



**ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
COLLEGE OF DEVELOPMENT STUDIES
TOURISM DEVELOPMENT AND MANAGEMENT PROGRAM**

**ASSESEMENT OF E-MARKETING AND CRISIS MANAGEMENT PRACTICES OF
STAR-RATED HOTELS IN ADDIS ABABA AMID COVID-19 AND ONGOING
INTERNAL CONFLICT**

A THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY, CENTER FOR ENVIRONMENT AND DEVELOPMENT STUDIES, TOURISM DEVELOPMENT AND MANAGEMENT PROGRAM IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR MASTERS OF ARTS IN TOURISM DEVELOPMENT AND MANAGEMENT.

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This is to certify that the thesis prepared by Biniyam Alemu entitled: “Assessment of e-marketing and practices of crisis management in the case of star-rated hotels in Addis Ababa amid covid-19 and on-going internal conflict and submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Tourism Development and Management complies with the regulations of the University and meets the accepted standard concerning originality and quality.

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DECLARATION

I, Biniyam Alemu, hereby declare that this thesis entitled **“Assessment of e-marketing and practices of crisis management in the case of star-rated hotels in Addis Ababa amid covid-19 and on-going internal conflict”** is a product of my original research work. I gravely assert that this thesis is not submitted to any other institution anywhere for the award of any academic degree, diploma, or certificate. The views of the research participants have been duly acknowledged in this research. To the best of my knowledge, I have fully admitted the materials and pieces of information used in the study. All the research procedures do confirm the expected standards and regulations of Addis Ababa University.

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“...this is the day that the Lord has made; let us rejoice and be glad in it”.

Psalm 118:24

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List of Acronyms and Abbreviation

AAHA= Addis Ababa hotel association

AU- Africa union

B2B- Business to business

B2C- Business to consumer

B2G- Business to government

COVID 19= Corona virus disease of 2019

E-learning= electronic learning

E-mail= electronic mail

E-marketing= electronic marketing

E-payments= electronic payments

E-place= electronic place

E-price= electronic price

E-product= electronic product

E-promotion= electronic promotion

E-transaction= electronic transaction

E-service= electronic service

F&B= food and beverage

FDRE= federal democratic republic of Ethiopia

HRM= human resource management

ICT- Information communication technology

IT- Information technology

LDC= least developed country

ISA- Internet society of Africa

MICE= meeting, incentive, convention, exhibition

MoCT-Ministry of culture and tourism

NGO- Non- governmental organization

SEO- Search engine optimization

SME- Small and medium enterprise

SMME- Small micro medium enterprise

SPSS- Statistical Package for Social Sciences

TELECOM= telecommunication

UNECA- United nation economic commission for Africa

WTI- World tourism institute

Abstract

The emergence of digital technology mainly has shifted the business practice in the world; this recent development has been playing an increasing role in the hospitality and tourism industry as well. Among others, star-rated hotels often apply various marketing and crisis management activities. However, there is hardly any study conducted on assessment of E-marketing and practice of crisis management strategy among Addis Ababa star-rated hotels. The purpose of this study is to assess E-marketing and crisis management practices among star-rated hotels in Addis Ababa amid COVID 19 and on-going internal conflicts. The research employed through mixed approach. Data (n=125) are collected from purposely selected marketing managers of star-rated hotels. Both primary and secondary sources of information were used. The analysis is followed by using a descriptive analysis for quantitative data and thematic analysis for qualitative data. The empirical findings show that star-rated hotels practice E-product, E-price, E-promotion and E-place in their business since internet marketing plays a vital role in the business by providing access to global consumer markets as well as growing their market share during the current crisis. Based on the result, workforce reduction was a dominant component of crisis management, followed by cost control, organizational support, and customer-oriented market respectively. The e-marketing practices among star-rated hotels in Addis Ababa are challenged by poor infrastructure, Shortage of ICTs facilities and skills, Limited financial resources, speed and intermittency of internet connection, monopoly of telecom service by the state and absence of adequate room for private telecommunication service providers. The study also recommended that star-rated hotels in Addis Ababa could adopt a hybrid of e-marketing and practice of crisis management activities in order to remain profitable and the concerned body should give top priority for factors that hinders practice of electronic marketing during the course of COVID 19 and ongoing internal conflicts.

Keywords: *Addis Ababa, challenges, crisis management, E-marketing, practice, and star-rated hotels.*

CHAPTER ONE

INTRODUCTION

1. BACKGROUND OF THE STUDY

The hotel industry is a diverse service industry that provides quality service to potential clients. The hotel industry includes a variety of services such as lodging, restaurants, cafés, and catering. Because international travellers account for the majority of the sector's consumers, the hotel industry, particularly classified hotels in a developing country like Ethiopia, is intimately connected to tourism (Henok, 2015). The provision of tourism information and products via the internet is the key area where technological innovation has had the most profound impact on the tourism and hotel sectors (Daria, 2016:9). Although like many all-inclusive expressions, internet marketing can mean different things to different people; it is an all-encompassing term for promoting items and/or services online (Ward, 2016). E-marketing, on the other hand, is the most often used term to describe online marketing.

Electronic marketing (also known as E-Marketing) is the process of producing, providing, and conveying value to customers, as well as managing customer relationships, to fulfil marketing objectives using information and communication technologies (Batini, 2015). The purpose of e-marketing is to interact with target markets as cost-effectively as possible via the internet and other forms of electronic communication, as well as to allow collaboration with associates with whom you portion mutual importance. As a result, it is safe to say that e-marketing entails consumer interactions and value delivery through the use of the Internet and other ICT tools (WTI, 2008: 1). Many African countries are aiming to boost broadband availability and develop E-marketing platforms so that citizens and small and medium businesses can benefit from the internet economy, according to the Internet Society of Africa (ISA, 2017). E-Marketing is being implemented by Ethiopian SMEs, particularly those in the hotel industry.

E-marketing is marketing that makes use of information technology to make existing marketing activities more efficient. The effectiveness of a hotel's business in addressing basic consumer requirements and desires is dependent on the utilization of an E-marketing mix.

The modern hotel industry's business model and philosophy always focus on the end-user and client of its products and services. As a result, the hotel's attitude and activities revolve around the marketing notion (Batini, 2015).

According to the ministry of culture and tourism 2019, the country has been striving to rejuvenate the country's tourism industry by restructuring relevant bodies and implementing new processes. Addis Ababa has a lot of potential for conference tourism because it is the headquarters of the African Union (AU) and the United Nations Economic Commission for Africa (UNECA), as well as having the city's largest number of diplomatic missions (ESTMP, 2015). Because of these rapidly evolving trends and potentials, a lot of hotels and other tourism-related businesses have begun to include E-marketing applications into their overall operations to boost their marketing promotion and customer communication efforts.

Currently, a hotel's profitability is severely harmed by internal and external crises that hurt the business. The COVID-19 outbreak is one of the natural catastrophes that influence the hotel sector, and it has many long-term consequences that have effects throughout the community. COVID-19 is an infectious disease caused by severe acute respiratory syndrome, and it has severely hindered economic activity around the world, with several countries being placed on partial or total lockdown. The pandemic has not only brought entire socio-economic institutions to a halt, but it has also posed a threat to globalization and enterprise global operations (Ozili P & Arun T, 2020). Apart from that, tourism crises are frequently caused by external forces and can lead to the aggravation of other crises, such as socio-political, economic, cultural, and technology crises (Kukanja, et al, 2020).

To reduce the impact of the corona pandemic and other socio-political conflicts, and to help the hospitality business slowly recover from this man-made and natural disaster, digital technology and practice of crisis management should be implemented across the board. So, in this study, the researcher intends to assessing of e-marketing and practices of crisis management in the case of star-rated hotels in Addis Ababa amid covid-19 and on-going internal conflict.

1.2 Statement of the problem

During crisis scenarios such as the COVID 19 pandemic and contemporary wars and political instability, the hotel sector can utilize e-marketing to promote and expand its borders by setting a goal and practice of crisis management achieving high business performance. Electronic marketing is one of the fastest-growing forms of digital marketing in both developed and developing countries (Kalu et al., & Nwadihoha, 2017). Unfortunately, the significance of digital technology has never been more apparent than during the global economic shutdown triggered by the pandemic disaster in 2020 (De' et al., 2020). When governments mandated social distance measures to prevent the virus's spread around the globe, it boosted the use of digital technology for virtual schooling and remote jobs (Brynjolfson et al., 2020; Prasad et al., 2020;).

Apart from considering the use of electronic marketing, the hotel sector faced both internal and external impediments to fully integrating digital technology into its operations. Low-speed Internet connections, cyber-crime, many consumers hesitant to purchase items over the internet, digital marketing education, high cost of production, overregulation of business by government, and high illiteracy of digital marketing applications are the major challenges of digital marketing in developing countries compared to developed countries (Arjinder & Gurveen 2017). The same is true for Ethiopia the implementations and practices of E-marketing among star-rated hotels.

There are studies conducted on the application of e-marketing for crisis management in the hotel and tourism business area worldwide. For instance, Rezaeinejad I., (2021) studied the impact of online marketing strategies on improving the status of businesses in the COVID-19 era among Iranian profit-oriented business companies, Surabaya (2020) studied on e-marketing adoption as an alternate solution for micro, small, and medium enterprises (MSME) combats the covid-19, Furthermore, Pereraa et.al., (2021), investigated the impact of digital marketing techniques on domestic travel destination choices during the post-COVID 19 waves. Ashraful et al., (2020) investigated the influence of e-commerce on the food service industry's sustainability during Covid-19. But, still E-marketing application is in its infancy stage and its acceptance level by the SMEs firms still limited (Saffuet *al.*, 2008). This have had necessitate the need for assessing E-marketing and practice of crisis management in star rated hotels during the crisis of COVID 19 and ongoing conflicts in another African country like Ethiopia.

Finally, in the tourism and hospitality sector, there is no in relation to assessing of E-marketing and practice of crisis management on tourism firms like star rated hotels in Addis Ababa during the crisis of COVID 19 and on-going internal conflicts, except to the best knowledge of the researchers a few studies were conducted. Eyerusalem Melaku (2018) conducted a study on effect of e-marketing on customer satisfaction a case of selected four star hotels in Addis Ababa. Accordingly, customization, privacy, convenience and security have found to be significant factors of e-satisfaction in the hotel industry and global accessibility of web pages was found to be statistically insignificant. Unlikely, her study mainly focused on the effect of e-marketing on customer satisfaction among four star hotels only but its incapable of including all-star rated hotel and the practice of crisis management. Yidersal Mengistu (2021) studied in evaluating the influence of e-marketing on the hotel performance in star and star related hotels in Bahir Dar city. The study confirmed that website marketing, social network marketing, email marketing employed in a great extent, and mobile phone marketing employed in a moderate extent. But the problem here is that the researcher couldn't include e-marketing mix elements and practice of crisis management

Moreover, Seifu Dasalegn (2018) studied on practice of social media marketing. The result of the study shows that, the hotel's practice in social media sites was revealed at an infant stage and immature. As the study assessed, practices of Star rated hotels was ineffective. Poor internet connection and lack of skills were the main challenges encountered. Beside to this, Yemane Reda (2018) conducted a research on practice of E-marketing for tourism business development in Ethiopia. The findings reveal that some of the dimensions of E-marketing mix have positive association on performance of tour operating firms. Nonetheless, not all of the dimensions of E-marketing have effects on firm performance. Unlikely the researcher couldn't study the practice of crisis management together with e-marketing. The study of Wegene and Anthony (2012) conducted a research on researching the adoption of ICT a case study of small hotels in Addis Ababa. Moreover, other researchers also conducted their study on factors affecting the adoption of information and communication technologies with particular reference of small hotels and tour operators in Addis Ababa.

In tourism and hospitality sector, there is hardly any research in relation to application of E-marketing and practice of crisis management in star rated hotels in Addis Ababa amid COVID 19 and internal ongoing conflicts. Hence, it is imperative to conduct the application of E-marketing and practice of crisis management amid COVID-19 and on-going conflicts that have hampered inbound tourists to Ethiopia. E-marketing and practice of crisis management makes a significant contribution to the worldwide market and the long-term success of hotel businesses. However, its practice as a marketing strategy among star-rated hotels has not been properly examined with the practice of crisis management.

Given the current situation in Ethiopia, this includes the lingering impacts of the COVID-19 pandemic, which has had a detrimental impact on tourism and the hotel industry in general, as well as the negative effects of on-going wars on hotel business. One viable area in this regard is the practice of E-Marketing and crisis management to reach out to potential clients in Ethiopia's hotel business. This study, therefore, fills in the current research gap in the study area. For filling this gap the researcher conducted an assessment of e-marketing and practice of crisis management amid COVID 19 and internal conflicts among star-rated hotels in Addis Ababa. The study's unique feature is that the research topic is both original and timely. Apart from the academic value of exploring practice of E-marketing and crisis management in times of crisis in the hotel industry, it also provided an evidence-based recommendation to hoteliers in Addis Ababa for a sustainable hotel business climate.

1.3 Research questions

1. How the application of e-marketing mix is practiced during the crisis outbreaks.
2. How the practice of crisis management is practiced during the crisis outbreaks.
3. What are challenges that affect the practice of electronic marketing in star rated hotels?

1.4 Objective of the study

General objective

The general objective of the research was to assess e-marketing and crisis management practices in case of star-rated hotels in Addis Ababa amid COVID 19 and on-going internal conflicts.

Specific objective

- ✓ To assess the current E-marketing practices amid an unprecedented crisis.
- ✓ To assess the current practice of crisis management during an extraordinary crisis.
- ✓ To investigate challenges that affect the electronic marketing practices in star rated hotels.

1.5 The significance of the study

Nowadays, electronic marketing has a significant impact on corporate performance, particularly in the hotel industry. The study is the first of its type on the practice of e-marketing and crisis management technique for Addis Ababa's star-rated hotels in the aftermath of COVID 19 and the on-going political situation. As a result, it was assessing the practice of using e-marketing and crisis management to promote hotels in Addis Ababa and it will provide recommendations on how digital technology might become more important in the future while coping with natural and man-made disasters. The outcomes of the study will be critical in helping hotel managers, marketing managers, and owners make crisis management decisions. The study also benefits numerous small and medium businesses by raising knowledge of how E-marketing and crisis management approach to assist tourism businesses to survive in difficult times.

The study also aids policymakers in the country in comprehending the role of electronic marketing and practice of crisis management in the hotel and tourism industries to make strategic business decisions. It also serves as a resource for Addis Ababa University's College of Development Studies, as it is the only paper available on the topic of using electronic marketing as a crisis management approach. Furthermore, the study's findings will utilize as a foundation or reference for others who wanted to do further research into the practice of E-marketing and crisis management approach.

Finally, by going through all of the study's ups and downs, the study aids the researcher in developing skills, knowledge, and experience in conducting such research, and it serves as partial fulfilment of the requirements for Addis Ababa University's Masters of Art in Tourism Development and Management.

1.6 Scope of the study

- **Conceptual scope:** This research looks at how star-rated hotels in Addis Ababa are practicing E-marketing and crisis management amid COVID 19 and the on-going political turmoil. Conceptually the study focused solely on electronic product, pricing, promotion, and place of E-marketing mix elements, and practice of crisis management. Furthermore, this study focuses just on star-rated hotels in Addis Ababa, rather than any other type of hotel.
- **Geographical scope:** This investigation was delimited to Addis Ababa in terms of geography. This is due to two major factors. One was due to the researcher's inability to undertake a country-wide study due to a lack of time, money, and experience. The second reason is that, except for South Africa, most African countries only have internet infrastructure in their major cities, and usage is limited to metropolitan areas due to a lack of knowledge and infrastructure (Hossain, 2020).
- **Methodological scope:** Methodologically, the researcher selected the mixed research approach that enables the researcher to mingle qualitative and quantitative data. Besides, the data would be collected from marketing managers of star-rated hotels from March up to May 2022.
- **Unit of observation:** Based on the unit of analysis, the study only concentrated on star rated hotels in Addis Ababa. Thus, in this study, organization was the unit of analysis.

