrepreneurs are expected to involve in developing and delivering the city brand. In regard to this, equal 36% of respondents show their fair agreement and disagreement; whereas, the rest 28% agree on the issue.

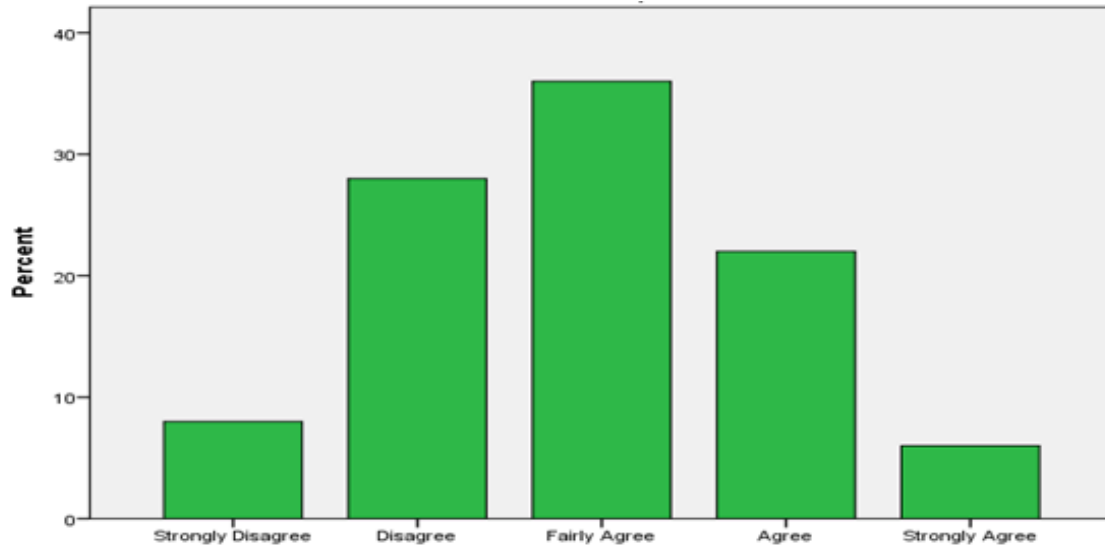


Figure 10: HCHTB involve entrepreneurs

Nonetheless, HRHA also responded that “they are not work in promotion activity only they participate in districts’ programs; most of the time they ignored by responsible workers; no attention; responsible office always say no if they ask to work more in regard to our service.”

According to Kavartzis (2011, 35) local communities must be involved and mobilized to support the establishment and refinement of the brand vision and strategy. As a result participating local communities in city branding initiatives and spreading brand orientation: HCHTB had done good activities in this regard. But tour guide and hotel association respondents told sector bureau’s not equally seen as a participant and they sectioned from works. The building of a city brand is a huge project, involving economic, environmental and social and many other factors (Jing-Yuan, 2009).

So, based on the information given by the informant and the cited scholar, to achieve organizational strategies and to develop local communities’ economic development the organizations must be free from ignoring some ones group to achieve city’s vision.

4.2.5. Providing basic needs of the city

In order to provide basic needs created by the city brand; infrastructures used to access services, brandscape / built environment, various facilities of the city. So, the respondents view on this concept 36% of them disagrees in providing the basic infrastructure of the city help to contribute city facilities, 32 % fairly agree and the remaining 22% agree in providing basic needs the city.

From these responses: they can conclude that respondents are not satisfied with infrastructural facilities in regarding to the need of tourism and investment initiatives.

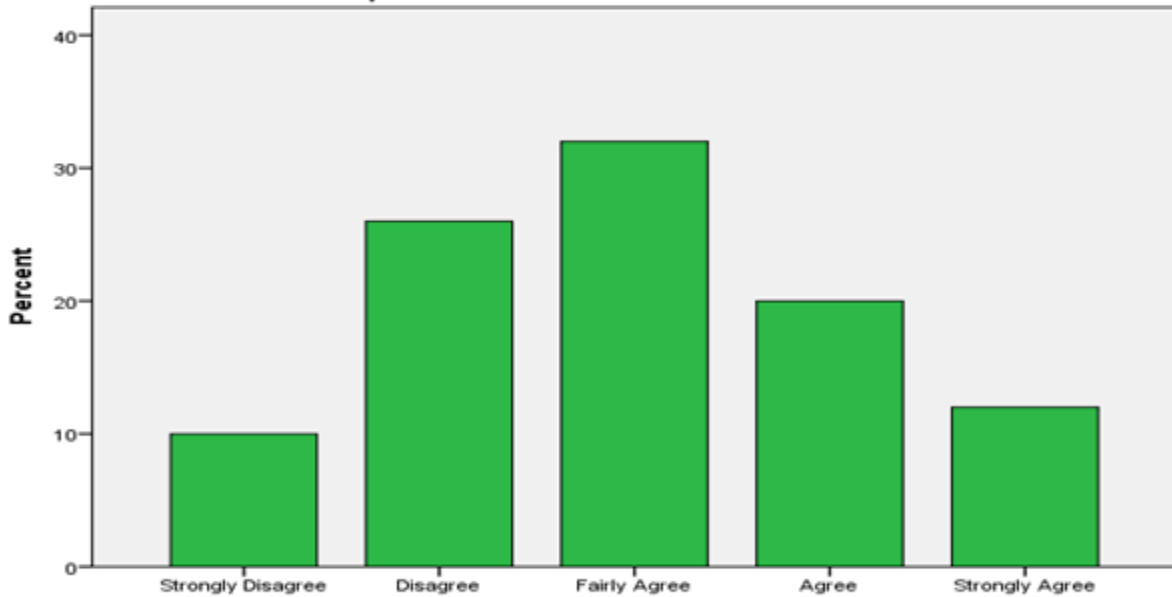


Figure 11: HCHTB provide infrastructure for basic needs

In the analysis of questionnaire, it is mentioned that the ability of the built environment to represent itself and reinforce or damage the city's brand. Respondents on this study were asked if the cityscape and gateways to represent the city by using city brand. One can identify from the Figure 12 only 22% of them notice the ability of built environment to representing CB but 48% of them view in opposite side the remaining 30% of respondents fairly agree.

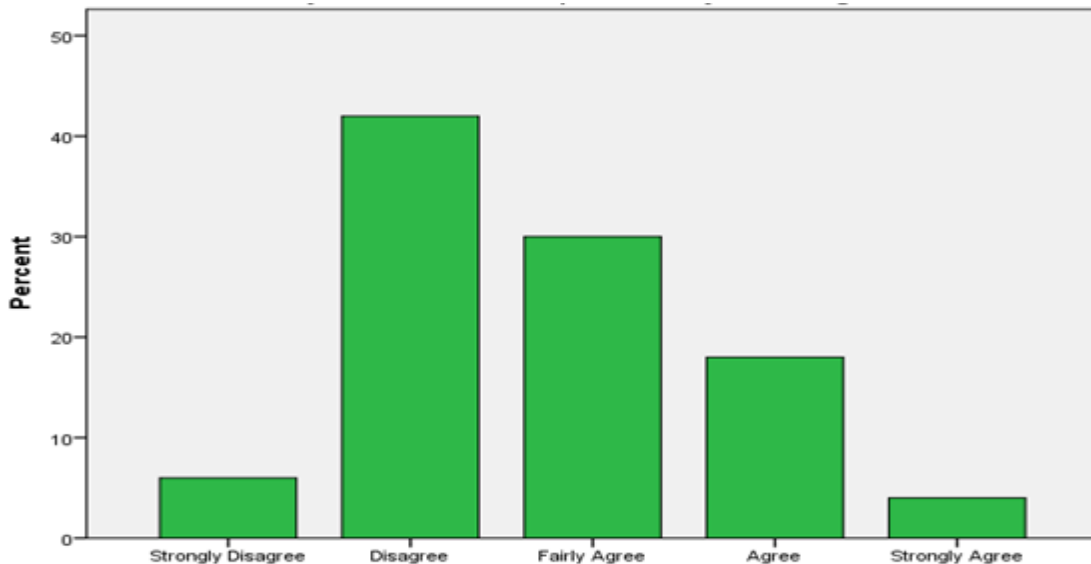


Figure 12: Ability of built environment to represent CB

It is mandatory to protect the environment from and damage and save the world to the coming generation, for residents and tourists. According to Jimg-Yuan (2009), the building of a city brand is a huge project involving in economic, environmental, social and many other factors. As a result the respondents were asked if the bureau is environmentally responsible. Based on the data on the figure below they can understand that most of the respondents 38 % agree that the bureau is not acting on the ways that damage environment and 34% of them fairly agree while the remaining 28% of them think that the bureau is polluting the environment.

