



TOURISM MARKETING PRACTICES, CHALLENGES AND STRATEGY IN ADDIS ABABA: IMPLICATIONS FOR THE TRAVEL AND TOURISM SECTOR

*A THESIS SUBMITTED TO SAINT MARRY UNIVERSITY IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
MASTER OF ARTS DEGREE IN MARKETING*

By

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**JUNE, 2020
ADDIS ABABA, ETHIOPIA**

St. Mary's University
School of Graduate Studies Marketing Management
MA Program

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DECLARATION

I do hereby declare to the senate of St. Mary University that the work which is being presented in this thesis entitled “Tourism Marketing Practices, Challenges and Strategy in Addis Ababa: Implications for The Travel and Tourism Sector” is original work of my own, has not been presented for a degree of any other university and that all sources of material used for the thesis have been duly acknowledged.

Abebaw Shimeles
(Candidate)

Date

This is to certify that the above declaration made by the candidate is correct to the best of my knowledge.

Shiferaw Mitiku (PhD)
(Thesis Advisor)

Date

CERTIFICATION

This is to certify that Mr. Abebaw Shimeles has properly completed his research work entitled “Tourism Marketing Practices, Challenges and Strategy in Addis Ababa: Implications for The Travel and Tourism Sector” with my guidance through the time. In my suggestion, his task is appropriate to be submitted as a partial fulfilment requirement for the award of Master’s of Arts in Marketing.

Research Advisor

Shiferw Mitiku (PhD)

Signature and Date:

ACKNOWLEDGMENT

This research was fully supported by Shiferw Mitiku (PhD) and I thank him who provided insight and expertise that greatly assisted the research. I would also like to show my gratitude to all research participants for sharing their pearls of wisdom with me during the course of this research, and I thank interviewees for their so-called tourism insights. I am also immensely grateful to my families and friends for their support and encouragement.

Abebaw Shimeles

LIST OF ABBREVIATION AND ACRIMONY

A.A	Addis Ababa
ANOVA	One-Way Analysis of Variance
HRD	Human resource development
R & D	Research and Development
Sd	Standard Deviation
SPSS	Statistical Package for the Social Sciences
T&D)	Training and development
WTO	World Tourism Organization

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ABSTRACT

The tourism marketing and its development have gained a great attention and have been adopted as a policy in tourism planning by many governments and concerned bodies. Thus, the study aimed to analyze the tourism marketing practices, challenges and strategies in Addis Ababa. This is because Addis Ababa City stands at the very heart of the country possessing around 150 registered cultural heritages. Thus, this study used descriptive research design and distributed 390 questionnaires for local and international tourists, tour operators and employees. Accordingly, the study found that the practices of tourism in Addis Ababa exhibited inferior and insufficient physical facilities, poor positioning strategy, improper usage of technology, unexpanded resource and development activities and legal activities impede tourism marketing in Addis Ababa. The independent test analysis shows that tourists, tour operators and employees responded similar marketing challenges in legal, economic, technology, Socio-cultural, top management, human resource, research and development and resource availability aspects. For this reason, the study recommends that additional policy support can be provided to tourism sectors in Addis Ababa. These include import tax cuts in communication equipment like radio or satellite telephone; camping equipment like convenient tents and providing standard tourist service products like parks, credit provision, market information, training, etc. that needs to reform Ethiopian tourism legal and investment privileges frameworks to create a responsible tourism practice at the first place and currently has become an established area of tourism research and development pertaining in enhancing the current tourism development in the country.

Key Words: Challenges, Marketing Strategies, Tourism Practices

CHAPTER ONE

INTRODUCTION

This part of the study includes background of the study, statement of the problem, research questions; objective of the study, significant and scope of the study and finally it includes organization of the study.

1.1 Background of the Study

At the moment, tourism is the fastest growing industry in the world and also one of the most competitive sectors. Like any consumer products such as mobile and car, tourism has also assumed huge proportions, resulting in a multiplicity of products and sales intermediaries trying to get maximum share in the market. This is because tourism comprise of the activities of person travelling to, and staying outside their usual permanent places of residence for not more than one year for leisure, business, and other purposes (Dabour, 2003). It mainly includes all socio economic activities that are directly and indirectly involved in providing services to tourists which includes services to the transportation sector, hotels and lodging, food and beverage, cultural and entertainment, banking and finance, promotion and publicity services. It is more realists that the economic and financial benefit of tourism can range from foreign exchange earnings, employment generation, stimulation of infrastructure development, and contribution to local economy. They positioned tourism as an economic activity that has a growing importance for the development of not only a particular region but also the national economy as a whole (Dukic and Stankovic, 2009).

Meredith *et al.* (2010) also stated that tourism can contribute to the enhancement of regional areas through public and private sector investment in new infrastructure and facilities. That is why it is considered as the growing industry with extraordinary competitive business. The competition is continually rising as more and more destinations seek to attract tourists and more companies and countries and organizations become involved in highly skilled business of destination planning, transportation, accommodation and catering for the tourists.

As it has much more significant contribution to the national economy, it requests to be marketed more energetically than other products as it is an industry in which the customer has immense variety of choice and also varied motivations for travel. Predominantly, developing countries specially Ethiopia on which the country's tourism sector remains under-developed and continues

to lag behind their counterparts in Asia, Europe and America. This strongly supports the need of examining the process involved in tourism marketing management, the challenges of marketing tourism and strategies in Ethiopia for achieving an effective tourism management system. Thus, this study is intended to assess the practices, challenges and strategy of tourism marketing to harness these potentials for the development of its tourism industry for travellers and tourism sector.

1.2 Statement of the Problem

The number of travellers in the world is increasing year by year. According to the United Nations World Tourism Organization, in 2018, the number of tourists was up to 1.4 billion person/times, and by 2020, there will be 1.6 billion person/times (WTO, 2019). Likewise, World Bank (2019) has allocated over \$5.5 billion (USD) to tourism development projects in developing regions. Opposite to huge spending by external donors, developing country's tourism sector remains under-developed and continues to lag behind their counterparts in Asia, Europe and America (Ashikodi, 2012). WTO (2019) reported that tourism revenue in the EU increased with the average annual growth rate of 15% and has a ¼ share in the total service export in the last 50 years. In addition, it was reported the same tourism is the most important sector and major source of foreign exchange earnings in Thailand, Australia, and New Zealand. It is second in Hong Kong, Malaysia and the Philippines, and ranked third in Singapore and Indonesia. Raju (2009) also took international estimates as a tourist spends 35 percent of his total expenditure on transportation, about 40 per cent on food and lodging and the balance 25 percent on entertainment and shopping.

However, Ethiopia's tourism destination awareness is very low and destination image is very poor until today in Ethiopia and associated companies (Getahun and Dhaliwal (2017). Stăncioiu et al., (2013) described the communication of the elements of a tourism product to the target public as representing a difficult task (mainly because of its involvedness). It is observed that there is no competition and less work is done to increase of productivity and sales of tour products, increase of income, profit and profitability (Yechale, Haimanot and Ashenafi, 2017). In addition, pricing estimation on a tourist spending on total expenditure on transportation, about food and lodging and on entertainment and shopping were found inconsistently (Getahun and Dhaliwal, 2017).

It is real becoming nowadays marketing is an instrument of differentiation and it can be proven by variety of specialized literature devoted to marketing (Dabour, 2003). Yechale *et al.*, (2017) noted most travel agencies say as if there is no modern marketing-mix affects all scopes of activity in main cities of the country. So, it is observed a transfer from the phase of birth of marketing to the phase of business growth. This is basically within fast and intensive development of marketing; tourism is one of the fastest developing and profitable sectors of economics. Marketing is an important tool for any travel institution essential to maintain and improve the profitability of the country as well as companies (Dukic and Stankovic, 2009).

Thus, it is crucial to study the tourism marketing in selected Addis Ababa with the implications for the travel and tourism sector in the country. This is because Addis Ababa City stands at the very heart of the country possessing around 150 registered cultural heritages. These include 35 historical churches; 2 mosques; 26 former public buildings; 72 residences of former notable personalities; 17 monuments, caves and bridges and 6 historical sites. Besides Addis Ababa is the capital of Africa and it is headquarters of the African Union and the United Nations Economic Commissions for Africa and other international, continental and national organizations. It is also dubbed hub of international diplomacy and international conferences (Yechale *et al.*, 2017). Thus, this study is intended to investigate the tourism marketing practices, challenges and strategies in selected Addis Ababa tourism sites (like Entoto, national and city administration museums, galleries and Addis Ababa university museum).

1.3 Research Questions

The study attempted to answer the following questions:

- How the tourism marketing is being practiced in Addis Ababa?
- What are the major challenges of tourism marketing in Addis Ababa?
- What are the successful tourism marketing strategies in Addis Ababa?

1.4 Objective of the Study

1.4.1 General Objective

The general objective of this study was to analyze the tourism marketing practices, challenges and strategies in Addis Ababa.

1.4.2 Specific Objectives

The specific objectives of the study were:

- To analyze the tourism marketing practices in Addis Ababa
- To identify the challenges of tourism marketing in Addis Ababa
- To evaluate tourism marketing strategy in Addis Ababa

1.5 Significance of the Study

The result of the study is helpful for marketers, travel agents, traders and service providers involved in the tourism industry and marketing of Addis Ababa tourism in the study area. Moreover, the information can be provided for potential investors and small and medium enterprises interested in the business so that medium and large scale tourism business start to emerge.

This study also helps development planners and policy makers in designing appropriate policies for marketing of tourism sector to enable all participants benefit according to their participation and contribution so that they can stay in the business. It is expected that findings of the study will serve as a framework for informed public policies that can aid in the rejuvenation and sustainability of the tourism Industry for economic benefits in Ethiopia.

It helps to make tourists experience with full of exaltation and ensuring the qualities whether leading to perceived value and satisfaction enhancement are important issues for tourism managers and destination managers in particular when designating the sustainability strategies. This study will support to achieve tourist satisfaction as its target is to enhance tourist satisfaction; it is believed it will generate more profits and lowering marketing expenditures. This is because customer satisfaction is one the most areas being researched in many tourism studies due to its importance in determining the success and the continued existence of the tourism business.

Finally, this study will be a significant endeavour in promoting service and relationship marketing in tourism environment in Ethiopian particularly and revenue generation and economy development in Addis Ababa (Ethiopian) generally. By understanding the needs of the business and market environment and benefits of tourism, these stakeholders of Addis Ababa (Ethiopian) tourism be assured of a competitive advantage.

Importantly, for researchers who intend to undertake further studies in the field of this study, this thesis will be easily reached as a reference. Overall, this study will also be beneficial to the tourism industry managers, professionals, experts, academicians and other researchers when they employ effective practices and in filling the knowledge and experience gap on the concepts related to the use of effective tourism marketing management.

1.6 Scope of the Study

This study was encircled to understand the nature of the tourist industry in Addis Ababa and to assess the tourism practices, challenges and strategies in Addis Ababa. The scope of the study included the conceptual, geographical and methodological aspects.