1.7 Limitation of the study

The study is limited to Addis Ababa's star-rated hotels. As a result, the outcome primarily reflects the practice of E-marketing mix, and it may not accurately reflect the practice of the entire enlarged marketing mix in general. Aside from that, the findings of the study were limited to star-rated hotels in Addis Ababa and were unable to include all-star-rated hotels in Ethiopia. Moreover, various obstacles were experienced by the researcher while completing this investigation. For example, there was a scarcity of well-documented resources on the research topic, as well as current information on E-marketing and practice of crisis management in both written and non-written media. The researcher was forced to use kinds of literature conducted and published outside Ethiopia to nourish and complete this study due to the lack of empirical and theoretical pieces of literature done in the country with indigenous knowledge in the area of E-marketing and practice of crisis management.

Furthermore, the researcher encountered methodological challenges due to the difficulty in locating research publications on the application of E-marketing to small and medium tourism businesses in Ethiopia. Aside from this, the information acquired by a questionnaire may not be filled out completely, correctly, or accurately by the respondents, and the development of coronavirus (COVID 19) has harmed the harmonious relationship between the respondent and the researcher.

1.8 Operational definitions

- **E-marketing;** E-marketing is the use of information technology in the process of creating, communicating, and delivering value to customers, and also can be used to maintain the relationship with customers for mutual benefit (Salehi et al., 2012).
- **E-Product:** Symbolic consumption in marketing plans could likely promote customers to purchase a product or service which could reinforce their identities (Wanrudee, T. & Xiaobing, L. 2018).
- **E=Price-:** The Internet has provided new tools and methods of pricing to be used by the different companies including online method of payment; it has been affected by the Internet (Haddad and Mahfouz, 2006).

- **E=Promotion:** information flowing to the other party by using numerous tools contained in the electronic communication such as advertising, personal selling, stimulating sales, etc. (Rajshree, 2012).
- **E-Distribution:** The place where promotion takes place affects the quality of marketing and thus brand loyalty. Masri & Tan (2020).
- **Crisis management:** Crisis management refers to the actions and communications that organizations do regularly to reduce the likelihood of a crisis, mitigate the impact of a crisis, and restore order after a crisis (Bundy et al., 2017).

1.9 Organization of the Thesis

The paper was divided into five sections. The first chapter covers the study's background, problem statement, and research question, objectives, and study limitations. It gives a quick overview of the research project. The second chapter contains definitions for the most significant concepts. The research design is designated in the third chapter. The chapter goes into detail on the study's sample, the measuring instrument utilized, the data collection procedure, and the method of data analysis. The fourth chapter contains reports on the empirical analyses' findings. The chapter then moves on to a discussion of the descriptive statistics for the variables in question. The outcomes of the investigation are described in greater depth in Chapter five, and current literature is incorporated into the discussion where appropriate. The chapter finishes with recommendations and discusses the implications for future studies.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

The hotel business is a multifaceted sector since its product and service elements are interrelated and complex. A hotel is a type of company that provides guests with lodging, meals, and beverages for short periods. Guests can book their rooms in advance or on the spot. To put it another way, hotels provide amenities to match the needs of today's travellers (Prakesh, 2009). Unlikely due to uncertain times, the hospitality and tourist business is confronted with a slew of issues, including natural disasters, socio-political turmoil, and many forms of human pandemics. The preparedness of hotels to survive before and after a catastrophe is known as crisis management (Israeli et al., 2011). Simultaneously, it provides organizations with important tools that might assist them in minimizing negative consequences and minimizing a potential collapse (Benaben et al., 2016). The tourism sector persistently mitigates these challenges and enhances the capacity to survive through these types of crises by utilizing crisis management, often known as E-marketing (the purpose of the study). Electronic marketing, often known as digital marketing, is the interchange of products and services from the seller to the customer via electronic devices and processes, according to (Füsün 2015). Purposively the hotel industry must be equipped with digital technologies to improve customer service.

2. Overview of E-marketing

From the aforementioned definitions of the term "e-marketing," it is clear that there is agreement on the definition of "electronic marketing" as "the process of advertising goods and services through the use of all electronic technology." E-marketing has been regarded as one of the most important components of marketing practice, involving the use of the internet and other interactive technologies to develop and mediate the interaction between a company and its customers. Elisabeta (2014), defined e-marketing as the use of both web and smart innovations to create a link between businesses and their customers, rather than digital marketing. Furthermore, they stated that e-marketing focuses on providing clients with an IT-enabled or interactive relationship. Moreover, according to Nizam (2015), E-marketing is the marketing of goods and services over the internet. Customers are increasingly turning to the internet to make purchases of items and services.

E-marketing has progressed to the point where it is now required of businesses to use it to remain competitive. Customers' demands and choices altered rapidly as a result of the widespread use of the internet, which is why e-marketing has been adopted by today's advertising firms and sectors. Companies utilize e-marketing to sell their products or services all over the world (Samreen & Maria 2017).

In the modern area, the role of E-marketing is indispensable in solving the on-going problems which are faced by the hospitality and tourism industry. E-marketing uses the internet as a platform that allows companies to adapt to customer needs, reduce transaction costs, and allow customers to move anytime and anywhere without worrying about place and time (Hanum & Sinarasri, 2017). With the existence of e-marketing, the market segmentation is getting wider, because the marketing reach is getting wider. E-marketing does not limit the extent of marketing reach because all consumers around the world can access it easily. With a faster and easier time cycle, marketing strategies can be developed more quickly. Information that can be obtained quickly and easily can improve the company's strategy to be further improved. So that marketing can be done more transparently.

In the hospitality and tourism industry, the usage of digital technology has multidimensional benefits during the unprecedented crisis in every department of hotel premises. The hotel premises are a need full of digital technology in their every overall operation whether at the back office or front office service. The integration between the company's marketing strategy and the internet marketing strategy has an impact on minimizing operational costs (Wirdiyanti, 2019).

2.1. E-marketing in the hospitality and tourism industry

E-marketing is a new trend in marketing that the hotel business desperately needs. The hotel industry's traditional marketing strategy is no longer doing well; instead, e-marketing is grabbing the lead. The travel industry continues to be one of the more successful e-commerce sectors. The hotel business is well-positioned to capitalize on the full potential of e-commerce while avoiding many of its hazards because it does not require fulfilment or online payments. The essence of marketing in the hotel industry is in the definition that marketing is analysing, organizing, planning, and controlling potential sources of customers, from the standpoint of satisfying the needs and requirements of the chosen group of guests, and on this basis realizing a profit (Unkovic, S., Zecevic, B. 2011).

The rapid expansion of Internet technology, as well as the marketing options afforded by current digital technology, has allowed for drastic changes in traditional marketing operations, as well as the emergence of new types of marketing, such as Internet marketing. Because of the fierce competition in the competitive tourist market, any serious hotelier, regardless of capacity, season, or market position, must develop specific Internet marketing activities when defining marketing concepts to retain existing users of products and services and attract new ones.

Moreover, the hospitality and tourism industry is highly exposed to e-commerce for the sake of selling and buying tourist commodities. This covers activities such as e-tailing, online banking, and shopping, all of which include transactions in which buyers buy and shoppers shop. Some argue that e-commerce encompasses all online transactions, such as responding to an inquiry or searching via an online catalog. E-commerce does not contain the marketing and back-office administrative activities that are necessary to run a firm (Chaffey, 2009).

The hotel and tourism sector is a valuable portion of the global commercial sector because it has experienced essential growth in recent years. This massive change forced managers to consider the effects of technology on the tourism and hospitality industries, particularly the Internet. Camison (2000), information technology (IT) has a huge impact since hospitality information systems are built on it, and by using that information to keep hospitality loyalty; they get a considerable edge over competitors. Based on a competitive advantage Tourism enterprises like the star-rated hotel in Addis Ababa were highly benefited from the era of E-commerce technology to sell and buy guest products during adverse conditions such as COVID 19 and internal conflicts (the central idea of the research).

2.2 E-marketing strategies

E-marketing is traditional marketing that makes use of information technology to make existing marketing operations more efficient (Strauss et al, 2008). 'E-marketing is the use of a wide range of information technology to: translate marketing strategies into more value for the customer (more efficient segmentation, targeting, differentiation, and positioning strategy), more efficient planning and implementation of the concept, distribution, promotion, and pricing of goods, services, and ideas, and the creation of exchange that will satisfy individual consumers as well as the goals of organized consumer groups (Strauss, J. 2003).

Because of the Internet's constant and easy access to information, individuals and organizations have greater influence than ever before. Individuals and organizations have more power than ever before if the information is power. People, for example, use online search engines to compare product features and prices, and they read product reviews on websites written by other consumers (Strauss et al, 2008). The marketing mix is historically coordinated for over-the-counter products so that efficient product, pricing, promotion, place, process, and people, strategies may be established.

The way businesses sell their goods and services is changing as a result of the internet. Consumers now use the Internet to investigate products and services and make purchases. Businesses today require an internet strategy to attract and retain such clients. Because E-marketing strategies is a strategy that helps the hospitality industry by reducing unconditional problems from their marketing activity and assist the small tourism firms like star-rated hotels to survive in adverse conditions with the application of E-marketing elements (the focus of the study).

2.3 E-marketing mix dimension

2.3.1 E-pricing

Price is considered the main pillar of marketing. There are numerous traditional methods of pricing such as loyalty programs, deduction, promotional prices, participation forms (Farzamnia et al., 2009) credit and payment methods (Sumaida'ie, 2012). The Internet has provided new tools and methods of pricing to be used by the different companies. Regarding the process of bargaining, it has been affected by the Internet since controlling bargaining has moved from service providers to service buyers so that the pricing process has been greatly changed (Haddad and Mahfouz, 2006).

It can be noted that the customers using the Internet have become competent in determining their need of products and to decide which price is suitable for them (Sigala and Dipl, 2001). Due to constantly changing customer needs online prices, it caused a variety of purchasing behaviour and price changes. The organization is necessary to combine and apply complex pricing methods, principles, and strategies; in particular, to those that are considering new, it is including dynamic pricing. The internet is dominated by harsh competition thus it requires heavy fixed costs on advertising to attract and retain customers online.

According to world studies, up to 40% of the internet revenue is allocated to e-marketing. John G.D (2017) has found that a temporary price promotion can be beneficial since it can result in uplift sales and maintain the product's normal price despite the high cost. However, price promotion might seem lighter to the non-buyer. They may get reassured that the brand quality might be less quality which results in price promotion, another form of advertising. This after-effect could affect brand loyalty. Even the loyalty could be light and short in duration. Leandro, A.G., Juan, M.S., Jonny, M.R. (2018) found out that the price sensitivity could result in various effects of promotion depending on the nature and type of store format. This can be the result of different levels of economic development in regions. When the marketing mix is customized to specific market characteristics, it can only be effective.

2.3.2 E-product

The World Wide Web has facilitated the process of providing the various products including physical products, information, services, or a mix of them to strengthen the relations with customers (Farzamnia et al., 2009). By utilizing e-marketing, traditional patterns of services can be underpinned by electronic ones and the process of gaining information at any time can be easily exercised and with one click only (Sumaida'ie, 2012). Azahari et, al. (2018) only concentrate on some of the distinctive abilities in the online setting and identifies e-marketing products as a product in a virtual environment and can be divided into a natural; Physical Product, which is an intangible product for instance household appliances, books, cars, mobile phone, etc., these products has no possibilities to test them when buying online.

Digital Products- goods existing only in cyberspace include software, e-books, pictures, audio, and video e-products. Services – this product cannot be separated from the service provider, it is intangible, they are used and supplied at the same time when two parts; the service provider and the user, are present. These services include traveling, distance learning, virtual games, and so on. Technology allows the customer to save money; time and this, in turn, contributes to a higher value of goods on the internet. In this challenging market, the organization is required to provide the most complete information about the product on the website. Symbolic consumption in marketing plans could likely promote customers to purchase a product or service which could reinforce their identities (Wanrudee, T. & Xiaobing, L. 2018). Aron O. and Nima H. (2015) found out that when there is a complementary promotion and a customer-centred approach will improve product success probability.

Rather than apply one in isolation, combined with the management of the brand and relationship with the customer, new product success is likely to achieve (Masri & Tan 2020).

2.3.3 E-promotion

In the field of marketing, marketing communication is evolving and changing, there is a rise in new tools, theories, techniques, technological changes, and cultural dynamics all combine to create an impact on the way marketers are communicating their message to the targeted audience. This involves all the information flowing to the other party by using numerous tools contained in the electronic communication such as advertising, personal selling, stimulating sales, etc.. (Rajshree, 2012). The Internet doesn't only focus on advertising but also on establishing close relations with customers to gain their trust (Sumaida'ie, 2012). Promotion has been greatly affected by e-marketing compared to the other elements of the marketing mix and therefore it has been called Direct Marketing due to its ability to communicate and respond immediately to current and expected customers (Haddad and Mahfouz, 2006).

Symbolic consumption in marketing plans could likely promote customers to purchase a product or service which could reinforce their identities (Wanrudee, T. & Xiaobing, L., 2018). Masri and Tan (2020), found out when there is a complementary promotion and a customer-centered approach will improve product success probability. Rather than apply one in isolation, combining with the management of brand and relationship with a customer, new product success is likely to achieve. Promotion online is directed to consumers themselves and the impact of the sales promotion can therefore be easily measured based on the level of interaction on the website.

For instance, most online service providers like the software producer organization often give free samples to the consumer for test over a specified period after which they are required to pay for the product or service if they so wish to continue using the service. The organization also uses contests for a product or gift to keep their customers or fans based excited and interacting on the website. It could also be sweet talks where there is no contest but a thing of chance thereby making the website stakeholders more excited over time (Azahari et, al. 2018).

2.3.4 E-place

The place where promotion takes place affects the quality of marketing and thus brand loyalty. Masri & Tan (2020). A good place improves the credibility of the store's image and stimulates consumption growth (Chen, 2018). The corporate image would promote customer satisfaction. Masri and Tan (2020), Place is an important attribute to the organization and could display brand loyalty despite any degree of a marketing effort from another brand to initiate a brand shift. In e-marketing similarly to traditional marketing there are the same channels intermediaries-wholesalers, to buy the product from manufacturers and sell to the retailer. The retailers purchase products from wholesalers and sell them online directly to customers. Brokers help to conduct a transaction between buyers and sellers and agents help to conduct e-transactions, but unlike brokers, they represent either buyer or seller.

The website is used by the customers for various purposes, including gaining information, completing procurement processes, and making direct communication (Molenaar, 2012). The website also helps tourist service providers in gaining the information necessary for researching the market. The internet, i.e. virtual space, allows transforming the mediation process efficiently, and inefficiently acting agents are removed from the distribution channel, and functions are transferred to other intermediaries. The discussion on place or distribution channel strategy will include substantially new elements including remote hosting. It is utilizing a technology called remote merchant hosting; the portal can be hosting a mirror image of the site. Seller rents the space in these shopping sections and the portal takes the purchase order and forwards the purchase order to the sellers.

2.4 Challenges of practicing electronic marketing in hospitality industry

According to various literatures adoption and practices of digital marketing faced different challenges as the hotels attempt to implement and practice social media. Christine, (2012) express the digital marketing like a “double aged sword” which can cut both ways, that is, it can build and destroy brand reputation at the same time also. O’Connor (2008) argues that Credibility and reliability are among the most argued challenges of social media. In addition to that, according to competeinc (2006) more than half of their surveyed respondents find the information generated by consumers credible, which is arguably not that high percentage. Hence social media sites are not viewed as credible and trustworthy as more traditional information sources, such as official tourism websites or airline sites.