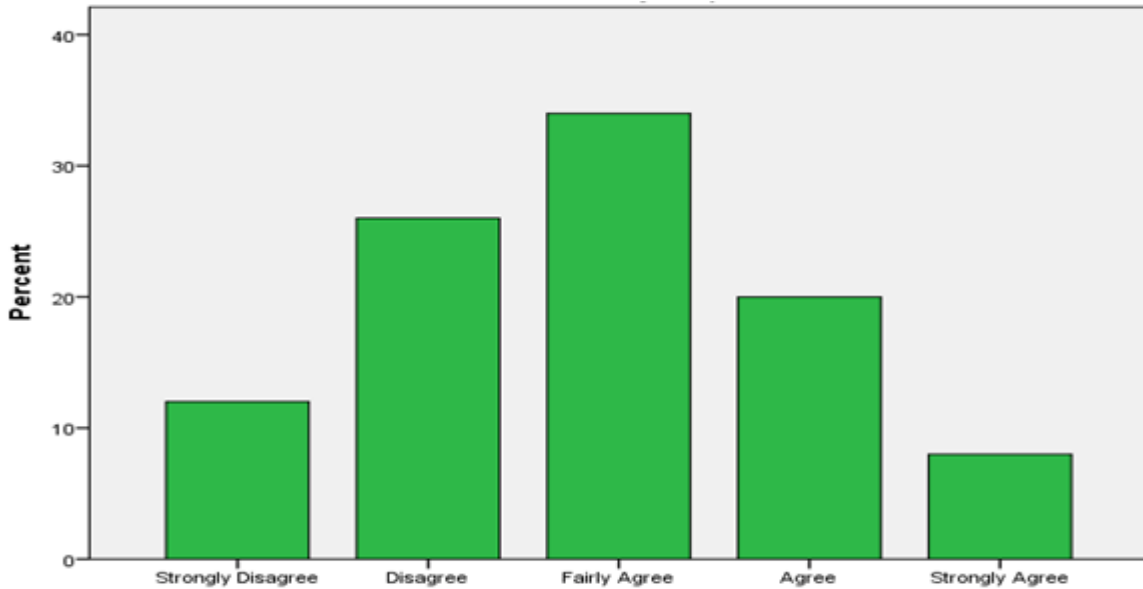


Figure 13: HCHTB environmentally responsible

According to Kavaratzis (2004), City branding is a means of both achieving competitive advantage in order to increase inward investments and tourism, as well as strengthening local identity and avoid social exclusion (PP. 58). Branding the City needed conducive environment to attract tourists to the city. The respondents asked if the city has conducive environment that attract tourists. Based on the data on the Figure 14 below they can understand that 36 % of the respondents disagree 32% fairly agree and the remaining 32 % agree in the idea of having conducive environment to attract tourists to the Harar city.

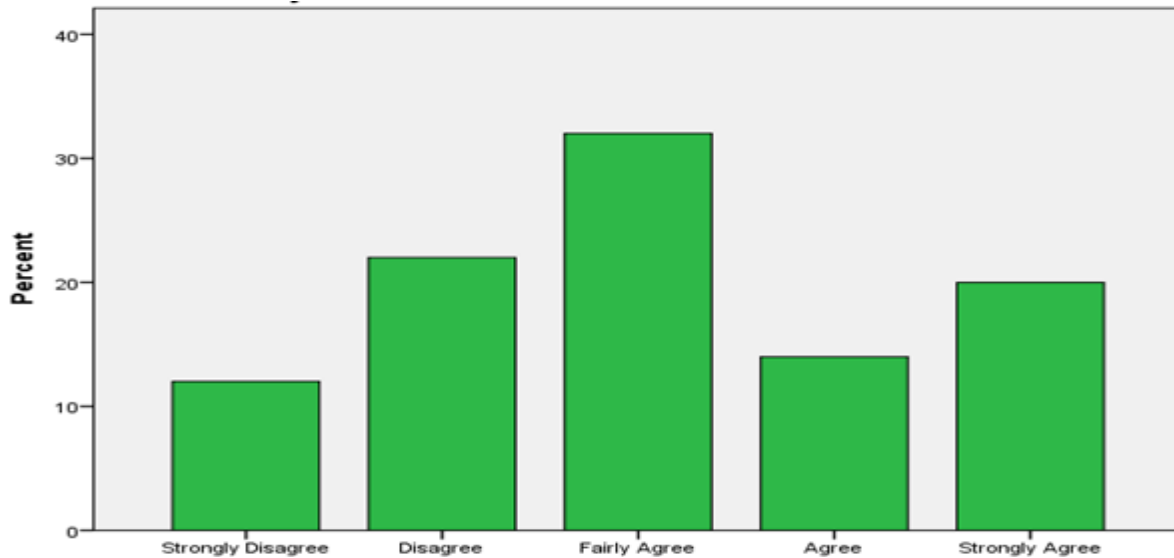


Figure 14: The city has conducive environment to attract tourist

The above figure show respondents' idea about the city has conducive environment to attract investors. From the respondents 32% of them thought that the city has conducive environment to attract investor and 36% of them are not believe in the availability of conducive environment for investors while the remaining 32% of them respond fairly agree.

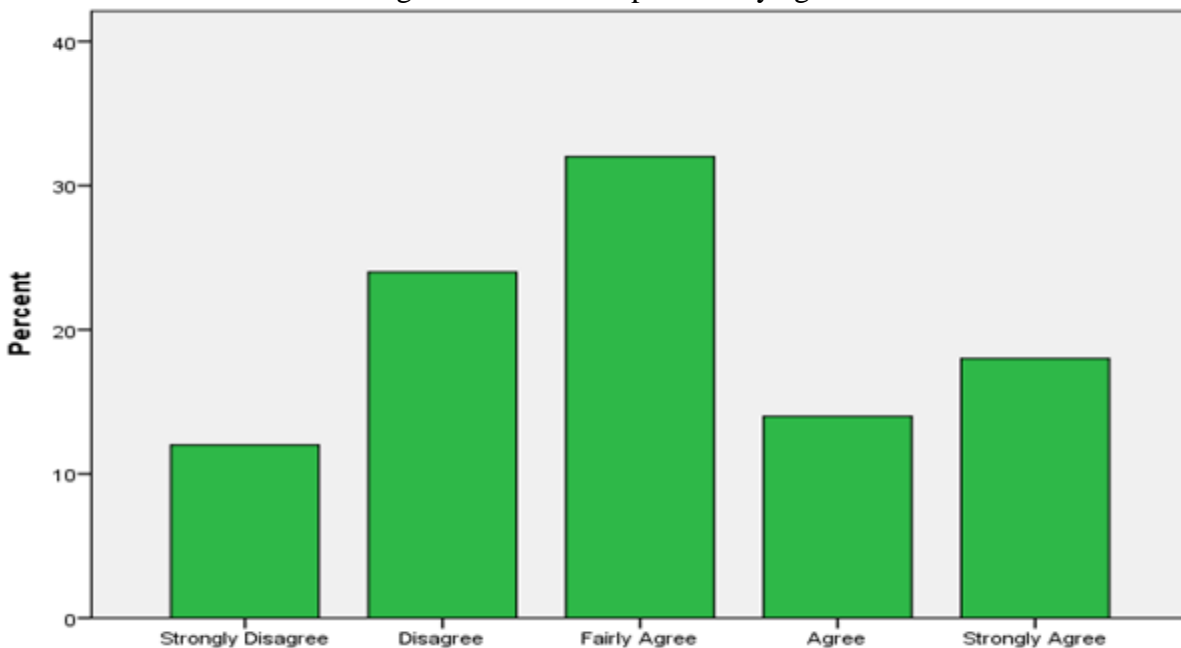


Figure 15: the city has conducive environment to attract investors

In regard to the basic need of the city the CBP 1 at HCHTB said, 'Transport, hotels, shop /supermarkets/, information, farmer, garages and the like are basic need to the city. Any person

who came and expends money in the city: the person is a tourist for the city and can enhance money flow.’

The CBP 2 at HCHTB responded that, ‘Basic need for example transport which is going to Coreme village/visited area/ has problem on the road so they report to the regional transport bureau to get active response. Also as I told before tourism discussion panel participants are related practitioners because tourism has many stakeholders including community, so in this panel many ideas are raised and get immediate response to the problems.’

At the same time during FGDs time at HCHTB notion, ‘To enhance the activities which are related to tourism, they work on more appreciating wealthy persons to invest in tourism related services by telling opportunities of investing in this area like importing and supplement materials in duty free. They also follow up the investors work according to the standard. For example if the investors plan to build five star hotels they see all materials are available according to national hotels standard. Activities like this are important to guests to get good service as they need and for the city to attract more tourists.’

Additionally, the FGD respondents at HCHTB expresses, ‘the practitioners work on giving level of standard for hotels if the hotel is below those levels they told to shape as standard. Our city has small number of hotels when it consider to the number of city’s tourists attraction areas and visitors.’

CBP 1 at HGCB told about the basic need of the city, ‘it depends on the communities need they separate by using weekly studies to get information about what the community need using questioners: infrastructures like roads, transport, water supply, electric power service the community told as a city major problems are water supply and dusts so as a communication bureau they prepare palaver with community and responsible office then they act on the raised problem.’