1.6.1 Conceptual Scope

This study was designed to assess assessing the tourism challenges as well as the cost of distributing tourism products for the benefit the travellers and tourism sector. Accordingly, the process and tasks involved in an efficient tourism is on analysis of the market resources, competitors, and the tourism business environment. In addition, the study was based on the decision on the strategic choices of how to segment available tourism markets, determining the markets to be targeted, planning an appropriate product positioning and lastly, determining the marketing mix, which in the basic sense means how the product will be offered to tourists, the price that will be charged, how the product will be communicated, and how it will be distributed.

1.6.2 Geographical Scope

The study was confined to assessment of the tourism marketing in Addis Ababa that offers travellers a wonderful array of ancient historical, natural and cultural wonders and experiences. The study did not include locations like Lake Tana (source of the Blue Nile), the palace city of Gondar, the spectacular Simien mountains, the ancient empire city of Axum, the cliff top churches of Tigrai, the incredible rock-hewn churches of Lalibela, the lakes of the Rift Valley, the Danikel depression and Afar desert, the Bale Mountains National Park, the unique indigenous cultural diversity of the Omo Valley and many other places offer the traveller an amazing journey of discovery.

1.6.3 Methodological Scope

The study applied descriptive survey design and in the course of researching both primary and secondary data was employed. With regard to the secondary sources various publications, books, and journals articles regarding the subject matter was included. Population of the study were travellers and government and private concerned bodies and to achieve the research objectives, a well-designed five point likert scale questionnaire, and close ended questions were prepared.

1.7 Operational Definition and Terms

- **Marketing management** defines as the art and science of choosing target markets and building profitable relationships with them (Kotler, 2001).
- **Marketing mix** is the set of tactical marketing tools that the firm blends to produce the response it wants in the target market (Kotler, 2001).
- **Strategic planning** includes managing a company's businesses, assessing each business's strength by considering the market's growth rate and the company's position and fit in that market and the development of strategy, a game plan for achieving long-term objectives (Kotler, 2001).
- **Tourisms** defined as the provision of services to people who are traveling and staying outside their usual residence for a period shorter than one year, during holidays or for business purposes (Elda, 2014).
- **Tourism marketing** can be defined as the systematic and coordinated efforts exerted and the tourist enterprises at international, national and local levels to optimize the satisfaction of tourists, groups and individuals, in view of the sustained tourism growth (Mykletun, 2001).
- **Tourist product** includes a complete experience from the time he leaves home to the time he returns home (David, 2010).

1.8 Organization of the Study

This study is organized into five chapters. Accordingly, the first chapter contains introduction part of the study that includes background of the study, statement of the problem, research question and objective of the study, significant and scope of the study and operational definition and terms. The second chapter two includes review of related literatures that contains theoretical and empirical literature reviews. In addition, methods of the study and data presentation, analysis

and interpretations will present in chapter three and four; finally summary of findings, conclusion and recommendation will be presented in the last chapter.

CHAPTER TWO

RELATED LITERATURE REVIEW

In this study, related literature review is presented in two main sections. First, the theoretical literature review part includes service marketing, tourism marketing, its feature and challenges, practices and strategies of tourism marketing. Second, empirical literature review is presented across challenges, practices and strategies of tourism marketing studies.

2.1 Theoretical Literature Review

2.1.1 Service Marketing

Marketing deals with identifying and meeting human and social needs. One of the shortest definitions of marketing is meeting needs profitably. Marketing people are involved in marketing 10 types of entities: goods, services, experiences, events, persons, places, properties, organizations, information, and ideas. Goods is related to physical goods constitute the bulk of most countries' production and marketing effort. Services are also related to within economies advance, a growing proportion of their activities is focused on the production of services. Experiences are associated to by orchestrating several services and goods, one can create, stage, and market experiences (Philip, 2001).

Nischay and Garima (2012) clarifies services as the production of an essentially intangible benefit, either in its own right or as a significant element of a tangible product, which through some form of exchange, satisfies an identified need. It can be understood several points from this definition. First, it can be claimed that services possess several features, which distinguish them from products. According to Wang (2014), services are intangible, as they cannot be felt with any of the physical senses and therefore they cannot be evaluated before receiving, which results in a high degree of uncertainty prior to purchase. Besides, services are considered by inseparability – they are produced and consumed simultaneously; each service encounter is a unique experience. Finally, the perishability of services suggests that they cannot be stored - they perish immediately after being produced (Nischay and Garima, 2012). The second implication, which can be drawn from the definition of service marketing, is that services are not always separated from tangible products.

Consequently, while services are mostly intangible, they are, to some extent, characterized by tangible clues. This is the case of the hotel industry, in which customers, instead of evaluating only service performance, consider the sum of all physical evidences, the servicescape – the physical environment of the hotel and the service they receive. Finally, services are said to be a form of exchange, which results from the identification of a need. This definition suggests that hotel operators should not only guarantee service quality, but also be aware of the needs and wants of their customers. Moreover, Healey (2008) argues that the 4Ps, as well as the service environment, personnel activities and service policies should be constructed with consideration to customers' needs, and should aim at the customers' satisfaction. These characteristics and implications suggest that marketing efforts in service industries should be distinguished from the marketing endeavours undertaken towards products.

2.1.2 Marketing Mix

Marketing mix in tourism is largely a complex group of several factors intervening to achieve the marketing 'end product' which is increased effectiveness in demand output in relation to supply and marketing investment by tourist enterprises. A tourist enterprise with a combination of specific activities can decide which specific activity to use, how it is to be used, when and where to use and what resources are to be allocated to them. The different elements in the mix may be seen as coordinating or replacing each other as complements or substitutes (Raju, 2009 and Adewale, 2016).

2.1.2.1 Pricing

One characteristic of services that creates a problem in price determination is the high content of the intangible component. The higher the intangibility, the more difficult it is to calculate cost and the greater tendency towards non-uniform services (Adewale, 2016).

The two methods a service organization may use to determine prices are cost based pricing and market –oriented pricing. In the former, price may be regulated by the government or industry association on the basis of cost incurred by the most efficient unit. The market oriented pricing may be a result of competition or customer oriented pricing. In the case of competition oriented pricing prices are fixed at the level which the competitor is charging or fixed lower to increase the market share. Customer oriented pricing varies according to the customer's ability to pay (Dukic and Stankovic, 2009).

2.1.2.2 Promotion

While designing the promotion strategy for services, it should be kept in mind that the customer relies more on subjective impressions rather than concrete evidence. The customer is likely to judge the quality of service on the basis of the performer rather than the actual service. The customer finds it difficult to evaluate its quality and value as it is difficult to sample the service before paying for it. But the methods used for promotion of services like advertising, personal selling, publicity and sales promotion are the same used in the promotion of products (Dukic and Stankovic, 2009).

2.1.2.3 Product

As a service industry, tourism comprises of several allied activities which together produce the tourist product. In the tourism product development, there are three major sub-industries. They are: (a) Tour operators and travel agents, (b) accommodation sector and (c) passenger transportation. Since tourism is primarily a service based industry, the principal products provided by recreation/tourism (R/T) businesses are recreational experiences and hospitality. These are intangible products and more difficult to market than tangible products. The intangible nature of services makes quality control difficult but crucial. It also makes it more difficult for potential customers to evaluate and compare service offerings. In addition, instead of moving the product to the customer, the customer must travel to the product (area/community) (Dukic and Stankovic, 2009).

Travel is a significant portion of the time and money spent in association with recreational and tourism experiences and is a major factor in people's decisions on whether or not to visit your business or community. Tourism has many components comprising the overall travel experience. Along with transportation, it includes such things as accommodations, food and beverage services, shops, entertainment, aesthetics and special events. It is rare for one business to provide the variety of activities or facilities tourists need or desire. This adds to the difficulty of maintaining and controlling the quality of the experience (Ashikodi, 2012).

2.1.2.4 People

People, are the tourism industry staffs in terms of training, appearance, behaviour, commitment, and customer contact. He suggested that all this must be provided in excellent form in that tourism is a people business and no amount of physical infrastructure would complement for a

poor tourism service. In addition, local residents must be made to have hospitable attitudes towards visiting tourists (Raju, 2009)

Marketing in tourism is concerned with the needs of identifiable consumer groups. It requires information about people, especially those interested in what you have to offer (market), such as what they like, where they buy and how much they spend. Its role is to match the right product or service with the right market or audience. Modern marketing is heavily based on the marketing concept which holds that businesses and organizations should focus on those people most likely to buy their product rather than the entire mass market (Ashikodi, 2012).

2.1.2.5 Place

Place refers to all the point of sales or channels that provide prospective customers with an access to tourism products while people, are the tourism industry staffs in terms of training, appearance, behaviour, commitment, and customer contact. He suggested that all this must be provided in excellent form in that tourism is a people business and no amount of physical infrastructure would complement for a poor tourism service. In addition, local residents must be made to have hospitable attitudes towards visiting tourists (Raju, 2009).

Too many tourism businesses and communities fail to recognize their role in improving travel to and from their areas. They focus instead on servicing the customer once they arrive at the site/community. A bad experience getting to or leaving an R/T site can adversely affect a person's travel experience (Adewale, 2016). The different ways to prevent this include providing directions and maps; providing estimates of travel time and distances from different market areas; recommending direct and scenic travel routes; identifying attractions and support facilities along different travel routes; and lastly Dukic and Stankovic (2009) indicated informing potential customers of alternative travel methods to the area such as airlines and railroads. Potential businesses should also carefully assess alternative locations for distance and accessibility to target markets; location of competitors with respect to target markets; modes of travel serving the area; and other attractions and activities that might induce travel to the area (Adewale, 2016).

2.1.2.6 Process

Process refers to corporate policies and procedures including employee's empowerment and customer involvement and the general procedure in tourism services delivery. Physical evidence

in their opinion refers to the environment in which the service is delivered. This includes such factors as layout, noise, furnishing, colour, light. It virtually includes all the tangible evidence that reminds one of the product or service to be used. Partnership is an important concept to be considered in product promotion while programming refers to the way in which the marketing mixes may be coordinate and offered to target market. Packaging on the other hand, is an integral part of the product to be offered (Mykletun, 2001).

2.1.2.7 Physical Evidence

Physical evidence in their opinion refers to the environment in which the service is delivered. This includes such factors as layout, noise, furnishing, colour, light. It virtually includes all the tangible evidence that reminds one of the product or service to be used. Partnership is an important concept to be considered in product promotion while programming refers to the way in which the marketing mixes may be coordinate and offered to target market. Packaging on the other hand, is an integral part of the product to be offered. All these are to be modified in accordance to the requirements of target customers (Nischay and Garima, 2012).

2.1.3 Tourism Marketing

Tourism is a very complex industry because of its multi-faceted activities which together produce the 'tourist product'. It is also complex because of various subsectors that are in themselves complex industries, if considered independently. Its complexity lies in the tourism promotion in its various forms directed at large number of people in various lands of different socio-economic structures, having different needs, expectations and behaviour patterns. Tourism marketing can be defined as the systematic and coordinated efforts exerted by the National Tourist Organizations and the tourist enterprises at international, national and local levels to optimize the satisfaction of tourists, groups and individuals, in view of the sustained tourism growth (Raju, 2009).