Breed (2011) assert that positive comments that are made on social media are likely to increase customers' purchase intentions regarding the purchase a product or service in tourism, because such comments serve to reduce the risks involved in making the purchase. However the research conducted by the University of Kentucky shows that negative comments that are placed on social media sites might lead to a decrease in customers' purchase intentions relating to the product(s) and service(s) in question (University of Kentucky, 2011). It is understood from the literatures that social media marketing has challenges faced by the user tourism business organization alike to a good opportunity for developing countries to organize and develop the tourism offer and its promotion over the internet.

2.5 Current crises in the hospitality industry

The hotel industry is intrinsically vulnerable to disaster and crisis conditions since it relies on an atmosphere of safety, security, and favourable perceptions. Distress, fear, anxiety, trauma, and panic are the complete opposites of the satisfaction, pleasure, relaxation, and stability that are commonly sought in the tourist experience (Santana, 2003). Natural disasters, such as epidemics, are examples of crises. Epidemic outbreaks might reduce visitor arrivals because tourists prioritize safety when planning their travels (U & So, 2020). Among the great crisis that impact the hospitality industry is COVID 19 and internal conflict is well-known in our case.

2.5.1 COVID 19 pandemic crisis in the hospitality industry

Covid-19 has caused several damage to the global hotel industry. The hotel industry has not been spared. The COVID 19 pandemic has moreover infected and/or killed some guests, customers, employees, suppliers, distributors, and other hotel stakeholders. As a result of the risks, some hotel employees fear reporting to work (Stergiou & Fermaki, 2021). The covid-19 pandemic has exposed hotels to reputation risks and damages. Reputation risk which is defined as "the threat of economic damage from angry, frightened and/or disappointed stakeholders" is common during crises (Kossovsky, 2018). COVID-19 plunged a knife into the collective heart of the global hotel industry and in one fell swoop destroyed demand, sending revenue and profit to historically low levels. This global pandemic is the most harrowing event to ever besiege the hospitality industry. As stridently as room sales have plummeted, the crash in food and beverage (F&B) is even louder.

All revenue centres have had to come to grips with the dire consequences that accompany a business-volume slump of this magnitude. In particular, F&B revenue per available room plummeted by 66.5% — an even deeper decline than the 64.4% recorded in B revenue per available room (David 2020). Moreover, regarding the impact of COVID-19 on hotel consumer behaviour the longitudinal study conducted by the editorial team of the *Journal of Hospitality Marketing & Management* suggests that reopening the sit-down restaurants and easing travel restrictions will not bring customers back immediately (Gursoy et al., 2020). A large portion of individuals (over 50%) is not willing to dine in at a restaurant immediately. The same is true for staying at hotels. Most customers (over 50%) are not willing to travel to a destination and stay at a hotel any time soon.

Covid-19 has interfered with service delivery in hotels. For example, wearing face masks hides the service provider's smile meant to accompany the service. The smile is a hotelier's greatest asset (Andrews, 2010) and is known to win guests. Abolishment of buffets in the hotels has on the other hand caused dissatisfaction among most customers who appreciate variety and self-service. The covid-19 pandemic has led to a loss of business among hotels. Customer demand has dropped due to the poor economy and recession that has reduced disposable incomes among the traveling public, loss of consumer confidence, general fear of travel (Gursoy & Chi, 2020), and travel restrictions to countries greatly affected by the pandemic. Lastly, Covid-19 has led to business closures among hotels. Nan (2020) observed that due to covid-19, hospitality facilities including hotels in China had to shut down operations. Furthermore, based on this view the hotel sector should be adopting E-commerce technology and crisis management (the focus of the study) to sustain their business during adverse situations.

2.5.2 Internal political crisis in the hospitality industry

The hospitality sector is a sector that highly depends on the issue of safety and security. Among the socio-political problems the hotel industry is highly affected by internal conflicts with one country currently what we seeing in Ethiopia. On-going internal conflict and terrorism's impact on visitors can be extensive, and varied levels of terrorism dangers influence their choice of vacation packages (Walters et al., 2019). Natural disasters, war, and terrorism, sanitary difficulties, economic and other types of crises are the most common in the hospitality and tourism industry (Seraphin, 2019).

During the crisis, the most successful hoteliers lowered their revenues by lowering their prices and lowering their occupancy rates (Alonso-Almeida & Bremser, 2013). The intangibility of the products offered the impossibility of storage of the products - production at the time of consumption, high-cost allocation; high cost and fluctuation of labor, decisive seasonality, and vulnerability to crises are all characteristics of the hotel industry as a sub-sector of the tourism industry (Andris, 2016). In our homeland, the effect of the political crisis in the hospitality and tourism industry is still lingering and the best option is to rebuild the image of the country and enhance the profitability of the service sector the impact of digital technology is indispensable in promoting the sector and peaceful existence in another side. In Ethiopia, the role of the star-rated hotel is indispensable unfortunately due to the lingering effect of COVID 19 and internal conflict they contribute a minimum value, due to this the star-rated hotel in Addis Ababa should effectively use the E-commerce technology and crisis management strategy for eradicating and surviving in this adverse condition (the focus of the study).

2.6 Practices of Crisis Management

2.6.1 Marketing in Times of Crisis

Every organization has a variety of positions available, and marketing is only one of them. It aids in the identification and fulfilment of consumer requests by supplying things that are both valuable and readily available (Baubion, C. 2013). Many firms consider marketing to be the most crucial part. Effective products and services, which are based on efficient marketing, are essential for a company's survival. Marketing operations can be tailored to situations involving a crisis or tragedy since corporations rely on the effectiveness of their marketing efforts to forward their cause.

This is because marketing is widely recognized as an important component of crisis communication, particularly throughout the long-term recovery phase following a disaster or tragedy. In a crisis, any firm that looks to be hesitating in its reaction or fails to rapidly reassure its various internal and external stakeholders' risks catastrophic harm to its image, critical connections, and continued operations. All brands, according to Rubel et al. (2017), are vulnerable to a crisis. As a result, marketing aids a company's recovery following a crisis. Marketers must be aware of not only what is occurring in their sector, but also in the larger context in which they operate.

2.6.2 Workforce in Times of Crisis

According to the World Economic Forum Executive Opinion Survey, infectious disease spread was viewed as a serious global issue by less than 10% of company executives from G20 and OECD countries in 2019. Companies also did not expect a pandemic to test their public image as responsible employers. Furthermore, most organizations have not created flexible or remote working agreements across industries. Most firms nowadays must quickly implement new measures for their workforces; often with no prior such experience (Arora, R. 2012). Employee wellbeing – physical, emotional, financial, and social – is at the heart of the employee experience and is important to an engaged and productive workforce in normal times.

Companies must also aim to enhance the coverage of all employees, including those in jobs that allow for remote work as well as those who are not mobile (e.g., customer-facing retail and service workers) (Caudillo-Fuentes, 2010). The crisis offers an opportunity to be there for employees when they are most in need, making convictions and representing empathy. Employers may also consider using communications technology to send employees personalized communications and materials depending on their preferences and concerns. Given that financial and job insecurity is key sources of stress, businesses should make mental health standards and tools, such as virtual and behavioural health services, a priority.

2.6.3 Cost control in Times of Crisis

Global governments would not coordinate their efforts to fight the current situation, according to a 2009 report by the United Governments Organization. The global economy could decrease by up to 0.4 percent in 2010 if governments' stimulus programs are proven to be less successful and delayed than they should be. The steep reduction in commodity prices had a disproportionately negative impact on emerging countries whose economies were reliant on raw material exports. Aside from the financial system's collapse, a growing number of companies are suffering from a lack of liquidity and pricing fluctuations. They will be unable to fulfill the obligations they agreed to before the crisis. The COVID-19 crisis has tested the financial soundness of several businesses. Unexpected additional costs have arisen as a result of the need to reorganize operations and the limits that come with crisis management. The problem is figuring out how to increase corporate spending control while also saving time on routine tasks.

2.6.4 Organizational support in times of crisis

Any company, whether for-profit, non-profit or government, has faced several challenges as a result of the growing coronavirus pandemic. Employees and supervisors feel worried, tense, and apprehensive in general during a crisis, but these effects are magnified by the persistent prospect of dismissal or compensation cutbacks (Chatrakul Na Ayudhya, Prouska, & Beauregard, 2019). Furthermore, the economic crisis has resulted in a reduction in working hours, changes in workplace and working conditions, an increase in stress, fewer employment possibilities for workers, income cuts, feelings of insecurity, and deterioration in wellbeing (Eurofound, 2013). As a result, HRM must be aware of employee feelings and take swift action. Employees who work from home have fewer informal relationships and suffer from poor mental health as a result (Smith, 2020). Employee emotions must be recognized, especially during a crisis, notwithstanding the importance of mental health. HRM can improve employee quality of life in general, and perceived organizational support can reduce the health risks linked with work (Mariappanadar, 2020). Many countries were battling with questions of acceptable employment, as well as discrepancies in working hours, salaries, and workplace conditions, even before the epidemic (Connell, Burgess, & Hannif, 2007). This affects job quality, which is an important part of the HRM program because it affects both business and the economy (Connell, Burgess & Hannif, 2007).

2.7 Review of Empirical literature

Several related investigations are being carried out by various researchers in various parts of the world. However, there is no research on the practice of E-marketing and crisis management approach among star-rated hotels in Addis Ababa that has been undertaken Ethiopia. For example, during the worldwide lockdown, Saha A. et al. (2020) researched digital marketing; the study was done to analyse client perceptions of various internet commercials. Throughout the lockdown, a variety of product categories were advertised on various digital platforms, including television, mobile phones, emails, the internet, social media, games, and so on. Although he believed that digital marketing was the most viable option during such times, they argued that the effectiveness of such promotions on buyers isn't the best, and after comparing various categories of products, he concluded that digital marketing is most effective for food and healthcare products. Digital technology's position in the hospitality sector is more viable than anything that is done in operational areas.

Moreover, Among these, the study of (Ahmad, 2014) role of e-marketing on the development of internet user's attitude toward tourist site in Saudi Arabia; to measure the attitudes of the users the researcher were used the seven e-marketing mix (electronic service, price, promotion, website, the accuracy of the information, payment, and personalization) on the attitudes of Internet users (knowledge, feelings, and practice). To remain competitive, hotels should embrace information technology (IT) to improve the quality of their services and raise client satisfaction. Hotels, on the other hand, are at a higher risk of IT failure due to the widespread use of IT-assisted hotel operations and administration. For instance, Rezaeinejad I. (2021) studied the impact of online marketing strategies on improving the status of businesses in the COVID-19 era among Iranian profit-oriented business companies. He stated that the judicious application of e-commerce technology can assist Iranian businesses in increasing trade efficiency, increasing active involvement in global trade, and strengthening the country's position on regional and worldwide markets. Although many E-marketing businesses collect cost and usage statistics for their websites, few of them fully get how vital E-marketing applications are for a hotel's survival in a forced crisis. The electronic marketing mix elements have the potential to have an impact on the hotel business during on-going internal conflicts and COVID 19.

Furthermore, Pereraa et.al (2021), investigated the impact of digital marketing techniques on domestic travel destination choices during the post-COVID 19 waves. During the post-COVID 19 waves, it was observed that digital marketing methods like social media marketing, e-mail marketing, SEO, website design, and paid advertising have a significant positive impact on domestic tourism destination choices in Sri Lanka. In the hospitality and tourism industry, the use of digital technology has a greater impact on the survival of the image of destinations. A tourism destination directly or indirectly benefited from the era of digital technology for ensuring and retaining its potential customers. Melnychenko S.et.al. (2021) did another study on digitization as a technique for tourist revival in the post-covid-19 European Union. He concluded that digital technologies are critical for tourism recuperation, especially when the European Union's external borders were opened during the outbreak. The main digital technologies that can help tourism recover post-COVID-19 are online booking platforms, automation of check-in at hotels and airports, interactive web maps, self-bag-drops at airports, virtual boarding queues, and contactless technologies (sensors, facial recognition, and voice-controlled, contactless payments).

E-marketing in developing countries are highly dependent on various differences of Internet access, availability, affordability and other measures as the 'Internet haves' and 'Internet have not'(Wilson, 1987). According to Assefa and Wubalem, (2007) ICT can be an extremely powerful enabler in efforts to bring positive and sustainable socio-economic and political development to countries around the globe. Conducting old businesses in new ways and embracing new business opportunities has now become part of any economic transformation. Nonetheless, Ethiopia, traced as the low in network readiness index and in Internet users/internet penetration in the continent. But, the government's effort to improve the ICT infrastructure is encouraging. According to Belaynew (2012) E-commerce in Ethiopia is still characterized by a low penetration and high cost of Internet services, lack of suitable legal and regulatory framework for E-commerce, monopoly of gov't on the telecom sector are the main impediments to adopt E-business in the country.

Hence, researchers like (Lishan, 2009/10;&Wondwossen, 2005)conducted their studies on the challenges of telecommunications to the productivity of public and private enterprises and on the roles of banking sector in E-marketing and E-commerce in Ethiopia respectively. The researchers forwarded the following challenges: Low level of internet penetration and poorly developed telecommunication infrastructure, Internet and online payments impede smooth development and improvements in E-commerce in Ethiopia.

The hotel industry practices crisis management techniques that survive their business during the current crisis of COVID 19 outbreak and ongoing internal conflicts. According to Radwan (2017), branded suppliers of luxury services should be especially cautious about pricing and compromising the quality of their services, since this practice may have a long-term impact on their image and market position. Similarly, Kossyva et al. (2015) proposed that competition might be an effective business strategy for SMEs since it allows them to expand and enhance their competitive portfolio, allowing them to become even more competitive in the long run. In reviewing the literature, only four quantitative studies that utilized a holistic (multidimensional) approach to investigate CMPs in tourism firms were identified. Presented studies refer to the response of the tourism industry to the GFC and COVID-19.