According to CBP 1 at HIB, ‘projects need many processes like pre-practice and post-practice; including limited market of building materials, limited foreign currency, infrastructure such as transport, water, light and the like. Furthermore he said ‘they report to our office then they inform to related office /like bank to solve problem of foreign currency and credit problem/. To

appreciate investment activities in the city they try to meet infrastructural office /like power supply, water, road, transport, telecommunication or internet/ to give service to the investors.’

CBP 1 at ATGA expounds, ‘always guests come by selling package from Agents who are available in Addis Abeba: they are working together with them and they give list of services when the guest comes. They did to upgrade services and promotion activities. Now most of the hotels that build in Harar are not building with advisory the hotels are not comfort to tourists. All of the hotels are not building based on the standard. But they try to aware about the materials, water supply and the like things are raised in meetings with regional president and hotel owners; this meeting is prepare four times in a year. Also when they meet tourism sectors like tour guide, HCHTB, hotels, police commission and other related servants: guest who come to Harar peacefully and healthy; they try to review they go as they come.’

CBP 1 at HRHA states, ‘they try to see better hotels than previous services; they didn’t get basic need from regional office that needs their support so it saddle on our works and for tourism activity. For example when tourist is come at least for seven days they didn’t enough hosting service as they need so they go to Dire Dawa ; even water supply /no water for drink and for wash /and dustiness of the city.’ Country Branding is more relevant for developing countries which are fighting hard to come out of poverty and sell themselves by redefining their social, political and economic roles (Florek and Conejo, 2007; Lebedenko, 2004).

CBP 1 at HIB also said, respondent tell almost basic needs to invest in the city are limited but city brand must be based on the city’s infrastructure, its physical landscape and the opportunities it offers to targeted audiences. As pointed out by Florek and Conejo (2007), ‘the image of country often determines their success in attracting Foreign Direct Investment, inflow of tourists and acceptance of their export products (PP. 55).’

4.2.6. Synergies stakeholders

John P. Houghton & Andrew Stevens (2011) argue that ‘stakeholder engagement is crucial to the success of any city branding strategy, but doing it effectively requires an approach that is more democratic and exploratory than much standard practice (PP.40).’ At this point the respondents asked if the bureau synergize all relevant stakeholders for balanced participation. One can

identify from the figure below that 72% of them able to disagree on synergizing stakeholder's balanced participation the remaining, while 28 % agree on balanced participation.

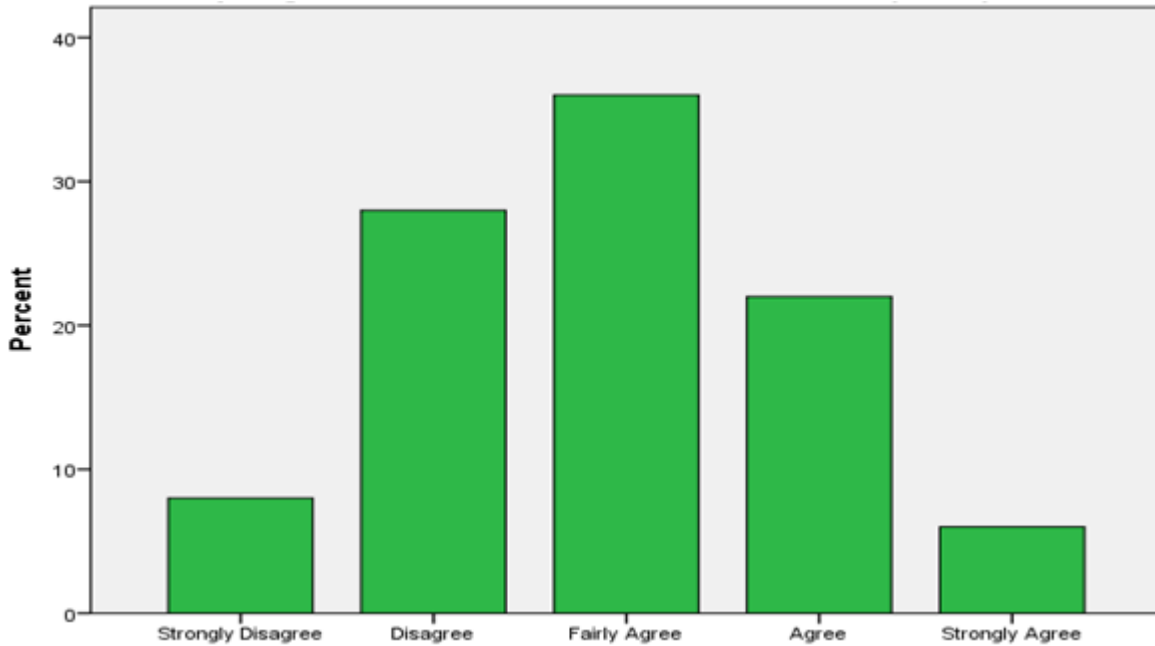


Figure 16: HCHTB synergize all relevant stakeholders for balanced participation

In the analysis of questionnaire, it is mentioned that the level of bureau's cares about stakeholders. Respondents asked if the bureau really cares about stakeholders of the bureau is strong. 38% of them believe on the bureau's strong care to its stakeholders; also 36% of respondents replies fairly agree while the others which mean 26% of them not agree to the bureau strong cares about its stakeholders.

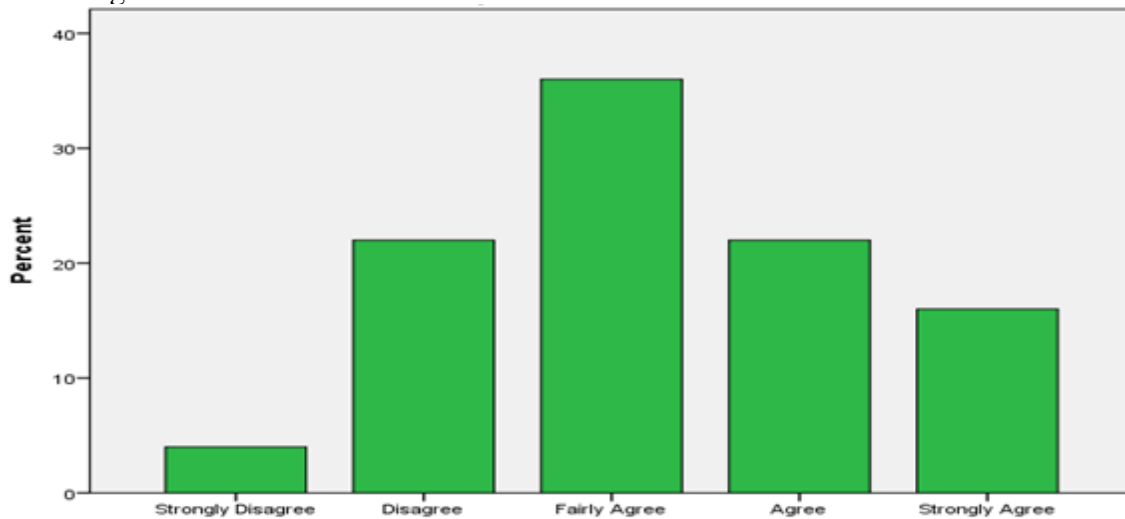


Figure 17: HCHTB really care about stakeholder

The above figure shows respondents' idea about bureau's excellent values to the stakeholders. From the respondents split by 36% agree and fairly agree so from this they can understand that the bureau gives excellent value to the stakeholders while the remaining 28% of them do not confirm that the bureau didn't give values to the stakeholders.

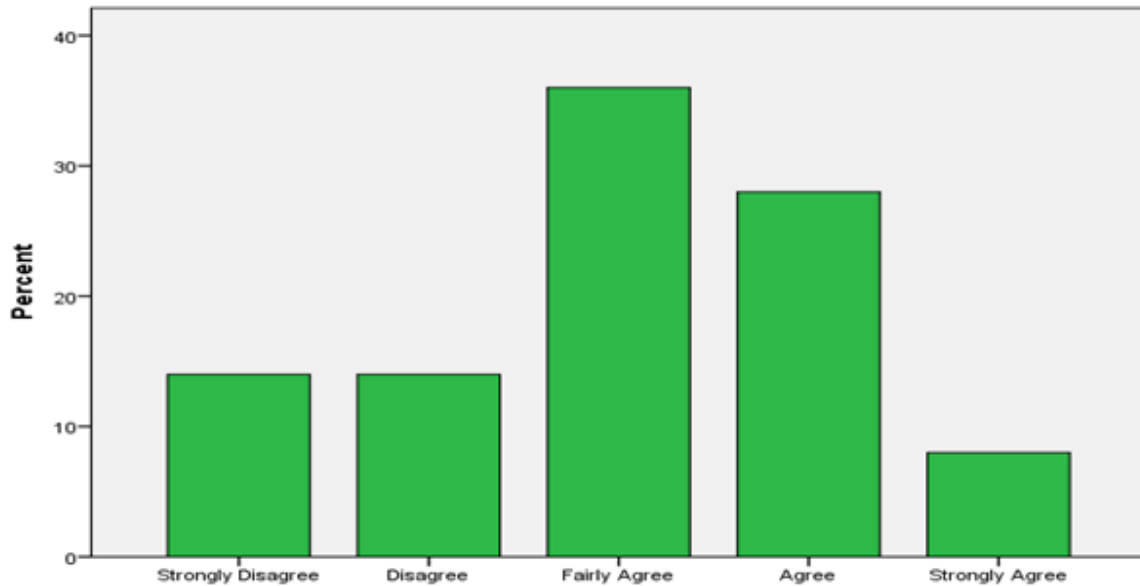


Figure 18: HCHTB excellent value to stakeholders

CBP 3 at HCHTB said, 'work with stakeholders are our power also they give opportunity directly in national events /programs/ to promote our regional culture; cultural Ambassadors are participating on events because of those promotion means they had big acceptance from the public; but even to enlarge it more, they work with our stakeholders community, associations, media and related workers.

