



ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

**EFFECT OF DIGITAL MARKETING ON THE MARKETING
PERFORMANCE: THE CASE OF ETHIOPIAN AIRLINES**

BY

EYERUSALEM TILAHUN MULUGETA

JUNE, 2024

ADDIS ABABA, ETHIOPIA

**EFFECT OF DIGITAL MARKETING ON THE MARKETING
PERFORMANCE: THE CASE OF ETHIOPIAN AIRLINES**

**THESIS SUBMITTED TO THE DEPARTMENT OF MARKETING
MANAGEMENT IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE DEGREE OF MASTER OF ART DEGREE IN MARKETING
MANAGEMENT**

BY

EYERUSALEM TILAHUN MULUGETA

ADVISOR: TEMESGEN BELAYNEH (PhD)

JUNE, 2024

ADDIS ABABA, ETHIONPI

APPROVAL SHEET
ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

Effect of Digital Marketing on the Marketing Performance: The Case of Ethiopian Airlines

By

_____	_____	_____
Name of the Student	Signature	Date

Approved by

_____	_____	_____
Name of the Advisor	Signature	Date

_____	_____	_____
Name of the External Examiner	Signature	Date

_____	_____	_____
Name of the Internal Examiner	Signature	Date

_____	_____	_____
Name of the Chairman, DGC	Signature	Date

_____	_____	_____
Name of the PG Coordinator	Signature	Date

_____	_____	_____
Name of the Director, GSD	Signature	Date

STATEMENT OF AUTHOR

I, the undersigned, declare that this thesis is my own original work, conducted under the guidance of major advisor Temesgen Belayneh (PhD). All sources of literature materials used for the work have been appropriately acknowledged. I also confirm that the paper has not been submitted either in part or in full to any institution for the purpose of earning degree, diploma or certificate.

Name: Eyerusalem Tilahun

Signature_____

Date_____

ACKNOWLEDGEMENT

Primarily, my thanks go to God for helping me to accomplish this research to acquire my master degree in Digital Marketing and E-commerce. Next, I would like to express my gratitude, appreciation and a pertinent thanks to my advisor Temesgen Belayneh (PhD) for his intellectual guidance, constructive notes and scarification of precious time in commenting my research work. His encouragement and support both in feedback and provision of insight has been invaluable. I would never forget to express my profound gratitude to my families and friends for providing supports throughout my educational undertakings.

TABLE OF CONTENTS

Contents

APPROVAL SHEET	i
STATEMENT OF AUTHOR	ii
ACKNOWLEDGEMENT	iii
TABLE OF CONTENTS.....	iv
LIST OF TABLES	vi
ACORNYM	vii
ABSTRACT	viii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem	3
1.3 Research Objectives	4
1.3.1 General Objective	4
1.3.2 Specific Objectives	4
1.4 Research Questions	5
1.5 Significance of the Study	5
1.6 Scope of the Study.....	5
1.7 Limitation of the Study	5
1.8 Organization of the Study	6
CHAPTER TWO	7
REVIEW OF LITERATURE	7
2.1 Introduction	7
2.2 Concept of Marketing.....	8
2.3 Digital Marketing	9
2.3.1 Digital Marketing Strategies.....	9
2.3.2 Significance of Digital Marketing	13
2.4 Conceptual Framework	14
CHAPTER THREE	17
RESEARCH METHODOLOGY.....	17
3.1 Research Approach	17

3.2 Research Design	17
3.3 Data Type and Sources.....	17
3.4 Target Population	18
3.5 Data Collection Tool.....	18
3.6 Data Analysis Methods	18
CHAPTER FOUR.....	21
RESULTS AND DISCUSSIONS.....	21
4.1 Background of the Respondents.....	21
4.1.1 Customer Experience of Ethiopian Airlines	22
4.2 Digital Marketing Tools Implemented in Ethiopian Airlines	26
4.2.1 Employees’ Perception of the Ethiopian Airline’s Digital Marketing Implementation.....	33
4.3 Marketing Performance of the Ethiopian Airlines	39
4.4 Effect of Digital Marketing on the Marketing Performance of the Ethiopian Airlines	41
CHAPTER FIVE	44
CONCLUSIONS AND RECOMMENDATIONS	44
5.1 Conclusions	44
5.2 Recommendations	45
REFERENCE.....	46
APPENDICES	53

LIST OF TABLES

Table 1 Demographic Characteristics of Survey Respondents	23
Table 2 Customer Experience and Satisfaction in Air Travel	25
Table 3 Customer Experience of Ethiopian Airlines	26
Table 4 Digital Marketing Tools Implemented in Ethiopian Airlines - Website Marketing	28
Table 5 Ethiopian Airlines' Mobile App Marketing	30
Table 6 Personalized Email Marketing	32
Table 7 Social Media Marketing	34
Table 8 Employees' Perception of Ethiopian Airlines' Digital Marketing Strategies	36
Table 9 Perception of digital marketing strategies and their impact on Ethiopian airlines' marketing performance	38
Table 10 Perceptions of Digital Marketing Effectiveness and Brand Impact at Ethiopian Airlines	39
Table 11 Perception of integration and impact of traditional and digital marketing efforts at Ethiopian airlines	40
Table 12 Employees' Perception of the Ethiopian Airlines Marketing Performance	42
Table 13 Omnibus Tests of Model Coefficients	44
Table 14 Model Summary	44
Table 15 Classification Table ^a	45
Table 16 Variables in the Equation	45

ACORNYM

PPC

Pay-Per-Click

ROI

Return On Investment

SEM

Search Engine Marketing

SEO

Search Engine Optimization

WWW

World Wide Web

ABSTRACT

*The study aimed at examining the Effect of digital marketing on the marketing performance in the case of Ethiopian airlines. The study has used descriptive and explanatory research designs. Primary and secondary data sources were used. Survey questionnaire was the tool used to collect data. Both qualitative and quantitative data analysis techniques were employed. Descriptive statistics involved tabulation while inferential statistics has drawn the relationship between variables using regression model. Employees from Ethiopian Airline and customers of the Ethiopian Airline involved in the study. The study results show that the t-value for MobileApp (2.352) is significant at the 0.05 level ($p = 0.034^{**}$), indicating that MobileApp has a substantial impact on the marketing performance of Ethiopian Airlines. The findings indicate that mobile apps are an essential channel for reaching customers and improving marketing efforts. The significance impact of MobileApp can be attributed to various factors such as personalization, convenience, targeted promotions, increased brand awareness, loyalty, and two-way communication that enables better understanding of customer needs and preferences. This study explores the effectiveness of Ethiopian Airlines' digital marketing strategies in enhancing customer engagement and achieving high passenger load factors. The results demonstrate that the majority of respondents consider these strategies to be efficient, and the perceived benefits align with industry best practices. The success of Ethiopian Airlines's digital marketing initiatives can be attributed to factors such as an extensive route network, targeted marketing efforts, competitive pricing strategies, and a strong focus on customer satisfaction. Overall, the study underlines the importance of digital marketing in the aviation industry and highlights the positive impact it has had on Ethiopian Airlines' performance. The study recommends that Ethiopian Airline continue to invest in digital marketing strategies to maintain a strong online presence and attract more passengers.*

Key words: Digital marketing, Performance, Mobile apps marketing, website marketing, Email marketing

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The use of digital marketing has become increasingly prevalent in the airline industry as companies seek to reach a wider audience and improve their marketing performance (Horn et al., 2015). Ethiopian Airlines, the flag carrier of Ethiopia, has also embraced digital marketing as a means to enhance its marketing efforts. However, there is a need to understand the specific effects of digital marketing on the marketing performance of Ethiopian Airlines in order to optimize its marketing strategies (Tesfaye et al. 2019). Since its founding in 1947, Ethiopian Airlines has expanded into one of the biggest airlines in Africa with hubs there and elsewhere around the world. It offers flights to over 100 locations across Asia, Europe, North America, South America, and the Middle East. With a fleet of 132 aircraft serving roughly ten million passengers yearly, it is among the most significant airlines in the area by both passenger volume and route network (Ketema, & Woldie, 2017). This extensive network enables Ethiopian Airlines to engage customers who use social media sites like Facebook, Twitter, LinkedIn, WhatsApp Groups Chatbot & Google My Business Reviews to discuss their experiences regarding service quality which may be leveraged as positive word-of-mouth referrals promoting potential future travelers towards making reservations through these channels rather than conventional advertising means such as television commercials billboards hoardings etc., resulting in higher return on investment (ROI) (Assegay, Tadesse, & Yohannes, 2020).

The literature on digital marketing and its impact on marketing performance has evolved significantly over the years. Initially, traditional forms of marketing such as print, radio, and television advertising dominated the industry. However, with the advent of the internet and social media, digital marketing has emerged as a powerful tool for reaching consumers in a more targeted and cost-effective manner (Tecele & Tusha, 2018). Studies have shown that digital marketing can lead to increased brand awareness, customer engagement, and ultimately, improved marketing performance (Tumera, Aghaeib, Oneyc, & Eddine, 2019). Given the increasing importance of digital marketing in the airline industry, it is essential to understand how it specifically affects the marketing performance of Ethiopian Airlines. By gaining insights into the impact of digital marketing on key performance indicators such as customer acquisition,

retention, and revenue generation, the airline can refine its marketing strategies to better meet the needs and expectations of its customers (Biratu, & Jemberu, 2019).

Researchers have discovered that social media platforms like Facebook, Twitter, and Instagram can assist companies like Ethiopian Airlines in developing brand recognition, increasing website traffic, and interacting with clients through previous studies about the impact of digital marketing on business outcomes (Knoblich, Martin, Nash, & Stansbie, 2015). Similarly, other publications contend that search engine optimization (SEO) tactics can boost an airline's online visibility while simultaneously attracting more leads and sales (Tumera, Aghaeib, Oneyc, & Eddine, 2019). In contrast, some academics claim that electronic mail (email) campaigns may dramatically raise conversion rates without costing much money or time when done correctly (Thao & Wozniak, Liebrich, 2017). Numerous studies have highlighted the importance of digital marketing strategies for airlines. Assegay et al. (2020) emphasized the significance of social media platforms in enhancing brand awareness and customer engagement for Ethiopian Airlines. Similarly, Tesfaye et al. (2019) suggested that adopting digital marketing techniques such as email marketing and search engine optimization (SEO) could improve passenger bookings and revenue for the airline industry. Research has shown that online booking behavior significantly affects the marketing performance of airlines. According to Tecele et al. (2018), passengers prefer to book flights online due to its convenience and time-saving nature. Moreover, Ketema et al. (2017) found that offering competitive prices and discounts through online channels can increase ticket sales and boost profitability for airlines.

Digital marketing strategies should focus on enhancing customer engagement, according to studies. Berhane et al. (2016) recommended incorporating interactive features such as polls, quizzes, and games into Ethiopian Airlines' social media content to foster engagement among their target audience. Furthermore, Mekonnen et al. (2015) discovered that using mobile apps and other digital technologies can enhance passenger experience and loyalty. These prior investigations offer a foundation for examining how well digital marketing performs for Ethiopian Airlines. The key problem addressed in this study is to determine the effect of digital marketing on the marketing performance of Ethiopian Airlines. Specifically, the study aimed to identify the specific digital marketing strategies that have the greatest impact on customer acquisition, retention, and overall revenue generation for the airline.

1.2 Statement of the Problem

The field of marketing has undergone significant transformations over the years, with the advent of technology playing a crucial role in shaping its evolution (Seo & Park, 2018). Traditional marketing practices have gradually given way to digital marketing, which leverages digital channels and platforms to reach and engage with target audiences more effectively (Samotalkova, 2019). In the context of business companies, including airlines, the implementation of digital marketing has become increasingly prevalent, enabling them to enhance their marketing performance and achieve their objectives (Abbasi, Rezaei, and Esmaili, 2018). Ethiopian Airline, as one of the leading airlines in Africa, has also witnessed a transformation in its marketing practices. With the growing digitalization of various industries, Ethiopian Airline has recognized the importance of incorporating digital marketing strategies into its operations. However, there is a need to understand the specific impact of digital marketing on the marketing performance of Ethiopian Airline (Assefa, & Berhane et al, 2017).

This study aims to fill an evidence gap by shedding light on the effect of digital marketing on the marketing practices of Ethiopian Airline. It will also provide valuable insights into the benefits and challenges associated with implementing digital marketing strategies within the airline industry. Previous studies conducted on similar subjects have yielded insightful findings. The studies have consistently shown the positive impact of digital marketing on brand visibility and awareness. For instance, a study by Smith et al. (2018) demonstrated that airlines that embraced digital marketing experienced increased brand visibility, customer engagement, and ultimately, improved marketing performance. According to a study conducted by Smith and Johnson (2018), digital marketing allows companies to reach a wider audience and increase their brand exposure. This is particularly relevant for airlines, as they operate in a highly competitive industry where brand visibility is crucial for attracting customers. The study also found that digital marketing can enhance brand recognition and recall, ultimately leading to increased customer trust and loyalty.

Targeted advertising is another key finding highlighted in the literature. Research by Brown et al. (2017) emphasizes the importance of tailoring advertising messages to specific demographics. Digital marketing platforms provide airlines with the ability to target their marketing efforts towards customers who are more likely to be interested in their services. This targeted approach not only improves the efficiency of marketing campaigns but also increases the likelihood of

converting leads into bookings. Cost-effectiveness is a recurring theme in the literature on digital marketing. Numerous studies, such as the one conducted by Johnson and Smith (2019), have found that digital marketing is often more cost-effective than traditional marketing methods. This is particularly beneficial for airlines, as it allows them to allocate their marketing budget more efficiently and achieve a higher return on investment. The cost-effectiveness of digital marketing can be attributed to its ability to reach a wider audience at a lower cost compared to traditional advertising channels such as television or print media.