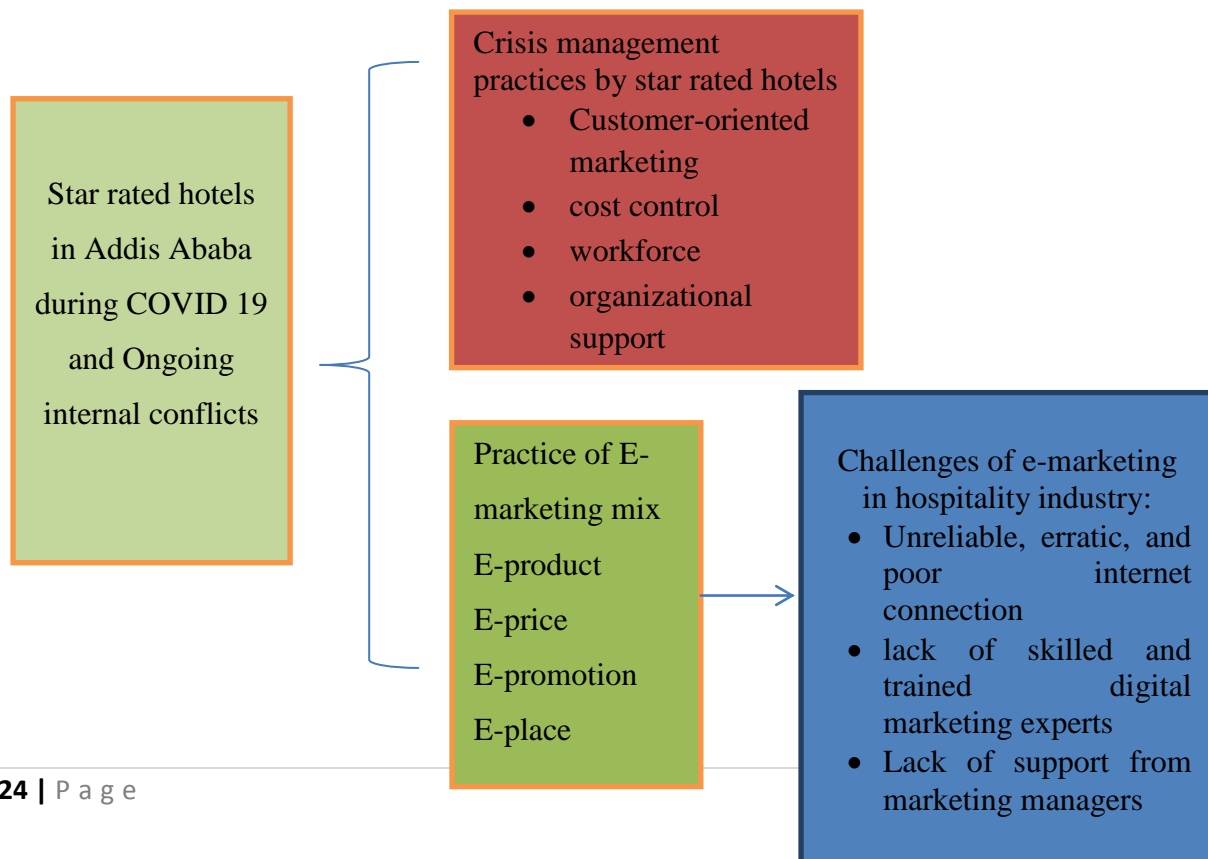
The practice of electronic marketing and crisis management in hospitality and tourism is undoubted worldwide in general, and specifically in Ethiopia during any adverse situation such as the COVID 19 pandemic and political crisis, and helps the sector by creating a chain between

customers and service providers, promoting products and services, lowering costs, ensuring safety and security, and a variety of other benefits. Based on the above review the researcher fills the existing conceptual and empirical gap in the study area. As a result, the researcher focused on assessing E-marketing and practice of crisis management technique for the performance of star-rated hotels to present market position on the web during the COVID 19 and political crisis.

2.8 Conceptual framework of the study

From the above different contexts that are the conceptual and empirical literature, there are various concepts, and thoughts on the problems under research by different scholars are available evident to the application of E-marketing and crisis management amid COVID 19 and internal conflict among star rated hotel in Addis Ababa. Therefore, practice of application of E-marketing there are four types of dimensions is suggested i.e., in the literature reviewed above, E-product, E-price, E-place, and E-promotion, while the practice of crisis management it has four dimensions such as cost control, organizational support, workforce, and customer-oriented marketing. Based on this the conceptual framework 2.1 presented below has served as a reference for the study.

Figure 2.1 conceptual framework of the study worked out by the researcher



CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

The methodologies of the study are outlined and elaborated in this chapter. It covers the research topic, research methodology, research design, sample tactics, data collection sources, data collection procedures, reliability analysis, data analysis, and presentation methods, as well as ethical considerations.

3.1 Description of the study area

This research was undertaken among Addis Ababa's star-rated hotels; there are numerous reasons for their presence in the city. First, Ethiopia's capital and home to several international organizations are Addis Ababa. Addis Ababa, Africa's diplomatic capital, is home to many international institutions, notably the headquarters of the African Union (AU) and the United Nations Economic Commission for Africa (UNECA). It is Ethiopia's most important business and cultural centres, and its location in the country's heartland is a major reason for its presence there. Second, the star-rated hotels are located in Addis Ababa because they have a big chance of attracting international potential consumers owing to their excellent service and easily accessible due to their infrastructural facilities. Because of its location and reputation, a large number of people travel to the city in search of work and services.

Addis Ababa, Ethiopia's capital, is one of Africa's fastest-growing cities, with a population of over four million people, accounting for almost a quarter of the country's total urban population and more than ten times that of Adama, Ethiopia's second-largest city (MoUDHC, 2015). As a result, international organizations and embassies are catered to by the majority of high-end and franchised hotels. According to the Addis Ababa municipal culture, art, and tourist bureau (Addis Ababa city culture, art, and tourist bureau, 2020), Addis Ababa has the majority of the country's star-rated hotels registered with the ministry of culture and tourism. The primary sources of demand for Addis Ababa hotels are diplomatic, assistance, and non-governmental organizations (NGOs), as well as meetings, incentives, conferences, and exhibitions (AAHA, 2020). The star rating of hotels in Addis Ababa was determined in two rounds: the first in 2014, and the second four years later in 2018. Accordingly, the city has a total of 138 hotels ranging from one to five stars.

3.2 Research design and approach

The study sought to illustrate E-marketing and practice of crisis management strategy among star-rated hotels in Addis Ababa during COVID-19 and internal conflict. As a result, because data were collected only once, a cross-sectional research methodology was used in this study. In this study, descriptive research designs were used for data analysis: The practice of an E-marketing mix and crisis management technique among star-rated hotels is best described using a descriptive research design. The researcher was employing a combined research technique (both quantitative and qualitative) in this study, which were help to overcome the constraints of using only one method (quantitative or qualitative). According to Creswell (2003), mixed design is less well documented than either quantitative or qualitative techniques since it entails collecting and evaluating numerous types of data in one study. According to Creswell (2003), all approaches have limits, and researchers believed that biases inherent in one method could negate or cancel biases in other ways. As a result, mixed design triangulates data sources to get a trustworthy outcome. As a result, the mixed research strategy sits in the middle of the continuum, assuming that combining the two yields a more comprehensive understanding of the research problem. Consequently, for the present study, the researcher was collecting both arithmetical and textual data in conjunction, meaning a mixed research approach.

3.3 Target Population and subjects of the Study

This research was undertaken at Addis Ababa's star-rated hotels. As a result, the study's populations were star-rated hotels in Addis Ababa, as determined by the Ministry of Culture and Tourism in 2018. In 2018, there were 138 hotels in Addis Ababa with a star rating. For a variety of reasons, the subjects of this study were marketing managers of these 138-star-rated hotels in Addis Ababa. To begin, the researcher chooses marketing managers above other hotel employees since marketing managers are responsible for marketing practice in their hotels and thus be able to provide sufficient information. Second, they have a high level of market integration with other customers and business owners during marketing promotions, and they are operationally fit in terms of marketing concerns. Aside from that, the researcher selects some marketing managers for interviews because of having enough data on the study area. As a result, the star-rated hotels in Addis Ababa constituted the study's unit of analysis.

3.4 Sample Size and Sampling Techniques

Some researchers, such as Cvent (2019) and others, propose adopting the census approach to get enough respondents to have a high degree of statistical confidence in the survey results for a population of fewer than 1000 individuals. As a result, because the city's total number of star-rated hotels is just 138, the researcher used a census sample technique. That is, all 138 marketing managers at each hotel were examined for this study because the amount is manageable. As a result, the researcher distributed the questionnaire to marketing managers of 138 star-rated hotels through both a hard copy and via e-mail depending on their preference. Finally, a total of 125 complete responses were obtained, which resulted in a response rate of 90%. The remaining 7 respondents were unable to fill the questionnaire and return on time, perhaps due to their busy schedules, and the last 6 hotels are closed due to COVID 19 effect and other purposes. Aside from that, for qualitative data analysis, interviews were performed with 12 marketing managers based on judgmental sampling (a total of 12 respondents). The reason why to use purposive sampling is a researcher believes some respondents may be more knowledgeable than other marketing staff and requires an expert to use their judgment in selecting cases with that purpose in mind. Hence the data presentation, results, and discussion were based on 125 respondents for quantitative and 12 respondents for qualitative.

Table 3.1. Number of star-rated hotels in Addis Ababa by star-rate category

Star rated	Number of hotels
Five star	8
Four-star	21
Three-star	34
Two-star	33
One star	42
Total	138

Source; Addis Ababa city culture, art and tourism bureaux

3.5 Data Sources and Types

The study's data was collected from both primary and secondary sources. The researcher collects a primary data from marketing managers of star rated hotel in Addis Ababa. Primary data sources were used to provide relevant data for this study on the existing practice of E-marketing and crisis management in star-rated hotels in Addis Ababa during frequent crises. By assessing both published and unpublished works, secondary data were obtained from secondary sources such as the MoCT, the Addis Ababa city culture, and tourism bureau, the Addis Ababa hotel association, and other materials such as books, existing journals, and the internet. These sources should also provide the researcher with pertinent information on the practice of e-marketing and crisis management in Addis Ababa, particularly in the context of COVID 19 and internal conflict among star-rated hotels.

3.6 Data collection method and instrument

The necessary data for the study was collected from the primary and secondary sources of data. The major primary data collecting tool for this study was a survey questionnaire and in-depth interview written in English and translated into Amharic, a widely spoken language in metropolitan regions such as Addis Ababa, Ethiopia's capital, where nearly star rated hotel is based.

3.6.1 Survey questionnaires development

Questionnaires were distributed to marketing managers to collect quantitative data on the reaction, learning, and practice of E-marketing practices like E-product, E-price, E-promotion, and E-place, as well as crisis management practices like customer-oriented marketing, workforce, cost-control, and organizational support. The questionnaires consisted solely of multiple responses and grid questions with a Likert ordinal scale ranging from one to five. The questionnaire was designed and analysed using a modified version of a questionnaire developed by Yemane Reda (2018) and King Meng Sam (2013), as well as measuring items for crisis management practice taken from Marko (2020) and Radwan (2017).

3.6.2 Interview

There were 12 semi-structured interviews with marketing managers of star-rated hotels. In this study, the mixed analysis method of concurrent explanatory design was applied (Creswell et al., 2003). The data collected during the second stage of the qualitative data collecting and analysis process is attempted to be purged using quantitative analysis results (Ivankova et al., 2006).

The quantitative results are intended to gain a more descriptive identification based on the in-depth information obtained during the interviews (Rossman & Wilson, 1985). Other primary data was gathered through interviews with marketing managers of the selected star-rated hotel to have a better understanding of the success of using E-marketing as a crisis management approach in the research area. The use of interviews with marketing managers is justified because; the marketing managers have the capacity of ensuring the practice and usefulness of marketing through the means of digitalization of their system in the overall operation. Such interviews entail the use of a series of semi-structured questions and recording procedures based on the interviewee's willingness.

3.7 Data collection procedures

The first draft of the questionnaire was sent to my thesis supervisor to seek feedback before the real data-gathering procedure begins. After the comments, the questionnaire was duplicated, and pilot tests were undertaken with a few selected marketing managers in star-rated hotels. The pilot test was used to assess the questionnaire's accuracy as well as any unexpected issues such as missing data or data inconsistency, as well as to understand respondent concepts on questions, assess the nature of respondents, and estimate the time required to complete a single questionnaire. Finally, after making modifications and comments based on the information gained from the pilot-test results, the actual data collection procedure began. A support letter for the star-rated hotel in Addis Ababa was also being distributed. As a result, they were all willing to engage in the study, and the researcher distributed the questionnaire after receiving their consent. The respondents were contacted by the researcher directly during their working hours. In two months, the data collection was completed. Finally, the researcher was encouraged and request that the respondents complete and return the surveys on the spot.

3.8 Scale Validations and Reliability Test

Consistency is the essence of reliability. It depicts how the scale's various components are all measuring the same basic concept (Pallant, 2010). Internal consistency is measured using Cronbach's alpha coefficient, with a value of > 0.07 being the best. According to Hair, et al., (2010), if α is larger than 0.7, it indicates high dependability, whereas if α is smaller than 0.3, it indicates low reliability.

As previously stated, eight dimensions were utilized to assess the practice of electronic marketing and crisis management approach in star-rated hotels, each with its own set of items. The factorability of the items is demonstrated by the Kaiser-Meyer-Olkin (KMO) values, which are above the suggested 0.6 value (Hair et al.,2010), and Bartlett's Test of Sphericity (p0.001 in all cases). The alpha coefficient for E-price is 0.840, E-product is 0.897, and E-promotion is 0.882, for E-place is 0.885, customer-oriented is 0.843, the workforce is 0.748, cost control is 0.768, and organizational support is 0.882, as shown in the table above. This demonstrates that the data collected from respondents (marketing managers) of star-rated hotels in Addis Ababa is reliable and consistent with the scale.

Table 3.2 Results from Scale Validations and Reliability Test

Dimension	Cronbach's Alpha	N of Items	Approx. Square	Chi-	KMO
Electronic price	0.840	5	242.47		0.813
Electronic product	0.897	6	411.21		0.892
Electronic promotion	0.882	5	338.59		0.827
Electronic place	0.885	5	338.80		0.847
Customer-oriented marketing	0.843	4	199.15		0.802
Workforce	0.748	4	118.60		0.722
Cost control	0.768	4	133.05		0.756
Organizational support	0.882	5	506.57		0.726

Source: Extracted by the researcher (May 2022)

Furthermore, doing a reliability test by combining all of the E-marketing mix parameters yields a more dependable alpha coefficient of 0.979. For instance, the KMO value for each dimension such as E-price (0.813), E-product (0.892), E-promotion (0,827), E-place (0.847), customer-oriented market (0.802), workforce (0.722), cost control (0.756) and organizational support (0.726) respectively and Bartlett's test of sphericity was statistically significant ($X^2= 4206.204$, $df =703$, $p0.000$), thus indicating that the collected data from the respondents for 39 items of the eight dimension are valid and factorable. Generally, the dimensions used to measure the E-marketing mix and practices of crisis management strategy in the star-rated hotel are very consistent, reliable, and valid.

3.9 Data analysis and presentations

The Statistical Package for Social Sciences (SPSS) software was utilized because of its capacity to process quantitative/numerical data with the connection of qualitative response. The respondent's personal information, such as gender, age, religion, educational status, and prior experience with digital technology in the hotel business, was covered in the first section. The second segment looked at practice of E-marketing and crisis management is currently being used in times of crisis. To analyse the data in both sections, the researcher used descriptive statistics such as frequency, percentage, mean and standard deviation. In addition, thematic analyses were used to analyse and evaluate the data gathered through in-depth interviews.

3.10 Data Quality Assurance

A researcher was collect data for the study using a standardized questionnaire, and the researcher verified and evaluates the concept. Data quality was ensured by data collectors being closely supervised. The information would be exchanged between data collectors and supervisors. The researcher was examining all obtained data daily for completeness, and consistency. Any ambiguous information was clarified by communicating with the data collectors as needed.

3.11 Ethical consideration

An authorized communication document from Addis Ababa University's Centre of Development Studies must be requested beforehand when obtaining data for the project. The letter was subsequently delivered to a star-rated hotel in Addis Ababa that may be impacted by the study. Respondents were being told about the study's purpose and nature, and they would be asked to offer their informed consent to participate or not. Apart from that, some briefings were written on the heading of each questionnaire, stating that the respondent's information will be kept strictly confidential and used only for academic purposes and that the entire study process will be monitored to ensure that it adheres to acceptable professional ethics. A statement further specifies that the questionnaire should not contain any personal information or references. Participants were able to fill out the questionnaire more safely as a result of this, as any biased responses or unauthentic data provided by respondents were avoided. The researcher collects data and analysed the study using the responses. Findings were presented completely and honestly, without distorting or deceiving others about the nature of the work. It is not permitted to fabricate data to justify a particular conclusion. Finally, a copy of the final report was sent to the universities.

CHAPTER FOUR

DATA PRESENTATION, AND RESULTS

This chapter describes the analysis and interpretation of the collected data about practice of the E-marketing mix and crisis management by taking star-rated hotels in Addis Ababa as a case study. This chapter consists of different topics such as response rate, the demographic characteristics of respondents, descriptive statistics on the application of E-marketing, and challenges of e-marketing. Finally, the chapter presents the practice of crisis management in star rated hotels.