Marketing in tourism is concerned with the needs of identifiable consumer groups. Marketing involves much more, including product/service development, place (location and distribution), and pricing. It requires information about people, especially those interested in what to offer (market), such as what they like, where they buy and how much they spend. Its role is to match the right product or service with the right market or audience (Nischay and Garima, 2012). Modern marketing is heavily based on the marketing concept which holds that businesses and

organizations should design their products/services to meet customer needs and wants, focus on those people most likely to buy their product rather than the entire mass market and develop marketing efforts that fit into their overall business objectives (Mykletun, 2001).

There are five factors in working out a tourism marketing policy tourism product, tourism promotion, the price of the product, the tourist market and the tourist transport. The tourist market is divided into three major segments the holiday tourist, the business tourist and the common interest tourist (David, 2010). The holiday tourist has proved to be very sensitive to price changes. It has been regarded as highly seasonal. Business tourists are attracted by event attractions in the form of exhibitions, trade fairs and conferences. Common Interest tourists include visitors to friends and relatives, visitors for educational purposes and visitors for pilgrimages (Raju, 2009).

2.1.4 Features of Tourism Marketing

Effective marketing of tourism requests constant gearing up of infrastructure to international standards and presupposes its co-ordination with the tourism suppliers. Since the nature of the service marketed being highly intangible and perishable a limited scope can be seen for creating and keeping the distinctive competitive edge. Tourism is an intangible product. In tourism, certain facilities are made available for a specific time and for a specific use. There is close link between production and consumption of tourist services(Carey & Font, 2005).Since consumption once begun cannot be stopped, the risk for the customer is high and his need for reliable pre-purchase information is strong. The tourist product cannot be provided by a single enterprise. Each of the components of a tourist product is highly specialized and together makes the final product (Mykletun, 2001).

The main marketing functions in tourism sector include market research, product formulation and development, analysis and selection of target markets, distribution networks and product promotion. Tourist product can be analysed in terms of attractions, facilities and accessibility. Attractions are those elements in the tourist product which determine the choice of particular tourist to visit one particular destination rather than another (David, 2010).Attractions could be in the form of areas of archaeological interest, historical buildings, scenic beauty, events etc. Facilities are those elements in the tourist product which are a necessary aid to the tourist centre. It complements the attractions which include accommodation, various types of entertainments,

picnic sites, and recreation and so on. Accessibility is a means by which tourists can reach the area where attractions are located (Nischay and Garima, 2012).

2.1.5 The Practices of Tourism Marketing Management

Several entrepreneurs fail to realize the nature of the tourist industry as a marketplace and assume that because they have an authentic and exciting tourism product, clients will find them. Underestimating that the challenges, as well as the cost of distributing tourism products is a key reason why new tourism ventures fail (Carey & Font, 2005). Consequently, the process and tasks involved in an efficient tourism management as identified by Carey & Font (2005) are first, conducting a thorough analysis of the market resources, competitors, and the tourism business environment. Second, borders on taking decision on the strategic choices of how to segment available tourism markets, determining the markets to be targeted, planning an appropriate product positioning and lastly, determining the marketing mix, which in the basic sense means how the product will be offered to tourists, the price that will be charged, how the product will be communicated, and how it will be distributed.

The act of monitoring key macro environment forces such as demographic, economic, natural, technological, political- legal, and socio cultural, and such microenvironment factors as customers, competitors, suppliers, distributors and dealers that affects the profit generation potentials of the industry (Kotler, 2001). The internal environment consists of the resources available to manage efficient tourism activities. Such resources could be in form of the skills or expertise available, financial resources, organizational cultures. All this must be appropriately analysed to acquire that information that will aid in goal and strategic formulation in addition to making decisions related to market segmenting, targeting and positioning of available tourism products and services. In addition, market segmenting, targeting and positioning are also included. Market segmentation according to is the process of dividing the total market for a products/services, or products/services categories into a relatively homogenous groups or segments with the aim of creating groups where the members of a particular group have similar likes, wants, needs, preference, attitude and tastes (David, 2010).

Market targeting is the process by which after dividing the market into different segments, marketers attempts to decide on which of the segments to choose. that present the best marketing and financial opportunities based on existing organizational capabilities and potentials while

positioning deals with presenting one's product or service on an attribute in relation to that, being offered by competitors within the same industry (Kotler, 20019). Once this is done, it is expected that appropriate marketing mix for each unique segment groups be taken.

2.1.6 Tourism Marketing Strategy

Marketing strategies for tourism and hospitality industries and the nature of decisions to be taken by marketing managers are enshrined in the four Ps of product, place, price and promotion which are controllable tactics that could be blend to produce a desired response from a target market (Kotler, 2001). However, David (2010) emphasized six more Ps of packaging, programming, people, process, physical evidence, and partnership and concurred that they are equally paramount in designing a successful tourism marketing strategies. He suggested that the starting point for the creation of a successful marketing mix strategy is to ensure that the target market, in terms of domestic, local and external, holiday makers and recreationist is clearly defined and matched to available tourism products/services. The definition is based on various factors such as socio economic group, geographical location, age, gender, income level, visitor type, benefits sought, purchase behavior and attitude.

Moreover, Carey and Font (2005) stated as product covers the shape or form of what is offered to prospective customers. Price relates to the published or negotiated term of exchange transaction for a product between a seller and a consumer. Promotion includes advertising, direct selling, direct mailing, sales promotion, public relation activities and merchandising. Promotional activities are used to make potential customers become aware of a product in order to stimulate their demand and also provide a means to information that could aid prospective customers in making purchase decisions. Place refers to all the point of sales or channels that provide prospective customers with an access to tourism products while people, are the tourism industry staffs in terms of training, appearance, behavior, commitment, and customer contact. All this must be provided in excellent form in that tourism is a people business and no amount of physical infrastructure would complement for a poor tourism service. Besides, local residents must be made to have hospitable attitudes towards visiting tourists (Ashikodi, 2012).

Further, Process refers to corporate policies and procedures including employee's empowerment and customer involvement and the general procedure in tourism services delivery. Physical evidence in their opinion refers to the environment in which the service is delivered. This

includes such factors as layout, noise, furnishing, colour, light. It virtually includes all the tangible evidence that reminds one of the product or service to be used. Partnership is an important concept to be considered in product promotion while programming refers to the way in which the marketing mixes may be coordinate and offered to target market. Packaging on the other hand, is an integral part of the product to be offered (David, 2010).

2.1.7 Linkage between Tourism Marketing Strategy and Practices

Tourism marketing involves discovering what tourists want. This is done through market research, which forms the base for the development of appropriate products and services. These products and services are communicated to potential tourist through advertising and promotion. Information on how and where to buy the products and services is given by for example tour operators, travel agents and airlines. Advertising begins with a base of creating awareness and strengthening a company's position or image (Dwyer & Tanner, 2002). The second role of tourism marketing is to create a favourable climate for salespeople, however in some instances, customers will order directly from the advertising, so the final purpose is to generate sales.

The development of tourism strategies is predicated on a complete understanding of the linkage between the customers' needs/wants/desires and the 'product' being offered in terms of a destination/accommodation/food-service/recreation package that appeals to those needs (Elkington, 2009). There will likely always be a mass appeal for the 3S, but operators in this quadrant will only succeed insofar as they can compete effectively in cost-price-utility terms. Cruise ships do this very well. But for land-based systems there is a pressing need to develop value packages that are specifically directed to niche markets (Carey and Font, 2005).

Marketing managers must work with operators and other agencies in the tourism system to modify the services that are offered to match customer demands. Following the creation of appealing product features and value concepts, the promotional campaigns can be developed and harmonized with delivery and transactional systems (Walton, 2009).

Recently the Zulu Kingdom in South Africa garnered a considerable success in marketing their unique destination. Their success, which is based on an effective Tourism Product Development Strategy applied a unique marketing strategy (Vukonić, 2012). Unlike classic product marketing criteria, when the product is developed first followed by the marketing strategy, this report has instead been determined as a consequence of marketing imperatives. In this respect each

destination was treated as a distinct product, exhibiting a clear and unambiguous differentiation from others. It focused on a marketing thrust directed at achieving the twin objectives of 'selling the place'(image marketing) and 'landing' the tourist (destination marketing), in which the image marketing promoted the 'sense of place' and destination marketing centered on selling the product (Walton, 2009).

The winning strategy was also driven by the use of public relations rather than relying extensively on the more costly above-the-line advertising campaigns. Thus media management was a crucial factor since it dealt with managing the county's reputation. Reputation management in tourism is rapidly becoming an emerging discipline wherein the central tenet states that a strong reputations is established when the creative theme and content are in tune with the distinctive values and personalities of a country. It is altruism in marketing that ideas are increasingly displacing the physical in the production of economic value; competition for reputation becomes a significant driving force (Nischay and Garima, 2012).

2.1.8 Possible Challenges in Tourism Marketing

An important part of developing tourism is urbanisation, improvement of living conditions and the growth of standards, which are characterised by the availability of free time and financial resources. Industrial and technological conditions are necessary, but not sufficient, conditions for tourism development. Modern tourism arises only with a sufficiently high interest from tourists towards a specific destination. Tourists make trip to certain destinations in large numbers, for personal reasons and motives (Vukonić, 2012).

2.1.8.1 Macro Level Tourism Marketing Challenges

The major constraints and challenges that limit the effectiveness of the tourism sector are incidents of violent crimes, financial constraint, lack of managerial know-how, infrastructure decay, slow policies development and implementation, security concerns, effective legislation and lack of effective tourism publicity (Ashikodi, 2012). The opinions on which tourism based its beginnings were not cohesive. One of the widely accepted and scientifically-based reviews on the development of tourism relies on the idea of the socio-economic phenomenon, based on the occurrences caused by revolution in science and technology. The results of these changes and technical civilisation were the amassing of movement and travel (Walton, 2009).

Business, including tourism, must ensure it is building future business, with product offerings for future markets. Marketing concepts that tackle the issues of sustainability are important for this future. There are moments in history when a new set of challenges surface, when a new order urgently needs to be built. It is difficult to conceive a world without tourism, and therefore tourism markets, but to ensure this future, sustainable tourism marketing is needed. This is because the focuses on new market opportunities thrown up by the world's great social and environmental challenges, on evolving entrepreneurial solutions, and on bringing such solutions to scale, often through the use of market mechanisms and economic instruments (Vukonić, 2012).

2.1.8.2 Micro Level Tourism Marketing Challenges

There are several tourism marketing challenges such as underestimate the challenge of going green convincingly and profitably, over-enthusiasm or misreading the direction of the debate, imagine that 'green' performance improvements are a guarantee of market succession the product or offering has to work on its own terms, forget that all forms of evolution including product evolution that involve intense continuing adaptation to environmental (or market) conditions and lack of innovate and communicate, research and development, finance and management. It is appreciated that while tourism marketers may struggle to recall such an expansive concept, the mix proposed should provide managers with a simple yet effective tool to assist sustainability-oriented decision-making (Elkington, 2009).