Stakeholders of culture directorates: community, cultural associations, national and regional Medias, affocha and edir, jema, harari handcraft college, governmental and non-governmental offices.

4.2.7. Challenges and opportunities for implementing city branding

In regarding to using opportunities for individuals to signify the potential of the city, it is clearly going to enhance urban life style, goods & services, hospitality, education. Therefore, the respondents asked is the bureau uses opportunities for individuals which signifies the potential of the city to enhance urban life style, goods & services, hospitality, education. From the respondents of these questionnaires 40% of the total participants respond fairly agree and 32% of

them respond disagree on the availability of opportunities for individuals to implementing city branding at Harar city. Whereas the rest of the respondents, 28% of them respond there agreement.

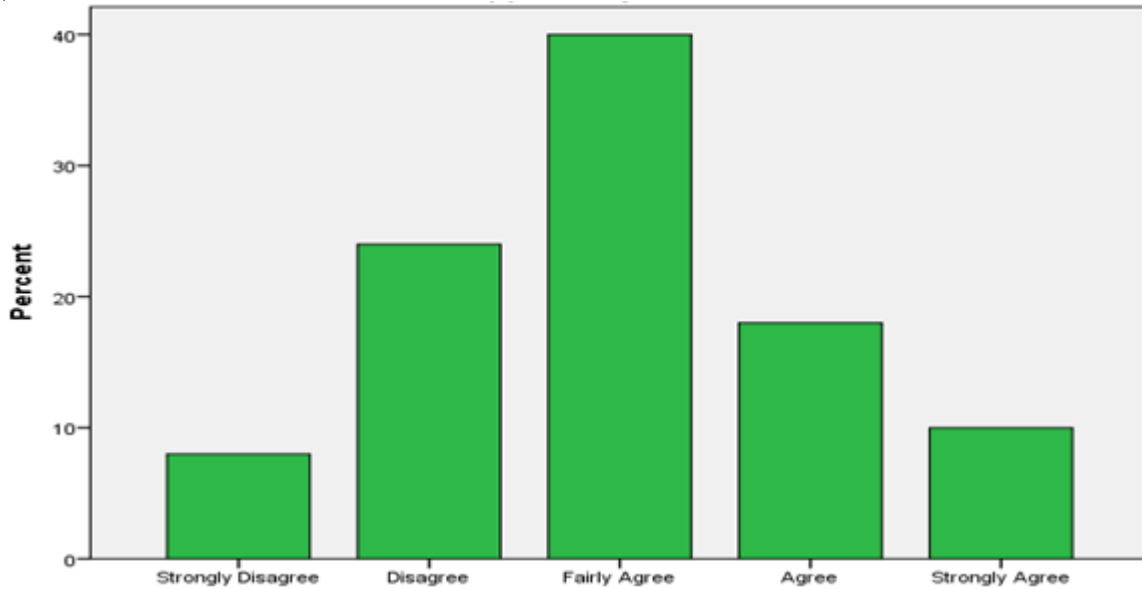


Figure 19: HCHTB use opportunities for individuals

Just like mentioned above in the case of employing opportunities for individuals, use opportunities for companies are potential of the city. Then the respondents of this study asked if the bureau uses opportunities for companies which signify the potential of the city to enhance attraction, financial and labor. Majority of respondents' accounting for 68% of them don't know or offer their disagreement about the use of opportunity for companies by HCHTB while the others 32% of them expressed their agreement.

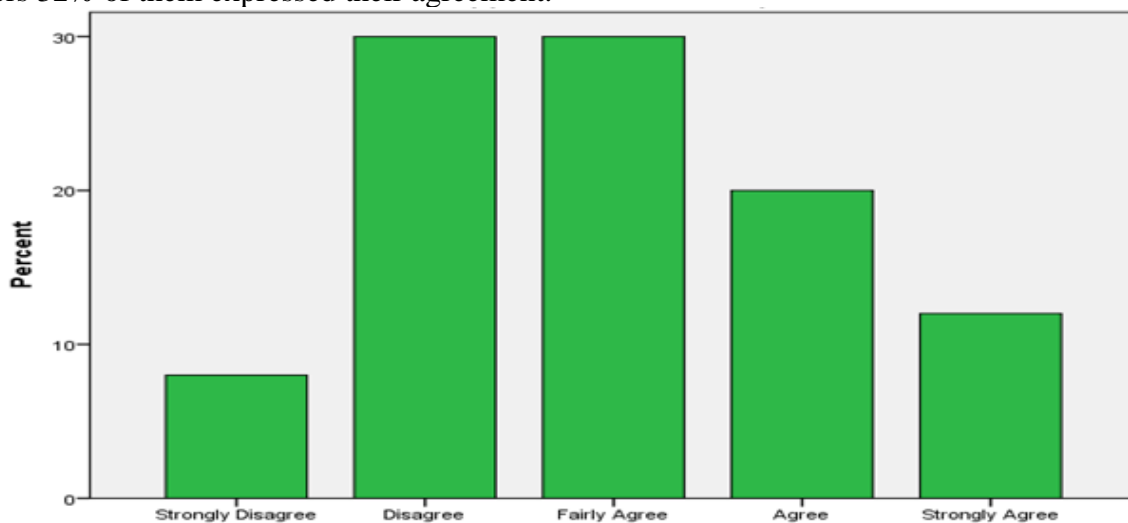


Figure 20: HCHTB use opportunities for companies

CBP 1 at HCHTB respond for the above question, ‘as a challenge the unavailability of transportation used for tourists; the city has not enough hotels: any guests that come to visit our city many of them are booked rooms in Dire Dawa. The city has only one standard restaurant used for tourists; even there is no restaurant to give breakfasts for tourists/ for foreigners;/ destination areas cleanness; drivers’ language limitation: to solve this problem our office try to educate those drivers but cannot be learnt.’

CBP 2 at HCHTB tells about opportunities and challenges, ‘availability of disturbance is not only regional problem but also it is a national problem therefore it affects flow of tourism. Even thought the city has an opportunity in promoting internationally because of the Medias like Algezira, BBC, CNN and like Medias come for their activity/to prepare documentary film/ parallel they promote our city to the worldwide so this is an opportunity to our activity.’

CBP 3 at HCHTB told about the opportunities, saying that ‘activities are not promoted as they need, they didn’t address to the public enough. Professional, media workers are working only when events are prepared. There is limited relation with national media houses. These affect being arrived to target audiences. To develop those opportunities our office must develop our relation with Medias. Now the activities of the directorates will be promoted by inviting regional Medias when they prepare events and also use print media and social media.

Additionally CBP 3 at HCHTB told the challenges they face, ‘in relation to resource our office use not only bureau’s budget they get/ ask financial support from regional government to solve resource related problems; they use outsource method to solve professionals related gaps/problems. They done this progress to cover those challenges but are not enough.’

FGD respondents at HCHTB told, ‘as a challenge they don’t have attention from regional government offices: their expectation and the budget is not compared. Promotion activities need more money. for example as tourism and directorate expert they need to work small minute documentary films, they need to update written materials, they need to promote with different languages, they need to address to every persons by electronic medias like websites, by implementing application, they need to get regular programs in media coverage in regional and national Medias. All these works are used to promote tourism largely. Also inviting familiar trip

to our city also the main tourism promotion methods but they don't have budget so it is difficult to work as it need without finance, administrative, low attention.'

CBP 1 at HGCB said, 'because of political case of our country and wrong assumption /I am greater than you and like this/ of the community they can't done our work effectively; also existence of large number of community unexpectedly is another challenge; when they try to work the current situations of the city, the communities are not willing to share their attitude/assumption.'

According to the CBP 1 at HGCB view the opportunity, "all people live in the city freely and lovely without any worry live differentiation of language, religion and nations; Harar is peace city in eastern part of Ethiopia; Harar is trade centre."

CBP 1 at HIB responds about the challenge, in regard to investment now raised security problem around shads/new buildings; limitation of financial capacity /foreign currency/; kite up materials which is imported for investment activity. Because of this most of the projects are stopped; another problem is infrastructure.