4.1 Response Rate

The researcher distributed 138 questionnaires to marketing managers in star-rated hotels. Out of 138 respondents, 125 were completed and returned, with a response rate 90%.

Table 4.1: Response Rate of Respondents

Description	Respondents
Target Population	138
Questionnaires distributed	138
Questionnaires returned	125
Response rate (%)	90%

Source: Field survey, 2022

4.2 Demographic Characteristics of Sample Respondents

4.2.1 Age, Gender, Educational, and working experience distribution of respondents

To find out the general background of marketing managers at star-rated hotels, the respondents were asked their age is described below. The maximum age of the respondents is 67 years old and the minimum is 22 years old. The mean score of the respondent's age on average is 34.06 years old. This implies that most of the marketing managers in star-rated hotels are economically productive and active. As depicted in table 4.2 below the majority of the respondent's gender are males 80 (64%) and the remaining 45(36%) are female respondents.

The result indicates that male marketing managers are slightly higher than females and dominate the star-rated hotels in Addis Ababa.

Table 4.2 Educational, gender, and work experience distribution

Dimension			
Age	Minimum	Maximum	Mean
	22.0	67.0	34.06
	category	Frequency	Percent
Gender	Male	80	64.0%
	Female	45	36.0%
	Total	125	100.0
Education	Diploma	10	8.0%
	Degree	78	62.4%
	Masters and above	37	29.6%
	Total	125	100.0
	Minimum	Maximum	Mean
Experience in the hotel in general	1.0	40.0	9.73
Experience in the star rated hotel.	1.0	25.0	6.37
Experience in the marketing managerial position	1.0	13.0	3.56

Source: Field Survey (May 2022)

The hotel sector requires common understanding among the employees. Hence, education is a basic parameter for any cooperative activities in general and particularly for hospitality and tourism industry development. Concerning the educational background of the sampled respondents, 8 % (10) of them were Diploma holders, 62.4% (78) were BA degrees, and 29.6% (37) earned master's degrees. The marketing managerial position in star-rated hotels is dominated by BA degree holders followed by master's degrees and diplomas. In general, there is no below the educational background diploma and no third-degree holder from the sampled respondents in the star-rated hotels. To sum up, at least a diploma and above educational background is needed to manage marketing operations in star-rated hotels, because the industry should be operated by educated professionals in the sector. Table 4.2above also summarizes the respondents' experience in terms of experience in the hotel industry in general, the maximum experience of respondents is 40 years and the minimum experience is one year.

The mean score of respondents' work experience in the hotel industry is 9.73 years. As per the above result, most of the respondents have enough experience in how to deal with adverse conditions in the hotel industry. With regards to work experience in star-rated hotels, in particular, respondents had a mean score of (m=6.37) a year, implying that respondents have an average experience age of 6.37 years. The respondents have a maximum experience age of 25 years and a minimum experience age of one year. From the result, the majority of the respondents have experience working in star-rated hotels and they are capable of knowing or having the modern working environment of the hotel sector. In terms of marketing management experience in star-rated hotels, respondents had a mean score of (m=3.56), implying that respondents have an average experience age of 3.56 years. The respondents have a maximum experience age of 13 years and a minimum experience age of one year. The above result showed that the majority of the respondents have the experience to understand the notion of managing marketing practices in star-rated hotels amid a crisis.

4.2.2 Firm characteristics of the sampled star-rated hotels

Table 4.3 Firm characteristics of the sampled star-rated hotels

Firm characteristics			Frequency	Percent	
Kindly, indicate the star of your hotel	one star		35	28.0%	
	two-star		30	24.0%	
	three-star		33	26.4%	
	four-star		20	16.0%	
	five star		7	5.6%	
	Total		125	100.0	
Does your hotel have its website?	Yes		Frequency	Percent	
			125	100%	
When have been the webpage is designed	N	Minimum	maximum	Mean	Std. deviation
	125	1	20	7.60	3.80
Valid N (listwise)	125				

Source: Field Survey (May 2022)

Table 4.3 above indicates that out of the total 125 hotels in the city, the majorities are one-star hotels (35 or 28%) and the second-largest numbers of hotels are three-star hotels (33 or 26.00%). Two-star rated hotels are 30 in number and they cover 24% of the total number of hotels in the city.

The other percentage is covered by four and five stars which are 20 (16%) and 7(5.6%) in number respectively. This indicates that from the list of the star-rated hotels in the city, the practice of the application of E-marketing is headed by the hotels that have one and three stars. Moreover, all-star rated hotels in Addis Ababa have a website.

This indicates that star-rated hotels in Addis Ababa know the essentiality of digital technology in their everyday business operation and the website enables them to work uninterruptedly during COVID 19 outbreak and ongoing internal crisis. Furthermore, with regards to the establishment year of their webpage, the minimum age of website design is 1 and the maximum age is 23. The overall mean of the webpage's year of establishment is 7.06. From the above result, the researcher shows that the majority of the star-rated hotels designed their webpage before the occurrences of COVID 19 and the ongoing internal civil war; this indicates how many websites are for running the hotel business during a crisis.

4.3 Awareness of marketing managers of the star-rated hotels on the usage of ICT implements

4.3.1 Awareness of usage of social media

As depicted in table 4.4 among the sampled star-rated hotels in Addis Ababa responded 116 (92.8%) uses Facebook to communicate and promote their products and service to their potential customers, 66 (52.8%) star-rated hotels used Twitter, 57 (45.6%) star rated hotels used Viber, 44 (35.2%) star rated hotels used Whatsapp, 96 (76.8%) star rated hotels used Instagram, and 45 (36%) star rated hotels used telegram and 14 (11.2%) star rated hotels used other social media like youtube account. From the result, the researcher shows that the awareness and use of social media for promoting hotel products and services among star-rated hotels in Addis Ababa is encouraging and appreciable.

Table 4.4 distribution of awareness of usage of social media

Social media usage	Frequency	Percentage	Frequency	Percentage
	Yes	Yes	No	No
Facebook	116	92.8%	9	7.2%
Twitter	66	52.8%	59	47.2%
Viber	57	45.6%	68	54.4%
Whatsup	44	35.2%	81	64.8%
Instagram	96	76.8%	29	23.2%
Telegram	45	36%	80	64%
Others	14	11.2%	111	88.8%

Source: Field Survey (May 2022)

4.3.2 Communication techniques with potential customers

About star-rated hotels communication techniques with potential customers are presented. In table 4.5, among the sampled star-rated hotels 123(98.4%) conduct their communication with clients through email, 116 (92.8%) through a direct phone call, 94(75.2%) through the website, 62(49.6%) through social media platform, 37(29.6%) through SMS, 5(4%) through other media account like Skype and postal service. From this response, the researcher shows that most star-rated hotels depend on their marketing channel on digital technology because the traditional way of communication may soon be ineffective in the hotel sector.

Table 4.5 distribution of communication techniques with potential customers

Communication technique	Frequency	Percentage	Frequency	Percentage
	Yes	Yes	No	No
Conversation on phone	116	92.8%	9	7.2%
Website	94	75.2%	31	24.8%
SMS	37	29.6%	87	69.6%
Email	123	98.4%	2	1.6%
Social media platform	62	49.6%	63	50.4%
Others	5	4%	120	96%

Source: Field Survey (May 2022)

4.3.3 Methods used to establish an affiliation with potential customers in star-rated hotels

As we get from the table 4.6, among the sampled respondents 105 (84%) number of star-rated hotels establish a relationship after clients search their website, clients contact by themselves 97 (77.6)%, word of mouth covers 88 (70.4%), through the suggestion of customers 45 (36%), and 9(7.2)%, the relationship is established through participation in the business event in different countries. From this response simply understand that having an online market platform and effective website is very imperative to the business of star-rated hotels.

Moreover, word-of-mouth marketing is nowadays becoming an outstanding marketing promotional tool in the study area.

Table 4.6 distribution of techniques of star-rated hotels used to establish affiliation

	Frequency Yes	Percentage Yes	Frequency No	Percentage No
Customer contact first	97	77.6%	28	22.4%
Suggestion of customers	45	36%	80	64%
Word of mouth	88	70.4%	37	29.6%
Website	105	84%	20	16%
Others	9	7.2%	116	92.8%

Source: Field Survey (May 2022)

4.3.4 Dissemination of respondents in terms of E-marketing information

According to the result presented in the table 4.7, among the sampled star-rated hotels, 59.2% (74) of respondents are heard about e-marketing from social media, 44.8% (56) heard about e-marketing from mass media, 42.4% (53) heard from business partners, 24% (30) heard from customers, 18.4% (23) read from pamphlets and 6.8% (8) from others like formal and informal education and training. From the study result, we can understand that social media and mass media are very vital to delivering information to the business of star-rated hotels.

Table 4.7 Distribution of respondents in terms of E-marketing information

	Frequency Yes	Percentage Yes	Frequency No	Percentage No
Heard from social media	74	59.2%	51	40.8%
Learned from pamphlets	23	18.4%	102	81.6%
Received from customer	30	24%	95	7.6%
Heard from mass media	56	44.8%	68	54.4%
heard from a business partner	53	42.4%	72	57.6%
Others	8	6.4%	117	93.6%

Source: Field Survey (May 2022)

4.4 The application of electronic marketing mix in star-rated hotels

To assess the practice of E-marketing mix during the crisis in star-rated hotels a five-point Likert scale was used. The analysis of the study was done using descriptive statistics or through using central tendency, from these the researcher used the mean scores of each variable. Finally, the interpretation is made by using the grand mean of each independent dimension to achieve the partial research objectives of the study. For our report on the finding, we have employed the criteria by (Ghazi, 2016). Accordingly, Range from 1.00 to 1.80 implies Strongly disagree, from 1.81 to 2.6 as Disagree, from 2.61 to 3.4 means Neutral, from 3.41 to 4.20 as Agree, and finally from 4.21 to 5 as Strongly agree.

4.4.1 Descriptive statistics of E-price in star-rated hotels

This section discussed the practice of the pricing system of E-marketing mix components as assessed by marketing managers of star-rated hotels in Addis Ababa. The result of the analysis was depicted in table 4.8. As indicated in Table 4.8 below, there was a high response rate in connection with the statement which specified that we enter any desired price for the desired product and our hotel website will provide the necessary information in light of the current problem with a mean response of (M=3.58 and SD of 1.15). There was also a low moderate response rate in connection with the statement which specified that our electronic payment system will be visible and easily available to our customers with a mean response of (M=3.36 and SD of 1.14). In general, the researcher confirmed that respondents have agreed on the practice of pricing strategies with a total mean response of (M=3.48 and SD =0.90). This showed that the pricing system was an important dimension of the electronic marketing mix used for retaining potential customers and technology at all levels; it had at least some input as a strategy during ongoing internal conflicts and COVID 19 outbreaks in star-rated hotels in Addis Ababa.

Table 4.8 Descriptive statistics of the items measuring of E-price dimension

Electronic price	N	Mean	Std. Deviation
Due to the current conditions, our hotel has reduced the overnight price	125	3.46	1.118
In our hotel, we have introduced an online paying system to our customers than the usual traditional paying system amid COVID-19	125	3.47	1.168
Despite the ongoing internal crises, our electronic payment system will be visible and easily available to our customers.	125	3.36	1.146
In the face of extraordinary crises, electronic payment methods are safer and more reliable than traditional payment systems.	125	3.54	1.235
We enter any desired price for the desired product, and our hotel website will provide the necessary information in light of the current problem.	125	3.58	1.152
Grand mean	125	3.48	0.90
Valid N (listwise)	125		

Source: Extracted by the researcher (May 2022)

As per the response gained from most marketing managers of star-rated hotels with regards to the online payment system:

During the current crisis, we are doing our best to provide alerting services for clients by categorizing online payment modes into separate methods, making them feel more comfortable about the payment process. Furthermore, we stated that we are collaborating with banks to enable a simple payment process via POS devices and that our website is open and free to all customers. Furthermore, customers can complete any process, such as selecting a preference, making a reservation, and completing secure payment instructions, at any time and from any location that is convenient for them. In addition, our star-rated hotel has introduced different types of payment methods for our customers, such as Expedia and booking.com, in the current situation.

Additionally, the above interview response is supported by another response:

Before the crisis, our online pricing system had little use other than as a platform; however, following the COVID 19 pandemic and internal ongoing conflicts, we implemented our most reliable and secure form of payment in our hotel for customers, giving our customers a higher level of credibility and trust in our method of payment than before.

According to the interview responses, electronic marketing about online payment systems in star-rated hotels is encouraging since digital technology has easily helped star-rated hotels in Addis Ababa.

4.4.2 Descriptive statistics of E-product in star-rated hotels

This section discussed the practice of hotel delivery service of E-marketing components as assessed by marketing managers of star-rated hotels in Addis Ababa. The result of the analysis was depicted in table 4.9. As shown in the below table 4.9, there was a high response rate in connection with the statement which specified that during the COVID epidemic and internal crisis, all-important order and room confirmation details are delivered to customers through email within 24 hours with a mean response of ($M = 3.86$ and $SD = 0.99$). There was also a low moderate response rate in connection with the statement which specified that our hotel now offers a wider range of hotel products and services than previously due to COVID 19 and a continuous internal crisis with a mean response of ($M = 3.48$ & $SD = 1.00$). In general, it could be understood that respondents have highly agreed with a total mean response of ($M = 3.65$ and $SD = 0.78$). From the analysis, the researcher shows that the star-rated hotel had provided different products which are highly consistent, well-coordinated, and well-integrated during COVID 19 and ongoing internal crisis in star-rated hotels.

Table 4.9 Descriptive statistics of the items measuring of E-product dimension

Electronic product	N	Mean	Std. Devia tion
Our hotel now offers a wider range of hotel products and services than previously due to COVID 19 and a continuous internal crisis.	125	3.48	1.00
Despite the current crisis, our hotel website allows customers to closely examine a product image from many viewpoints.	125	3.63	0.90
During the COVID epidemic and internal crisis, all-important order and room confirmation details are delivered to customers through email within 24 hours.	125	3.86	0.99
Our hotel now offers room order cancellations and returns are accepted within three days more than before due to the current situation.	125	3.64	0.96
In our hotel, we have introduced an easier and more accessible online system, for potential clients to follow their service order status than pre-COVID era	125	3.63	0.93
Due to the current health and political situations, we have put in place an online system that ensures uninterrupted service delivery	125	3.66	0.96
Grand mean		3.65	0.78
Valid N (listwise)	125		

Source: Extracted by the researcher (May 2022)

As per the response gained from most marketing managers of star-rated hotels with regards to the hotel delivery system:

Due to the current situation, we have introduced new types of service delivery systems at our hotel. For example, before the eruption of COVID 19 and internal civil wars, our delivery system was not very good, but now, with the support of our website and social media accounts, we can provide exceptional outdoor service. Furthermore, at our hotel, we offer a variety of digital products, such as e-booking and various types of pictures and videos, all of which are used to promote products and services, ranging from storing all significant demand and room confirmation information to receiving online room invalidation for our potential clients. This means that our hotel has implemented an online system or website to provide uninterrupted service delivery during internal conflicts and COVID 19 outbreaks.

During the adverse unstable political circumstances and the occurrence of COVID 19, most star-rated hotels in Addis Ababa practiced providing online service in their complete commercial activity, based on interview responses regarding the hotel service delivery system.