Free time and financial resources are the prerequisites of tourist activities, where 'travel becomes an active element', and 'tourism a logical consequence of its development'. Defined by the rules of demand, according to new variable motives, the appearance of new development modalities of tourism was encouraged (Vukonić, 2012). Active elements contained in services covered in time that tourists spent in destination, give an additional possibility for products diversification due to the attractions in the destination, specifics of resources and the importance of their optimal valorisation according the criteria of sustainable development (Ashikodi, 2012).

In general, Walton (2009) points out that profitability and environmental impact to sustainability are goals for future tourism development. Being prepared for the challenges towards the environment, carries an awareness in terms of a conscientious attitude related to the public good, encouraging new trends in the behaviour of tourists with high social sensitivity.

2.2 Empirical Literature Review

Marketing in the tourism has its own characteristics that derive from the fact that the product in tourism is a service. Besides, the invisibility of a product gives even more importance to marketing. With the help of the marketing mix elements: product, price, promotion and distribution, the tourism organization adapts to environmental conditions, thus realizing its mission.

2.2.1 Tourism Marketing Practices

Elida (2014) studied on marketing mix in Tourism and found that an important feature of the tourism offer is its inflexibility, precisely due to the immutability of its basic offer elements. In the realization of market needs of Tourism Company, the key role belongs to marketing, which through its activities, primarily through marketing mix should identify and differentiate tourism product (compared to competition) and thus implement its strategic objectives. Her study showed that the importance of marketing and marketing mix elements separately (product, price, promotion and distribution) in the economic activities of tourism organizations.

On other hand, Zeithaml & Bitner (2003) explained about the tourism product that is a complex product, because it consists of goods and services in different activities. This is because the tourism product is usually a combination of accommodation offer, food, and animation. Based on the aforementioned, it can be said that the aim of marketing in tourism is information gathering and analysis, based on which the tourism offer is built as an integrated tourism product to permanently communicate with customers in order to inform them about the current and future offers. All these activities are an integral part of the marketing policy, aimed at defining measures and strategies for achieving those objectives. Marketing in tourism has its own specificity, which arises from the fact that the tourism product is a service. Such a defined tourism product is offered in the trade of tourism (Elida, 2014)

In Ethiopia, Yemane and Kapil (2015) found that the higher the rate of tourist satisfaction with the service quality, the higher the probability to perform future behavioral intentions, such as recommend to others, say positive things and revisit the destination. Cognizant this, this research was conducted on tourist destination, aimed at analyzing tourists' level of satisfaction in the destination.

Table 2.1 Summary of Empirical Literature Review on Tourism Marketing Practices

Study	Objective	Method	Findings	Critiques
Elida (2014)	To find out marketing mix in Tourism	Descriptive	found that an important feature of the tourism offer is its inflexibility, precisely due to the immutability of its basic offer elements	Separately use few marketing mix elements (product, price, promotion and distribution)
Zeithaml & Bitner (2003.)	To assess tourism product	Descriptive	Found tourism product usually combines accommodation offer, food, animation	Only focused on one marketing strategy - product
Yemane and Kapil (2015)	To examine tourist satisfaction level	Explanatory	higher the rate of tourist satisfaction with the service quality, the higher the probability to perform future behavioral intentions, such as recommend to others, say positive things and revisit the destination	Only focused on one marketing strategy - price

Source: Survey result, 2020

2.2.2 Tourism Marketing Challenges

Getahun and Dhaliwal (2017) listed several challenges were recognized to the low performance of the tourism sector in the country. Among other things, in Ethiopia, for a long period of time, there were no clear policies and strategies that would show the direction for the cooperation and coordination that should exist amongst various tourism stakeholders. Accordingly, it has not been possible for the country to obtain adequate returns from the sector, and the sector's growth has remained less coordinated and underdeveloped. In general, Elida (2014) noted the main challenges of tourism market as high growth and development rates, infrastructure development, the introduction of new management and educational experience and socio-economic development complications. Ashikodi (2012) some of the major constraints and challenges that limit the effectiveness of the tourism sector in Nigeria are incidents of violent crimes, financial constraint, lack of managerial know-how, infrastructure decay, slow policies development and implementation, security concerns, effective legislation and lack of effective tourism publicity.

More importantly, Adewale (2016) studied on the task, challenges and strategies for the marketing of tourism and relaxation services in Nigeria and found that various social, cultural, political and technological challenges serve as an impediment to the achievement of this feat. In the light of the above findings, suggestions and recommendation that borders on creating a conducive atmosphere for vibrant tourism industry were made. He also added the manifestation of criminal activities in Nigeria. He maintained that crime is a potent threat to the National security of Nigeria. He further argued that there are three levels of security risk that Nigeria faces. The first level comes from the increased violent crimes, from simple robbery to armed robbery, carjacking and violent attacks, second is direct attack or blackmail, which include kidnapping for ransom and vandalizing of facilities, and the third is the incidence of inter-communal and religious clash. Font and Carey (2005) found that entrepreneurs failed to recognize the nature of the tourist industry as a marketplace and assume that because they have an authentic and exciting tourism product, clients will find them. Underestimating that the challenges, as well as the cost of distributing tourism products is a key reason why new tourism ventures fail.

Table : 2.2 Summary of Empirical Literature Review on Tourism Marketing Challenges

Getahun & Dhaliwal (2017)	To assess the challenges of tourism sector	Descriptive	there were no clear policies and strategies that would show the direction for the cooperation and coordination that should exist amongst various tourism stakeholders	Not included tourism marketing challenges
Adewale (2016)	To assess the task, challenges and strategies for the marketing of tourism and relaxation	Descriptive	various social, cultural, political and technological challenges serve as an impediment to the achievement of effective tourism sector	Used only external factors (forgot internal factors)
Font and Carey (2005)	Underestimating the challenges of tourism sector and marketing	Descriptive	entrepreneurs failed to recognize the nature of the tourist industry as a marketplace and assume that because they have an authentic and exciting tourism product, clients will find them	Used only internal factors (forgot external factors)

Source: Survey result, 2020

2.2.3 Tourism Marketing Strategies

This business philosophy assumes that both individual consumers and companies prefer to keep long term relations with actual organization instead of searching continually for new offers. With this assumption and with the fact that usually it is more cost effective to keep actual consumers than to attract new consumers, successful marketers join their efforts on developing effective strategies to keep loyal consumers (Maja and Milenko, 2009). Baki (2010) also stated that the motives as the driving force behind every deliberated planned activity, the family as the basic cell of society that is also a bearer of tourism demand, image, as a notion of potential destination, lifestyle of potential consumers' tourism services, which is connected to the life cycle of an individual or a family. Tourism offer represents temporal and spatial synchronization of attractive, communicative and receptive factors.

The basic strategy can be viewed along with creating and improving relations with consumers usually data basis with guest history is created and all these data might be used for customized offers and communication with consumers (Zeithaml and Bitner, 2003). Looking at different phases in life cycle of relations with consumers, claim that relationship marketing is taking place: before (giving promises in order to establish relations), during (delivering promises by building relations) and after transactions (offering new promises after delivering previous). If satisfied consumers recommend his services provider to relatives and friends (word-of-mouth), they could become active consumers in the future.

In this way initial consumer might become promoter and instrument in communication with potential consumers (Johnston, 2001). Successful implementation of tourism marketing is based on principles of modern management of products/services, tourist destinations and consumers' demand. In the future attention should be directed to implementation of relationship marketing at the macro level regarding tourist destinations. Also, through various forms of strategic alliances many new opportunities are created among numerous tourist companies at tourist destinations (Maja and Milenko, 2009).

Table 2.3 Summary of Empirical Literature Review on Tourism Market Strategies

Baki (2010)	To state the motives as the driving force behind every deliberated planned activity	Descriptive	family as the basic cell of society that is also a bearer of tourism demand, image, as a notion of potential destination, lifestyle of potential consumers' tourism services	Used only few marketing mix
(Zeithaml&Bitner, 2003)	To assess tourism marketing strategy	Descriptive	Tourism offer represents temporal and spatial synchronization of attractive, communicative and receptive factors.	Not included tourism marketing mix
(Johnston, 2001).	To find different phases in life cycle of relations with consumers and relationship marketing	Descriptive	If satisfied consumers recommend his services provider to relatives and friends (word-of-mouth), they could become active consumers in the future	Not included tourism marketing mix Not included tourism marketing mix
(Maja and Milenko, 2009).	To assess successful implementation of tourism marketing	Descriptive	It is essential to understand modern management of products/services, tourist destinations and consumers' demand	Not included tourism marketing mix

Source: Survey result, 2020

The marketing mix element is including 4Ps which are product, price, place and promotion (Kotler, 2007). The 4Ps apply in tourism industry has be enlarge to 7 Ps. The others are physical environment, process and participation. The 7 Ps is a marketing strategy for tourism industry (Mykletun, 2001). Kotler (2007) considered four P's as marketing mix which has significant impact on marketing for tourism services. These marketing mix elements are Product, Price, Place and Promotion. In case of service organization, he added extra three P's. These are people, physical evidence and process. In this research, these seven P's considered as tourism marketing mix elements which are discussed below:

2.2.3.1 Product

Kannan (2009) tried to market tourism by adapting the service marketing approach for achieving great success. He showed that Kerala is one of the important destinations for the international

tourists with its unique nature beauty with backwaters, mountains and beaches. Vassiliadis, George, Aikaterini and John (2006) demonstrated the proper tourist product characteristics and market opportunities by the recipients of the tourist market, aiming at the support of the sustainable tourism design process. They showed that the design of the elevation of the destination is a viable market prospective, if it is based on three major factors: the climate (geophysical and archaeological characteristics), taverns-restaurants (gastronomy) and parking areas (spa, post shops and health centres).

2.2.3.2 Price

Vassiliadis *et al.*, (2006) considered foreign tourists' attitude towards marketing mix elements of the tourism industry in Bangladesh and found that the perceived value of the foreign tourists relatively better than expectation. Kannan (2009) stated that the price of the tourism services is cost of producing, delivering and promoting the product charged by the tourism organization. Accordingly, pricing is the key to marketing strategy and acts not only as a weapon to counteract competitors but also ensures survival of enterprise.

2.2.3.3 Place

Douglas (2008) tried to develop a stronger conceptual basis for the study of tourism distribution by presenting a generalized model emphasizing the needs of tourists and the functions required to meet them. Musa and Adamu (2011) found that transportation is a significant determinant of tourism development. Other factors like recreational and social facilities and security also play positive role to develop this industry.

2.2.3.4 Promotion

Sabreen (2010) considered tourist images of Egypt in the United Kingdom through content analysis of the brochures of United Kingdom tour operators and found that the most of the brochures in the United Kingdom market present Egypt positively and its physical attractions - beaches, historical sites, luxury accommodation attract foreign tourists. In addition, Musa and Adamu (2011) stated that the sales for tourism industry is via surveys, analysis and forecast the tourism market, tourism product design, packaging and pricing; Further promote tourism commodities, trading techniques, documents or transfer service through value-added upgrade to

explore, and expand and meet the travel consumer goods or travel to the tourist demand business services.