Also CBP 1 at HIB adds opportunities that are available in the city, 'Harar has locational advantage for investment: the city is centre of Jigjiga, Drie Dawa and Eastern Harerge. In addition to this the city is historical and has many tourist attraction areas. So there are many visitors who come to our city. This is a good opportunity for city's investment but Harar does not have enough hotels when it is compared to the population of tourists who come to our city. As a city investment bureau they prepare opportunity for investors to build star hotels by giving import materials in tax free, by giving convenient place, financial support, they try to solve peace and security cases by articulate with responsible offices.'

CBP 1 at ATGA inform the challenges, 'the big problem as a city is dust, to visit the guests they went by selecting roads; availability of large number of people in the city; inexistency of Airlines in the city and also the Ethiopian Tourism Bureau and Agents are packed to the tourist more focus on northern part of our country, this also challenge to our work.'

On the other hand, CBP 1 at ATGA told, 'previously there is weekly radio program to aware the community about tourism beneficiary but now it is stopped. This program must be continued

because tourism has large value in enhancing economic revenue not only in regional level also in national level. And the program is valuable to aware the community most of the time only tour guide and shareholders are recognize the importance of tourism revenue.'

The researcher raised the same question to CBP 1 at HRHA, 'they said Harar is historical city not only the building but also the cultural cloths, houses, food and music. But in the city existence of dusts around the visited area is big problem for our work. The availability of jobless youths; many street children and ladies; large number of people more than city's capacity are some of the challenges. The city municipality must work continuously to solve those problems; the city has budget but not set to its target work. The other thing is when investors come to city with good performance, the responsible officers not give appropriate response as the investor need they give the business to others. In Harar ignoring some ones group is a big problem even it is big challenge to limits urban development of the city.'

According to Urry (2002) the main activity of tourists is 'gazing at signs': they look at particular features of a place, such as a famous cathedral, beautiful landscape or another attraction (pp. 271). CB can be a useful method to build a touristic image; tourists are an attractive target group for city branders. So as respondents answer Harar has many opportunities and visited areas when it compare to other city also the communities are hospitable. But the city must fulfill problems related to build standard hotels, increase number of attraction areas, infrastructures for tourist and invite investors to the city.

4.2.8. Communication and city branding

According to Keith D. (2011) whatever city branding attributes are selected they need to be communicated effectively not only through traditional channels but also through the plethora of digital media that are now available (pp.5). Figure 21 show if the bureau uses communication to improve branding messages. 78% of them not recognizing communication activities of the bureau to improve brand message whereas the others 22% of them agree with the idea of use communication for improving brand message of the city by HCHTB.

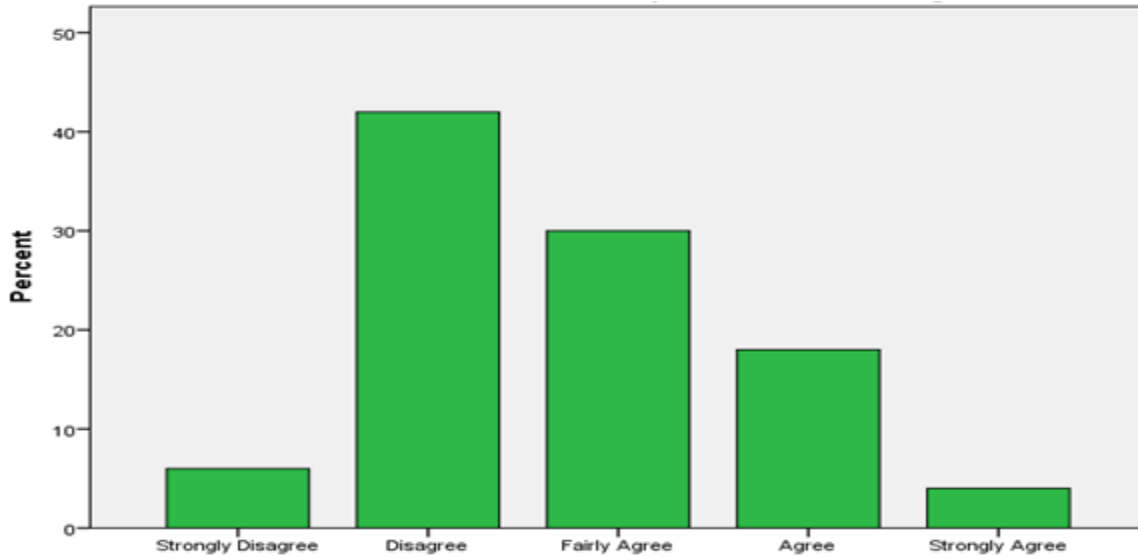


Figure 21: HCHTB use communication to improve brand message

In the analysis of questionnaire, it is mentioned that the communication of HCHTB with stakeholders is effective. Respondents asked if the bureau management and employee communicate effectively with stakeholders (tour guides/ hotels/ guesthouse/ handcraft sellers). 74% of them not believe on good communication of HCHTB's management and employee with their stakeholders while the others which mean 26% of them still consider the availability of good communication within stakeholder of the bureau and management & employee.

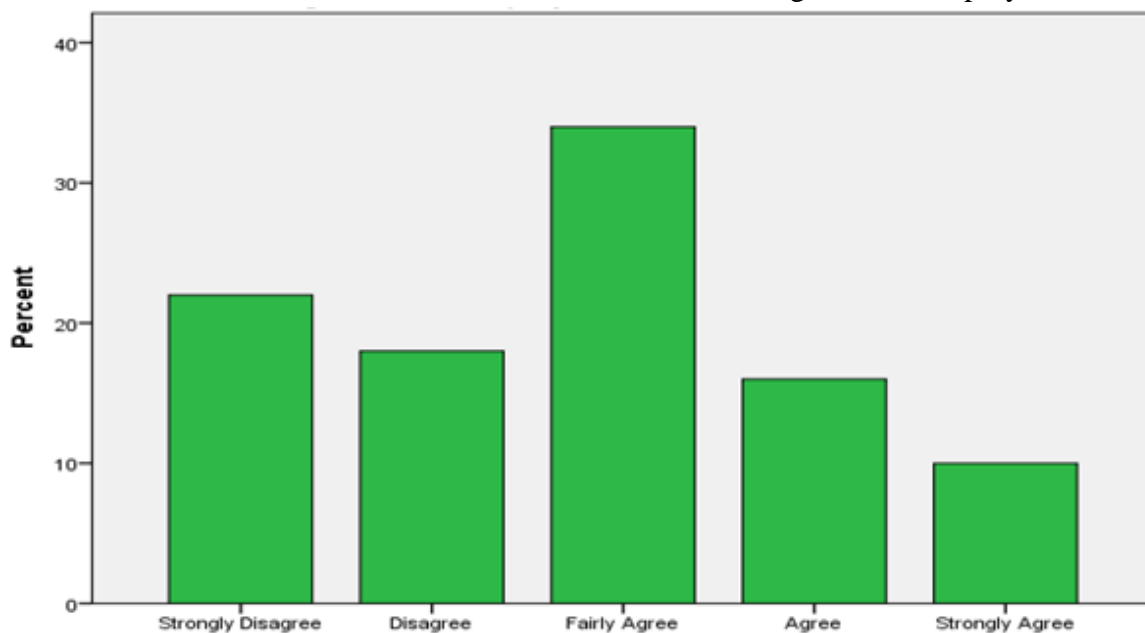


Figure 22: HCHTB management and employee communicate with stakeholder

In order to avail information to the stakeholders the bureau: uses adequate communication tools are helpful. So, the respondents ask if the bureau uses adequate communication tools to avail information to its stakeholders. Majority of the respondents accounting for 80 % of them showed their disagreements saying that the bureaus use of adequate communication tools, while the rest 20% of them agree on the issue.

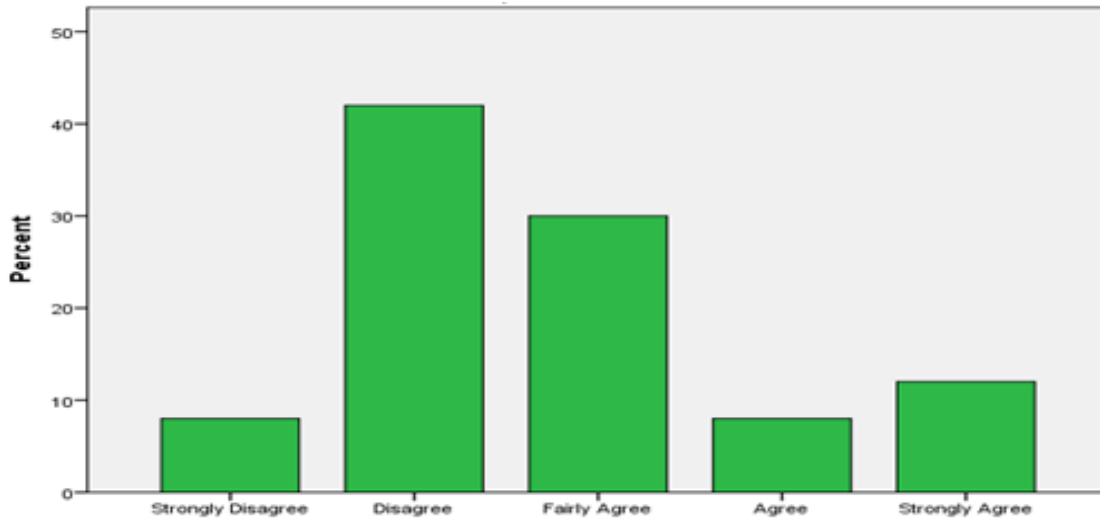


Figure 23: HCHTB uses adequate communication tools

Websites are the primary, the most popular and nowadays obligatory tool in branding places. A website helps to increase people’s awareness about places, familiarity, and finally to shape its image (Magdalena F., 2011, p.84). To communicate effectively with public; HCHTB must use website and social media. The respondents asked if the bureau uses website and social media to communicate effectively with the public. In regarding to this, 82 % of them show their disagreements on bureaus use of social media and website to communicate with public while the remaining 18% of them show their agreement on the issue.