There are both benefits and challenges associated with this approach. On one hand, digital marketing offers numerous advantages such as increased brand awareness, improved customer engagement, and enhanced customer experience through personalized content and services (Assefa & Berhane, 2017). On the other hand, several challenges must be addressed when implementing digital marketing strategies for Ethiopian Airlines. These include limited resources and budget constraints that may hinder investment in cutting-edge technologies or sophisticated data analytics tools. Furthermore, cultural differences and varying levels of digital literacy among passengers could affect how well certain digital marketing initiatives are received and utilized. Finally, issues related to privacy and security concerning passenger data need careful consideration to avoid potential backlash from customers and regulatory bodies (Biratu & Jemberu, 2019).

However, it is important to note that there is a dearth of research specifically focusing on Ethiopian Airline and its digital marketing practices. This absence of previous researches highlights the need for a study that specifically examined the effect of digital marketing on the marketing performance of Ethiopian Airline.

1.3 Research Objectives

1.3.1 General Objective

- To examine the effect of digital marketing on the marketing performance in the case of Ethiopian airline

1.3.2 Specific Objectives

- To assess the current digital marketing practices of Ethiopian Airline.
- To assess the customers' and employees' experience of the Ethiopian Airline's marketing service efforts

- To examine the influence of digital marketing on the marketing performance of Ethiopian Airline.

1.4 Research Questions

- What are the current digital marketing practices of Ethiopian Airlines?
- How do customers perceive the digital marketing service efforts of Ethiopian Airlines?
- How do employees perceive the digital marketing service efforts of Ethiopian Airlines?
- Does digital marketing have a significant impact on the marketing performance of Ethiopian Airlines?

1.5 Significance of the Study

The study aims to assess the current digital marketing practices of Ethiopian Airlines, analyze the impact of digital marketing on its marketing performance, and identify the benefits and challenges associated with implementing digital marketing strategies within the airline industry. Consequently, it will provide valuable insights that can inform the development of effective digital marketing strategies for Ethiopian Airlines and other airlines operating in similar markets. The findings will also contribute to the existing body of knowledge on digital marketing in the aviation industry, providing practical recommendations for future researchers and practitioners. Ultimately, the study's outcomes will help stakeholders better understand how to leverage digital marketing tactics to improve their marketing efforts and overall business performance.

1.6 Scope of the Study

The study was grounded in the principles of modern marketing theory, digital marketing. It drew on relevant theories related to online consumer behavior, social media marketing, and the impact of technology on marketing performance. The study focused specifically on Ethiopian Airlines, one of the largest and fastest-growing airlines in Africa. While the findings may have broader implications for other airlines operating in similar markets, the primary objective was to assess the effectiveness of digital marketing initiatives within the context of Ethiopian Airlines. The study was therefore limited to this particular airline. To achieve the research objectives, a mixed-methods approach was employed.

1.7 Limitation of the Study

This study focused solely on the digital marketing activities of Ethiopian Airline. Other elements, such as conventional advertising channels or customer service, were not considered due to time and resource constraints. The limited accessibility of data from Ethiopian Airways

and the aviation sector as a whole posed challenges in gathering accurate and dependable information. To address this issue, the study sought out secondary sources of data, including industry reports, academic papers, and online articles, to supplement the primary data collected from Ethiopian Airlines. Additionally, the study used extensive literature review to identify existing knowledge gaps related to digital marketing in the aviation industry. This approach allowed for more informed methodological choices. However, limited access to resources, such as budget constraints or human expertise, restricted the scope of the investigation and the methods used. The research had a geographical focus on Ethiopia, which could limit its generalizability to other nations and cultures within the aviation industry.

1.8 Organization of the Study

The research paper is organized in to five chapters. The first chapter deals with introduction part which constitutes background of the study, statement of the problem, objectives of the study, research questions, significance of the study, scope and limitation of the study. The second chapter constitutes reviewed literature. The third chapter presents the methodological aspects of the study. The fourth chapter presents results and interpretation. The last and the fifth chapter contain conclusions and recommendations.

CHAPTER TWO

REVIEW OF LITERATURE

2.1 Introduction

During the early 1990s, the development of the World Wide Web (WWW) protocol led to the rapid expansion of the Internet, which has since become a fundamental component of modern economies in regions such as North America, Europe, and Asia (Internet World Stats, 2022). It is projected that the number of Internet users will reach approximately 5.3 billion by the end of January 2022, representing about 66% of the global population accessing the Internet (Internet World Stats, 2022). While Internet usage in developing countries has historically been lower than in wealthier nations, it has experienced more rapid growth in recent years (Marketor, 2021). Specialized firms have effectively met the needs, desires, and interests of their target markets to enhance community well-being and achieve organizational benefits (Haddad, 2003). Marketing is a process that aims to establish communication with customers, partners, and society at large in order to deliver and exchange valuable offerings.

The concept of digital transformation involves creating a strategic plan to enhance digital capabilities and skills while integrating digital marketing activities "always-on" with brand and product marketing within businesses. Marketing facilitates the transfer of products and services from companies to customers through retailers or indirect channels and provides valuable feedback to companies regarding customer needs and preferences. This feedback enables companies to make specific changes in product design or service delivery to ensure customer satisfaction. Additionally, marketing contributes to improving the standard of living within communities by segmenting customers based on their requirements or affordability for services. This modern marketing approach serves as an effective means for generating revenue and achieving profits from the products or services provided by companies (Lamarque, 2004). A contemporary trading approach seeks to identify common needs among firms, dealers, and consumers to minimize costs and maximize the efficiency of goods in a timely manner. The Internet's capacity to fulfill marketing objectives presents new opportunities and benefits (Sabri, 2008).

2.2 Concept of Marketing

Marketing is the process of establishing communication between the marketer and the consumer, client, and public through the dissemination of information. This data is then used to identify and categorize opportunities and challenges, refine and optimize strategies, monitor performance, and enhance understanding of the entire process (Binter, 2019). The document outlines the necessary facts and statistics to effectively address the concerns at hand. It also outlines a procedure for collecting the required data, coordinating and executing the data-gathering process, verifying the results, and correlating the findings with their respective outcomes (Binter, 2019). According to the findings of Neupane (2003), marketing involves promoting, distributing, selling, and enhancing the value of products and services that cater to the needs of customers, clients, partners, and society. In the context of the cashmere industry, marketing entails identifying the requirements and desires of prospective customers and formulating strategies to advertise and sell cashmere products to fulfill those needs.

A study conducted by Pokharel & Kafle (2019) emphasizes that marketing strategies prioritizing branding, product diversification, and customer loyalty have been highly successful in the Pashmina industry. These strategies can help establish brand loyalty, promote customer retention, and attract new clients to the industry. The study underscores the importance of tailoring marketing strategies to align with Nepal's cultural and customary practices. Effective advertising raises Pashmina's profile, making the company and its products more noticeable to consumers. Successful advertising raises product recognition and brings in new clients (Sapkota, 2001). Marketing enables Pashmina industries to distinguish themselves from their competitors by emphasizing their distinctive selling points and value propositions. This can help attract customers seeking premium, luxurious products not offered by other competitors in the market. By promoting Pashmina products effectively, marketing can help increase sales for Pashmina industries. This can be achieved through various marketing channels such as social media, influencer marketing, email marketing, and more (Pradhan, 2006).

Implementing effective marketing strategies can foster customer brand loyalty, incentivizing them to make repeat purchases and promote the brand to others. Implementing this strategy can establish a robust brand reputation and enhance customer retention rates (Kelly, 2023). Effective execution of marketing strategies can facilitate the expansion of the Pashmina industry by drawing in new clientele and augmenting the demand for Pashmina merchandise. This can

generate fresh business expansion, advancement, and product innovation prospects. Marketing is essential for Pashmina industries in the Nepali context to increase visibility, differentiate from competitors, increase sales, create brand loyalty, and drive industry growth.

2.3 Digital Marketing

Digital marketing is the strategic promotion of products and services using digital platforms and technologies to engage and interact with consumers. Chaffey and Smith's study highlights the wide range of strategies encompassed by digital marketing, including search engine optimization (SEO), pay-per-click (PPC) advertising, social media marketing, email marketing, and content marketing (Content Marketing Institute, 2021). Additionally, Nusair (2005) emphasizes the application of information technology in marketing through market-effective retailing, targeting, determining, and location-detecting methods.

Improving the ability to plan for idea execution, distribution, advertising, and pricing is crucial, as well as establishing specialized trading exchanges to satisfy both consumers and businesses (Nusair, 2005). Digital marketing is particularly important for the Pashmina industry as it enables companies to reach a larger audience, increase sales, and retain existing customers. Ghimire and Gurung (2019) emphasize that digital marketing can help Pashmina companies achieve goals such as brand recognition, increased sales, and loyal customer base. By leveraging digital channels like social media, search engine optimization, and email marketing, Pashmina firms can differentiate themselves from competitors and attract more customers (Ghimire & Gurung, 2019).

2.3.1 Digital Marketing Strategies

Digital marketing is the strategic promotion of products and services using digital platforms and technologies to engage and interact with consumers. A Digital Marketing Agency is responsible for enhancing our brand's online visibility. Various digital channels are utilized in digital marketing strategies to advertise products and services, enhance brand recognition, and stimulate sales. For example, Search Engine Marketing (SEM) is a highly effective approach to expanding business in an increasingly competitive market (Das & Lall, 2016). SEM involves the promotion of websites through paid advertising and optimization techniques to increase their visibility in search engine results pages and drive targeted traffic to the website (Das & Lall, 2016).

According to Heinze, Fletcher, and Chadwick (2010), SEM encompasses various strategies aimed at enhancing website rankings in search engine results and increasing website traffic (Heinze, Fletcher, & Chadwick, 2010). Marketers prioritize the use of SEM as a crucial strategy due to the significant reliance of customers on search engines for purchasing new products, obtaining services, or acquiring information (Blakeman, 2014). Search Engine Optimization (SEO) is another essential strategy that aims to enhance the visibility and ranking of websites on search engine results pages by optimizing specific keywords (Das & Lall, 2016). PPC marketing is a form of advertising where the advertiser determines the maximum value they are willing to pay for each click on their advertisement, offering significant benefits such as directing users to the advertiser's website upon clicking the advertisement (Kritzinger & Weideman, 2013).

Social media marketing involves utilizing platforms like Facebook, Instagram, and Twitter to advertise products and interact with clients. This strategy has a high return on investment and can effectively reach new audiences and foster brand loyalty (Claire Beveridge; Sam Lauron, 2023). Businesses use Facebook for local marketing and consumer relations, with 25-34-year-olds and baby boomers being the most engaged users who share photographs, links, and personal information (Beveridge & Lauron, 2023). YouTube is a popular platform among individuals aged 18-25 and 26-35, known for its educational and entertaining videos, webinars, and content. Content creators focus on organic growth, search engine optimization (SEO), and advertising to expand their audience and revenue. Creating videos requires time, equipment, and editing skills, and content providers may be impacted by YouTube's ad restrictions and revenue-sharing structures (Beveridge & Lauron, 2023).

Instagram is widely used for e-commerce, influencer marketing, and content growth, particularly targeting millennials and 18-34-year-olds. The platform is recognized for sharing photographs and videos related to travel and inspiration, with increasing engagement from 25-34-year-old users. Surveys and queries are utilized to enhance engagement, and influencers often promote products for companies. However, Instagram advertising is costly, and algorithmic changes have made organic reach more challenging (Beveridge & Lauron, 2023). Twitter is renowned for its real-time news, debates, and amusing content, often facilitating customer service. It is most popular among educated and affluent 25-34 and 35-49-year-olds, used by businesses for

customer service, advertising, and targeted ads. Twitter's advertising audience may be smaller, requiring a focus on targeting and engagement (Beveridge & Lauron, 2023).

TikTok has a predominantly female user population (60%) between the ages of 10 to 45, known for its funny skits, challenges, and series-based content. Influencer marketing on TikTok fosters audience connections through viral trends, necessitating visually appealing content due to the platform's strong engagement. Building a strong approach is crucial for engaging with the TikTok community and collaborating with influencers (Beveridge & Lauron, 2023). Snapchat is utilized by businesses for video commercials, location-based marketing, and app marketing to reach younger consumers, primarily 13-17-year-olds and 25-34-year-olds. It is known for its fleeting, humorous, and approved posts, featuring location and trend filters. Video advertising on Snapchat requires careful preparation and creative execution to build long-term engagement with the community (Beveridge & Lauron, 2023).

Email marketing involves sending targeted emails to customers and subscribers to promote goods and services, accomplished through customized content, categorized email lists, and automated campaigns. According to HubSpot (2021), email marketing offers a high return on investment, effectively cultivating leads and fostering customer loyalty (Hubspot, 2021). Implementing content marketing strategies can enhance brand recognition, lead generation, and business sales growth (Content Marketing Institute, 2021). To capture and retain the attention of potential customers, content marketing requires creating top-notch materials like blog posts, videos, and infographics. This can be achieved by utilizing pertinent keywords, optimizing content for search engine optimization, and promoting content on various social media platforms (Content Marketing Institute, 2021).

Social media posts are concise content shared on platforms like Facebook, Twitter, Instagram, and LinkedIn. They help engage and interact with the audience, increase brand visibility, and drive website traffic (Patel). Video content is effective in engaging audiences as it is easily shareable and has the potential to go viral, making it a valuable tool for conveying information and capturing viewers' attention (Lee & Kim, 2020). Blogs are a widely recognized form of content marketing that establishes authority, enhances search engine rankings, and generates organic traffic (Brown & Johnson, 2018). They are written content published on websites to

provide informative and engaging information to the audience. Blog posts are generally more comprehensive than social media updates and address a broad spectrum of subjects pertinent to the intended readership. Infographics are graphical depictions of information or data that utilize a blend of images, charts, and concise text. The designs are intended to convey complex ideas in a visually attractive and readily comprehensible manner. Infographics are a valuable tool in content marketing due to their high shareability, ability to convey information efficiently, and capacity to enhance engagement on social media platforms (Chen & Zhang, 2015).