2.2.3.5 People

Wang (2006) studied some Chinese four- and five star hotels' training and development (T&D) practices from a Western human resource development (HRD) perspective and compares the results between the Chinese state ownership and Sino-foreign joint ventures using multiple case studies. Result shown that the western way of training and development may not necessarily lead to superior training effects in the Chinese context than those used by state-owned hotels.

2.2.3.6 Process

Kannan(2009) stated the process in tourism include, (a) trip planning and anticipation, (b) travel to the site/area, (c) recollection, (d) trip planning packages. Process denotes the way in which a particular action is carried out. Tourism marketing should take care of all the procedures, schedules, mechanisms, activities and routines which are practiced when the tour is on. The processes followed form a part of the service delivery system and the customers often do not differentiate between the processes and the product. If a tourist is made to wait for an undue length of time to get information from a tourism office, he tends to remain dissatisfied even if he gets all the required information at the end of delay (Sabreen, 2010).

2.2.3.7 Physical Evidence

Physical Evidence is that which can be easily associated with the product by the customer. As the tourism product is highly intangible, the place, the decor, the people, and everything else in the tourism office may be related to the experience in store (Wang, 2006). When tourists visit a historic place for the first time, they carry home not only the memories of beautiful structure, but they also remember all other factors like transport facilities available, the surrounding markets, the people's behavior, etc. as one whole experience. Kannan(2009) stated the physical evidence is basically depends on travel experience, stay, and comforting tourism industry.

2.3 Research Gap

Most of the studies (Elida, 2014; Zeithaml & Bitner, 2003 and others) studied focused don descriptive rese ach methods. They showed that the importance of marketing and used few marketing mix elements separately (product, price, promotion and distribution) in their studies.

Internal and external challenges were not properly applied and analysed. The main challenges of tourism market as high growth and development rates, infrastructure development, the introduction of new management and educational experience and socio-economic development complications. The business philosophy undertake that both individual consumers and companies prefer to keep long term relations with actual organization instead of searching continually for new offers. There were little argument about consequences of tourist strategy and practices as the internal and external challenges were not properly found out. As tourists have become more demanding, requesting high-quality products and value for their money and perhaps more importantly, value for time. This reflects the need for effectively analyse tourism marketing mix and strategies.

2.4 Conceptual Framework of the study

2.5 Conceptual Framework of the study

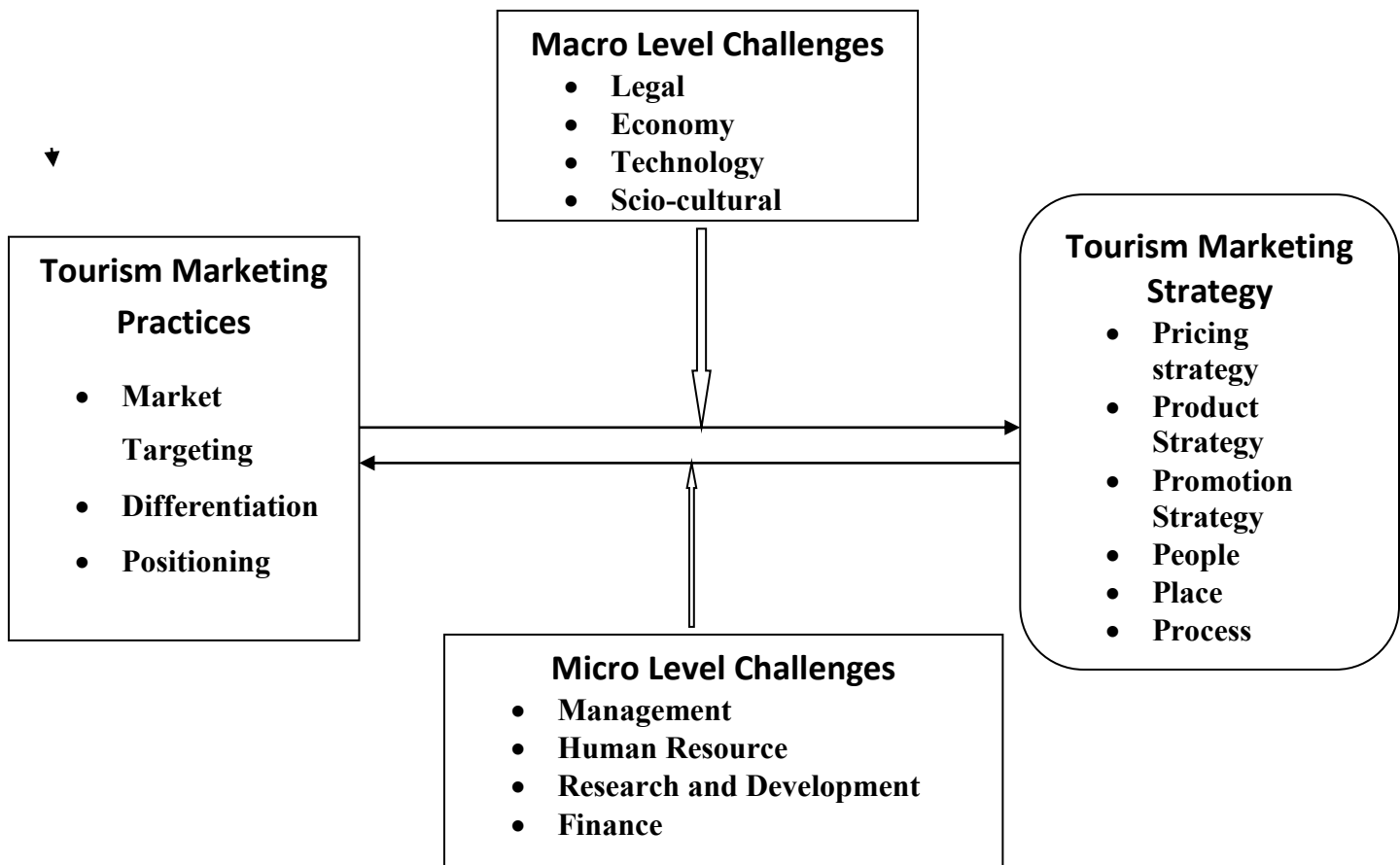


Figure 2.1 Conceptual framework of the study; adapted from David (2010)

The above conceptual framework was organized to show the power of marketing challenges on marketing practices and tourism marketing strategy. The tourism marketing strategy includes pricing strategy, product strategy, promotion strategy, people, place, process, physical evidences, segmentation, targeting and positioning. The marketing challenges include macro (legal, economy, technology and scio-culture) and micro level (top management commitment, human resource, research and development and finance) challenges.

CHAPTER THREE

METHODS OF THE STUDY

This part of the study presents research design and approach, data type and source, data analysis and presentation and data collection methods. In addition, it presents instrument reliability and validity test mechanisms.

3.1 Description of Study Area

The study area of this study was in Addis Ababa, Ethiopia's sprawling capital in the highlands bordering the Great Rift Valley, is the country's commercial and cultural hub. Its National Museum exhibits Ethiopian art, traditional crafts and prehistoric fossils, including replicas of the famous early hominid, Lucy. The burial place of the 20th-century emperor Haile Selassie, copper-domed Holy Trinity Cathedral, is a neo-baroque architectural landmark. Tourism is a growing industry within Addis Ababa and Ethiopia as a whole. The country has seen a 10% increase in tourism over the last decade, subsequently bringing an influx of tourists to Addis Ababa. In 2015, the European Council on Tourism and Trade named Ethiopia the Number One tourist spot in the world. The city is served by Addis Ababa Bole International Airport, where a new terminal opened in 2003. The old Lideta Airport in the western Old Airport district is used mostly by small craft and military planes and helicopters. Addis Ababa originally had a railway connection with Djibouti City, with a picturesque French style railway station, but this route has been abandoned. The new Addis Ababa-Djibouti Railway started operation in September 2016, running parallel to the route of the original railway line. Addis Ababa opened its light rail system to the public on 20 September 2015. The system is the first of its kind in sub-Saharan Africa (Dawit, 2018).

3.2 Research Design

Research designs are designed to enable answering the research questions as validly, objectively, accurately and as economically as possible. The study enables to describe characteristics of tourism marketing, its challenges, practices and strategies and explains the conditions of the present by using questionnaires to describe the phenomenon (Gabriel et al, 2015). Thus, this study was conducted to achieve an answer for the proposed research questions. In addition, the researcher used the facts or information already available to analyze and make a critical evaluation of the data/information.

This study provided a complete picture of tourism market in Addis Ababa and explains the tourism marketing situation of the target market that is the essential task of marketing manager under modern marketing. In addition, it described various aspects about tourism sector problems and challenges in Ethiopia with its perceived tourist decision behavior. It is basically describes a behavior and other factors studied in tourism marketing and local and international visitors behaviour. Overall, the study employed descriptive research design.

3.3 Research Approach

Research can be approached as qualitative and quantitative or mixed when approach to research has been well-thought-out as the criterion of classification. Qualitative research is more subjective in nature than quantitative research and involves examining and reflecting on the less tangible aspects of a research subject, e.g. values, attitudes, perceptions. Whereas, the emphasis of quantitative research is on collecting and analysing numerical data; it concentrates on measuring the scale, range, frequency etc. of phenomena. Furthermore, mixed method integrates quantitative and qualitative data collection and analysis in a single study or a program of enquiry (Creswell, 2009).

This study concentrated on measuring the scale, range, frequency etc. of phenomena. The study was highly detailed and structured and results can be easily collected. On other hand, this study depends on careful definition of the meaning of tourism marketing and its associated challenges and it properly develops the concepts and variables of tourists behavior. The tourism marketing strategy included pricing strategy, product strategy, promotion strategy, people, place, process, physical evidences, segmentation, targeting and positioning. The marketing challenges included macro and micro level challenges. Overall, the study will use both methods and it can be said that it is a mixed research approach.

3.4 Population and Sample Design

3.4.1 Population/Target Population

The researcher has studied the target population to generalize the results of the study. Therefore, the total target population of the study was local and international travellers which estimated as unknown size and 115 employees of Addis Ababa culture and tourism office and 220 tour operators who are working in Addis Ababa.

3.4.2 Determination of Sample Size

Table 3.1: Population and sample

No	Attendants	Total Population	Sample size	Proportion	Sample size
1	Local travellers	385	385	39%	153
2	International travellers	385	385	39%	153
3	Tour operator	200	132	13%	52
4	Employees	100	80	8%	32
	Total	1105	982	100%	390

Source: Survey result, 2020

First, the sample size for local and international was considered their populations that are unknown (infinite) and the study use Cochran (1963) formula. He developed the below equation to yield a representative sample for proportions. The required sample size was around 385 for this population with a 5% margin of error and a 95% confidence level. Here's the formula :(Z-score is 1.96 for a 95% confidence level),

$$SS = (Z\text{-score})^2 * p*(1-p) / (\text{margin of error})^2$$

$$SS = (1.96)^2 * 0.5*(1-0.5) / (0.05)^2 ,$$

$$SS = 3.8416 * 0,25 / 0.0025$$

$$SS = 385 \text{ for each local and international population}$$

Second, the sample size is determined for tour operator and employees; sample sizes for these two groups are determined by Sample Size Determination Using Krejcie and Morgan Table. This study used Krejcie& Morgan (1970) to determine the sample size for 200 tour operators and 100 employees are calculated as 132 and 80 respectively. .