4.4.3 Descriptive statistics of E-promotion in star-rated hotels

Table 4.10 Descriptive statistics of the items measuring of E-promotion dimension

Electronic promotion	N	Mean	Std. Deviation
Over times of crisis, in our hotel, the use of online advertising increases customer retention.	125	3.62	1.04
In times of crisis, in our hotel newsletters and e-mails delivered to devoted clients are more crucial than before.	125	3.46	.92
As a result of the current conditions, in our hotel, an online promotion that incorporates words or video clips about our product and services that are very appealing will notify others customers.	125	3.71	.97
In our hotel online advertisement improves our hotel brand image than in the pre-crisis era.	125	3.87	.95
In our hotel, online advertisement of our products and services lowers the cost of promotion instead of brochures amid the current crisis.	125	3.74	.95
Grand mean	125	3.68	0.79
Valid N (listwise)	125		

Source: Extracted by the researcher (May 2022)

As shown above there was a higher response rate in connection with the statement which specified that our hotel online advertisement improves our hotel brand image than in the pre-crisis era with a mean response of ($M = 3.87$ & $SD = 0.95$). There was also a low response rate in connection with the statement which specified that in times of crisis, our hotel newsletters and e-mails delivered to devoted clients are more crucial than before with a mean response of ($M = 3.46$ and $SD = 0.92$). Generally, the researcher has summarized that respondents highly agreed with a total mean response of ($M = 3.68$ & $SD = 0.79$). This indicated that respondents agreed on the practice of E-promotion. This means that E-promotion would enhance hotels' ability and would promote their survival, growth, & development. The online advertisement was related to promoting and marketing hotel products and services and the star-rated hotels in Addis Ababa have been continuously changing their systems to promote improvements and provide value for their customers during this current crisis. As per the response gained from most marketing managers of star-rated hotels with regards to online promotion:

Our web advertising gives us a significant advantage in terms of enhancing hotel profitability, marketing our hotel brand, and keeping guests in difficult circumstances. Our hotel products, such as various types of room service, accommodation service, conference hall, alcoholic and non-alcoholic drinks, gym, and services used for events, as well as any other product and service, are promoted online through our hotel social media accounts, such as Facebook, Instagram, Twitter, and our well-designed website, during this current crisis.

The importance and practice of online advertisement in star-rated hotels are also supported by another response:

Furthermore, before the outbreak of the corona pandemic in Ethiopia, our advertising strategy was largely driven by traditional promotional tools such as brochures, business events, and word-of-mouth. However, today's circumstances prevent us from using such traditional methods of advertising, so our electronic marketing platforms (online advertising) are extremely important and widely used for promoting various types of products and services. This demonstrates how important online advertising is for promoting our hotel's brand image and increasing profitability during COVID 19 outbreaks and ongoing conflicts.

According to interview responses on internet marketing, the majority of star-rated hotels in Addis Ababa used online advertisements during their entire commercial activity amid the insecure political situation and the outbreak of COVID 19.

4.4.4 Descriptive statistics of E-place in star-rated hotels

In table 4.11 shown below, there was a high response rate in connection with the statement which specified that our hotel website provides straight information about our service and is easy to use for customers amid crisis with a mean response of ($M = 3.59$ & $SD = 1.20$). There was also a low response rate in connection with the statement which specified our hotel merchandise goods available through search engines' shopping pages as a result of the crisis with a mean response of ($M = 3.29$ and $SD = 1.34$). Generally, the researcher has summarized that respondents agreed with a total mean response of ($M = 3.46$ & $SD = 1.00$). This result showed that the star-rated hotels in Addis Ababa have practiced and used their website with clear sense of purpose and direction that survive during ongoing internal conflicts and the COVID 19 pandemic.

Table 4.11 Descriptive statistics of the items measuring of E-place dimension

Electronic place	N	Mean	Std. Deviation
Our hotel website link reached from other websites more easily than before due to the present situation.	125	3.46	1.11
Our hotel merchandise goods are available through search engines' shopping pages as a result of the crisis.	125	3.29	1.34
Considering the current situation, our hotel website provides a cost-effective way to boost profitability amid the Corona pandemic.	125	3.54	1.18
Our hotel website provides straight information about our service and is easy to use for customers amid crises.	125	3.59	1.20
Our webpage eliminates the need for an intermediary between our hotel and the ingredient supplier during the current situation.	125	3.46	1.13
Grand mean	125	3.46	1.00
Valid N (listwise)	125		

Source: Extracted by the researcher (May 2022)

The response of most marketing managers of star-rated hotels supported that:

Better Search Engine Optimization, appealing presentation of images and content, and simple navigation all contribute to a better user experience, which aids in increased hotel bookings through booking.com and Expedia, which is also beneficial to our hotel, as it generates more revenue during the ongoing internal crisis and COVID 19 pandemic. Furthermore, our hotels' websites or web presence allows management to reach out to potential and repeat customers on a personal level. Aside from that, our hotel website is easily accessible, available at all times, and more trustworthy when it comes to delivering and supplying information about our hotel's goods and services in these trying times.

Aside from this, the above interview response is supported by another response:

Because of the current circumstances, our hotel website is more organized and delivers information on the general premises of our hotel than it was previously because our website is now accessed by a much larger number of foreign and national guests than it was previously. This means that before arriving at our hotel, our visitors must be aware of how to protect them from the COVID 19 pandemic and must complete all activities, from reservation to departure, through an internet platform.

Most star-rated hotels in Addis Ababa used their effective website in their complete economic activity under adverse unstable political conditions and the outbreak of COVID 19, according to interview responses on online distribution or website.

4.4.5 Summary of descriptive statistics for e-marketing mix elements

Below table 4.12 illustrated the descriptive analysis summary result of the application of E-marketing mix mean and standard deviation. The result indicated that the majority of the respondents agreed with the E-promotion more than others with a mean value of (M =3.68 and SD=0.79). This implies that the majority of the respondents agreed with the measures of E-promotion items. It showed that star-rated hotels in Addis Ababa had implemented more online advertisements. The finding also revealed that next to the E-promotion, the mean score of E-product with a mean value of (M =3.65, and SD=0.78). This result indicates that the majority of the respondents agreed that there is diverse delivery of hotel products and services during a crisis. Besides, the result indicates that the majority of the respondents agreed with E-price with a mean value of (M =3.48, and SD=0.90). This implies that there is a good practice of online payment systems in star-rated hotels. This means there is high trust in online payment and their online payment process is easily accessible and functional for customers. Also, most of the respondents agreed with E-place with a mean value of (M =3.46 and SD=1.00). Based on the result, the E-promotion was a dominant application of electronic marketing in star-rated hotels in Addis Ababa, followed by E-product, E-price, and E-place respectively. Then, finally, the application of the E-marketing mix variable in the star-rated hotels fulfills the average cut-off point (from 3.41 to 4.20). This means most of the respondents were said agreed.

Table 4.12: summary of descriptive statistics for e-marketing mix elements

Descriptive Statistics			
	N	Mean	Std. Deviation
E-price	125	3.48	0.90
E-product	125	3.65	0.78
E-promotion	125	3.68	0.79
E-place	125	3.46	1.00
Valid N (listwise)	125		

Source: Extracted by the researcher (May 2022)

According to the above quantitative and qualitative data, the Star-rated hotels in Addis Ababa were very responsive and adaptable to new and innovative technologies. Respondents from the star-rated hotels also confirmed that electronic marketing was an important innovation and a good alternative opportunity to promote their hotel's products and services to customers at a low cost and to reach wider area coverage of potential customers.

4.5 Health and political crisis

Covid-19 has caused several damages to the global hotel industry. The hotel industry has not been spared. The COVID 19 pandemic has moreover infected and/or killed some guests, customers, employees, suppliers, distributors, and other hotel stakeholders. The covid-19 pandemic has exposed hotels to reputation risks and damages. Reputation risk which is defined as "the threat of economic damage from angry, frightened and/or disappointed stakeholders" is common during crises (Kossofsky, 2018). All revenue centres have had to come to grips with the dire consequences that accompany a business-volume slump of this magnitude. Covid-19 has interfered with service delivery in hotels. For example, wearing face masks hides the service provider's smile meant to accompany the service. The smile is a hotelier's greatest asset (Andrews, 2010) and is known to win guests. Abolishment of buffets in the hotels has on the other hand caused dissatisfaction among most customers who appreciate variety and self-service. The covid-19 pandemic has led to a loss of business among hotels. Lastly, Covid-19 has led to business closures among hotels.

The hospitality sector is a sector that highly depends on the issue of safety and security. Among the socio-political problems the hotel industry is highly affected by internal conflicts with one country currently what we seeing in Ethiopia. During the crisis, the most successful hoteliers lowered their revenues by lowering their prices and lowering their occupancy rates (Alonso-Almeida & Bremser, 2013). In our homeland, the effect of the political crisis in the hospitality and tourism industry is still lingering and the best option is to rebuild the image of the country and enhance the profitability of the service sector the impact of digital technology is indispensable in promoting the sector and peaceful existence in another side.

4.6 Descriptive Statistics for crisis management practices in star-rated hotels

4.6.1 Descriptive statistics of the customer-oriented market in star-rated hotels

This section discussed the practice of customer-oriented market of crisis management components as assessed by marketing managers of star-rated hotels in Addis Ababa. The result of the analysis was depicted in table 4.13.

Table 4.13 Descriptive statistics of the items measuring customer-oriented market dimension

Customer-oriented market	N	Mean	Std. Deviation
Due to the current situation, our hotel has implemented new electronic marketing and promotional techniques.	125	3.43	1.22
During the ongoing internal crisis, our hotel increased its marketing budget to develop a recovery marketing plan.	125	3.36	1.14
Our hotel has offered new segments that had never been approached previously amid a crisis.	125	3.32	1.12
Due to COVID 19 and internal tensions, in our hotel, we have changed our marketing and promotion strategy toward the most promising markets targeting the local market	125	3.45	1.08
Grand mean	125	3.38	0.95
Valid N (listwise)	125		

Source: Extracted by the researcher (May 2022)

The average agreement to the above statements ranges from the smallest mean of 3.32 (our hotel has offered new segments that had never been approached previously amid a crisis) to the largest mean of 3.45 (due to COVID 19 and internal tensions, in our hotel, we have changed our marketing and promotion strategy towards most promising markets like targeting on the local market). Overall, management of customer-oriented market during crisis management as perceived by the sampled respondents is computed to the level $M=3.38$, this indicates that the respondents have a moderate response of rating to the practice and management of customer oriented market and moderate practice of managing market which is oriented on potential customers during the ongoing internal crisis and COVID 19 pandemic in star-rated hotels.

4.6.2 Descriptive statistics of the workforce in star-rated hotels

This section discussed the practice of workforce of crisis management components as assessed by marketing managers of star-rated hotels in Addis Ababa. The result of the analysis was depicted in table 4.14.

Table 4.14 Descriptive statistics of the items measuring workforce dimension

Workforce	N	Mean	Std. Deviation
Throughout a crisis, our hotel reduced wages and pay rates across the board.	125	3.36	1.39
Considering the current situation, our hotel introduced staff to take additional duties that are not in their job descriptions	125	3.67	1.43
Our hotel has made adjustments to its organizational structure during the COVID 19 crisis.	125	3.49	1.42
Despite COVID 19 and persistent internal disputes, our hotel has replaced highly paid personnel with new low-paid employees.	125	3.52	1.34
Grand mean	125	3.58	1.10
Valid N (listwise)	125		

Source: Extracted by the researcher (May 2022)

The average agreement to the above statements ranges from the smallest mean of 3.36 (throughout a crisis, our hotel reduced wage and pay rates across the board) to the largest mean of 3.67 (considering the current situation, our hotel introduced staff to take additional duties that are not in their job descriptions). Overall, management of the workforce during crisis management as perceived by the sampled respondents is computed to the level $M=3.58$, this indicates that the respondents have an agreed level of rating to the practice and management of workforce reduction and an agreed performance of managing human supply during the ongoing internal crisis and COVID 19 pandemic in star-rated hotels.

4.6.3 Descriptive statistics of cost control in star-rated hotels

This section discussed the practice of cost control of crisis management components as assessed by marketing managers of star-rated hotels in Addis Ababa. The result of the analysis was depicted in table 4.15.

Table 4.15 Descriptive statistics of the items measuring of cost control dimension.

Cost control	N	Mean	Std. Deviation
Our hotel has focused on reducing operational costs in every activity due to the existing situation.	125	3.35	1.18
Amid an internal crisis, our hotels have been negotiated with suppliers to reduce the cost of catering staff.	125	3.65	1.49
Our hotel has introduced new packages to boost income (for example, business packages, incentive packages, and so on...)	125	3.43	1.24
Amid the current crisis, our hotel has canceled all planned hotel investments.	125	3.57	1.38
Grand mean	125	3.53	1.04
Valid N (listwise)	125		

Source: Extracted by the researcher (May 2022)

The average agreement to the above statements ranges from the smallest mean of 3.35 (our hotel has focused on reducing operational costs in every activity due to the existing situation) to the largest mean of 3.65 (amid an internal crisis, our hotels have been negotiated with suppliers to reduce the cost of catering staff). Overall, management of cost control during crisis management as perceived by the sampled respondents is computed to the level $M=3.53$, this indicates that the respondents have an agreed level of rating for the practice and management of cost control during the ongoing internal crisis and COVID 19 pandemic in star-rated hotels.

4.6.4 Descriptive statistics of organizational support in star-rated hotels

This section discussed the practice of organizational support of crisis management components as assessed by marketing managers of star-rated hotels in Addis Ababa. The result of the analysis was depicted in table 4.16.

Table 4.16 Descriptive statistics of the items measuring of cost control dimension.

Organizational support	N	Mean	Std. Deviation
Collaborating with other tourism service providers to figure out how to get out of the problem.	125	3.59	1.02
Working with government bodies such as the MoCT, AAHA, and MICE organizers to mitigate the impacts of the crisis.	125	3.54	1.14
Domestic tourism is promoted by the tourism stakeholders to boost our company's performance during a period of crisis	125	3.47	1.14
Our hotel participates in a variety of programs that help to improve Ethiopia's image as a tourist destination.	125	3.62	.98
During the crisis, the government provided technical and financial assistance to our hotel.	125	3.37	1.10
Grand mean	125	3.51	0.89
Valid N (listwise)	125		

Source: Extracted by the researcher (May 2022)

The average agreement to the above statements ranges from the smallest mean of 3.37 (during the crisis, the government has provided technical and financial assistance to our hotel) to the largest mean of 3.62 (our hotel participates in a variety of programs that help to improve Ethiopia's image as a tourist destination). Overall, management of organizational support during crisis management as perceived by the sampled respondents is computed to the level $M=3.51$, this indicates that the respondents have an agreed level of rating for the practice and management of organizational support during ongoing internal crisis and COVID 19 pandemic in star-rated hotels.

4.6.5 Summary of descriptive statistics for crisis management practices

Table 4.17 Descriptive Statistics for practice of crisis management

Dimension	Grand Mean	Std. Deviation	N	Valid N (listwise)
Customer-oriented market	3.38	0.95	125	125
Workforce	3.58	1.10	125	
Cost control	3.53	1.04	125	
Organizational support	3.51	0.89	125	

Source: Extracted by the researcher (May 2022)

The above table 4.17 illustrated the descriptive analysis summary result of the practice of crisis management mean and standard deviation. Accordingly, the result indicates that the customer-oriented market was a mean value of (M =3.38, and SD=0.95), the workforce was a mean value of (M =3.58, and SD=1.10), cost control was a mean value of (M = 3.53 and SD=1.04) and the organizational support was a mean value of (M =3.51 and SD=0.89). The result indicated that the majority of the respondents agreed with the workforce dimension more than others with a mean value of (M =3.58, and SD=1.10). The finding also revealed that next to the workforce the mean score of cost control with a mean value of (M = 3.53 and SD=1.04). Besides, the result indicates that the majority of the respondents agreed with organizational support with a mean value of (M =3.51 and SD=0.89). Based on the result, the workforce was a dominant component of the practice of crisis management, followed by cost control, organizational support, and customer-oriented market respectively. Generally, the practice of crisis management variable in the star-rated hotels fulfills the average cut-off point (3.41 to 4.20).