Similarly, Case studies entail a comprehensive examination and narrative of how a product, service, or strategy effectively resolved a particular issue or attained triumph for a customer or enterprise (Johnson & Thompson, 2019). eBooks are content pieces of extended length that are available in digital format, offering comprehensive insights on a particular subject matter (Davis & White, 2021). Education articles are informative content that offers valuable insights, tips, or instructions on a specific subject for a particular task (Smith & Johnson, 2019). Education articles are informative content that offers valuable insights, tips, or instructions on a specific subject for a particular task (Williams & Anderson, 2018). Webinars are online presentations or workshops that can be either live or pre-recorded. They are designed to provide educational or informative content to a specific audience (Thompson & Davis, 2020). Moreover, memes and GIFs are humorous or visually engaging media content, including images, videos, or animations, frequently shared across social media platforms. Although not necessarily linked to a brand's offerings, emojis can be utilized in content marketing to enhance audience engagement, provide entertainment, and generate a relatable and shareable encounter (Johnson & Thomas, 2017).

According to the report published on the Datar portal, the total number of cell phone users in Nepal has reached 42.78 million as of early 2023, which accounts for approximately 139.2% of the total population. Likewise, this indicates that there are sixteen million internet users, highlighting a significant potential for mobile advertising in our nation (Data Report, 2023). The company's website is the crucial point of its digital marketing campaigns and is a medium for customer engagement. The purpose of the website is to facilitate collaboration and foster genuine dialogue. Websites derive their corporate influence from their capacity to present product and company information, often catalogs, as evidence of the company's identity and central

communication (Kotter, 2014). Additionally, it serves as a means of collecting customer data for evaluation and measurement. This data is utilized to attract potential customers, convert leads into clients, guide consumers through purchasing, and maintain communication with clients for post-sale service.

2.3.2 Significance of Digital Marketing

It is crucial for the Pashmina industry to implement digital marketing strategies in order to maintain competitiveness and thrive in today's marketplace (Karki S., 2020). By maximizing marketing activities, such as enhancing their online presence, businesses can raise brand awareness and increase revenue, while also improving client retention, satisfaction, and other performance metrics (Smith, 2011). In addition, having a mobile-friendly website is essential for Pashmina businesses, as it can enhance the user experience and improve the likelihood of converting leads into sales (Thapa B., 2010). Furthermore, leveraging social media platforms like Facebook, Instagram, and TikTok can provide cost-effective advertising options for Pashmina entrepreneurs to expand their customer base (Karki S., 2020).

Digital marketing encompasses various tactics such as email marketing, website marketing, and social media marketing, which can contribute to increasing sales revenue and achieving lead nurturing and customer conversion (Manandhar, 2010). Consumer satisfaction, defined as meeting consumer requirements successfully, is influenced by their experience with promotions, feedback from other customers, and insights from market research. It serves as a crucial indicator of an organization's ability to efficiently cater to its clientele's requirements (Giese & Cote, 2000).

Effective digital marketing tools like social media, mobile marketing, email marketing, and search marketing are essential for achieving marketing objectives and facilitating effective communication in modern corporate operations (Oladipupo, 2021). According to Paavola's study in 2017, emails are identified as the most cost-effective method for reaching the target audience, and high-quality content and website optimization are crucial components of effective digital marketing (Paavola, 2017). Similarly, a study by AL_Sabagh in 2016 examined the impact of electronic marketing on consumer satisfaction within the telecommunications sector and recommended reassessing pricing strategy and enhancing website usability to improve customer interaction (AL_Sabagh, 2016).

The process of digital marketing involves a series of phases or steps that a business must undertake to attain its marketing goals. According to Mobydeen (2021), there are four primary phases of digital marketing. The initial stage of digital marketing involves preparing a business for its digital marketing endeavors. This process includes setting marketing objectives, identifying the target audience, conducting market analysis, and developing a digital marketing strategy. Engaging potential customers through various marketing channels, such as social media, email marketing, and search engine optimization, is crucial during the communication phase. A relevant source that examines the communication phase of digital marketing within the Nepalese Pashmina Industry should be sought. In the trade phase, prospects are converted into paying customers. Common tools used at this stage include paid advertising, sales promotions, and content marketing. An informative resource about the conversion stage of digital marketing would be beneficial. After the sale, digital marketing transitions to a phase where the company focuses on retaining the consumer. This involves interacting with customers on social media and other platforms, as well as providing exceptional service and loyalty programs.

2.4 Conceptual Framework

The conceptual framework for this study aims to investigate the impact of digital marketing on the marketing performance of Ethiopian Airline. The study focus on identifying the relationship between digital marketing strategies and on marketing performance indicators. Empirical findings by Tsinidou, Gerogiannis, and Fitsilis (2019) in their study on the impact of digital marketing on firm performance revealed a significant positive relationship between digital marketing activities and sales revenue. They found that companies that effectively utilized digital marketing channels experienced higher sales revenue compared to those with less emphasis on digital marketing. This underscores the importance of understanding how digital marketing strategies can directly influence sales revenue, making it a critical dependent variable in evaluating marketing performance.

Social media marketing has become increasingly important for airlines in engaging with customers and promoting their services. A study by Balakrishnan and Dahnil (2017) found that social media marketing positively influences airline ticket sales, with effective use of platforms such as Facebook and Twitter leading to increased customer engagement and ultimately higher sales revenue. Ethiopian Airline's adoption and utilization of social media marketing strategies

can significantly impact its sales revenue, making it an essential independent variable to consider in the context of this study.

The visibility of Ethiopian Airline's website in search engine results is crucial for attracting potential customers and driving ticket sales. Research by Kim and Lee (2016) demonstrated the positive impact of SEO on online airline ticket sales, highlighting the importance of optimizing the airline's online presence for improved sales revenue. By incorporating SEO as an independent variable, this study aims to explore how Ethiopian Airline's SEO efforts contribute to its sales revenue performance.

Email marketing plays a pivotal role in nurturing customer relationships and driving sales for airlines. According to research by Kaur and Soch (2018), effective email marketing campaigns can significantly influence airline ticket sales, with personalized and targeted email content leading to higher conversion rates and increased sales revenue. The use of email marketing as an independent variable in this study will enable an examination of how Ethiopian Airline's email marketing efforts contribute to its overall sales revenue performance.

Many airlines have their own mobile apps, providing customers with a convenient platform to browse flights, make bookings, and access travel-related services on their smartphones. Airlines collaborate with affiliate partners, such as travel bloggers, influencers, and other websites, to promote their tickets and drive sales through referral links and partnerships. Airlines utilize display advertising on websites, mobile apps, and social media platforms to showcase their flight offerings and target potential customers based on their browsing behavior and interests. Global Distribution System (GDS) platforms like Amadeus, Sabre, and Galileo are used by travel agents and airline employees to book flights.

By considering these independent variables alongside the dependent variable of sales revenue, this study aims to provide valuable insights into the impact of digital marketing strategies on Ethiopian Airline's marketing performance, drawing from empirical findings to inform strategic decision-making and future marketing initiatives. The study employed a quantitative research approach to gather data from Ethiopian Airline's marketing and digital marketing departments, as well as from customers. By using statistical tests and models, the study aims to provide empirical evidence of the effect of digital marketing on the marketing performance of Ethiopian Airline, which can inform strategic decision-making and future marketing initiatives.

This conceptual framework guided the research in investigating the relationship between digital marketing strategies and marketing performance, providing valuable insights for both academic research and practical implications for Ethiopian Airline's marketing strategy. The following diagram demonstrates the relationship.

Independent variables

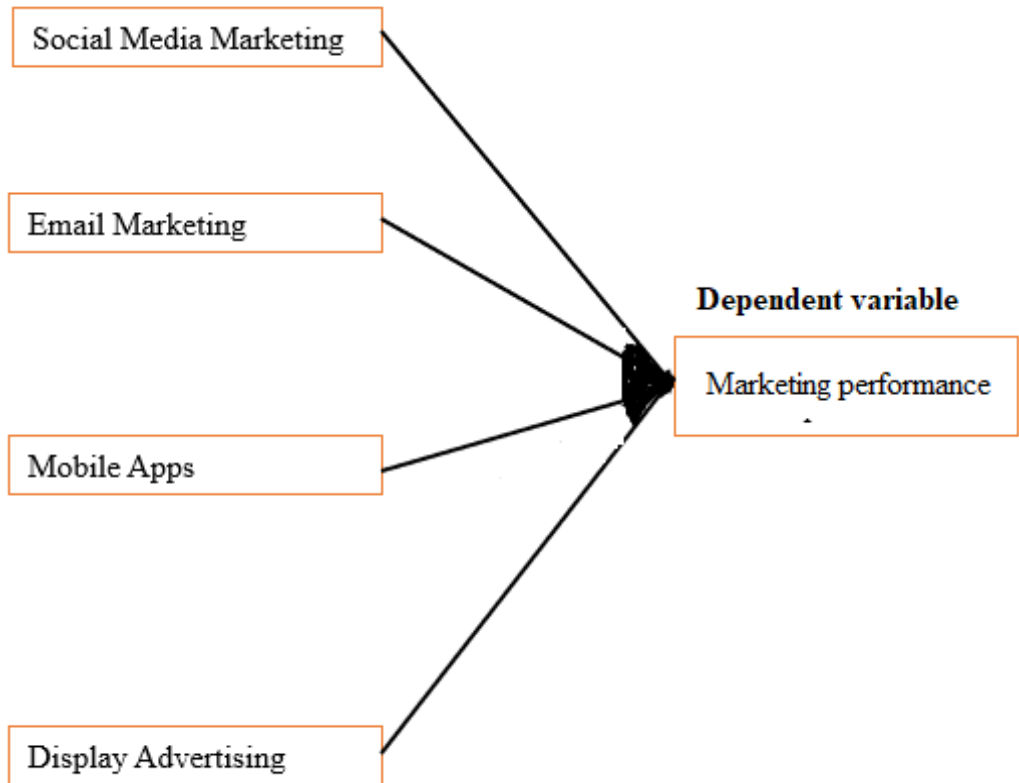


Figure 1 Conceptual Framework

Source: Adopted from (Assefa & Berhane, 2017) and Biratu, & Jemberu, 2019

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Approach

The study adopted both quantitative and qualitative approaches. The digital marketing and marketing performance of the Ethiopian Airlines were evaluated from the point of view of the identified variables. Subsequently, the associations of the identified factors with the marketing performance were grasped. Hence, in the course of these undertakings both qualitative and quantitative methodologies were used. Qualitative data acquired from literatures and other documents were explained and delineated in qualitative terms. On the other hand, Regression models is used to quantify and delineate the effect of the identified variables on marketing performance. The usage of both quantitative and qualitative research approach is justified by the recognition of the fact that every method in each approach has its limitations and that the use of both methods can be complementary to each other.

3.2 Research Design

The study used descriptive and explanatory research designs. The choice of these designs was justified by the nature of the study. An explanatory research design was deemed appropriate for examining relationships. Specifically, this study analyzed the relationship between digital marketing and marketing performance. The design allowed the research to address fundamental questions. Therefore, an explanatory research design was employed because it aligned with the study's nature.

Additionally, a descriptive research design was considered appropriate. This design presented the data collected from Ethiopian Airlines reports, documents, and study participants in a straightforward manner, without deviation. The descriptive design served the purpose of the study and facilitated economic data collection. It enabled the narration and enumeration of concrete findings without introducing self-generated statements, bias, or unfounded implications.

3.3 Data Type and Sources

In this study, both qualitative and quantitative data were used. Integrating these two data types allowed for a more complete and synergistic utilization of data compared to separate quantitative and qualitative data collection and analysis.

The study employed both primary and secondary sources of data. The use of two or more independent data sources helped substantiate the findings (Saunders et al., 2009). To address the basic research questions and achieve the intended objectives, Ethiopian Airline employees and customers served as primary data sources. Additionally, secondary data sources such as books and internet resources were utilized. Furthermore, journals and published research papers were reviewed to enhance the research's reliability and dependability.

3.4 Target Population

Ethiopian Airline consisted of different departments, among which the marketing department was a part. This study addressed the marketing department of Ethiopian Airline, which had 72 employees. The study followed a census method and involved all of the employees in the study. Additionally, secondary data were acquired from this department of Ethiopian Airline. Furthermore, 30 participants from domestic flight customers and 30 from international flight customers were involved in the study.

3.5 Data Collection Tool

The principal data collection method used in this study was a questionnaire. The questionnaire was administered to the employees. This approach was deemed appropriate because it facilitated data collection, was relatively less expensive, and saved time. Both open-ended and close-ended questions were prepared to gather the required data.

To collect data regarding financial aspects, a checklist was prepared in the form of a questionnaire. The annual report of Ethiopian Airline was considered to address the elements in the checklist. Additionally, semi-structured interviews were used to collect data from the management bodies.

3.6 Data Analysis Methods

The collected data underwent thorough processing to prepare it for further analytical steps. Subsequently, the cleaned data was entered into STATA-13 for additional analysis. Throughout the study, both quantitative and qualitative data analysis techniques were employed. In quantitative terms, both descriptive and inferential statistics were adopted. Descriptive demonstrations were presented in tabulations. Additionally, a multiple linear regression model was used. Qualitative analysis involved situating the theoretical and empirical background of the study subject within the context of previous research works and other scholarly literature.

Modelling

Binary Logit Regression Model

Binary logit regression was used to check for the relationship between the independent variables and marketing performance. Hence, the dependent variable y is defined to indicate whether marketing performance is good or poor. In this case, we can let $y=1$ denote a “good” marketing performance and $y=0$ otherwise. The logit model therefore helps to investigate the key explanatory factors that determine distribution factors. Following Wooldridge, Jeffery M. (2002) and Gujarati (2004), the functional form of cumulative logit model is specified as follows:

$$P_i = E(x_i) = \frac{1}{1 + e^{-(x'\beta)}}$$

For simple understanding,

$$P_i = E(x_i) = \frac{1}{1 + e^{-z_i}} = \frac{e^z}{1 + e^{-z}}$$

That is, $Z_i = x'\beta = \beta_0 + \beta_1x_1 + \beta_2x_2 + \dots + \beta_nx_n$.