The below formula was used for the total sample population, in which N = 996 with ±5% precision. Assuming 95% confidence level and p =0.5, it helps to get the sample size as. Therefore, sample size of the study was 996 respondents. This study used Yamane's formula for calculating sample size. Yamane (1967) suggested another simplified formula for calculation of sample size from a population which is an alternative to Cochran's formula. According to him,

again, taking 99% confidence level with $\pm 5\%$ precision, the calculation for required sample size was as follows

$$n = \frac{N}{1 + N(e)^2}$$

$$p = 0.5 \text{ and hence } q = 1 - 0.5 = 0.5; e = 0.05; z = 2.58$$

$$\text{So,} \\ = (2.58)^2 (.5)(.5) / .05^2 = 666$$

Cochran pointed out that if the population is finite, then the sample size can be reduced slightly. This was due to the fact that a very large population provides proportionally more information than that of a smaller population. He proposed a correction formula to calculate the final sample size in this case which is given below

$$= n_o / 1 + (n_o - 1) / N$$

Here, n_o is the sample size derived from the above equation $n = N / 1 + N(e^2)$ and N is the population size.

Here, $N = 982$, $n_o = 666$

(determined by $n_o / 1 + (n_o - 1) / N$) = 390. Accordingly, a sample size of 390 respondents was selected to fill the questionnaire.

3.4.3 Sampling Techniques

To select the respondents, this study used non-probability sampling specifically convenience sampling technique for selection of local and international tourists to distribute questionnaire which to be full filled in a self-administration manner. However, random sampling was used for tour operators and employees selection. Sampling is the process of obtaining information about an entire population by examining part of it. The research study was designed to assess and analyze the practices, challenges and strategy of tourism marketing in Addis Ababa. The non-probability sampling method was chosen because it is the most commonly associated survey based research method that helps to make inferences from the sample about a population so as to answer the research questions and to meet the research objectives.

3.5 Data Collection Methods

3.5.1 Questionnaire

Questionnaires were prepared and distributed to the travellers and employees of Addis Ababa culture and tourism office. The data collection methods are primary and secondary sources of data were collected. Primary data were collected from questionnaires and secondary data were collected from the books, publications, articles, journals and websites etc.

3.5.2 Interview

Interview guide was used for issues that require further elaboration and clarifications concerning tourism marketing challenges and practices with respect to travel agents, tourism professionals and the tourist guides. Interview sessions were scheduled with the Head of Addis Ababa tourism office officials and experts via telephone due to Covid 19. Guest, Bunce and Johnson (2006) cited Bertaux (1981) and they advised that the minimum sample size for interview is fifteen. Accordingly, the interview sample size of this study was fifteen as per the smallest acceptable sample size (adapted from GUEST et al., 2006).

3.6 Source of Data

The research study used both primary and secondary data sources. The primary data was collected from sample respondents using five point likert scale and close ended questionnaire. Secondary data was collected from the books, publications, articles, journals and websites etc.

3.7 Method of Data Analysis and Interpretation

SPSS (Statistical Package for Social Sciences) version 20.0 was used to compute and analyze the data. The data was analyzed using inferential statistics (chi square) and descriptive statistics (percentages, frequency, mean and standard deviation).

3.8 Instruments Validity and Reliability

Adopting from Raju (2009) and Mykletun (2001), research instruments consisted of questionnaires is modified by the researcher. According to Orodho (2004) questionnaires allow for measurement for or against a particular viewpoint and emphasizes that a questionnaire has the ability to collect a large amount of information in a reasonably quick space of time.

3.8.1 Instrument Validity

Mugend and Mugend (2003) define as content validity of a measuring instrument is the extent to which it provides adequate coverage of the investigative questions guiding the study. In this study, content validity was determined by consulting the expertise of the supervisor and two tourism and marketing experts. These experts and the research advisor looked at every question in the questionnaire and do their own analysis to ascertain that the questions answer research objectives of the area understudy. Recommendations (to continue with the instrument with some correction) from the experts were taken into consideration in order to improve the instruments.

3.8.2 Instrument Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials Mugenda and Mugenda (2003).

Table 3.2 Reliability Test Results

Dimensions	Cronbach's alpha	No. if Items
Tourism Marketing Challenges	.959	56
Tourism Strategy	.983	21
Tourism practices	.954	18

Source: Survey result, 2020

The purpose of deriving a scale score by having multiple items is to obtain a more reliable measure of the construct than is possible from a single item. This scale reliability's typically assessed by using Cronbach's coefficient alpha, which can be thought of as the average of all of the inter-item correlations. Therefore, Cronbach's alpha gives the proportion of the total variation of the scale scores that is not attributable to random error. Raju (2009) indicates that more than .75 test results in this regard can be considered as excellent. There variables of this study was more than 0.75 and thy were rated as excellent.

3.9 Ethical Consideration

The research study was conducted by ensuring professional ethical standards during data collection.

3.9.1 Informed consent

Accordingly, the participants were given information on the purpose of the study, the time it takes, the procedures to be followed, and benefits before starting the research. Travellers and employees of Addis Ababa tourism office staff members and tour operators were given the privilege of not writing their names and other identifications providing the assurance that the information they provide was kept confidential and no respondent were forced to fill the questionnaire unwillingly without his/her consent. The potential participants were also informed that he/she can refuse to answer any question and that he/she can quit the interview at any point. If the participant has any questions, the researcher was required to respond adequately.

3.9.2 Confidentiality

The researcher assured information that participants provides during the study. Data and information were honourably gathered and they were kept confidentially. The raw data set and recorded interviews shall not be used for any other purpose than the intended purposes.

CHAPTER FOUR DATA PRESENTATION AND ANALYSIS

This chapter presents the data, analysis and discussion of the research findings including response rate, descriptive statics, and independent test analysis.

Response Rate

Targeted questionnaires were distributed to opportunely selected local and international tourists, operators and employees working at Ministry of Foreign affairs it can see in table below.

Table 4.1 Response Rate

No	Attendants	Sample size	Retuned Questionnaire	Response Rate
Questionna	Local	153	91	59%
	International	153	76	50%
	Tour operator	52	42	81%
	Employees	32	24	75%
Total		390	233	60%

Source: Survey result, 2020

The above table shows 233 questionnaires were properly returned out of 390 distributed questionnaires; it composed of 59 % local travellers, 50 % international, 81% tour operators and 75% employees. It indicates that the study attended 60% of response rate. The interview sessions were attended 67 % responses rate. Thus, it can be said that the response rate was rated as good and it was allowed due to Covid 19 struck and its consequence.

4.1 Demographic Profile of Respondents

The demographic characteristics of the respondents include gender, age, and educational background, and working experience for employees and tour operators. It also includes tourist behaviour and travel conditions of local and international travellers. The below table displays that, among 233 sampled respondents, 8% of the total respondents had diploma, 62% of them were university first degree graduate and the remaining 30% of them attended university postgraduate (masers and above).

Table 4.2 : Respondents Profile

Gender			Age			Education		
Category	Count	%	Category	Count	%	Category	Count	%
Male	122	52.4	Young adults	81	34.8	Diploma and below	19	8.2
Female	111	47.6	Middle-aged adults	97	41.6	Degree	143	61.4
			Older age	55	23.6	Masters and above	71	30.5
Total	233	100		233	100		233	100

Source: Survey result, 2020

Similarly, the above table also shows that, among the selected respondents, 35% of the sampled respondents were young adults (ages 18-35 years); 42% middle-aged adults (ages 36-55 years) and 23% older adults (aged older than 55 years). Specifically, the study envisaged to know their gender distribution. The study found that, among the 233 sampled respondents the study conducted this research on, 47.6%, i.e., 111 individuals were female and 52.4%, i.e., 122 individuals were male. This could be considered the study gathered information from well-educated and aged people who acquired knowledge in tourist conditions in A.A. It was believed that the sampled staffs would provide appropriate responses for this study. A maximum cautions (masks, sanitizers and maintained distance) were taken to even if there is a tension and stress due to Covid 19 pandemic.

Table 4.3 : Local Tourists Behaviour

Visiting Group local tourists in A.A			Stay in Addis Ababa - local			Collect data for tour			Visited on own or through a tourist company		
Category	Count	%	Category	Count	%	Category	Count	%		Count	%
Individual	22	24%	Tourist destination	33	36%	Religion places	28	31%	Own	64	70%
2	30	33%	With family or relatives	45	49%	from family or relatives	42	46%	Tourists Company	27	30%
3	13	14%	Guest Houses and Hotels	13	14%	from Hotels in AA	15	16%			0%
4	18	20%				Any other	6	7%			0%
More than 5	8	9%									
Total	91	100%		91	100%	Total	91	100%	Total	91	100%

Source: Survey result, 2020

The above table shows that among the sampled respondents only 24% of them need travel alone and the others in group in about more than two members of a travel team. Most of the travellers (55%) need to stay in tourist destination and hotels and guests houses. Most of the travellers (57%) collect tourist information from families, friends and religion places. Local tourists operatized their travel planed and visited on own or through a tourist company as indicated by 70% of them. This show that the sampled respondents have pertinent tourism knowledge and experience about Addis Ababa tourism destination and its processes and it assured that they are capable to handle this study’s responses properly.

Table 4.4 : Foreign Tourists Behaviour

Foreign Tourists			Stay when you are in Ethiopia			How did you collect data for your tour?			Visit practices via own or through a tourist company		
Category	Count	%	Category	Count	%	Category	Count	%	Category	Count	%
Individual	21	28%	Tourist Destination	12	16%	Star Hotels	16	21%	Own	27	36%
2	16	21%	Addis Ababa	56	74%	Tourist Resorts	38	50%	Tourists Company	49	64%
3	6	8%	Cities outside AA	8	11%	Institutional Hostels	22	29%			
4	15	20%									
More than 5	18	24%									
Total	76	100%	Total	76	100%	Total	76	100%	Total	76	100%

Source: Survey result, 2020

The above table shows that among the sampled respondents only 28% of them need travel alone and the others in group in about more than two members of a travel team. Most of the travellers (74%) need to stay in A.A when they are in Ethiopia tourist. Most of the travellers (79%) collect tourist information from hotels and ttourist resorts. Foreign tourists used tourist related companies as guide and travel agent as indicated by 64% of them. This show that the sampled respondents have relevant tourism information and involvement in Addis Ababa tourism journey and its practices and it gives confident that they are capable to handle this study’s responses properly.

4.2 Response Analysis

The response analysis was conducted using frequency percentage, mean and standard deviation. They were used to present the various characteristics for data sets. In this study, descriptive statistics helps to enables us to present the data in a more meaningful way, which allows simpler interpretation of the data. They studied on similar area and used mean scores as 4.51-5.00 excellent or very good, 3.51-4.50 good, 2.51-3.50 average or moderate, 1.51-2.50 fair and 1.00-1.50 is poor. It is based on Raju (2009) and Mykletun et al., (2001). Interviewees' results and their opinion were also included along with descriptive analysis. Detailed likert analyses were found at appendix III next to data collection methods.