To understand the practice of crisis management, the researcher interviewed marketing managers of star-rated hotels. Interview discussions with marketing managers of star-rated hotels supported the quantitative results. According to most marketing managers of star-rated hotels, the practice of crisis management is as follows:

Our hotel businesses rely on the effectiveness of our crisis management activities to grow. Our star-rated hotels' effective practice of crisis management will improve cost-effectiveness, minimize material consumption, boost employee skills, and ensure better labor management. This means that our crisis management is seen as an important part of our strategy, especially during the long-term recovery stages of a crisis or tragedy. As a result, the practice of crisis management at our hotel is favorable and encouraging.

The above interview response is also supported by:

In our hotel, for example, when crisis management components such as customer-oriented market, workforce, cost control, and organizational support are highly practiced during ongoing happening situations, it helps as a strategy to minimize the financial and non-financial impacts caused by the crisis and ensure the survival of our hotel business through enhancing its profitability. This suggests that the practice of crisis management in our hotel is favorable because everyone can easily handle the impact of COVID 19 outbreak and ongoing internal civil war.

According to the responses obtained from quantitative and qualitative data from marketing managers of the sampled star-rated hotels, the current practices of crisis management provided by the star-rated hotels are receiving positive feedback and showing promise in our country.

4.7 Challenges of practising e-marketing in star rated hotels

Different variables often trigger hospitality and tourist crises, which can aggravate other crises such as sociopolitical, economic, cultural, and technology crises. As a result of the epidemic, which has thrown the global hotel and tourism industry into disorder, all hotel business operations have been halted (Marko, 2020). Digital technology applications have an impact on overcoming the sense of crisis in the hotel industry. For a star-rated hotel, digital marketing can be extremely beneficial. It can assist any hotel, large or small, in recouping lost revenue and generating additional revenue. During the data collection procedure, the researcher discovered that all of the hotels under investigation now provide comprehensive e-marketing services, from online advertising to reservations and final transactions. During the current crisis, the hotel industry's traditional marketing strategy is failing, and e-marketing is taking the lead. Web technologies can now be easily managed by any hotel manager. They can, for example, simply update their web pages with new material or upload images. However, almost all the respective marketing managers of star-rated hotels in Addis Ababa have reported that:

The poor networking service provided by Ethio-telecom, the country's sole telecommunication service provider, is affecting our e-marketing activity, and putting our strategy to address problems and the hotel's survival at risk during the current ongoing crisis. Frequent network failure due to various reasons such as poor infrastructure and socio-political problems in the country is making it difficult to decide whether to visit websites or make online reservations.

As a result, the study summarized the main issues raised by respondents from star-rated hotels during the interviews, including the unreliable, erratic, and poor internet connection in the nation, the lack of skilled and trained experts who are specialized in the use of digital marketing, the fear of intentionally negative comments being made on their websites with the intention of harming their business, and the lack of support from marketing managers of star-rated hotels for the practice of electronic marketing. It was clear from almost all of the star-rated hotels' replies that the nation's issues with inconsistent and unreliable internet connections made it difficult to rely on online platforms for chances like digital marketing channels. The majority of marketing managers at star-rated hotels mentioned the difficulties they have in using the following electronic marketing tools:

Numerous tourism-related businesses and hotels with high ratings work to address the issue of intermittent and weak internet connections. ETO, the government's primary stakeholder, acknowledges the issue and is currently collaborating closely with Ethio-telecom, the only internet service provider, to address and lessen the challenges faced by the tourism-related businesses.

The aforementioned issue is the main obstacle preventing hotels from taking advantage of the creative options provided by internet technology to develop and market their goods and services to valuable and potential clients throughout the world. Nowadays, relying just on conventional offline media will make it very tough to compete in the market. Lack of expertise and trained human resources with a focus on digital marketing platform applications was the other main obstacle to the usage and deployment of electronic marketing platforms. The majority of the key informants from star-rated hotels described the following issues with professional and trained labor in electronic marketing applications:

Electronic marketing is a very creative technique to draw in important and potential guests, but it has been noted that the acceptance and use of digital marketing platforms are still in their infancy and immaturity. The lack of skilled labor in the market is the primary cause of this issue. The association intends to provide its hotel members with training sessions on digital marketing applications in the future.

Another significant issue raised by the respondents was the potential for online marketing platforms to harm their hotels' good standing in the industry. As a result, the majority of star-rated hotels developed strong hesitations about these platforms and practices, which led them to

restrict their participation nearly all marketing. In an interview, the manager of a rated hotel in Addis Ababa discussed the hotel's concern over suspicious comments made on the website platform. Their response is presented below.

We are considering ceasing our use of electronic marketing due to the pressure we have previously experienced from clients on our profile page. There is no way to establish if he is a real customer of our company or a fraudulent account.

The lack of strong support from senior management and hotel owners, as noted by the respondents, was the final key barrier to full adoption and utilization of the digital marketing tools. The senior managements, according to the respondents, were unsure about the advantages of adopting and using electronic marketing as a marketing technique. The majority of interviewees stated that:

Few hotel managers and/or owners fully support the adaptation and practice of electronic marketing platforms as other common marketing and communication tools. The majority of Ethiopian tourism business companies, including star-rated hotels, use only limited digital marketing platforms.

In general Practicing E-marketing among star rated in Addis Ababa is affected by tremendous challenges. Inadequate communications and power infrastructure, Shortage of ICTs facilities and ICTs skills, inadequate institutional arrangements, Limited financial resources, Inadequate public private partnership, speed and intermittency of internet connection, monopoly of telecom service by the state and absence of adequate room for private telecommunication service providers and any other economic problems. The overall analysis of quantitative data from survey questionnaires and qualitative data from interview response results leads to in the way of answering the research question; how the application of e-marketing mix and crisis management is practiced during crisis outbreaks. Beside to this the research finding also the major challenges of electronic marketing in star rated hotels during COVID 19 and on-going internal conflicts.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

Based on the study's findings, this chapter gives the conclusion and recommendations section. During crisis management, information and communication technology plays a critical role in the development of the hotel sector around the world, particularly in developing nations like Ethiopia. Because these hotels are supposed to act as a bridge between the product supplier, the hotel, potential consumers of the product, and clients, the nature of their operation is heavily reliant on technology. Thus, during the COVID 19 epidemic and ongoing internal tensions in Ethiopia, star-rated hotels use the internet to reach out to worldwide clients and markets. The study aimed to assess practice of electronic marketing and crisis management strategy in star-rated hotels which is one of the major segments of the tourism industry. To that aim, to address the thesis's research question, the notion of e-marketing and crisis management was thoroughly investigated, as well as a review of related literature, reports from various institutions, and statistical data.

5.1 Conclusion

The empirical data demonstrate that, despite the moderate rise of technology application, technology plays a significant role. As a result, Ethiopia's digital technology and E-marketing practices remain immature. Ethiopia is lagging behind the rest of the globe in terms of information technology and E-marketing development indicators. Despite the benefits, star-rated hotels in Ethiopia are still lagging in E-marketing of service packages, despite the direction of expansion of the electronic market quickening growth and entering the international economy as one of the most essential elements of the current digital economy. Although star-rated hotels believe that electronic marketing has considerable advantages over traditional marketing, the government does not appear to be encouraging the industry (star-rated hotels) to use technology. In the majority of Addis Ababa's star-rated hotels, marketing management is handled by individuals with a bachelor's degree or higher and a promising track record in the sector. This suggests that female engagement in the sector is still minimal and that males still hold the majority of marketing management positions. Furthermore, prior experience aided marketing managers in assuming a minimal amount of responsibility for their company's survival amid the current crisis.

Furthermore, the majority of responses are in the youth and active age groups. Due to the current situation, the majority of star-rated hotels use E-marketing to advertise products and services to their clients, and the rate of their use is medium to high. Furthermore, all-star rated hotels in Addis Ababa have websites, with the majority of them having been designed before the outbreak of COVID 19 and the internal civil conflict. This indicates that star-rated hotels in Addis Ababa know the essentiality of digital technology in their everyday business operation and the website enables them to work uninterrupted during COVID 19 outbreak and ongoing internal crisis.

The level of social media knowledge among star-rated hotels is apparent. During the present crisis, star-rated hotels used Facebook, Instagram, Twitter, Viber, and What's App extensively to promote their products and services. Furthermore, among other strategies, star-rated hotels create relationships at a high level through word of mouth and website visits. Apart from the internet and e-mail, telephone calls and website visits are used to contact customers during persistent internal conflict and the onset of COVID 19. As previously stated, E-marketing enables small tourism businesses (star-rated hotels) to galvanize their business; thus, the star-rated hotels' first explorations into E-marketing came from their social media, as well as the mass media, and their business partners.

According to the study, there has been a good practice of using electronic marketing at star-rated hotels in Addis Ababa to recover from the negative effects of COVID-19 and internal ongoing disputes. Pricing strategies in star-rated hotels are encouraging; this revealed that the pricing system was an important dimension of the electronic marketing mix used for retaining potential customers as an approach and technology at all levels; it had at least some input as a strategy, and it could be understood that respondents agreed that the star rated hotel had provided different electronic products that are highly consistent, well-coordinated, and welcoming. Furthermore, respondents strongly agreed on the practice of E-promotion, implying that E-promotion would improve hotels' ability to survive, thrive, and flourish throughout the current disaster. Online advertising was used to promote and market hotel products and services, and the star-rated hotels in Addis Ababa have been constantly altering their systems to promote improvements and provide value to their clients during this current crisis. Furthermore, the star-rated hotels in Addis Ababa have practiced and utilized their website with a strong sense of purpose and direction that has allowed them to survive internal conflicts and the COVID 19 pandemic.

According to the study, there has been a good practice of crisis management at star-rated hotels in Addis Ababa to recover from the negative effects of COVID-19 and internal ongoing disputes. Based on the result, the workforce was a dominant component of the practice of crisis management, followed by cost control, organizational support, and customer-oriented market respectively. Generally, the practice of crisis management variable in the star-rated hotels fulfills the average cut-off point among the star rated hotels in Addis Ababa during the current crisis.

Practice of E-marketing among star rated in Addis Ababa is affected by tremendous challenges. Inadequate communications and power infrastructure, Shortage of ICTs facilities and ICTs skills, inadequate institutional arrangements, Limited financial resources, Inadequate public private partnership, speed and intermittency of internet connection, monopoly of telecom service by the state and absence of adequate room for private telecommunication service providers and any other economical problems.

To make recommendations on how star-rated hotels in Addis Ababa can use E-marketing and crisis management strategy; star rated hotels should have a strong online platform and policy on the use of online marketing, as well as strong relationships with domestic and international peer businesses (such as tour operators, airlines, and hotels), and should collaborate with the Ministry of Tourism, the Ministry of Information Technology, the Addis Ababa hotel association, Ethiopian Tour Organizations, and Tourism Ethiopia during ongoing internal conflict and COVID 19 outbreaks are some of the suggestions forwarded by the researcher.

5.2 Recommendations

The analysis of this work includes implications for the hotels as far as the practice of crisis management with different aspects of the e-marketing services is concerned. Therefore, based on the study results, the researcher would like to forward the following recommendations to the concerned bodies.

- The star-rated hotels mobilize hotel product and service through their internet marketing platform.
- During the current crisis, star-rated hotels should use all forms of their online payment and advertisement, delivery system and their website to achieve greater effects.
- Hotels with a star rating should use and update their social media account, website and digital promotional materials regularly to keep up with technical and environmental changes.

- Hotels have to allocate necessary resource and budget to effectively practice the new and innovative digital marketing platforms.
- Star-rated hotels should develop their relationships with ICT experts to gain a better understanding of how to undertake online marketing for better practice.
- Working closely with stakeholders ‘government should give training to companies of tourism enterprises, and star rated hotels to equip them with updated and appropriate knowledge and skill to develop package service for local communities and contribute to the country's hotel development.
- Star-rated hotels, should implement online marketing platform to serve as a link between their service and the customer. As a result, it considerably assists them in reducing their cost of operation during ongoing internal conflicts and the COVID 19 epidemic.
- The star rated hotels should improve their internet practice and examining the feasibility of a local/regional mechanism to sell their hotel product and service, to enhance and increase efficiency and competitiveness to overcome the current crisis.
- Electronic marketing tools demands well-developed ICT infrastructures, therefore the respected government bodies should work to develop and expand ICT infrastructures to effectively address the domestic customers.

Future research

Finally, this study looks into the practice of electronic marketing and crisis management in star-rated hotels. Future studies should be conducted to assess the practice of other electronic marketing mix elements that were not discovered in this study. Furthermore, this study was limited to Addis Ababa, and the sample makeup may not be representative of all Ethiopian hotels. As a result, additional research in other parts of the country is required. Finally, a comparison study on the practice of online marketing on crisis management practice in the tour operator and airline industries, which is an important sector in terms of internet marketing, is advised.

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Appendix 1

ADDIS ABABA UNIVERSITY
COLLEGE OF DEVELOPMENTAL STUDIES
CENTER FOR ENVIRONMENT AND DEVELOPMENT
TOURISM DEVELOPMENT AND MANAGEMENT
PROGRAM

Questionnaires Filled by marketing managers

Dear respondents,

This survey questionnaire is prepared to gather data for a study I am conducting titled **the application of e-marketing as a crisis management strategy amid covid-19 and ongoing internal conflict: a case study among star-rated hotels in Addis Ababa'** for my Master's thesis in tourism development and management. That is, the purpose of this study is purely academic. Thus, your opinion and views are valuable to establish a clear picture of the issue under the study and for its successful completion. The information you provide will be used only for academic purposes and assessed by the researcher alone. Being cognizant of that, your kind cooperation in filling in this questionnaire is important for the success of the study. I attest to you that, your response will be kept strictly confidential and anonymous. Please try to respond to every question as per the instruction thereof and if you face any problem or confusion, you can contact the researcher through the address indicated here.

Thanks in advance for your relevant answers and cooperation!!

Biniyam Alemu (researcher)

Address: Phone: 0922057811/0928004855

E-mail: biniyamalemu284@gmail.com

NB:

- I. No need to write your name
- II. To fill questions with choices (part I and all tables); please checkmark (X) under your choice. And write your answer clearly in the space provided for open-ended questions.

Part one: Questions focusing on the respondent's background

1. What is your age in years? _____
2. Respondent's gender. A. Male B. Female
3. What is the highest education level you attained?
A) Diploma. B) 1st degree. C) Masters. D) Ph.D. E) Other if any
4. How many years of experience do you have in the hotel industry? _____
5. How long have you worked in star-rated hotels in general? _____ Years.
6. How long have you served in a marketing managerial position in star rated hotel? __ Years.

Part two: Questions on internet use and awareness of E-marketing

1. Does your hotel have its website? Yes No

If your answer is **yes**; when have been the webpage designed?year

2. How can you create a relationship with your potential clients or make contact with them? (NB: more than one answer is possible)

- Customers are the ones that contact us first.
- Customers request that we contact them, so we do.
- Customers reach out to us after hearing about us from others.
- After browsing our website/internet, customers contact us.
- Please indicate if there is another way to build a relationship...

3. How does your hotel build a relationship with potential customers once you've made contact? (NB: more than one answer is possible)

- Conversation on phone Message sent via SMS
- Online/websites/Internet Emails

Social Media platforms (Facebook, messenger.....) others

4. Is your hotel on any of the social media platforms listed below, or do you utilize them?

- Facebook page Twitter Viber
 Whatsup Instagram Telegram:
 Any other use of social media.....

If you answered yes, how did you first learn about E-marketing?

- I learned about it through social media I learned from mass media
 I read from pamphlets Business partners informed me
 I received feedback from clients and others (please specify.....)