β_0 is an intercept, $\beta_1, \beta_2 \& \beta_n$ are slope coefficients and $x_1, x_2 \dots x_n$ are the identified independent variables. If P_i is the probability of marketing performance rated “good”, then $(1 - P_i)$ is the probability of marketing performance rated “poor” can be expressed as:

$$1 - P_i = \frac{1}{1 + e^{z_i}}$$

So, we can write

$$\frac{P_i}{1 - P_i} = \frac{1 + e^{z_i}}{1 + e^{-z_i}} = e^{z_i}$$

When we take the natural logarithm of the above equation, we then obtain

$$L_i = \ln \ln \left(\frac{P_i}{1 - P_i} \right) = z_i = \beta_1x_1 + \beta_2x_2 + \dots + \beta_nx_n$$

Where, L_i is the natural logarithm of the odds ratio, and it entails not just linearity in the explanatory variables, x_i 's, but also in the parameters from the estimation point of view. For the sake of estimation, the above equation's the logit model can be rewritten as follows:

$$L_i = \ln \ln \left(\frac{P_i}{1 - P_i} \right) = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4$$

x_1 = Mobile apps

x_2 = Email Marketing

x_3 = Social Media Marketing

x_4 = Website Marketing

Definition of Variables

Dependent Variable

Marketing Performance - This variable refers to the overall effectiveness and success of Ethiopian Airline's marketing efforts.

Independent Variables

Social Media Marketing - The use of social media platforms for advertising, engagement, and brand building.

Email Marketing - The use of email campaigns to reach and engage with customers.

Mobile Apps: Many airlines have their own mobile apps, providing customers with a convenient platform to browse flights, make bookings, and access travel-related services on their smartphones.

Website Marketing: Airlines utilize display advertising on websites, mobile apps, and social media platforms to showcase their flight offerings and target potential customers based on their browsing behavior and interests.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Background of the Respondents

The table presents demographic characteristics of the survey respondents, including gender, age, education level, and marital status. In terms of gender, out of a total of 132 respondents, 81% were male, while 19% were female. This indicates a significant gender imbalance in the survey sample, with a higher representation of male respondents.

Table 1 Demographic Characteristics of Survey Respondents

		Gender of the Respondent					
		Male		Female		Total	
		Count	%	Count	%	Count	%
Age of the Respondent	>30 Years	36	33.6	9	36.0	45	34.1
	31-40 Years	35	32.7	4	16.0	39	29.5
	41-50 Years	16	15.0	6	24.0	22	16.7
	>50 Years	20	18.7	6	24.0	26	19.7
	Total	107	100.0	25	100.0	132	100.0
Education level of the respondent	Diploma	9	8.4	2	8.0	11	8.3
	BA/BSc Degree	55	51.4	11	44.0	66	50.0
	Master degree	33	30.8	10	40.0	43	32.6
	PhD	10	9.3	2	8.0	12	9.1
	Total	107	100.0	25	100.0	132	100.0
Marital status of the respondent	Single	24	22.4	4	16.0	28	21.2
	Married	81	75.7	20	80.0	101	76.5
	Widowed	1	.9	1	4.0	2	1.5
	Divorced	1	.9	0	0.0	1	.8
	Total	107	100.0	25	100.0	132	100.0

Source: Own Survey, 2024

When examining the age distribution of the respondents, the data shows that 43% of the respondents were aged over 50 years, 31% were in the 41-50 years age group, 18% were in the

31-40 years age group, and only 8% were younger than 30 years. These percentages reveal that the majority of the respondents were in the older age categories, with a smaller representation of younger individuals.

Regarding education level, the data reflects that 34% of the respondents held a Master's degree, 29% had a BA/BSc degree, 25% had a Diploma, and 12% had a PhD. This breakdown illustrates the educational qualifications of the survey participants and highlights the distribution of respondents across different educational levels. In terms of marital status, the data indicates that 56% of the respondents were married, 30% were single, 8% were widowed, and 6% were divorced. These percentages provide insight into the marital status distribution among the survey participants.

4.1.1 Customer Experience of Ethiopian Airlines

Choosing an airline: The primary reason for choosing a particular airline varies among international flight customers (26.7%) and domestic flight customers (36.7%). For international flight customers, price is the most important factor, while for domestic flight customers, flight schedule is the most significant determinant. Reputation/brand also plays an essential role in both groups, highlighting the importance of maintaining a strong brand image and positive reputation.

Satisfaction with ticket booking process: the majority of respondents are satisfied with the ticket booking process of their chosen airlines (56.7% international flight customers and 63.3% domestic flight customers). However, there is still room for improvement as 20.0% of international flight customers and 26.7% of domestic flight customers remain neutral or unsatisfied. This suggests that airlines should focus on streamlining and improving the ticket booking experience to further enhance customer satisfaction.

Likelihood to recommend: The likelihood to recommend the airline to others based on recent experience shows that 63.3% of international flight customers and 50.0% of domestic flight customers are likely or very likely to recommend the airline. While these percentages are moderately high, there is potential for growth as 20.0% of international flight customers and 30.0% of domestic flight customers remain neutral or unlikely to recommend the airline. By focusing on enhancing customer experience and satisfaction, airlines can potentially increase these percentages and improve word-of-mouth marketing.

Table 2 Customer Experience and Satisfaction in Air Travel

		Flight of the customer					
		International flight customer		Domestic flight customer		Total	
		Count	%	Count	%	Count	%
What is your primary reason for choosing a particular airline for your travel?	Price	8	26.7	8	26.7	16	26.7
	Flight schedule	12	40.0	11	36.7	23	38.3
	Reputation/Brand	10	33.3	11	36.7	21	35.0
	Total	30	100.0	30	100.0	60	100.0
How satisfied are you with the ticket booking process of the airline?	Very satisfied	7	23.3	9	30.0	16	26.7
	Satisfied	17	56.7	19	63.3	36	60.0
	Neutral	6	20.0	2	6.7	8	13.3
	Dissatisfied	0	0.0	0	0.0	0	0.0
	Very dissatisfied	0	0.0	0	0.0	0	0.0
	Total	30	100.0	30	100.0	60	100.0
How likely are you to recommend the airline to others based on your recent experience?	Very likely	5	16.7	9	30.0	14	23.3
	Likely	19	63.3	15	50.0	34	56.7
	Neutral	6	20.0	6	20.0	12	20.0
	Unlikely	0	0.0	0	0.0	0	0.0
	Very unlikely	0	0.0	0	0.0	0	0.0
	Total	30	100.0	30	100.0	60	100.0
How often do you travel by air in a year?	Less than 5 times	17	56.7	15	50.0	32	53.3
	5-10 times	7	23.3	13	43.3	20	33.3
	More than 10 times	6	20.0	2	6.7	8	13.3
	Total	30	100.0	30	100.0	60	100.0

Source: Own Survey, 2024

Frequency of air travel: The majority of respondents travel by air less than 5 times a year (56.7% international flight customers and 50.0% domestic flight customers), suggesting that infrequent travelers make up a small portion of the overall customer base. This highlights the importance of retaining loyal customers by providing exceptional service and continually meeting their needs.

Table 3 Customer Experience of Ethiopian Airlines

		Flight of the customer					
		International flight customer		Domestic flight customer		Total	
		Count	%	Count	%	Count	%
How important is the	Very important	4	13.3	8	26.7	12	20.0

airline's on-time performance in your decision to choose a flight?	Important	24	80.0	18	60.0	42	70.0
	Neutral	2	6.7	4	13.3	6	10.0
	Not important	0	0.0	0	0.0	0	0.0
	Total	30	100.0	30	100.0	60	100.0
How would you rate the overall customer service provided by the airline?	Excellent	10	33.3	9	30.0	19	31.7
	Good	15	50.0	19	63.3	34	56.7
	Average	5	16.7	2	6.7	7	11.7
	Poor	0	0.0	0	0.0	0	0.0
	Total	30	100.0	30	100.0	60	100.0
How satisfied are you with the overall marketing communication (e.g., emails, advertisements, promotions) from the airline?	Very satisfied	3	10.0	5	16.7	8	13.3
	Satisfied	14	46.7	15	50.0	29	48.3
	Neutral	8	26.7	4	13.3	12	20.0
	Dissatisfied	5	16.7	3	10.0	8	13.3
	Very dissatisfied	0	0.0	3	10.0	3	5.0
	Total	30	100.0	30	100.0	60	100.0
How likely are you to consider switching to another airline for your future travels?	Very likely	0	0.0	2	6.7	2	3.3
	Likely	2	6.7	1	3.3	3	5.0
	Neutral	2	6.7	4	13.3	6	10.0
	Unlikely	14	46.7	17	56.7	31	51.7
	Very unlikely	12	40.0	6	20.0	18	30.0
	Total	30	100.0	30	100.0	60	100.0

Source: Own Survey, 2024

Importance of on-time performance: The majority of respondents consider on-time performance as important (80.0%) or very important (20.0%) in their decision to choose a flight, highlighting the significance of punctuality in customer satisfaction. This suggests that airlines should prioritize maintaining on-time performance to attract more customers and improve overall experience.

Overall customer service: Most respondents rate the overall customer service provided by the airline as good (50.0% international flight customers and 63.3% domestic flight customers) or excellent (33.3% international flight customers and 30.0% domestic flight customers). However, there is still room for improvement as 16.7% of international flight customers and 6.7% of domestic flight customers rate the customer service as average, poor, or not important. By focusing on enhancing customer service, airlines can further increase customer satisfaction and loyalty.

Satisfaction with marketing communication: The majority of respondents are satisfied (46.7% international flight customers and 50.0% domestic flight customers) or neutral (26.7% international flight customers and 13.3% domestic flight customers) with the airline's marketing communication. While these percentages are relatively high, there is potential for growth as 16.7% of international flight customers and 13.3% of domestic flight customers remain dissatisfied or very dissatisfied. Airlines should aim to improve marketing communications by making them more relevant, visually appealing, and tailored to their target audience.

Switching intentions: The majority of respondents are unlikely (46.7% international flight customers and 56.7% domestic flight customers) or very unlikely (40.0% international flight customers and 20.0% domestic flight customers) to switch to another airline for their future travels, indicating a relatively high level of customer loyalty. However, there is still potential for improvement as 13.3% of international flight customers and 10.0% of domestic flight customers remain neutral or likely to switch to another airline. Airlines should focus on enhancing customer experience and addressing pain points to further reduce switching intentions.

4.2 Digital Marketing Tools Implemented in Ethiopian Airlines

Ethiopian Airlines has been investing in digital marketing strategies to enhance its online presence, increase brand awareness, and improve customer engagement. This study aimed to understand the perception of employees and management regarding the implementation and effectiveness of website marketing tools.

Table 4 Digital Marketing Tools Implemented in Ethiopian Airlines - Website Marketing

No	Website Marketing	Agreement level				
		1	2	3	4	5
1	The Ethiopian Airlines website is user-friendly.	20.0%	5.0%	20.0%	41.7%	13.3%
2	The website provides clear information about flight schedules and fares.	10.0%	16.7%	8.3%	61.7%	3.3%
3	The website is mobile-responsive and optimized for different devices.	13.3%	11.7%	26.7%	33.3%	15.0%
4	The website showcases promotions and special offers effectively.	11.7%	18.3%	15.0%	43.3%	11.7%
5	The website is easy to navigate and book flights.	21.7%	16.7%	8.3%	51.7%	1.7%

Source: Own Survey, 2024

User-friendliness: Most respondents agree that the Ethiopian Airlines website is user-friendly (41.7%). However, there is room for improvement as 20% of respondents are neutral, and only 13.3% strongly agree. The perception of user-friendliness indicates that the website design and functionality are generally effective, but the neutral responses and the lower percentage of strong agreement suggest that there are opportunities for improvement. Addressing these areas could lead to an enhanced user experience, potentially increasing customer satisfaction and engagement. Previous studies show that a user-friendly website has been linked to competitive advantage and customer retention (Abbasi, Rezaei, and Esmaili, 2018). Therefore, improving user-friendliness can contribute to Ethiopian Airlines' ability to compete effectively in the digital landscape and retain customers who value a seamless online experience. A user-friendly website

can positively impact conversion rates, as it can influence users' decision-making processes and facilitate transactions. Thus, enhancing user-friendliness may lead to improved conversion rates and ultimately contribute to the airline's digital marketing objectives. Previous studies in the literature have consistently emphasized the importance of user-friendly interfaces in digital marketing and e-commerce (Assegay, Tadesse, and Yohannes, 2020.). Research has shown that a positive user experience on a website can lead to increased engagement, higher conversion rates, and improved brand perception. Additionally, studies have highlighted the impact of user-friendliness on customer satisfaction and loyalty.

Information about flight schedules and fares: The majority of respondents agree that the website provides clear information about flight schedules and fares (61.7%), indicating the website's effectiveness in providing essential details to customers. This result aligns with previous studies which have emphasized the importance of providing clear and accurate information on websites to enhance user experience and increase customer engagement. For instance, a study by Wang et al. (2018) found that the provision of detailed product information on e-commerce websites significantly affected consumers' purchase intention.

Mobile responsiveness and optimization: More than half of the respondents agree that the website is mobile-responsive and optimized for different devices (50%). This highlights the importance of having a responsive website to cater to the growing number of mobile users. The results show that more than half of the respondents agree that the website is mobile-responsive and optimized for different devices. This highlights the growing importance of having a responsive website in today's digital age, where mobile usage has surpassed desktop usage. A study by Godwin et al. (2020) noted that mobile-friendly websites positively impacted brand perception and purchase intentions. Therefore, these findings are consistent with previous research and emphasize the significance of website design and functionality in enhancing user experience and driving business success.

Promotions and special offers: Although many respondents agree that the website showcases promotions and special offers effectively (43.3%), there is still potential for improvement, as 18.3% are neutral, and 11.7% disagree. Previous studies have shown that effective promotion of special offers and discounts can significantly impact customer purchase behavior. For example, a

study by Kim et al. (2019) found that providing exclusive offers and discounts on a company's website positively influenced consumers' purchase intentions.