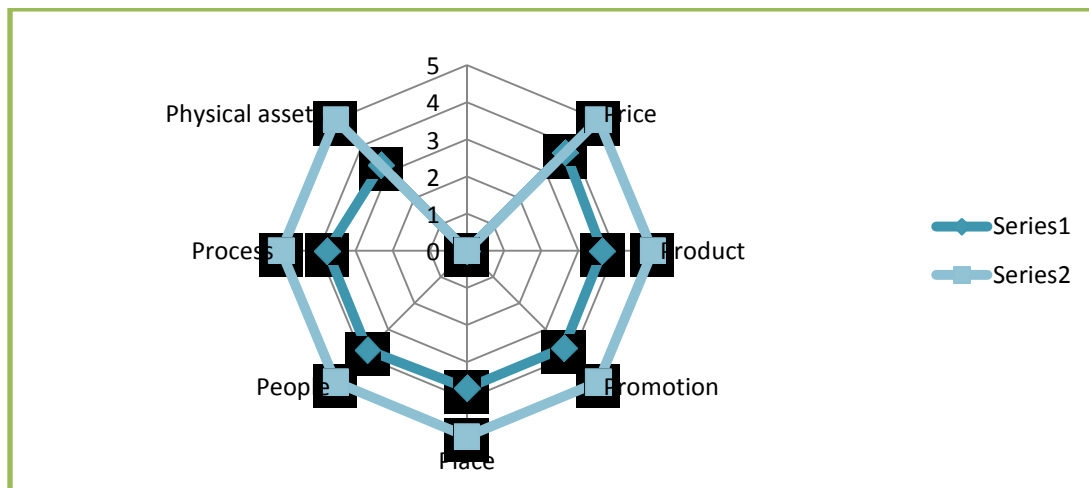
4.2.1 Tourism Practices

Regarding tourism practices of A.A, sample respondents were asked to rate their following practices of Tourism Marketing Management in terms of experience and tourist expectation in Ethiopia. Their responses were organized as follows:

Table 4.6 : Tourism Practices in A.A (N=233)

Dimensions		Mean	sd	Grand Mean
Price	Tourists get cheaper prices in Addis Ababa compared to other country's	3.81	1.269	3.75
	Presented quality tourism services at affordable prices in Ethiopia	3.73	1.306	
	Pricing policy of the country tourism gives value for money to visitors	3.70	1.254	
Product	Tourism product/service portfolio up to the customers' expectations in Ethiopia	3.66	1.290	3.65
	New product/service development is a continuous phenomenon in Ethiopia tourism sector	3.62	1.261	
	The product/service portfolio of the tourism sector enhances its Ethiopian image	3.66	1.250	
Promotion	The tourism sector is able to inform its customers about new product /service well in time in Addis Ababa	3.58	1.314	3.69
	The promotion of the tourism sector it a competitive edge in Addis Ababa	3.72	1.220	
	The promotion of the tourism sector are good enough to persuade/convince customers in Addis Ababa	3.76	1.315	
Place	The tourism sector is able to give location benefits to its visitors in Addis Ababa	3.71	1.234	3.78

	The tourism sector is able to match its demand and supply functions well in A.A	3.83	1.284	
	The tourism sector is able to serve its customers well in time in Addis Ababa	3.79	1.328	
People	Tour operators in Addis Ababa are well-informed about the country	3.71	1.155	3.78
	The people who are guiding tourist in Ethiopia are carrying and professional	3.83	1.246	
	People involved in tourism marketing in Addis Ababa have good command of communication	3.79	1.212	
Process	The services offered by the tourism sector are simple to understand and easy to avail	3.80	1.206	3.76
	The tourism sector has proper blueprint of its service delivery in place in A.A	3.81	1.192	
	The tourism sector takes care of its customer's precious time	3.66	1.243	
Physical assets	Cleanliness and hygiene of rooms found in A.A	3.24	1.439	3.26
	Adequate physical facilities found in A.A	3.33	1.440	
	Appealing material associated with services found in A.A	3.21	1.269	



Source: Survey result, 2020

Figure 4.1 Grand mean for Tourist practices in A.A

The data analysis was based on the above table, appendix 3 and radar graph. The data shows that 75.3% of the respondents have at least agree showing that tourists get cheaper prices in Addis Ababa compared to other country's', 71.1% preferred the category of agree on that quality tourism services at affordable prices found in Ethiopia and 67.0% agreed that pricing policy of

the country tourism gives value for money to visitors. Within less standard deviation value, the grand mean of pricing (3.75) practices was rated as good. On other hand, 3.68 grand mean was found for product variable and it was rated as good. Tourism product/service portfolio up to the customers' expectations in Ethiopia was evaluated as good by 70.1% research participants, 71.1% of them say new product/service development is a continuous phenomenon in Ethiopia tourism sector and 70.1% indicating the product/service portfolio of the tourism sector enhances its Ethiopian image. Tourism promotion in Ethiopia was rated as good due to respondents' grand mean 3.71 with less variability data. 69.0% have at least agree indicating the tourism sector is able to inform its customers about new product /service well in time in Addis Ababa, 72.2% say the promotion of the tourism sector it a competitive edge in Addis Ababa and the promotion of the tourism sector are good enough to persuade/convince customers in Addis Ababa. The same mean was also found and rated similarly for place; and people (3.80), process (3.76); physical assets (3.26) with lowest mean all of them were rated as good or agree. In detailed, 73.2% preferred the category of agree for the tourism sector is able to give location benefits to its visitors in Addis Ababa, the tourism sector is able to match its demand and supply functions well in A.A by 72.2%, the tourism sector is able to serve its customers well in time in Addis Ababa by 70.1%, tour operators in Addis Ababa are well-informed about the country by 74.2%, the people who are guiding tourist in Ethiopia are carrying and professional by 76.3%, people involved in tourism marketing in Addis Ababa have good command of communication by 76.3%, the services offered by the tourism sector are simple to understand and easy to avail in A.A by 73.2%, the tourism sector has proper blueprint of its service delivery in place in A.A by 75.3% and the tourism sector takes care of its customer's precious time in A.A by 70.1% Most of the respondents have at least agree with lowest mean of all as composed of 54.6 % for adequate physical facilities found in A.A, 51.5% for appealing material associated with services found in A.A and cleanliness and hygiene of rooms found in A.A by 54.6%.

It shows that the practices of tourism in A.A was rated as good with inferior and insufficient physical facilities found, unappealing material associated with services and hygienic problem and worse sanitation condition found in A.A. However, tourism sector has a potential for location benefits, match its demand and supply functions, serve its customers well, well informed tour operators, guiding by professionals, good understanding in communication, simple to understand and easy to avail, service delivery in place and care of its customer's valuable time.

In addition, as foreign currency exchange is high, tourists get cheaper prices in Addis Ababa, within few dollars one can get quality tourism services at affordable prices and pricing policy of the country tourism gives value for money to visitors. There is a variety of tourism product/service collection up to the customers' expectations in Ethiopia. The city as well as country has an opportunity to develop new product/service development that enhances Ethiopian image. There are some practices to promote the city tourism sector and the tourism sector is able to inform its customers about new product /service well in time. It is true that the promotion of the tourism sector it a competitive edge and there is a practise of enough to persuade/convince customers in Addis.

Similar studies are also focused on marketing mix in tourism alike to this study. This is because it arbitrates to achieve the marketing 'end product' which is increased effectiveness in demand output in relation to supply and marketing investment by tourist enterprises (Raju, 2009). Modern marketing is based on the marketing concept which holds that businesses and organizations should focus on those people most likely to buy their product rather than the entire mass market (Ashikodi, 2012). Pricing is the greater the intangibility, the more difficult it is to calculate cost and the greater tendency towards non-uniform services (Adewale, 2016). The methods used for promotion of services like advertising, personal selling, publicity and sales promotion are the same used in the promotion of products (Dukic and Stankovic, 2009). Travel is an important portion of the time and money spent in association with recreational and tourism experiences (Ashikodi, 2012). Potential businesses should also carefully assess alternative locations for distance and accessibility to target markets; location of competitors with respect to target markets (Adewale, 2016). Physical evidence is to be modified in accordance to the requirements of target customers (Nischay and Garima, 2012).

4.2.2 Tourism Marketing Strategy

Regarding tourism marketing strategy, respondents were asked to provide their opinion the following tourism marketing strategy in Ethiopia. The data analysis was based on the below table and appendix 3. Their responses were organized as follows.

Table 4.7: Tourism Marketing Strategy in A.A (N=233)

Dimensions		Mean	sd	Grand Mean
Segmentation	According to geographic variables	3.48	1.390	3.65
	Benefit sought	3.63	1.215	
	Purchase occasion	3.64	1.245	
	Usage rate	3.61	1.245	
	Paying capacity	3.70	1.161	
	According to psychographic variables	3.73	1.110	
	According to demographic variables	3.76	1.240	
Targeting	Responsiveness	3.77	1.350	3.83
	Identifiable	3.86	1.259	
	Reachability	3.80	1.226	
	Compatibility	3.82	1.305	
	Competitiveness	3.82	1.282	
	Durability	3.85	1.201	
	Actionability	3.88	1.192	
Positioning	Addis Ababa Tourism is provoked by world tourism competition market	3.29	1.421	3.36
	Addis Ababa has a unique image in tourism market	3.13	1.492	
	Addis Ababa tourism is facilitated due to its tourism experience gained by being closed to tourists	3.61	1.395	
	Tourists can easily coordinated in Addis Ababa and coordinate the elements of the marketing mix to implement the positioning strategy	3.41	1.521	

Source: Survey result, 2020

The data shows that the tourism marketing strategy that includes segmentation, positioning and targeting, accordingly, respondents have at least showing that 63% viewed Ethiopian tourism marketing strategy according to geographic variables, 72% benefit sought, purchase occasion

and usage rate, 76% paying capacity, 75% according to psychographic variables and 71% according to demographic variables. The strategy was rated as good due to its mean 3.87. It shows the tourism marketing segmentation of Ethiopia focused on to address geographic variables; benefit sought, purchase occasion and usage rate, paying capacity, psychographic variables and demographic variables. 76% of the sample respondents preferred to the category of responsiveness, 79% identifiable, reachability, compatibility and competitiveness, 76% durability and 79% actionability. This shows the tourism marketing strategy targeted responsiveness, identifiable, reachability, compatibility, competitiveness, durability and actionability. Regarding the positioning strategy, 56% of sample respondents have at least agree showing that Addis Ababa Tourism is provoked by world tourism competition market, 53% Addis Ababa has a unique image in tourism market, 67% Addis Ababa tourism is facilitated due to its tourism experience gained by being closed to tourists and 60% Tourists can easily coordinated in Addis Ababa and coordinate the elements of the marketing mix to implement the positioning. It is found here the lowest grand mean (3.36) and that was rated good. It shows that the tourism marketing strategy of the city has a weakness to create unique image in tourism market, it is temperately facilitated and exhibited less tourism experience gained by being closed to tourists and there is lack of coordination in Addis Ababa. Over all, the data shows that there is disorganized marketing and unable to coordinate the elements of the marketing mix to implement the positioning. Most studies such as David (2010), Carey and Font (2005) and others stated that marketing strategies for tourism and hospitality industries are treasured at least in the four Ps of product, place, price and promotion which are controllable tactics that could be blend to produce a desired response from a target market. All this must be provided in excellent form in that tourism is a people business and no amount of physical infrastructure would complement for a poor tourism service (Ashikodi, 2012).