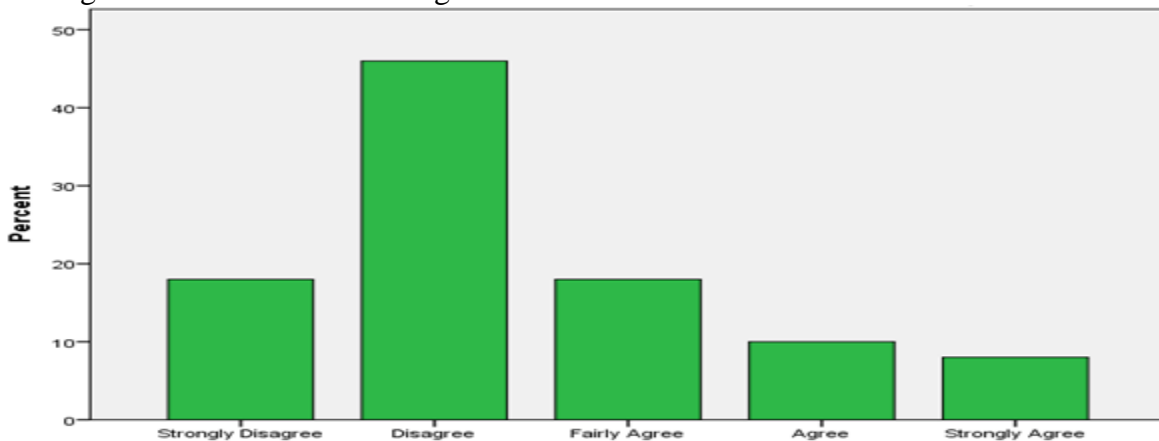


Figure 24: HCHTB use social media and website to communication with public

According to CBP 2 at HCHTB notion, ‘they don’t have website. The one which they have is already hacked so for new website their bureau is on the process to construct the website but now they use social media on face book with the name of ‘Harar Tourism.’

FGD discussants said, ‘Harar city has many ambassadors as individuals and also as an association they try to promote our city by pushing companies; by asking sponsor. Our community is known by hosting guests lovely. So they thank to Harar city community in this regard. The community is proud because they think that by preserving their grandparents’ culture still and they have opportunity to transfer to the next generation/ they think means to come tourist in Harar.’

CBP 1 at HGCB speaks that, ‘they work together with sector bureau as one committee member so they have agreement to work it; informal way they communicate and get information; they use YouTube, twitter and youth associations to develop cultural values.’

CBP 1 at HIB tells about the way of communication, ‘when projects are registered once they dispatch the data to accountably office and check the current process at what level by pursuit and support department. Additionally they have scheduled program to meet and see the work flow. Our office is under Harari Urban Development and Construction Bureau: they post by their website if there is any information but they have no website as a commission. On the other hand they use booklets and brochures.’

CBP 1 at ATGA also said, ‘most of the communities are cooperate to our work; they appreciate to promote the city; they prevent unwanted activity/action; Harar beyond tourism the communities are hosted even guests are evident for their host; our community prevent if unhealthy things/ activities are seen. So they need to give thanks to our community; our relation is very good and peacefully with them when they go to show their cultural house by appreciation and cooperate.’

Nonetheless, CBP 1 at HRHA informs, ‘the availability of community who say’s owner of the city so they close the door when investors go to their bureaus’. No way of communication rather they focus on separation activity. Limited professionalism is another problem. They didn’t give to performed person. In federal level government work to develop flow of tourism and promotion activities are being strengthened, so try to do it.’

Fernando R. C. (2018) indicated that, the city's image is defined as a process of bilateral communication between the city and the individual, in which the city sends a variety of messages while the individual chooses and structures the cognitive and emotional elements to form a network of associations of the city.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

This chapter deals with brief conclusions of the study and recommendations. The researcher basically tried to conclude what the research has been all about; how it was practice and the major findings it came up with. Based on the findings, the researcher makes some suggestions that may help with the future improvement of Implement CB at Harar.

5.1. Conclusions

As this research found out, perception of respondents towards HCHTB and related sectors vision, strategies and communication level which is help for practicing CB in the city's: so large percent of each question respondents have not positive response in general. If this negative perception of tour guide and hotel owners also museum employees towards city's future is influence practicing CB and attract tourists as well as investors, it will be bell for tourism related governmental sectors to give attention in having clear vision and strategies also communicate it effectively to community stakeholders and companies.

Involving local communities and entrepreneurs fairly participate in developing and delivering CB initiatives: most of the respondents are not agree with bureau's fairly prioritization and participation. In this regard, HCHTB miss local communities' performance in the establishment and refinement of the brand vision. The government should guide those tourism related sectors hopeful CB initiatives need local communities participation also appreciate entrepreneurs to join more related activities helps to attract tourists and investment to Harar.

Fulfilling basic need of Harar which is relevant to attract investors and tourists to the city and practicing CB effectively is very important. To do this, infrastructure, built and protect environment, availability of cognitive environment to attract tourists and investors to the city is mandatory but in general most of respondents are still replay their disagreement, it will show misunderstanding to the city's development need. The government and professionals come up with strategic and researchable ideas in order to satisfy the fruitful CB practice in Harar.

On the other hand stakeholder engagement, balanced participation and giving value to the stakeholders are crucial to the success of any CB strategy. The government should lead to work in democrat and exploratory than much standard practice.

To signify the potential of the city, to enhance urban life style, to fulfill goods and services the city must give opportunity to individuals, entrepreneurs and companies to implement CB activities. In this regard respondents fairly agree and this will help for appreciating individuals, entrepreneurs and companies to work and promote in tourism related activities of the city.

Any CB activities need communication to address the public at large. In this regard, most of the city bureaus respondents doesn't have active communication tool. Adequate communication tools, social Medias and websites and other electronic and print Medias which will used to deliver brand message to the public and to communicate with stakeholders effectively.

5.2. Recommendations

This research recommends that the following statements as an input for CB activities in order to attract tourists and investors to Hara city.

- Tourism and investment related sectors should be a well practiced effort in their organizational vision through developing suitable strategies.
- HCHTB should capitalize on the cities rich and diversified cultural heritage and natural resources.
- Balanced participation of local communities and stakeholders of CB activities need to fix their working structure and get successful achievement and enhance city's attractiveness.
- The city government should be fulfilling basic needs of the city.
- Increase tourism and investor facilities and infrastructures.
- The competitiveness of the city should be enhanced through availability of cognitive environment.
- The city should be communicating all tourism and investment related opportunities to the public.
- The city government, local community, entrepreneur and companies should be committed in building the city capacity.

- The city government should follow and control communication related activities in order to enhance CB initiatives and to attract & promote the unique touristic area and investment opportunities of the city.

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**APPENDIX 1- In depth Interview Guide for HCHTB Office Head, Tourism and Culture
Directorate Informants**

Addis Ababa University School of Journalism and Communication

Public Relations & Strategic Communication Department

In depth interview questions prepared for discussion with HCHTB informants

Date_____

Time_____

Venue_____

I am **Betlehem Wubshet**, 2nd year PRSC MA student in SJC at AAU. I am conducting a study entitled **“Exploring City Branding: A Case of Harar, Ethiopia”**

1. What are the visions of the HCHTB? What are the strategies to realize it?
2. How do local communities (local residents, entrepreneurs and business) involve in developing and delivering city branding initiatives? How is internal culture used for spreading brand orientation?
3. How provide basic needs of the city? How the city delivering the expectation created by brand?
4. What are the challenges and opportunities for implementing city branding? What are the possible solutions to resolve the challenges and to maximize the existed opportunities of city branding in Harar city?
5. How communicate with target individuals, communities, companies? What are the attitudes, perception and expectations of communities on City Branding?