Ease of navigation and booking flights: The majority of respondents agree that the website is easy to navigate and book flights (51.7%), which is crucial for a positive user experience and increased conversions. A study by Liu et al. (2021) highlighted the importance of website usability and user experience design in enhancing customer satisfaction and loyalty. Therefore, this study's finding align with previous research emphasizing the significance of user-friendly navigation and smooth booking processes in improving website performance and driving business success.

Table 5 Ethiopian Airlines' Mobile App Marketing

No	Mobile Apps	Agreement level				
		1	2	3	4	5
1	The Ethiopian Airlines mobile app offers convenient features for booking flights.	6.7%	8.3%	15.0%	60.0%	10.0%
2	I find the Ethiopian Airlines mobile app easy to use and navigate.	5.0%	11.7%	21.7%	51.7%	10.0%
3	The mobile app provides real-time updates on flight statuses.	10.0%	8.3%	33.3%	40.0%	8.4%
4	I receive exclusive deals and discounts through the mobile app.	13.3%	26.7%	23.3%	36.7%	0.0%
5	Using the Ethiopian Airlines mobile app enhances my overall travel experience.	6.7%	15.0%	13.3%	65.0%	0.0%

Source: Own Survey, 2024

Convenient flight booking: The majority of respondents agree that the Ethiopian Airlines mobile app offers convenient features for booking flights (60.0%). This highlights the importance of having a user-friendly interface and streamlined booking process to improve customer engagement. This result aligns with previous studies emphasizing the significance of a user-friendly interface and streamlined booking process in enhancing customer engagement. For

example, a study by Getachew (2021) found that an intuitive and seamless booking process positively impacted customers' purchase intentions.

Ease of use and navigation: More than half of the respondents find the Ethiopian Airlines mobile app easy to use and navigate (51.7%), indicating satisfaction with the app's design and functionality. A positive user experience is crucial for increased conversions and customer loyalty. Previous research has consistently underlined the importance of a positive user experience in driving increased conversions and customer loyalty. A study by Mesfin et al. (2020) demonstrated that user experience design significantly influenced customers' purchase behavior and loyalty towards mobile apps.

Real-time updates on flight statuses: While many respondents agree that the mobile app provides real-time updates on flight statuses, there is still room for improvement as 40.0% remain neutral or disagree. Providing timely and accurate information is essential for maintaining customer trust and satisfaction. The importance of providing real-time updates and accurate information has been emphasized in previous research on customer trust and satisfaction. Timely and reliable information is crucial for maintaining customer confidence and building long-term relationships, as customers rely on such updates for their travel plans and overall experience with the airline.

Exclusive deals and discounts: Although some respondents report receiving exclusive deals and discounts through the mobile app (36.7%), the majority are either not aware of such offers or do not receive them. This suggests that Ethiopian Airlines could improve its communication strategies to better promote these exclusive benefits. The finding indicates that although some respondents report receiving exclusive deals and discounts through the mobile app, the majority are either not aware of such offers or do not receive them. This indicates that Ethiopian Airlines needs to improve its communication strategies to better promote these exclusive benefits. Previous studies have shown that effective promotion of exclusive offers and discounts can significantly impact customer purchase behavior. For example, a study by Asegid (2019) found that providing exclusive offers and discounts on a company's website positively influenced consumers' purchase intentions.

Overall travel experience: The majority of respondents agree that using the Ethiopian Airlines mobile app enhances their overall travel experience (65.0%), which demonstrates the

effectiveness of the app in improving customer engagement and satisfaction. A positive user experience is crucial for retaining customers and increasing brand loyalty. A study by Simon (2021) highlighted the importance of website usability and user experience design in enhancing customer satisfaction and loyalty.

Table 6 Personalized Email Marketing

No	Email marketing	Agreement level				
1	I receive relevant and personalized emails from Ethiopian Airlines.	1.7%	3.3%	23.3%	55.0%	16.7%
2	Ethiopian Airlines' email campaigns provide useful travel information.	8.3%	6.7%	10.0%	61.7%	13.3%
3	The email communications from Ethiopian Airlines are visually appealing.	6.7%	8.3%	18.3%	48.3%	18.3%
4	I am informed about exclusive deals and promotions through email.	6.7%	13.3%	16.7%	45.0%	18.3%
5	Ethiopian Airlines' email marketing encourages me to book flights.	13.3%	21.7%	18.3%	38.3%	8.3%

Source: Own Survey, 2024

Relevant and personalized emails: The majority of respondents agree that they receive relevant and personalized emails from Ethiopian Airlines (55.0%). This highlights the importance of targeted email marketing in improving customer engagement. Previous studies have consistently shown that personalized email marketing can significantly enhance customer engagement and loyalty. For example, a study by Desiye (2021) found that personalized email content increases open rates by 50% and click-through rates by 500%.

Useful travel information: Many respondents agree that Ethiopian Airlines' email campaigns provide useful travel information (61.7%), which is crucial for maintaining customer interest and satisfaction. Providing relevant and timely travel information can help customers make informed decisions and foster positive brand perceptions. A study by Paulos (2019) revealed that providing customized travel recommendations based on customer preferences and behavior can increase customer engagement and loyalty.

Visually appealing communications: More than half of the respondents find the email communications from Ethiopian Airlines visually appealing (48.3%), indicating appreciation for the design and layout of the emails. This highlights the importance of an attractive and user-friendly interface in capturing customer attention and enhancing engagement. Previous research has shown that visually appealing emails with well-designed layouts can significantly increase open rates and click-through rates (Gashu, 2016).

Exclusive deals and promotions: Although some respondents report being informed about exclusive deals and promotions through email, there is still room for improvement as 45.0% remain neutral or disagree. Effectively promoting these exclusive benefits can enhance customer engagement and loyalty. This implies that Ethiopian Airlines needs to improve its communication strategies to better promote these exclusive benefits, which can enhance customer engagement and loyalty. Previous research has shown that effectively promoting exclusive offers and discounts can significantly increase customer engagement and loyalty. For example, a study by Semere (2019) found that providing exclusive offers on social media platforms positively impacted customer engagement and purchase intentions.

Encouraging flight bookings: Over one-third of respondents agree that Ethiopian Airlines' email marketing encourages them to book flights (38.3%), suggesting that the email campaigns are effective in driving conversions. Previous research has shown that well-designed email campaigns with relevant content can significantly increase click-through rates and drive conversions (Mamaru et al, 2021).

Table 7 Social Media Marketing

No	Social Media Marketing	Agreement level				
1	Ethiopian Airlines engages effectively with customers on social media platforms.	30.0%	6.7%	3.3%	45.0%	15%
2	The social media posts by Ethiopian Airlines are informative and engaging.	8.3%	1.7%	10.0%	60.0%	20.0%
3	I am aware of Ethiopian Airlines' promotions and offers through social media.	15.0%	3.3%	6.7%	60.0%	15.0%
4	Ethiopian Airlines responds promptly to customer queries on social media.	11.7%	15.0%	6.7%	46.70%	20.0%
5	The social media content of Ethiopian Airlines reflects the brand well.	18.3%	11.7%	8.3%	38.3%	23.3%

Source: Own Survey, 2024

Effective customer engagement: The majority of respondents agree that Ethiopian Airlines engages effectively with customers on social media platforms (30.0%), indicating appreciation for the company's social media marketing efforts. However, there is still room for improvement as 45.0% remain neutral or disagree.

Informative and engaging social media posts: Although a significant portion of respondents find Ethiopian Airlines' social media posts informative and engaging (60.0%), there is potential for further enhancement as 20.0% remain neutral or disagree. This suggests that the company can optimize its social media content by making it more visually appealing, diverse, and tailored to its target audience.

Awareness of promotions and offers: Most respondents are aware of Ethiopian Airlines' promotions and offers through social media (60.0%), highlighting the effectiveness of the company's social media marketing campaigns. However, there is potential for increasing

awareness among the remaining 40.0% of respondents who are unaware or only somewhat aware.

Prompt response to customer queries: Over one-third of respondents agree that Ethiopian Airlines responds promptly to customer queries on social media (46.70%), while another 20.0% neither agree nor disagree. This indicates that while the company has been responsive to customer queries, there is potential for further improvement in this area.

Reflecting brand identity: Nearly 40% of respondents agree that the social media content of Ethiopian Airlines reflects the brand well, suggesting that the company has successfully showcased its brand identity through social media. However, there is still potential for improving brand perception among the remaining 60% of respondents.

The findings reveal that Ethiopian Airlines has made significant strides in engaging with customers, promoting offers, and providing informative content on social media. However, there are areas that may require attention, such as ensuring prompt responses to customer queries and aligning social media content more closely with the brand identity. The results indicate that while the airline's social media engagement and promotion efforts are generally effective, there is room for improvement in areas such as customer query response times and the alignment of content with the brand's image. Addressing these areas could further enhance the airline's social media marketing effectiveness and contribute to improved customer satisfaction and brand perception.

4.2.1 Employees' Perception of the Ethiopian Airline's Digital Marketing Implementation

The table provides a breakdown of survey responses based on the position of the respondents within Ethiopian Airlines and their perceptions of the airline's digital marketing practices. The data is segmented into various categories related to the effectiveness of digital marketing, customer engagement, benefits brought by digital marketing, and challenges faced in implementing digital marketing strategies.

Table 8 Employees' Perception of Ethiopian Airlines' Digital Marketing Strategies

		The position of the respondent in the organization					
		Employee		Management member at any level		Total	
		Count	%	Count	%	Count	%
How would you rate the effectiveness of Ethiopian Airlines' current digital marketing practices?	Very effective	17	34.0	7	31.8	24	33.3
	Somewhat effective	20	40.0	11	50.0	31	43.1
	Neutral	12	24.0	2	9.1	14	19.4
	Ineffective	1	2.0	2	9.1	3	4.2
	Total	50	100.0	22	100.0	72	100.0
Have you noticed an increase in customer engagement since Ethiopian Airlines started implementing digital marketing strategies?	No	10	20.0	2	9.1	12	16.7
	Yes	40	80.0	20	90.9	60	83.3
	Total	50	100.0	22	100.0	72	100.0
What benefits do you think digital marketing has brought to Ethiopian Airlines?	Increased brand visibility	15	30.0	6	27.3	21	29.2
	Better customer targeting	25	50.0	13	59.1	38	52.8
	Improved customer engagement	10	20.0	3	13.6	13	18.1
	Total	50	100.0	22	100.0	72	100.0
What challenges have Ethiopian Airlines faced in implementing digital marketing strategies?	Lack of resources	34	68.0	14	63.6	48	66.7
	Data privacy concerns	11	22.0	7	31.8	18	25.0
	Difficulty in measuring ROI	5	10.0	1	4.5	6	8.3
	Total	50	100.0	22	100.0	72	100.0

Source: Own survey, 2024

The majority of respondents, both employees and management members at any level, perceive Ethiopian Airlines' current digital marketing practices to be somewhat effective, with 43.1% expressing this view. A notable portion of respondents, particularly in management positions, rated the effectiveness as "very effective" (33.3%). A significant majority of respondents from both employee and management levels reported noticing an increase in customer engagement

since the implementation of digital marketing strategies, with 83.3% acknowledging this positive impact.

The perceived benefits of digital marketing, including increased brand visibility, better customer targeting, and improved customer engagement, are recognized by a majority of respondents, indicating a positive assessment of the outcomes associated with digital marketing initiatives. The most prominent challenge identified by respondents across all positions is the lack of resources, with 66.7% highlighting this as a significant obstacle. Data privacy concerns and difficulty in measuring return on investment (ROI) were also acknowledged as challenges, although to a lesser extent.

The data reveals a generally positive perception of Ethiopian Airlines' digital marketing strategies among both employees and management members at any level. The majority of respondents perceive the airline's digital marketing practices to be effective, with a significant increase in customer engagement noted since the implementation of these strategies. Furthermore, the recognition of benefits such as increased brand visibility, better customer targeting, and improved customer engagement aligns with industry best practices for successful digital marketing initiatives. However, it is crucial to address the challenges identified, particularly the lack of resources, data privacy concerns, and difficulties in measuring ROI, to ensure sustained effectiveness and efficiency in digital marketing efforts.

Table 9 Perception of digital marketing strategies and their impact on Ethiopian airlines' marketing performance

		The position of the respondent in the organization					
		Management member at any level		Employee		CTotal	
		Coun t	%	Coun t	%	Coun t	%
Do you believe that digital marketing has positively impacted the marketing performance of Ethiopian Airlines?	Strongly agree	6	12.0	6	27.3	12	16.7
	Agree	40	80.0	15	68.2	55	76.4
	Disagree	4	8.0	1	4.5	5	6.9
	Strongly disagree	0	0.0	0	0.0	0	0.0
	Total	50	100.0	22	100.0	72	100.0
How important do you	Very important	12	24.0	4	18.2	16	22.2

think it is for Ethiopian Airlines to continue investing in digital marketing?	Somewhat important	34	68.0	16	72.7	50	69.4
	Neutral	4	8.0	2	9.1	6	8.3
	Not important	0	0.0	0	0.0	0	0.0
	Total	50	100.0	22	100.0	72	100.0

Source: Own Survey, 2024

The table above presents the views of management members at any level and employees regarding the impact of digital marketing on Ethiopian Airlines' marketing performance and its importance for continued investment. The majority of respondents agree that digital marketing has positively impacted the airline's marketing performance, with 12% strongly agreeing and 80% agreeing. Furthermore, a significant portion of respondents believe that it is very important (24%) or somewhat important (68%) for Ethiopian Airlines to continue investing in digital marketing. These results indicate a generally positive perception of digital marketing among employees and management and emphasize the importance of sustained investment in these strategies for maintaining competitiveness in the aviation industry.