Part- III. The practice of application of E-marketing among star-rated hotels in Addis Ababa.

Q.1 In light of COVID 19 and ongoing internal conflicts, to what extent do you agree that the internet has a role in your star-rated hotel's pricing system? Please rate each of the statements in the table below on a scale of one to five by putting a tick mark under your best choice.

Scale: 1= strongly disagree 2=Disagree 3= moderately agree/ disagree
 4= Agree 5=strongly agree

Items/ constructs	Rating scale				
	1	2	3	4	5
Due to the current conditions, our hotel has reduced the overnight price					
In our hotel, we have introduced an online paying system to our customers than the usual traditional paying system amid COVID-19					
Despite the ongoing internal crises, our electronic payment system will be visible and easily available to our customers.					
In the face of extraordinary crises, electronic payment methods are safe and more reliable than traditional payment systems.					
We enter any desired price on the website for the desired product, and our hotel website will provide the necessary information in light of the current problem.					

Q.2 To what extent do you agree that the internet helps your star-rated hotel deliver services or products in the face of COVID 19 and an ongoing internal crisis? Please rate each of the statements in the table below on a scale of one to five by putting a tick mark under your best choice. Scale: 1= strongly disagree 2=Disagree 3= moderately agree/ disagree

4= Agree 5=strongly agree

Items/ constructs	Rating scale				
	1	2	3	4	5
Our hotel now offers a wider range of hotel products and services than previously due to COVID 19 and a continuous internal crisis.					
Despite the current crisis, our hotel website allows customers to closely examine a product image from many viewpoints.					
During the COVID epidemic and internal crisis, all-important order and room confirmation details are delivered to customers through email within 24 hours.					
Our hotel now offered room order cancellations and returns are accepted within three days than before due to the current situation.					
In our hotel, we have introduced an easier and more accessible online system, for potential clients to follow their service order status than pre-COVID era					
Due to the current health and political situations, we have put in place an online system that ensures uninterrupted service delivery					

Q.3 In light of COVID 19 and the current internal issue, how important do you think the internet is in promoting your star-rated hotel? Please rate each of the statements in the table below on a scale of one to five by putting a tick mark under your best choice.

Scale: 1= strongly disagree 2=Disagree 3= moderately agree/ disagree

4= Agree 5=strongly agree

Items/ constructs	Rating scale				
	1	2	3	4	5
Over times of crisis, in our hotel, the use of online advertising increases customer retention.					
In times of crisis, in our hotel newsletters and e-mails delivered to devoted clients are more crucial than before.					
As a result of the current conditions, in our hotel, an online promotion that incorporates words or video clips about our product and services that are very appealing will notify others customers.					
In our hotel online advertisement improves our hotel brand image than in the pre-crisis era.					
Despite COVID 19 and constant internal crisis, our online advertising enhances customer purchase intent.					
In our hotel, online advertisement of our products and services lowers the cost of promotion instead of brochures amid the current crisis.					

Q.4 To what extent do you believe the internet aids in the distribution of your star-rated hotel amid COVID 19 and an internal crisis? Please rate each of the statements in the table below on a scale of one to five by putting a tick mark under your best choice. Scale: 1= strongly disagree 2=Disagree 3= moderately agree/ disagree 4= Agree 5=strongly agree

Items/ constructs	Rating scale				
	1	2	3	4	5
Our hotel website link reached from other websites more easily than before due to the present situation.					
Our hotel merchandise goods are available through search engines' shopping pages as a result of the crisis.					
Considering the current situation, our hotel website provides a cost-effective way to boost profitability amid the Corona pandemic.					
Our hotel website provides straight information about our service and is easy to use for customers amid crises.					
Our webpage eliminates the need for an intermediary between our hotel and the ingredient supplier during the current situation.					

Part IV: The practice of crisis management in star rated hotel in Addis Ababa.

Q.1 To what extent do you agree that during COVID 19 and ongoing internal tensions, customer-oriented marketing was used on your star-rated hotel? Please rate each of the statements in the table below on a scale of one to five by putting a tick mark under your best choice. Scale: 1= strongly disagree 2=Disagree 3= moderately agree/ disagree 4= Agree 5=strongly agree

Items/ constructs	Rating scale				
	1	2	3	4	5
Due to the current situation, our hotel implemented fresh marketing and promotional techniques.					
Our hotel now offered steep discounts on room rates and other sales promotions despite times of trouble.					
Throughout the health crisis, our hotel promoted its products and services through electronic marketing and reliable distribution channels.					
During the ongoing internal crisis, our hotel increased its marketing budget to develop a recovery marketing plan.					
Our hotel now offered new segments that had never been approached previously amid a crisis.					
Due to COVID 19 and internal tensions, our hotel changed its marketing and promotion strategy toward the most promising markets targeting the local market					
Our hotel focused on loyal customers in this crisis time					

Q.2 To what extent do you believe that COVID 19 and continuing internal conflicts were practiced on your star-rated hotel's workforce? Please rate each of the statements in the table below on a scale of one to five by putting a tick mark under your best choice. Scale: 1= strongly disagree 2=Disagree 3= moderately agree/ disagree 4= Agree 5=strongly agree

Items/ constructs	Rating scale				
	1	2	3	4	5
Throughout a crisis, our hotel reduced employee compensation and pay rates across the board.					
While in an ongoing internal crisis, our hotel laid-off employees to reduce labor force /operational cost					
Considering the current situation, our hotel introduced staff to take additional duties that are not in their job descriptions					
Our hotel made adjustments to its organizational structure during the COVID 19 crisis.					
Despite COVID 19 and persistent internal disputes, our hotel replaces highly paid personnel with new low-paid employees.					

Q.3 To what extent do you agree that your star-rated hotel practiced cost control during COVID 19 and ongoing internal conflicts? Please rate each of the statements in the table below on a scale of one to five by putting a tick mark under your best choice. Scale: 1= strongly disagree 2=Disagree 3= moderately agree/ disagree 4= Agree 5=strongly agree

Items/ constructs	Rating scale				
	1	2	3	4	5
Our hotel focused on cost containment and reduced operational costs in every activity due to the existing situation.					
Amid an internal crisis, our hotel negotiated with suppliers to reduce the cost of catering staff.					
Our hotel creating new packages to boost income (for example, business packages, incentive packages, and so on...) against the backdrop of COVID 19 and a continuous internal turmoil					
During a crisis, our hotel closed various non-profitable departments on the premises.					
In our hotel, we used modern internet technologies to cut operating costs (using online advertisements instead of brochures, etc.) during the COVID 19 crisis.					
Especially with the current crisis, our hotel has canceled all planned hotel investments.					

Q.4 To what extent do you agree that your star-rated hotel used organizational assistance during COVID 19 and ongoing internal conflicts? Please rate each of the statements in the table below on a scale of one to five by putting a tick mark under your best choice.

Scale: 1= strongly disagree 2=Disagree 3= moderately agree/ disagree
 4= Agree 5=strongly agree

Items/ constructs	Rating scale				
	1	2	3	4	5
Our hotel is working with other tourism service providers to figure out how to get out of the problem.					
Our hotel collaborates with government bodies such as the MoCT, AAHA, and MICE organizers to negotiate a way out of the crisis.					
Domestic tourism is promoted by the government to boost our company's performance during a period of crisis					
Our hotel collaborates on a variety of programs that help to improve Ethiopia's image as a tourist destination.					
During the crisis, the government provided technical and financial assistance to our hotel.					

Appendix 2

Interview questions for participant

Part one: interview questions for marketing managers in star-rated hotels

1. Do you believe that electronic marketing mix applications have been used in star-rated hotels?
2. How would you describe the current practice of using an electronic marketing mix in the hotel industry to combat the COVID 19 epidemic and ongoing internal conflicts?
3. Do you believe that practice of crisis management have been used in star-rated hotels?
4. How would you describe the current practice of using crisis management techniques in the hotel industry to combat the COVID 19 epidemic and ongoing internal conflicts?
5. What are challenges that hampered the practice of electronic marketing in star rated hotels?
6. What advice do you have for hoteliers on how to use E-Marketing effectively as a crisis management strategy?

1. እድሜዎስን ትነ ወ? _____

2. ጾታ. ሀ. ወንድስ. ሴት

3. የትምህርት ደረጃ

ሀ) ዲፕሎማ ለ) 1 ኛ ዲግሪ. ሐ) 2ኛ ዲግሪ መ) ፒኤች.ዲ.መ) ሌላ ካለ

4. በሆቴል ኢንዱስትሪ ወስ ጥየ ስንት አመት ልምድ አለዎት? _____

5. በአጠቃላይ ኮከብ ደረጃ በተሰጠ ጣቸው ሆቴል ወስ ጥለምን ያህል ጊዜ ሰርተዋል? _____ ዓመታት.

6. ኮከብ ደረጃ በተሰጠ ጣቸው ሆቴል ወስ ጥበ ማርኬቲንግ ማኔጅ ሾማ ትቦታ ለምን ያህል ጊዜ አገልግለዋል? _____

ዓመታት።

ክፍል ሁለት፡ ስለ ኢንተርኔት አጠቃቀም እና ስለ ኢ-ማርኬቲንግ ግንዛቤ ያሉ ጥያቄዎች

1. ሆቴልዎ የድር ጣቢያ (ድረ-ገጽ) አለዎት? አዎ/አይደለም

መልስዎ አዎ/አይደለም ; ድረ-ገጽ ጸደቀዎታል? አመት

2. ሆቴልዎ እንዴት ከደንበኞች ጋር ግንኙነት ማጠናቀቅ ይችላል? (መለስ ያልቻለው፡ ከአንድ በላይ መልስ ይቻላል)

ጣቢያዎ እኛን የሚገኝ ገጽ ደንበኞችን ያቆም።

ደንበኞችን እንደናገሩ ማቆም ይቻላል። ስለዚህ እናደርጋለን።

ደንበኞችን ከሌሎች ስለ እኛ ከሰማላችሁ ያግኙናል።

የጌታችን ድረ-ገጽ/በበይነ መረብ ስለሰማላችሁ ደንበኞችን ያግኙናል።

አጠቃላይ ግንኙነት ለማጠናቀቅ ሌላ መንገድ ካለዎት መልክቱ...

3. ትስስር ካደረጉ በኋላ ሆቴልዎን በኮሚዩንቲዎ ለማሻሻል እንዴት ግንኙነት ይፈጥራል? (መለስ ያልቻለው፡ ከአንድ በላይ መልስ ይቻላል)

በስልክ ወይም በኤሌክትሮኒክ ማሻሻያ ተላክ መልእክት

የመሳሪያዎ/ድረ-ገጽ/የበይነ መረብ አገልግሎት

የሚሰጠው ማሻሻያ መድረኮች (ፊደል ማሻሻያ፣ ማሻሻያ ጀር...) ሌሎች (እባክዎ ይግለጹ.....)

4.

ከዚህ በታች ከተዘረዘሩት የሚሰጠው ማሻሻያ መድረኮች ሆቴልዎ የቱን እየተጠቀሙት ወይ (መለስ ያልቻለው፡ ከአንድ በላይ መልስ ይቻላል)?

የፊደል ማሻሻያ ጽሕፈት

የትራፍት ስታግራም ሌሎች

ሌሎች ማንኛውም ማሻሻያ አጠቃቀም

ከዚህ በታች ባለ ወህን ጠረጃ ውስጥ ለትን እያንዳንዳቸውን መግለጫዎች ከአንድ እስከ አምስት ባለ ወህን ንደረጃ ይሰጡና በእርስዎም ጭንቀት ያደርጉ።

ልኬት: 1= በጣም አልሰማም 2=አልሰማም 3= በመጠኑ እስማማለሁ/አልሰማም 4= እስማማለሁ 5=በጽኑ እስማማለሁ

ዝርዝር	የደረጃ አሰጣፊ ኬት				
	1	2	3	4	5
በችግር ጊዜ ሆቴላችን በቦርዱ ውስጥ ያለው ደመወዝ እና የክፍያ ዋጋ ቀን ሲል።					
አሁን ያለ ወን ሁኔታ ማን ወስኖ ለትራንስፖርት ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ					
ሆቴላችን በኮቪድ 19 ቀውስ ወቅት በድርጅታዊ መቅረብ ለሚገኙ ተከካዮች አድርጓል።					
ኮቪድ 19 እና የሚያደርገው ወስኖ ለትራንስፖርት ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ					

ጥ.3 ኮቪድ 19 የተሰጠው ሆቴል ደረጃ በኮቪድ 19

እና በመካሄድ ላይ ባሉ የወስኖ ለትራንስፖርት ወጪዎች ጥገና ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ከዚህ በታች ባለ ወህን ን ጠረጃ ውስጥ ለትን እያንዳንዳቸውን መግለጫዎች ከአንድ እስከ አምስት ባለ ወህን ንደረጃ ይሰጡና በእርስዎም ጭንቀት ያደርጉ።

ልኬት: 1= በጣም አልሰማም 2=አልሰማም 3= በመጠኑ እስማማለሁ/አልሰማም 4= እስማማለሁ 5=በጽኑ እስማማለሁ

ዝርዝር	የደረጃ አሰጣፊ ኬት				
	1	2	3	4	5
ሆቴላችን ከነ ባራዊ ወህኔ ታጋር ተያይዞ በእያንዳንዳችን እንዲሁ ቅስቀሳ ወስኖ ለትራንስፖርት ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ					
በወስኖ ለትራንስፖርት ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ					
ሆቴላችን ገቢን ለማግኘት ለሚያስፈልገው ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ					
በሆቴላችን በኮቪድ 19 ቀውስ ወቅት የስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ					
አሁን ባለ ወችግር ወስኖ ለትራንስፖርት ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ					

ጥ.4 ኮቪድ 19 የተሰጠው ሆቴል ደረጃ በኮቪድ 19

እና በመካሄድ ላይ ባሉ የወስኖ ለትራንስፖርት ወጪዎች ጥገና ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ስራ ስትሆኑ ከዚህ በታች ባለ ወህን ን ጠረጃ ውስጥ ለትን እያንዳንዳቸውን መግለጫዎች ከአንድ እስከ አምስት ባለ ወህን ንደረጃ ይሰጡና በእርስዎም ጭንቀት ያደርጉ።

ወህን ጠረ ሽወስ ጥያ ሉትን እያንዳንዱን መግለጫዎች ከአንድ እስከ አምስት ባለ ወመዘን ደረጃ ይስጡ እና በእርስዎ ምርጫ ስር ምልክት ያድርጉ። ልኬት፡ 1= በጣም አልሰማም 2= አልሰማም 3= በመጠኑ እስማማለሁ/አልሰማም 4= እስማማለሁ 5= በጽኑ እስማማለሁ

ዝርዝር	የደረጃ አሰጣጥ ስኬት				
	1	2	3	4	5
ሆቴላችን ከሌሎች ተራ ዝምድና ልግሎት አቅራቢዎች ጋር በመተባበር ከችግሩ እንዴት መወጣት እንደሚችል ልሰማዎታችኋል።					
ሆቴላችን የችግሩን ተፅዕኖ ለመቀረፍ እንደ MOCT፣ AAHA እና MICE ካሉ የመንግስት አካላት ጋር እየሰራነ ወ።					
በችግር ጊዜ የድርጅታችንን አፈፃፀም ለማስደግፍ ሀገር ወስጥ ተራ ዝምድና በተራ ዝምድና ድርሻ አካላት ማክኘት ትያስተዋወቃል።					
ሆቴላችን የኢትዮጵያን የተራ ስትሞት ለሻን ትገፅ ታለች ማሻሻል በሚገባው የተለያዩ ፕሮግራሞች ላይ ይሰራ ተፋል።					
በችግር ጊዜ መንግስት ለሆቴላችን የቴክኒክ እና የገንዘብ ድጋፍ አድርጓል።					