APPENDIX 2- In depth Interview Question for HGCAO, HIB Informants

Addis Ababa University School of Journalism and Communication

Public Relations & Strategic Communication Department

In depth interview questions prepared for discussion with HCHTB informants

Date _____

Time _____

Venue _____

I am **Betlehem Wubshet**, 2nd year PRSC MA student in SJC at AAU. I am conducting a study entitled **“Exploring City Branding: A Case of Harar, Ethiopia”**

1. What are the visions of the Bureau in regarding to city branding? What are the strategies to realize it?
2. How local communities (local residents, entrepreneurs and business) involve in developing and delivering city branding initiatives? How use internal culture for spreading brand orientation?
3. How provide basic needs of the city? How the city delivering the expectation created by brand?
4. What are the challenges and opportunities for implementing city branding? What are the possible solutions to resolve the challenges and to maximize the existed opportunities of city branding in Harar city?
5. How communicate with target individuals, communities, companies? What are the attitudes, perception and expectations of communities on City Branding?

**APPENDIX 3- In depth Interview Questions for Tour Guide and Hotels Association
Informants**

Addis Ababa University School of Journalism and Communication

Public Relations & Strategic Communication Department

In depth interview questions prepared for discussion with HCHTB informants

Date_____

Time_____

Venue_____

I am **Betelhem Wubshet**, 2nd year PRSC MA student in SJC at AAU. I am conducting a study entitled **“Exploring City Branding: A Case of Harar, Ethiopia”**

1. What are the activities of the tour guide/ hotel association? Is there any strategy within tour guide/ hotel association to attract tourists? What are your responsibilities in regard to City branding? Does the Association consider itself accountable in this regard?
2. How can the association help the HCHTB, its stakeholders and members better to communicate roles of city branding?
3. How provide basic needs of the city? What are your roles in communicating and delivering the city brand expectation?
4. What are the challenges and opportunities for implementing city branding within Harar city? What are the possible solutions to resolve the challenges and to maximize the existed opportunities of city branding in Harar city?
5. How communicate with target individuals, communities, companies? What are the attitudes, perception and expectations of communities on City Branding?

APPENDIX 4-FGD Questions for HCHTB Tourism Directorate Practitioners

Addis Ababa University School of Journalism and Communication

Public Relations & Strategic Communication Department

Focus group discussion (FGD) questions that prepared to discuss with PR practitioners working in selected ministries

Date_____

Allotted Time_____

Venue_____

I am **Betlehem Wubshet**, 2nd year PRSC MA student in SJC at AAU. I am conducting a study entitled **“Exploring City Branding: A Care of Harar, Ethiopia.”**

1. How do you implement the visions of the directorate? What are the strategies to realize it?
2. Is there any activity for participating local communities (local residents, entrepreneurs and business) in developing and delivering city branding initiatives? How use internal culture for spreading brand orientation?
3. How provide basic needs of the city? How the city delivering the expectation created by brand?
4. What are the challenges and opportunities for implementing city branding? What are the possible solutions to resolve the challenges and to maximize the existed opportunities of city branding in Harar city?
5. How do you communicate with target individuals, communities, companies? What are the attitudes, perception and expectations of communities on City Branding?

**APPENDIX 5- Questionnaire Prepared for Hotel and Guest House Owners, Tour Guide
and Museum Experts**

**Addis Ababa University School of Journalism and Communication
Public Relations and Strategic Communication**

I am **Betelhem Wubshet**, 2nd year PRSC MA student in SJC at AAU. I am conducting a study entitled **“Exploring City Branding: A Care of Harar, Ethiopia.”**

The main objective of these study questionnaires is to collect primary data to Explore City Branding at Harar, Ethiopia. Please give your response honestly just by taking a few minutes out of your precious time. All information you provide to this study will be kept strictly confidential. Thank you in advance for filling this questionnaire.

General Direction

- ✓ No need to write your name
- ✓ Put tick (✓) mark for background information

I. Personal Information

1.1. Gender Male _____ Female _____

1.2. Age (in years) A. 20-29 _____ B. 30-39 _____ C. 40-49 _____ D. Above 50 _____

1.3. Work experience

How many years did you work in tourism sector?

A. 1-4years _____ B. 5-8 years _____ 9-12 years _____ Above 12 years _____

II. Please give your answers according to your level of agreement

1. Strongly disagree 2. Disagree 3. Fairly Agree 4. Agree 5. Strongly Agree

No.	Item	1	2	3	4	5
1.	The Harar Culture, Heritage and Tourism Bureau /HCHTB/ has a clear vision					
2.	The HCHTB communicates its visions to its stakeholders					
3.	The HCHTB develop clear strategy to realize organizational vision					
4.	The HCHTB level of <i>Internal Culture</i> (spreading a brand orientation) is strong					
5.	HCHTB prioritize <i>Local Communities</i> in developing and delivering the brand					
6.	HCHTB involving entrepreneurs in developing and delivering the brand					
7.	HCHTB <i>Synergize all relevant</i> stakeholders for balanced participation					
8.	HCHTB provide <i>Infrastructure</i> for basic needs created by city brand					
9.	The HCHTB management and employee communicate effectively with stakeholders(tour guides/ hotels/ guesthouse/ handcraft sellers)					
10.	HCHTB uses communication to improve branding messages					
11.	The ability of the built environment to represent the city by using city brand is high					

12.	HCHTB uses adequate communication tools to avail information to its stakeholders					
13.	HCHTB uses website and social media so as to communicate effectively with the public is high					
14.	HCHTB uses opportunities for individuals which signifies the potential of the city to enhance urban life style, goods & services, hospitality, education					
15.	HCHTB uses opportunities for companies which signifies the potential of the city to enhance attraction, financial and labor					
16.	The HCHTB is an environmentally responsible					
17.	The city has conducive environment that attract its tourists					
18.	The city has conducive environment that attract its investors					
19.	The HCHTB really cares about its stakeholders is strong					
20.	The HCHTB provides excellent values to the stakeholders					

“Thank you for your cooperation and precious time”

APPENDIX 6-Amharic Questions

በአዲስ አበባ ዩኒቨርሲቲ የኮሙኒኬሽንና ጋዜጠኝነት ት/ቤት የህዝብ ግንኙነትና

ስትራቴጂክ ኮሙኒኬሽን ትምህርት ክፍል

ለሀረሪ ባህል ቅርስና ቱሪዝም ቢሮ ላፊዎች የተዘጋጀ መጠይቅ

1. የተቋሙ ራዕይ ምንድነው? ራዕዩን ለማሳካት ምን ምን ስልቶችን /strategy/ ትጠቀማላቸው?
2. ከተማዋን በሚያስተዋውቁ ፕሮግራሞችን እና ፕሮጀክቶችን በማልት፣ በማሳደግ እና በማቅረብ ስራዎች ላይ ማህበረሰቡን እንዴት ታሳትፋላችሁ? የከተማዋን መለያ ለማህበረሰቡ እንዴት ታስተዋውቃላችሁ? ምን ዓይነት ስራዎችን ስታከናውናላችሁ?
3. መሰረታዊ የከተማዋን ፍላጎቶች እንዴት ትሰጣላችሁ? የከተማዋ መለያ የፈጠረው ግምት / expectation / ከተማዋ እንዴት ታቀርባለች?
4. ከተማዋን በማስተዋወቅ ስራ ላይ እያጋጠሙ ያሉ መልካምና ጥሩ ያልሆኑ አጋጣሚዎች ምን ምን ናቸው? ችግሮቹን ለመፍታት እና መልካም አጋጣሚዎቹን ለማሳደግ የሚወሰዱ መፍትሄዎች ምንድን ናቸው?
5. ከተማዋን በማስተዋወቅ ዙሪያ ከሚመለከታቸው ግለሰቦች፣ ማህበረሰብ እና ድርጅቶች ጋር እንዴት ትግባባላችሁ? ከተማዋን በማስተዋወቅ ዙሪያ ማህበረሰቡ ምን ዓይነት ግምት፣ አመለካከት እና የመረዳት አቅም አላቸው?

በአዲስ አበባ ዩኒቨርሲቲ የኮሙኒኬሽንና ጋዜጠኝነት ት/ቤት የህዝብ ግንኙነትና

ስትራቴጂክ ኮሙኒኬሽን ትምህርት ክፍል

በሀረሪ ክልል ለሚገኙ ሆቴል እና አስጎብኚ ማህበራት ሀላፊዎች የተዘጋጀ መጠይቅ

1. የማህበሩ ስራዎች ምንምን ናቸው? ቱሪስቶች ወደከተማዋ እንዲመጡ ምን ምን ስልቶችን /strateg/ ትጠቀማላቸው? ሐረር ከተማን ከማስተዋወቅ አንፃር የናገተ ሃላፊነት ምንድነው? ማህበሩ ሃላፊነት አለብኝ ብሎስ ያስባል?
2. ማህበሩ የሐባቅቱ፣ አብረው የሚሰሩ ተቋማትን እና አባላቱን ከተማዋን በማስተዋወቅ ስራ የተሻለ መግባባት እንዲኖሩ ሚናው ምንድነው? እንዴት ስራዎችን ያግዛል?