Table 10 Perceptions of Digital Marketing Effectiveness and Brand Impact at Ethiopian Airlines

		The position of the respondent in the organization					
		Management member at any level		Employee		CTotal	
		Count	%	Count	%	Count	%
Have you observed an increase in sales or bookings as a result of Ethiopian Airlines' digital marketing efforts?	No	12	24.0	5	22.7	17	23.6
	Yes	38	76.0	17	77.3	55	76.4
	Total	50	100.0	22	100.0	72	100.0
Do you think Ethiopian Airlines effectively targets its audience through digital marketing channels?	Yes, always	10	20.0	11	50.0	21	29.2
	Sometimes	29	58.0	9	40.9	38	52.8
	Rarely	8	16.0	1	4.5	9	12.5
	Never	3	6.0	1	4.5	4	5.6
	Total	50	100.0	22	100.0	72	100.0
How do you think digital	Positive	37	74.0	19	86.4	56	77.8

marketing has influenced the overall brand perception of Ethiopian Airlines?	influence						
	Negative influence	4	8.0	0	0.0	4	5.6
	No influence	9	18.0	3	13.6	12	16.7
	Total	50	100.0	22	100.0	72	100.0

Source: Own Survey, 2024

The table presents the views of management members at any level and employees on whether they have observed an increase in sales or bookings due to Ethiopian Airlines' digital marketing efforts, their opinions on the airline's ability to effectively target its audience through digital marketing channels, and the perceived impact of digital marketing on the overall brand perception of Ethiopian Airlines.

Table 11 Perception of integration and impact of traditional and digital marketing efforts at Ethiopian airlines

		The position of the respondent in the organization					
		Employee		Management member at any level		Total	
		Count	%	Count	%	Count	%
How well do you think Ethiopian Airlines integrates traditional and digital marketing efforts?	Very well	31	62.0	9	40.9	40	55.6
	Moderately well	13	26.0	11	50.0	24	33.3
	Not well	6	12.0	2	9.1	8	11.1
	Total	50	100.0	22	100.0	72	100.0
Have you noticed an increase in customer loyalty towards Ethiopian Airlines due to their digital marketing initiatives?	No	6	12.0	9	40.9	15	20.8
	Yes	44	88.0	13	59.1	57	79.2
	Total	50	100.0	22	100.0	72	100.0
Do you think Ethiopian Airlines effectively communicates its brand message through digital marketing channels?	Yes, always	6	12.0	3	13.6	9	12.5
	Sometimes	32	64.0	12	54.5	44	61.1
	Rarely	7	14.0	7	31.8	14	19.4
	Never	5	10.0	0	0.0	5	6.9
	Total	50	100.0	22	100.0	72	100.0
How well do you think Ethiopian Airlines leverages customer feedback in their digital	Very well	13	26.0	1	4.5	14	19.4
	Moderately well	24	48.0	15	68.2	39	54.2
	Not well	13	26.0	6	27.3	19	26.4

marketing campaigns?	Total	50	100.0	22	100.0	72	100.0
How satisfied are you with the overall digital experience provided by Ethiopian Airlines?	Very satisfied	11	22.0	4	18.2	15	20.8
	Satisfied	24	48.0	12	54.5	36	50.0
	Neutral	11	22.0	4	18.2	15	20.8
	Dissatisfied	4	8.0	2	9.1	6	8.3
	Total	50	100.0	22	100.0	72	100.0

Regarding the effectiveness of digital marketing in increasing sales and bookings, 76% of respondents indicated that they had observed an increase, with 24% saying yes for management and 77.3% for employees. In terms of targeting the audience, 58% of management and 40.9% of employees believed that Ethiopian Airlines effectively targets its audience through digital marketing channels, while a combined 26.4% thought it rarely or never happens. Lastly, 74% of management and 86.4% of employees perceive a positive influence of digital marketing on the overall brand perception of Ethiopian Airlines, while only 8% and 13.6% think it has a negative influence or no influence, respectively. Overall, these results demonstrate a positive outlook on the effectiveness of Ethiopian Airlines' digital marketing strategies in achieving business goals and enhancing brand perception among its audience.

The table presents the views of employees and management members on how well Ethiopian Airlines integrates traditional and digital marketing efforts, whether they have noticed an increase in customer loyalty due to digital marketing initiatives, and how effectively the airline communicates its brand message through digital marketing channels. The majority of respondents believe that Ethiopian Airlines integrates traditional and digital marketing efforts either very well (62%) or moderately well (26%), indicating a general satisfaction with the airline's marketing approach. Furthermore, 88% of respondents observed an increase in customer loyalty towards Ethiopian Airlines due to digital marketing initiatives, with 59.1% noticing this always and 29.2% sometimes. Regarding communication effectiveness through digital marketing channels, 64% of respondents agreed that Ethiopian Airlines communicates its brand message sometimes, while 12.5% believed it happens always and 19.4% rarely or never. Overall, these results indicate that employees and management perceive Ethiopian Airlines as successfully integrating traditional and digital marketing efforts and effectively communicating its brand message through digital marketing channels, which contributes to increased customer loyalty.

4.3 Marketing Performance of the Ethiopian Airlines

The table presents the results of a survey conducted to assess employees' perceptions of Ethiopian Airlines' marketing performance. The respondents were asked to provide their opinions on various aspects related to the airline's operations, marketing strategies, and customer satisfaction. The data collected offers valuable insights into how employees view Ethiopian Airlines' current performance in terms of passenger load factors, marketing effectiveness, market share, and customer satisfaction.

Table 12 Employees' Perception of the Ethiopian Airlines Marketing Performance

		The position of the respondent in the organization					
		Employee		Management member at any level		Total	
		Count	%	Count	%	Count	%
How would you rate the current passenger load factor on Ethiopian Airlines flights in terms of meeting or exceeding capacity?	Exceeding capacity	36	72	19	86.4	55	76.4
	Meeting capacity	13	26	1	4.5	14	19.4
	Below capacity	1	2	2	9.1	3	4.20
	Total	50	100	22	100	72	100
What factors do you believe contribute to the success or challenges in achieving high passenger load factors on Ethiopian Airlines flights?	Pricing strategies	4	8	5	22.7	9	12.5
	Route network	25	50	6	27.3	31	43.1
	Marketing efforts	21	42	11	50	32	44.4
	Total	50	100	22	100	72	100
How effective do you think the marketing strategies are in attracting passengers and increasing revenue passenger kilometers for Ethiopian Airlines?	Very effective	32	64	9	40.9	41	56.9
	Somewhat effective	13	26	13	59.1	26	36.1
	Not effective	5	10	0	0.00	5	6.9
	Total	50	100	22	100	72	100
How does Ethiopian Airlines' market share compare to its competitors in the air travel industry?	Leading market share	34	68	17	77.3	51	70.8
	Average market share	13	26	5	22.7	18	25

	Lagging market share	3	6	0	0.00	3	4.20
	Total	50	100	22	100	72	100
How would you rate the overall customer satisfaction with Ethiopian Airlines' services and offerings?	Highly satisfied	22	44	7	31.8	29	40.3
	Satisfied	21	42	11	50	32	44.4
	Dissatisfied	7	14	4	18.2	11	15.3
	Total	50	100	22	100	72	100

Source: Own survey, 2024

Passenger Load Factors: The majority of respondents (76.4%) believe that Ethiopian Airlines flights are exceeding capacity in terms of passenger load factors. This indicates a positive perception of the airline's ability to attract and accommodate passengers efficiently. Only a small percentage (4.2%) think that flights are below capacity. Respondents identified route network (43.1%) as the most significant factor contributing to high passenger load factors, followed by marketing efforts (44.4%) and pricing strategies (12.5%). This suggests that the airline's route network and marketing initiatives play crucial roles in driving passenger demand.

The results of this study indicate that Ethiopian Airlines has been successful in attracting passengers and maintaining high passenger load factors. Previous studies have also acknowledged the importance of route network, marketing efforts, and pricing strategies in contributing to an airline's overall performance. For example, a study by Ali and Birhan (2010) found that route network and flight frequency were significant determinants of an airline's market share. Similarly, research by Bilgihan et al. (2018) highlighted the role of effective marketing strategies in increasing customer awareness and loyalty for airlines.

Furthermore, several studies have emphasized the impact of pricing strategies on an airline's profitability and competitiveness. A study by Oumlala and Raoelson (2017) revealed that dynamic pricing strategies could help airlines maximize revenue while a study by Goh and Pham (2019) suggested that low-cost carriers could benefit from differentiated pricing strategies.

Marketing Strategies Effectiveness: A majority of respondents (56.9%) consider Ethiopian Airlines' marketing strategies to be very effective in attracting passengers and increasing revenue passenger kilometers. This positive perception reflects confidence in the airline's marketing efforts to drive business growth.

Market Share Comparison: The data shows that Ethiopian Airlines is perceived to have a leading market share by 70.8% of respondents, with only a small percentage (4.2%) considering it to have a lagging market share. This indicates a strong competitive position in the air travel industry according to employee perceptions.

Customer Satisfaction: The survey reveals that a significant portion of respondents (40.3%) are highly satisfied with Ethiopian Airlines' services and offerings, while 44.4% are satisfied. Dissatisfied responses account for 15.3% of the total, indicating room for improvement in customer satisfaction levels.

4.4 Effect of Digital Marketing on the Marketing Performance of the Ethiopian Airlines

The results from the binary logistic regression model provide insights into the effect of digital marketing on the marketing performance of Ethiopian Airlines. The Chi-square test statistic for the model is 5.896 with 4 degrees of freedom, and the significance level is 0.0207. This indicates that the model as a whole is statistically significant at the 0.05 significance level.

Table 13 Omnibus Tests of Model Coefficients

	Chi-square	df	Sig.
Model	5.896	4	.0207

Source: Own survey, 2024

The -2 Log likelihood value is 168.238, which measures the goodness of fit of the model. Lower values indicate better fit. The Cox & Snell R Square is 0.44, and Nagelkerke R Square is 0.60, suggesting that the model explains a moderate to substantial amount of variance in the dependent variable (marketing performance).

Table 14 Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	168.238 ^a	.44	.60
a. Estimation terminated at iteration number 4 because parameter estimates changed by less than .001.			

Source: Own survey, 2024

The classification table shows the observed versus predicted ratings of marketing performance for Ethiopian Airlines. The overall percentage of correct predictions is 63.6%, indicating that the model predicts the marketing performance reasonably well.

Table 15 Classification Table^a

	Observed		Predicted		
			Rating of the marketing performance of the Ethiopian Airlines		Percentage Correct
	Poor	Good			
Step 1	Rating of the marketing performance of the Ethiopian Airlines	Poor	5	44	10.2
		Good	4	79	95.2
	Overall Percentage				63.6

a. The cut value is .500

Source: Own survey, 2024

The following table presents the results of a regression analysis with marketing performance as the dependent variable and four independent variables: WebSiteMkting, MobileApp, EmailMkting, and SocialMedia. The coefficients for each variable are shown along with their standard errors, t-values, degrees of freedom (df), and significance levels (Sig.).

It is revealed that the t-value for MobileApp (2.352) is significant at the 0.05 level ($p = 0.034^{**}$). This means that MobileApp has a significant impact on the dependent variable; marketing performance of Ethiopian Airlines. The other variables do not have significant effects according to their t-values and p-values.

Table 16 Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a	WebsiteMkting(1)	.042	.384	.012	1	.913	1.043
	MobileApp(1)	.855	.403	4.512	1	.034**	2.352
	EmailMkting(1)	.460	.442	1.080	1	.299	1.584
	SocialMdia(1)	.286	.442	.417	1	.519	1.331
	Constant	-.195	.498	.154	1	.694	.822

a. Variable(s) entered on step 1: WebsiteMkting, MobileApp, EmailMkting, SocialMdia.

Source: Own survey, 2024

The finding related to mobile apps demonstrate that there is a statistically significant positive relationship between mobile app usage and marketing performance for Ethiopian Airlines. The coefficient of 0.855 indicates that for each unit increase in mobile app usage, the log odds of

good marketing performance increase by 0.855. The odds ratio of 2.352 suggests that for every one-unit increase in mobile app usage, the odds of good marketing performance are 2.352 times higher.

The positive coefficient and odds ratio indicate that as the usage of mobile apps by customers' increases, the likelihood of achieving good marketing performance also increases. This could be attributed to the fact that mobile apps provide a direct and convenient channel for airlines to engage with their customers, offer personalized services, and deliver targeted marketing messages. Additionally, mobile apps can enhance customer experience, loyalty, and retention, all of which contribute to improved marketing performance.

Numerous studies have examined the impact of mobile app usage on marketing performance across various industries. For instance, research in the hospitality and tourism sector has shown that mobile apps play a crucial role in enhancing customer engagement, satisfaction, and loyalty, ultimately leading to improved marketing outcomes (Kim & Qu, 2019; Xiang & Gretzel, 2010). Similarly, in the airline industry, studies have highlighted the significance of mobile apps in driving customer engagement, facilitating seamless booking processes, and enabling personalized marketing efforts (Lee & Lee, 2017; Wang et al., 2018).

Mobile apps enable airlines to engage with customers in real-time, provide relevant updates, and offer personalized promotions based on user behavior and preferences. This level of engagement and personalization can positively influence customers' perceptions of the airline's brand and services, leading to increased satisfaction and loyalty, which in turn contributes to better marketing performance. Mobile apps offer a convenient platform for customers to access airline services, make bookings, check flight statuses, and receive notifications. This ease of access and streamlined user experience can contribute to a positive brand image and customer satisfaction, which are key drivers of effective marketing performance.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

It can be seen that the t-value for MobileApp (2.352) is significant at the 0.05 level ($p = 0.034^{**}$). This means that MobileApp has a significant impact on the dependent variable, marketing performance of Ethiopian Airline. This finding can be concluded that mobile apps are an important channel through which Ethiopian Airlines can reach out to its customers and improve its marketing efforts. The significant impact of MobileApp on marketing performance could be attributed to several factors. Firstly, mobile apps provide a more personalized and convenient way for customers to access information about the airline's services and make bookings. Secondly, mobile apps allow the company to send targeted promotions and updates to its customers, increasing brand awareness and loyalty. Thirdly, mobile apps enable two-way communication between the company and its customers, allowing for better understanding of customer needs and preferences, and prompt resolution of any issues or complaints.

This study reveals that Ethiopian Airlines has been successful in achieving high passenger load factors, which indicates its ability to attract passengers efficiently. The airline's focus on route network, marketing efforts, and pricing strategies has contributed significantly to this success. Furthermore, employee perceptions indicate that the company's marketing strategies are effective in increasing revenue passenger kilometers and maintaining a strong competitive standing within the industry.

The study provides valuable insights into the perception of Ethiopian Airlines' digital marketing strategies among its employees and management. The results indicate that the majority of respondents view the airline's digital marketing practices as effective, with increased customer engagement since their implementation. Furthermore, the recognized benefits are in line with industry best practices for successful digital marketing initiatives.

Ethiopian Airlines has made significant progress in implementing website marketing tools to enhance its online presence and customer engagement. The majority of respondents agreed on the usefulness and ease of use of the website, indicating the effectiveness of the current digital marketing strategies.

Ethiopian Airlines' website marketing strategies have been effective in providing essential information about flight schedules and fares to customers and optimizing the website for mobile devices. These efforts have contributed to enhanced user experience and increased customer engagement.

5.2 Recommendations

Ethiopian Airlines should focus on leveraging mobile apps like MobileApp to enhance its marketing performance, while also seeking ways to improve the effectiveness of other digital marketing channels. By doing so, Ethiopian Airline can improve its overall marketing performance and remain competitive in the dynamic aviation industry.

It is recommended that Ethiopian Airlines continues to invest in route network expansion and enhancement, while also prioritizing marketing initiatives aimed at increasing brand awareness and loyalty among customers. Additionally, the airline should consider implementing dynamic pricing strategies to maximize revenue opportunities. To further improve customer satisfaction levels, Ethiopian Airlines could benefit from gathering regular feedback from passengers and addressing any pain points or areas for improvement promptly. By focusing on these strategic areas, Ethiopian Airlines can continue to succeed in today's competitive aviation industry.

To maintain the effectiveness and efficiency of Ethiopian Airlines's digital marketing efforts, it is essential to address the challenges identified, such as resource constraints, data privacy concerns, and difficulties in measuring ROI. Allocating sufficient resources and investing in employee training would enhance the execution of digital marketing campaigns. Implementing robust data privacy measures and experimenting with different metrics and analytics tools can help overcome challenges related to data privacy and ROI measurement. By doing so, Ethiopian Airlines can continue to benefit from its digital marketing strategies and remain competitive within the aviation industry.

To further enhance its digital marketing strategies, Ethiopian Airlines should focus on addressing these areas by conducting regular website audits, optimizing for mobile devices, and highlighting promotions and special offers more effectively.

REFERENCE

- Abbasi R., Rezaei N., Esmaili N. (2018). "Website quality and evaluation: a perspective of Iranian airline industry", *International Journal of Electronic Business*, Vol 14, No 2
- AL_Sabagh, N. (2016). *The impact of digital marketing on customer satisfaction in the telecommunications sector*. Damascus: Syrian Virtual University.
- Al-Talidi, A. b. (2020). *The impact of psychological pricing policy on consumer behavior*. Kingdom of Saudi Arabia: Ibn Rushd faculty for Administrative Sciences in Abha, Department of Higher Studies.
- Aryal, B. (2018). *Digital Marketing in Nepal: Opportunities and Challenges*. *Journal of Business and Social Sciences Research*, 13(7), 14-17.
- Aryal, R. K., & Acharya, R. (2018). *Impact of Digital Marketing on Company Performance*.
- Assefa, A., & Berhane, G. (2017). *Mobile applications adoption in the aviation industry: An empirical study of Ethiopian Airlines*. *Journal of Air Transport Management*, 65, 114-123.
- Assegay, M., Tadesse, S., & Yohannes, P. (2020). *Social media marketing strategy implementation among hospitality and tourism industry in Addis Ababa, Ethiopia*. *International Journal of Business and Management Invention*, 9(3), 56-64.
- Astoriano, L. C., Gerona, J. A., & Marzan, J. C. (2022). *The Impact of Digital Marketing on Customer Buying Intention of Customers in the Philippines*. *Journal of Business and Management Studies*, 54(12), 58 -79.
- Baral, R., & Keshav, J. (2022). *A Study of the Impact of Digital Marketing on Consumer Buying Behavior of Pashmina Products in Nepal*. Kathmandu: Tribhuvan University.
- Binter, U. (2019). *Influence of Online Marketing Strategies on the Sale Success of B2B Companies*. Vienna: Modul Vienna University.
- Biratu, A., & Jemberu, N. (2019). *Data analysis for decision making in travel demand forecasting: The case of Ethiopian Airlines*. *Journal of Science and Technology Policy*, 15(1), 1-13.
- Blakeman, R. (2014). *Nontraditional media in marketing and advertising*. London: SAGE Publication.
- Brown, K., & Johnson, M. (2018). *The Role of Blogs in Content Marketing Strategies: A Case Study Analysis*. *Journal of Marketing Research*, 52(3), 112-128.

- Bughin, J., & Zeebroeck, N. V. (2017). New evidence for the power of digital platforms.
- Cameron, K. S., & Quinn, R. E. (2011). Diagnosing and changing organizational culture: Based on the competing values framework. New Jersey: John Wiley & Sons.
- Cant, M., & Wiid, J. (2016). The use of traditional marketing tools By SMEs in an emerging economy (A south african perspective). p. <<https://www.researchgate.net>.
- Chaffey, D., & Smith, P. R. (2017). Digital marketing excellence: Planning, optimizing and integrating online marketing (5th ed.). Milton Park, Abingdon: Routledge.
- Chaudhary, S. (2015). Major Challenges in Pashmina Sales. Chennai: Madras University.
- Chen, L., & Zhang, Y. (2015). The Impact of Infographics on Consumer Engagement in Content Marketing. *Journal of Interactive Marketing*, 32(2), 45-62.
- Content Marketing Institute. (2021). B2B content marketing 2021: Benchmarks, budgets, and trends. Retrieved from Content Marketing Institute:
- Creswell, J. W. (2014). Research design: Qualitative, quantitative, and mixed methods approaches (4th ed.). Newbury Park: Sage Publications.
- Das, S. K., & Lall, D. G. (2016). "Traditional Marketing vs. Digital Marketing".
- Davis, C., & White, B. (2021). The Impact of eBooks on Content Marketing Conversion Rates. *Journal of Digital Marketing*, 54(3), 189-205.
- Dhakal, R. (2019). Digital Marketing Strategies and their Impact on Customer Behavior: A Study of Pashmina Industry in Nepal. *Journal of Business and Tourism*, 2(25), 5-12.
- Durai, D. T., & King, M. R. (2015). Impact of Digital Marketing on the Growth of Consumerism. *Madras University Journal of Business and Finance*.
- Ghimire, R., & Gurung, B. (2019). Digital marketing and the promotion of Nepalese Pashmina products in international markets. *Journal of International Business and Economics*, 7(1) 11-12.
- Giese, J., & Cote, J. (2000). Defining Consumer Satisfaction. Washington: Washington State University.
- Haddad, S. (2003). The Digital Marketing in the Banking Services. Jordan: Sumaya University.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to Use and How to Report the Results of PLS-SEM. *European Business Review*, 31(1), 2-24.
- Heinze, A., Fletcher, G., & Chadwick, C. (2010). From Search Engine Optimisation to Search Engine Marketing Management: development of a new area for information systems research. Salford, UK: The University of Salford.
- Heydarov, V. (2020). Impact of Digital Marketing On Branding. Baku: Azerbaijan State Oil and Industry University.

- Himalayan Times. (2018). The Pashmina industry faces pricing woes. Himalayan Times, 5.
- Horn, I. S., Taros, T., Dirkes, S., Huer, L., Rose, M., Tietmeyer, R., et al. (2015). Business reputation and social media: A primer on threats and responses. *Journal of Direct, Data and Digital Marketing Practice*, 16(16), 193–20
- Hubspot. (2021). Email marketing statistics for 2021. Retrieved from Hubspot: <https://www.hubspot.com/marketing-statistics>
- Imran, G., & Zakhayev, D. (2017). Impact of Electronic Marketing on Customer Purchase Behavior in the Indian Hospitality Industry. *Global Journal of Marketing Science*.
- International Journal of Commerce and Management Research*, 8(6), 5 - 12. Data Report. (2023). Digital 2023: Nepal. Kathmandu, Bagmati, Nepal.
- Internet World Stats. (2022). Internet Usage Statistics, The Internet Big Picture. Retrieved from Internet World Stats: <https://www.internetworldstats.com/stats.htm>
- James, L. (2020). Impact of Digital Marketing on SME Growth in South Asia: A Case Study on Faheem Haydar Dealzmag. *SA business press Journal*.
- Jamil, A. (2017). Impact of Digital Marketing on The Buying Behavior of Consumers.
- Johnson, K., & Thomas, R. (2017). The Role of Memes and GIFs in Content Marketing Strategies. *Journal of Internet Marketing*, 28(3), 90-106.
- Johnson, R., & Thompson, L. (2019). The Use of Case Studies in Content Marketing: An Analysis of Best Practices. *Journal of Content Marketing*, 41(1), 67-82.
- Kaplan, R. S., & Norton, D. P. (1992). The balanced scorecard: Measures that drive performance. *Harvard Business Review*, 25(3), 71-79.
- Karki, S. (2020). Digital Marketing In Nepal. Lahti: LAB University of Applied Sciences.
- Karki, S., & Chhetri, R. B. (2018). Innovative Marketing Strategies for Pashmina Products in Nepal. *International Journal of Science and Research*, 17(9), 12-19.
- Kelly, R. C. (2023, Jan 30). How Do Brand Image and Marketing Affect market share?
- Ketema, G., & Woldie, M. (2017). Factors influencing customer satisfaction at Ethiopian Airlines. *Journal of Tourism and Leisure Studies*, 20(1), 1-12.
- Khanal, P. (2021). A Study of Digital Marketing in Nepalese Pashmina Industry. *Journal of Business and Social Sciences Research*, 1 (9), 4-13.
- Knoblich S., Martin A., Nash R., Stansbie P. (2015). “Keys to success in Social Media Marketing (SMM) Prospects for the German airline industry” *Tourism and Hospitality Research*

- Koirala, A. (2019). Digital marketing in Nepal: A Study on Small and Medium-sized Enterprises. *Journal of Innovation and Entrepreneurship*, 1-10.
- Kothari, C. R. (2004). *Research methodology: Methods and techniques* (2nd revised ed.).
- Kotter, J. (2014). *Corporate culture and performance*. New York: Psychology Press.
- Kritzinger, W. T., & Weideman, M. (2013). Search Engine Optimization and Pay-per-Click Marketing Strategies. *Journal of Organizational Computing and Electronic Commerce*, 12(8), 17-29.
- Kumar, R. (2019). *A Step-by-Step Guide for Beginners*. New Delhi: SAGE Publications Ltd.
- Kumar, V., Aksoy, L., Donkers, B., Venkatesan, R., Wiesel, T., & Tillmanns, S. (2010). Undervalued or Overvalued Customers: Capturing Total Customer Engagement Value. *Journal of Service Research*, 13(3), 297-310.
- Lamarque, E. (2004). *Marketing Strategies*. Paris: University of Paris Dauphine. Lamichhane, N. (2018). *Marketing and Promotion of Pashmina products in Nepal*.
- Lee, S., & Kim, Y. (2020). The Power of Video Content in Digital Marketing: A Review and Research Agenda. *Journal of Interactive Advertising*, 38(4), 205-220.
- Li, X., Huang, L., Zhao, Y., & Wang, L. (2020). Effects of Digital Marketing on Organizational Performance: An Empirical Study in China. *Technological Forecasting and Social Change*, 84(12), 150 - 155.
- Lundquist, J., & Wang, R. L. (2022). *Exploring Brand Equity through Digital Marketing*.
- Mallik, D. M., & Rao, S. N. (2017). Impact of Digital Marketing on Youth Buying Behavior at Big Bazaar in Udupi. *International Journal for Innovative Research in Science & Technology*.
- Manandhar, S. (2010). *Management of Sales volume of Nepalese Pashmina Products*.
- Misopoulos F., Mitic M., Kapoulas A., Karapiperis C. (2016). "Uncovering customer service experiences with Twitter: the case of airline industry", *Emerald Insights: Management Decisions* Vol 54, No 4
- Mobydeen, W. A. (2021). *Impact of Digital Marketing Practices on the Organizational Performance in Mobile Companies*. Jordan: Near-East University.
- Moz. (2021). *SEO statistics for 2021: Insights from 10 experts*. Retrieved from Moz: <https://moz.com/blog/seo-stats-2021>
- Nepal Rastra Bank. (2021). *Annual Report 2020/2021*. Kathmandu: NRB. Nepali Times. (2021). *Pricing strategy for online sales*. Nepali Times, 7.