3. መስረታዊ የከተማዋን ፍላጎቶች እንዴት ትሰጣለችሁ? የከተማዋ መለያ የፈጠረው ግምት / expectation / ከተማዋ እንዴት ታቀርባለች?
4. ከተማዋን በማስተዋወቅ ስራ ላይ እያጋጠሙ ያሉ መልካምና ጥሩ ያልሆኑ አጋጣሚዎች ምን ምን ናቸው? ችግሮቹን ለመፍታት እና መልካም አጋጣሚዎቹን ለማሳደግ የሚወሰዱ መፍትሄዎች ምንድን ናቸው?
5. ከተማዋን በማስተዋወቅ ዙሪያ ከሚመለከታቸው ግለሰቦች፣ ማህበረሰብ እና ድርጅቶች ጋር እንዴት ትገባባለችሁ? ከተማዋን በማስተዋወቅ ዙሪያ ማህበረሰቡ ምን አይነት ግምት፣ አመለካከት እና የመረዳት አቅም አላቸው?

በአዲስ አበባ ዩኒቨርሲቲ የኮሙኒኬሽንና ጋዜጠኝነት ት/ቤት የህዝብ ግንኙነትና ስትራቴጂክ ኮሙኒኬሽን ትምህርት ክፍል

በሀረሪ ክልል ባህል ቅርስ እና ቱሪዝም ቢሮ ቱሪዝም ዳይሬክቶሬት ሠራተኞች ቡድን ውይይት የተዘጋጀ መጠይቅ

1. የተቋሙ ራዕይ ምንድነው? ራዕዩን ለማሳካት ምን ምን ስልቶችን /strategy/ ትጠቀማለች?
2. ከተማዋን በሚያስተዋውቁ ፕሮግራሞችን እና ፕሮጀክቶችን በማልታት፣ በማሳደግ እና በማቅረብ ስራዎች ላይ ማህበረሰቡን እንዴት ታሳትፋለችሁ? የከተማዋን መለያ ለማህበረሰቡ እንዴት ታስተዋውቃለችሁ? ምን ዓይነት ስራዎችን ታከናውናለችሁ?
3. መስረታዊ የከተማዋን ፍላጎቶች እንዴት ትሰጣለችሁ? የከተማዋ መለያ የፈጠረው ግምት / expectation / ከተማዋ እንዴት ታቀርባለች?
4. ከተማዋን በማስተዋወቅ ስራ ላይ እያጋጠሙ ያሉ መልካምና ጥሩ ያልሆኑ አጋጣሚዎች ምን ምን ናቸው? ችግሮቹን ለመፍታት እና መልካም አጋጣሚዎቹን ለማሳደግ የሚወሰዱ መፍትሄዎች ምንድን ናቸው?
5. ከተማዋን በማስተዋወቅ ዙሪያ ከሚመለከታቸው ግለሰቦች፣ ማህበረሰብ እና ድርጅቶች ጋር እንዴት ትገባባለችሁ? ከተማዋን በማስተዋወቅ ዙሪያ ማህበረሰቡ ምን አይነት ግምት፣ አመለካከት እና የመረዳት አቅም አላቸው?

በአዲስ አበባ ዩኒቨርሲቲ የኮሙኒኬሽንና ጋዜጠኝነት ት/ቤት የህዝብ ግንኙነትና ስትራቴጂክ ኮሙኒኬሽን ትምህርት ክፍል

ለሆቴል፣ ለአስጎብኚ፣ እንግዳ ማረፊያ እና ሙዚየም ባለቤቶች /ተወካይ ሰራተኞች/ የተዘጋጀ መጠይቅ

ይህ መጠይቅ የተዘጋጀው በህዝብ ግንኙነት እና ስትራቴጂክ ኮሙዩኒኬሽን ትምህርት ክፍል የማስተርስ ዲግሪ ተማሪ ቤተሰብም ውብሽት ሲሆን ጥናቱ የሀረር ከተማ ማስተዋወቅ /city branding/ ስራ አሰራርን ለመቃኘት ነው። የሚሞሉትን መጠይቅ በታማኝነት በመሙላት ለሰጡት ውድ ጊዜዎች እና ለሚያደርጉት ትብብር በቅድሚያ አመሰግናለሁ።

አጠቃላይ መመሪያ

ስም መጻፍ አያስፈልግም

ይህንን (✓) ምልክት በማስቀመጥ መጠይቁን ሙሉ

1. ግላዊ መረጃ

1.1. ያታ ሀ. ሴት ለ. ወንድ

1.2. እድሜ

 ሀ. ከ 20-29 ዓመት ለ. ከ30-40ዓመት ሐ. ከ40-50ዓመት መ. ከ50ዓመት በላይ

1.3. የስራ ልምድ ለምን ያህል ዓመታት በዚህ ድርጅት ስርተዋል ?

ሀ. ከ1-4 ዓመት ለ. ከ5-8 ዓመት ሐ. ከ9-12 ዓመት መ. ከ12 ዓመት በላይ

2. መልሱን በተቀመጠው የስምምነት ደረጃ መሰረት ያስቀምጡ

1. በጣም አስስማማም 2. አልስማማም 3. በመጠኑ አስማማለሁ 4. አስማማለሁ 5. በጣም አስማማለሁ

No.	ጥያቄ	1	2	3	4	5
1.	የሀረር ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ ግልፅ ራዕይ አለው					
2.	የሀረር ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ አብረው ለሚሰሩት ተቋማትና ግለሰቦች ራዕዩን ኮሙዩኒኬት ያደርጋል					
3.	የሀረር ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ የቢሮውን ራዕይ ለማሳወቅ ግልፅ በሆነ ስልት/ strategy/ ይሰራል					

4.	የሀረሪ ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ መለያ ገለጻን በማሰራጨት ረገድ ጠንካራ ነው					
5.	የሀረሪ ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ የከተማውን መለያ በማሳደግና በማቅረብ ስራ ላይ የአካባቢውን ማህበረሰብ ቅድሚያ ይሰጣል					
6.	የሀረሪ ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ የከተማውን መለያ በማሳደግ እና በማቅረብ ስራ ላይ ስራ ፈጣሪዎችን ያሳትፋል					
7.	የሀረሪ ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ ለተመጣጣኝ ተሳትፎ አብረው ከሚሰሩ ተቋማትና ግለሰቦች ጋር ስምምነትና ድጋፍን ያደርጋል					
8.	የሀረሪ ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ በከተማዋ መለያ በተፈጠሩ መሰረታዊ ፍላጎቶች ላይ መሰረተ ልማት ያቀርባል					
9.	የሀረሪ ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ አመራርና ስራተኞች አብረዋቸው ከሚሰሩ ተቋማትና ግለሰቦች ጋር በሚገባ ይግባባሉ /communicate/ ያደርጋሉ					
10.	የሀረሪ ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ የመለያ መልእክትን ለማሳደግ ኮሙኒኬሽን ይጠቀማል					
11.	ከተማዋን ለሚወክል አካባቢያዊ ገጽታ የከተማው መለያን በመጠቀም የማስተዋወቅ አቅሚ ከፍተኛ ነው					
12.	የሀረሪ ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ መረጃን አብረውት ለሚሰሩ ተቋማትና ግለሰቦች ለማድረስ በቂ የኮሙኒኬሽን መሳሪያዎችን ይጠቀማል					
13.	የሀረሪ ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ ማህበራዊ ሚዲያዎችን እና ድረገጾችን በመጠቀም በሚገባ ከህዝቡ ጋር ኮሙኒኬት የማድግ ሁኔታው ከፍተኛ ነው					
14.	የሀረሪ ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ የከተማዋን አቅም በማሳደግ ትምህርት የከተማ የኑሮ ዘይቤ ለማሳደግ መልካም አጋጣሚዎችን በመጠቀም ከተማዋን የማሳደግ አቅም ካላቸው ግለሰቦች ጋር ይሰራል					
15.	የሀረሪ ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ የከተማዋን አቅም በማሳየት መስህቦችን፣ የገቢ እና የሰው ኃይል ለማሳደግ መልካም አጋጣሚዎችን ይጠቀማል ለተቋማት					
16.	የሀረሪ ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ ለአካባቢው ኃላፊነት ይሰማዋል					
17.	የሀረር ከተማ ቱሪስቶችን እና ኢንቨስተሮችን ለመሳብ ምቹ የሆነ አካባቢን ትፈጥራለች					
18.	የሀረር ከተማ ኢንቨስተሮችን ለመሳብ ምቹ የሆነ አካባቢን ትፈጥራለች					

19.	የሀረሪ ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ አብረውት የሚሰሩ ተቋማትን እና ግለሰቦችን / stakeholders / በመጠበቅ ረገድ ጠንካራ ነው					
20.	የሀረሪ ክልል ባህል፣ ቅርስ እና ቱሪዝም ቢሮ አብረውት ለሚሰሩ ተቋማትና ግለሰቦች /stakeholders/ ጥሩ እሴቶችን ያቀርባል					

“ሰልጥብብርዎ አመሰግናለሁ”