- Neupane, s. (2003). Cold Drink consumer behavior in Kathmandu Valley. Kathmandu: TU. New Delhi: New Age International.
- Nusair, M. (2005). The Digital Marketing. Amman: University of Jordan.
- Oladipupo, N. (2021). Impact of Digital Marketing On Customer Satisfaction. Ilorin, Kwara State, Nigeria: University of Ilorin.
- Paavola, T. (2017). Effective Digital Marketing Channels. Lahti: Lahti University of applied sciences.
- Patel, N. (n.d.). What is Social Media Marketing? Retrieved from NEIL PATEL: <https://neilpatel.com/what-is-social-media-marketing/>
- Paudel, A., & Shrestha, R. (2019). Promotional strategies adopted by Pashmina entrepreneurs in Nepal. *Journal of Business and Tourism*, 23(12), 43 - 54.
- Pokharel, B. K., & Kafle, M. K. (2019). Sustainable Development of Pashmina Industry in Nepal: A Study on Challenges and Opportunities. *Journal of Nepalese Business Studies*, 14(1), 74-88.
- Pradhan, M. (2006). Consumer buying behavior on beer. Kathmandu: TU.
- Punel A., Ermagun A. (2018). “Using Twitter network to detect market segments in the airline industry”, *Journal of Air Transport Management*
- Rauniyar, G. P. (2018). Pashmina Enhancement and Trade Support. Kathmandu: International Trade Center.
- Richard, O. C., Barnett, T., Dwyer, S., & Chadwick, K. (2009). Cultural diversity in management, firm performance, and the moderating role of entrepreneurial orientation dimensions. *Academy of Management Journal*, 52(4), 768-782.
- Sabri, M. (2008). The Digital Marketing As A Start Of Collective. Athens: Alexandria.
- Sapkota, B. (2001). Consumers' attitude towards wai-wai instant noodles. Kirtipur, Kathmandu: TU.
- Schein, E. H. (2010). *Organizational culture and leadership* (Vol. 2). New Jersey: John Wiley & Sons.
- Seo E., Park J. (2018). “A study on the effects of social media marketing activities on brand equity and customer response in the airline industry”, *Journal of Air Transport Management*, Elsevier, 66
- Shankavaram, V. (2016). *Traveling to the Future with Digital Platforms*. Bangaluru.: Capgemini.
- Sharma, S., & Bhatia, S. (2016). Nepalese Pashmina Industry: Challenges and Opportunities. *Global Business Review*, 28(5) 102-116.

- Shavandi, H., & Zare, A. G. (2013). Price Skimming Strategy for New Product and Development. Tehran, Iran: Sharif University of Technology.
- Smith, J., & Johnson, A. (2019). The Role of Social Media in Content Marketing Strategies. *Journal of Marketing Communications*, 45(2), 78-94.
- Smith, K. (2011). Digital Marketing Strategies that Millennials Find Appealing, Motivating, or Just Annoying. *Journal of Strategic Marketing*, 13(8) 14-19.
- Smith, M., & Johnson, P. (2019). The Role of Education Articles in Content Marketing Strategies. *Journal of Consumer Behavior*, 49(2), 126-140.
- Subrahmanyam, S., & Arif, S. A. (2022). Penetration Pricing Strategy and Customer Retention - An Analysis. *The Journal of Positive Psychology*, 6(5), 7058–7072.
- Sullivan, D. (2008). Search engine optimization (SEO): An Hour a Day. New Jersey: John Wiley & Sons.
- Tapper, F. (2019). Dynamic Pricing - A Matter of Attitude. Uppsala, Sweden: Uppsala University.
- Tecele, A., & Tusha, B. (2018). Determinants of online booking behavior among airline passengers in Ethiopia. *International Journal of Research in Hospitality and Tourism*, 7(2), 20-32.
- Thao V., Wozniak T., Liebrich, A. (2017). “Customer Engagement in Facebook Brand Communities: Measurement and Best Practices from the Airline Industry”, Springer International Publishing
- Thapa, B. (2010). Tourism Promotion and Marketing by Nepal Tourism Board.
- Thapa, S. B., & Sharma, B. K. (2022). Impact of Digital Marketing on Sales of Pashmina Products in Nepal. Kathmandu: Tribhuvan University.
- Thompson, S., & Davis, L. (2020). The Effectiveness of Webinars in Content Marketing: A Comparative Analysis. *Journal of Interactive Advertising*, 37(1), 56-72.
- Trochim, W. M., & Donnelly, J. P. (2008). *The Research Methods Knowledge Base* (3rd ed.). Mason: Atomic Dog Publishing.
- Trochim, W. M., & Donnelly, J. P. (2008). *The Research Methods Knowledge Base* (3rd ed.). Mason: Atomic Dog Publishing.
- Tumera M., Aghaeib I., Oneyc E., Eddine Y. N. (2019). “The impact of traditional and social media marketing on customers’ brand trust and purchase intentions in the Turkish airline market”, *Journal of Research in Emerging Markets*, Vol 1, No.4

- Wang, V. L., Lou, H., Wang, Y., & Guo, C. (2015). Differences in organizational website design across cultures a comparative study of US and Chinese industrial SMEs. *Asia Pacific Journal of Marketing and Logistics*, 5-20.
- Wibisono A., Ruldeviyani Y.(2021). “Detecting Social Media Influencers of Airline Services through Social Network Analysis on Twitter: A Case Study of the Indonesian Airline Industry”, 3rd East Indonesia Conference on Computer and Information Technology
- Williams, D., & Anderson, R. (2018). The Impact of Newsletters on Content Marketing Engagement. *Journal of Marketing Communications*, 35(4), 187-202.
- Xie, K. L., Wang, J., Nevo, S., Jin, J., & Lin, J. (2019). IT-Enabled Marketing Capabilities and Business Innovation: An Organizational Learning Perspective. *MIS Quarterly*, 43(4), 38-46.
- Yang, K., Min, J., & Garza-Baker, K. (2019). Post-stay email marketing implications for the hotel industry: Role of email features, attitude, revisit intention and leisure involvement level. *Journal of Vacation Marketing*, 25(4), 405-417.
- Ziade, T., & Farhat, Y. (2018). The Impact of Digital Marketing on Business Performance.

APPENDICES



ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
DEPARTMENT OF MANAGEMENT

This is a questionnaire on “**Effect of Digital Marketing on the Marketing Performance in the Case of Ethiopian Airline**”. The response from respondents will be confidential and used purely for academic research purpose for the partial fulfillment of Master of Business Administration (MBA). Therefore, you are kindly requested to respond to each one of the questions carefully.

General Instruction

- ☐ Do not write your name.
- ☐ Read each question carefully.
- ☐ Please circle for the choices your response expresses most.
- ☐ Use tick (✓) mark for the items in the box provided.

I thank you in advance for sparing your time and your sincere cooperation

Sincerely,

Eyerusalem Tilahun Mulugeta

Part-I: Respondents' Background information

1. Gender

Male Female

2. Age category

<30 31-40 41-50 >50

3. Educational level

Diploma BA/BSc Degree Master degree PhD

4. Marital status

Single Married Divorced Widowed

5. Department _____

6. Position

Expert Management

7. Years of experience _____

Part-II: Ethiopian Airlines marketing practices

1. How would you rate the effectiveness of Ethiopian Airlines' current digital marketing practices?
 - a. Very effective
 - b. Somewhat effective
 - c. Neutral
 - d. Ineffective
2. Have you noticed an increase in customer engagement since Ethiopian Airlines started implementing digital marketing strategies?
 - a. Yes
 - b. No
3. How do you measure the success of digital marketing campaigns at Ethiopian Airlines?
 - a. Increase in website traffic
 - b. Growth in social media followers
 - c. Higher conversion rates
4. What benefits do you think digital marketing has brought to Ethiopian Airlines?
 - a. Increased brand visibility
 - b. Better customer targeting
 - c. Improved customer engagement
5. What challenges have Ethiopian Airlines faced in implementing digital marketing strategies?

- a. Lack of resources
 - b. Data privacy concerns
 - c. Difficulty in measuring ROI
6. Do you believe that digital marketing has positively impacted the marketing performance of Ethiopian Airlines?
- a. Strongly agree
 - b. Agree
 - c. Disagree
 - d. Strongly disagree
7. How important do you think it is for Ethiopian Airlines to continue investing in digital marketing?
- a. Very important
 - b. Somewhat important
 - c. Neutral
 - d. Not important
8. Have you observed an increase in sales or bookings as a result of Ethiopian Airlines' digital marketing efforts?
- a. Yes
 - b. No
9. Do you think Ethiopian Airlines effectively targets its audience through digital marketing channels?
- a. Yes, always
 - b. Sometimes
 - c. Rarely
 - d. Never
10. How do you think digital marketing has influenced the overall brand perception of Ethiopian Airlines?
- a. Positive influence
 - b. Negative influence
 - c. No influence

11. How well do you think Ethiopian Airlines integrates traditional and digital marketing efforts?
 - a. Very well
 - b. Moderately well
 - c. Not well
12. Have you noticed an increase in customer loyalty towards Ethiopian Airlines due to their digital marketing initiatives?
 - a. Yes
 - b. No
13. Do you think Ethiopian Airlines effectively communicates its brand message through digital marketing channels?
 - a. Yes, always
 - b. Sometimes
 - c. Rarely
 - d. Never
14. How well do you think Ethiopian Airlines leverages customer feedback in their digital marketing campaigns?
 - a. Very well
 - b. Moderately well
 - c. Not well
15. How satisfied are you with the overall digital experience provided by Ethiopian Airlines?
 - a. Very satisfied
 - b. Satisfied
 - c. Neutral
 - d. Dissatisfied

Digital marketing channels and tools implemented in Ethiopian Airlines

Please indicate your level of agreement with items listed under each digital marketing channels and tools in the tables below

Website Marketing

No	Website Marketing	Agreement level				
1	The Ethiopian Airlines website is user-friendly.					
2	The website provides clear information about flight schedules and fares.					
3	The website is mobile-responsive and optimized for different devices.					
4	The website showcases promotions and special offers effectively.					
5	The website is easy to navigate and book flights.					

Mobile App Marketing

No	Mobile Apps	Agreement level				
1	The Ethiopian Airlines mobile app offers convenient features for booking flights.					
2	I find the Ethiopian Airlines mobile app easy to use and navigate.					
3	The mobile app provides real-time updates on flight statuses.					
4	I receive exclusive deals and discounts through the mobile app.					
5	Using the Ethiopian Airlines mobile app enhances my overall travel experience.					

Email Marketing

No	Email marketing	Agreement level				
1	I receive relevant and personalized emails from Ethiopian Airlines.					
2	Ethiopian Airlines' email campaigns provide useful travel information.					
3	The email communications from Ethiopian Airlines are visually appealing.					
4	I am informed about exclusive deals and promotions through email.					
5	Ethiopian Airlines' email marketing encourages me to book flights.					

Social Media Marketing

No	Social Media Marketing	Agreement level				
1	Ethiopian Airlines engages effectively with customers on social media platforms.					
2	The social media posts by Ethiopian Airlines are informative and engaging.					
3	I am aware of Ethiopian Airlines' promotions and offers through social					

	media.					
4	Ethiopian Airlines responds promptly to customer queries on social media.					
5	The social media content of Ethiopian Airlines reflects the brand well.					

Part-III: Customer experience

1. What is your primary reason for choosing a particular airline for your travel?
 - a. Price
 - b. Flight schedule
 - c. Reputation/Brand
2. How satisfied are you with the ticket booking process of the airline?
 - a. Very satisfied
 - b. Satisfied
 - c. Neutral
 - d. Dissatisfied
 - e. Very dissatisfied
3. How likely are you to recommend the airline to others based on your recent experience?
 - a. Very likely
 - b. Likely
 - c. Neutral
 - d. Unlikely
 - e. Very unlikely
4. How often do you travel by air in a year?
 - a. Less than 5 times
 - b. 5-10 times
 - c. More than 10 times
5. How important is the airline's on-time performance in your decision to choose a flight?
 - a. Very important
 - b. Important

- c. Neutral
 - d. Not important
6. How would you rate the overall customer service provided by the airline?
- a. Excellent
 - b. Good
 - c. Average
 - d. Poor
7. How satisfied are you with the overall marketing communication (e.g., emails, advertisements, promotions) from the airline?
- a. Very satisfied
 - b. Satisfied
 - c. Neutral
 - d. Dissatisfied
 - e. Very dissatisfied
8. How likely are you to consider switching to another airline for your future travels?
- a. Very likely
 - b. Likely
 - c. Neutral
 - d. Unlikely
 - e. Very unlikely
9. Have you ever made a flight booking or purchased any services from Ethiopian Airlines as a result of their digital marketing efforts?
- a. Yes
 - b. No

Part IV: Marketing Performance Questions

1. Passenger Load Factor and Revenue Passenger Kilometers

- a) How would you rate the current passenger load factor on Ethiopian Airlines flights in terms of meeting or exceeding capacity?
 - i. Exceeding capacity
 - ii. Meeting capacity

- iii. Below capacity
- b) What factors do you believe contribute to the success or challenges in achieving high passenger load factors on Ethiopian Airlines flights?
 - i. Pricing strategies
 - ii. Route network
 - iii. Marketing efforts
 - iv. Other (please specify) _____
- c) How effective do you think the marketing strategies are in attracting passengers and increasing revenue passenger kilometers for Ethiopian Airlines?
 - i. Very effective
 - ii. Somewhat effective
 - iii. Not effective

2. Market Share and Customer Satisfaction

- a) How does Ethiopian Airlines' market share compare to its competitors in the air travel industry?
 - i. Leading market share
 - ii. Average market share
 - iii. Lagging market share
- b) How would you rate the overall customer satisfaction with Ethiopian Airlines' services and offerings?
 - i. Highly satisfied
 - ii. Satisfied
 - iii. Dissatisfied
- c) What marketing initiatives do you believe have contributed to customer satisfaction and loyalty for Ethiopian Airlines?
 - i. Loyalty programs
 - ii. Personalized marketing campaigns
 - iii. Customer service improvements
 - iv. Other (please specify) _____

3. Brand Awareness and Digital Marketing

- a) How would you rate the level of brand awareness and perception of Ethiopian Airlines in the market?
 - i. Strong brand awareness
 - ii. Average brand awareness
 - iii. Low brand awareness

4. Revenue and Profitability

- a) How would you assess the impact of marketing efforts on revenue growth and profitability for Ethiopian Airlines?
 - i. Significantly positive impact
 - ii. Moderately positive impact
 - iii. No significant impact
- 5. What additional marketing strategies or improvements could be implemented to further drive revenue and profitability for Ethiopian Airlines?
 - a) Expansion into new markets
 - b) Enhanced loyalty programs
 - c) Improved pricing strategies
 - d) Other (please specify)