4.2.3 Tourism marketing Challenges

In this study, external and internal tourism market challenges exhibited in A.A were assessed with four dimensions each and 7 sub diminutions; 56 dimensions in total.

4.2.3.1 External Challenges

Here, respondents were asked to rate their opinion on four external challenges of tourism marketing.

Table 4.8 : Tourism Marketing External Challenges (N=233)

Dimensions		Mean	sd	Grand Mean
Legal	Less managed tourism expenses (prices) by the government policy negatively affects tourism marketing in Addis Ababa	4.23	.949	4.07
	Monopolized tourist products negatively affects tourism marketing in Addis Ababa	4.11	.963	
	misused of tourism legal frameworks negatively affects tourism marketing	4.12	1.088	
	Unpreserved tourists' sites negatively affects tourism marketing in Addis Ababa	4.02	1.032	
	Lack of awareness about existing tourism laws negatively affects tourism marketing	4.06	1.051	
	Tourism sector does not have a clear goals, policy and frameworks in Addis Ababa.	3.94	1.051	
	Lack of support for tourism physical assets negatively affects tourism marketing	4.01	1.126	4.07
Economic	Exchange rate fluctuation negatively affects the tourism marketing in terms of price	3.62	1.250	3.64
	Less income of the local inhabitants negatively affects the tourism sites	3.66	1.359	
	Undeveloped Ethiopian economy negatively affects the tourism marketing in terms promotion in Addis Ababa	3.66	1.280	
	Lack of infrastructures negatively affects tourism sites development in Addis Ababa	3.61	1.325	
	Inadequate skilled manpower negatively affects the tourism market in Addis Ababa	3.55	1.364	
	Slow Ethiopian economic growth negatively affects the tourism market in Addis Ababa	3.61	1.195	
	Ethiopian immature tourism physical assets negatively affects the tourism marketing	3.73	1.290	
High internet price negatively affects the tourism market in Addis Ababa	4.23	.989	4.06	

	Sluggish ICT facilities development negatively affects the tourism marketing	4.09	.956	
	Sluggish tourism digital advertisement spreading out negatively affects tourism market in in Addis Ababa	4.28	.962	
	Lack of Tourism Information Network in Ethiopia negatively y affects the tourism market places in Addis Ababa.	3.89	1.063	
	Weak tourism technology expertise negatively affects tourism market in Addis Ababa	4.11	1.187	
	Slow internet connection negatively affects tourism sector in Addis Ababa	3.88	1.135	
	Technologically unsupported physical assets negatively affects tourism market	3.92	1.353	
Sio-cultural	Cultural difference have negative impact on the tourism sector in Addis Ababa	3.48	1.390	
	Lack of variety tourism products negatively affect by age and gender of the population.	3.63	1.215	
	Variety of social norms of the tourists negatively affects the tourism sector affected by r in Addis Ababa	3.63	1.247	
	Limited natural tourist attractions negatively affect the tourism market in Addis Ababa.	3.60	1.246	
	High tourism product prices in Addis Ababa negatively affect income of the tourists	3.69	1.163	
	Lack of many intangible cultural heritage of humanity in Ethiopia is negatively affected the tourism market in Addis Ababa	3.72	1.113	
	Insignificant tourism business infrastructure negatively affected the tourism market in Addis Ababa	3.75	1.242	3.64

Source: Survey result, 2020

The above table and appendix 3 show that regarding legal as tourism marketing challenges 89% of the sample respondents has at least agree indicated that less managed tourism expenses (prices) by the government policy, 86% monopolized tourist products negatively affects tourism marketing, 83% misused of tourism legal frameworks, 85% unpreserved tourists' sites, 85% lack of awareness about existing tourism laws, 82% tourism sector does not have a clear goals, policy and frameworks and lack of support for tourism physical assets negatively affects tourism marketing in Addis Ababa. Legal factor was rated good and exhibited the largest mean in external factors as of technology. The economic factor exhibited a below 4.00 mean average and rated as good; 68% of them have at least agree indicating that exchange rate fluctuation, 67% less income of the local inhabitants, 69% undeveloped Ethiopian economy, 68% lack of infrastructures, 66%

inadequate skilled manpower, 70% slow Ethiopian economic growth and 72% Ethiopian immature tourism physical assets negatively affects the tourism marketing. Economic factors affect the tourism marketing challenges in less than legal factors as compared to the two means. Regarding technology, more than 80 of them preferred to the category of agree for all factors indicating that high internet, sluggish ICT facilities development, sluggish tourism digital advertisement spreading out, lack of Tourism Information Network, weak tourism technology expertise, slow internet connection and technologically unsupported physical assets exhibited in Ethiopian as well as A.A tourism marketing situation and they assets negatively affects tourism market in Addis Ababa. It has the same mean score as of legal factor and it counted as it exhibited like legal external challenge of tourism market in A.A. This study collected respondents' opinion about socio-cultural issues that related to external tourism marketing challenges. Accordingly, it was rated below technological and legal challenge factors. In detailed, 63 % of them claimed cultural difference have negative impact on the tourism sector in Addis Ababa. Others round 70% of them have at least supported the same idea as lack of variety tourism products, variety of social norms of the tourists, limited natural tourist attractions, high tourism product prices, lack of many intangible cultural heritage of humanity and insignificant tourism business infrastructure negatively affected the tourism market in Addis Ababa.

It is true that the main challenges that limit the effectiveness of the tourism sector are incidents of violent crimes, infrastructure decay, slow policies development and implementation, security concerns, effective legislation and lack of effective tourism publicity (Ashikodi, 2012). Even if there is low security, theft and other similar violence in Ethiopia, legal and technological factors are found the main challenges of tourism marketing. Walton (2009) also found that tourism marketing is based on the occurrences caused by revolution in science and technology and these changes and technical civilisation were the amassing of movement and travel. New market opportunities thrown up by the world's great social and environmental challenges, on evolving entrepreneurial solutions, and on bringing such solutions to scale, often through the use of market mechanisms and economic instruments (Vukonić, 2012).

4.2.3.2 Internal Challenges

Here, respondents were asked to rate their opinion on four internal challenges of tourism marketing.

Table 4.9 : Tourism Marketing Internal Challenges (N=233)

Dimensions		Mean		Grand Mean
Top Management	Lack of tourist managers capability on price estimation are negatively affected the tourism market in Addis Ababa	3.76	1.355	3.82
	Poor learning and development tourism products scheme are negatively affected the tourism market in Addis Ababa	3.85	1.265	
	Lack of given priority for tourism promotion is negatively affected the tourism market	3.79	1.232	
	Lack of learning from previous tourism operations is negatively affected the tourism market in Addis Ababa	3.80	1.308	
	Inflexible tourism professional decision negatively affects tourism market	3.80	1.285	
	Unnecessary top managers procedures negatively affects tourism market	3.85	1.201	
	Insufficient tourism education negatively affects tourism market in Addis Ababa	3.88	1.192	
Human Resource	Low salaries of tourist professionals negatively affects tourism market	3.29	1.421	3.49
	Scarce skilled manpower in Ethiopian hotels and restaurants negatively affects tourism market in Addis Ababa	3.13	1.492	
	Lack of proper communication practices in Ethiopian tourism negatively affects tourism market in Addis Ababa	3.61	1.395	
	Lack of managerial know-how in tourism destination in Ethiopia negatively affects tourism market in Addis Ababa	3.41	1.521	
	Unethical tourist workers negatively affects tourism market in Addis Ababa	3.63	1.239	
	Low motivation of Ethiopian tourism workers negatively affects tourism market	3.69	1.365	
	Low Ethiopian tourism workers performance negatively affects tourism market in Addis Ababa	3.70	1.233	
ent	Unexpanded Research and development in tourism activities negatively affects tourism market in Addis Ababa	4.01	1.091	4.00

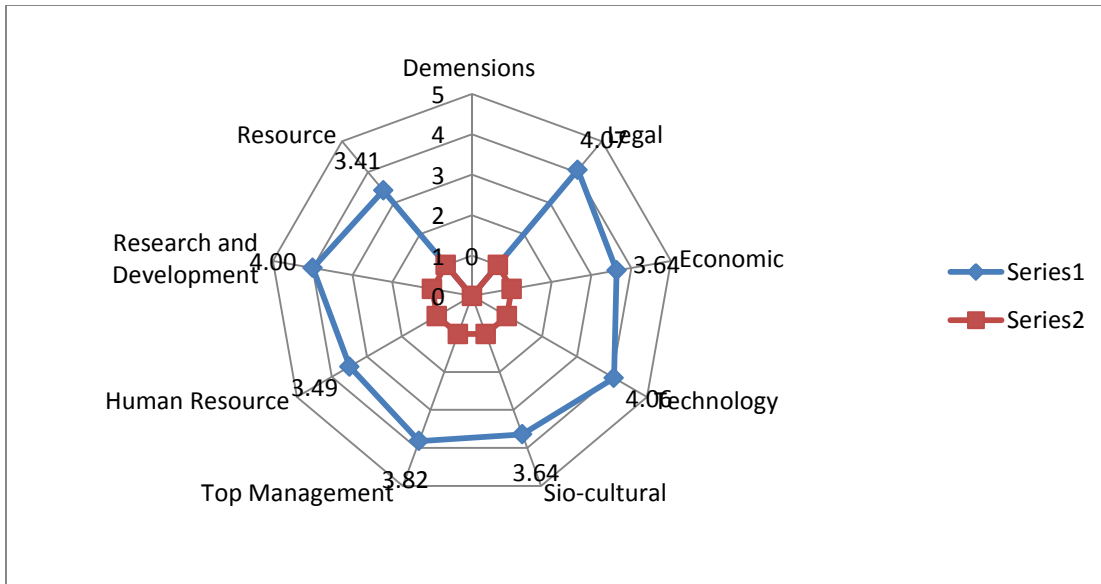
	Lack of variety studies on Ethiopian tourism products negatively affects tourism market	3.99	1.156	
	Insufficient Ethiopia tourism research negatively affects tourism market	3.94	1.089	
	Research activities in various tourism places negatively affects tourism market	4.08	1.082	
	Lack of tourism researchers negatively affects tourism market in Addis Ababa	4.09	1.067	
	Inadequate research investment in Ethiopia negatively affects tourism market	3.97	1.114	
	Having insufficient tourism research centers in Ethiopia negatively affects tourism market in Addis Ababa	3.91	1.116	
Resource	Lack of tourism resources negatively affects tourism market in Addis Ababa	3.73	1.235	
	Insufficient finance to support tourism products in Ethiopia negatively affects tourism market in Addis Ababa	3.26	1.412	
	Unable to create additional values in Ethiopia tourism promotion negatively affects tourism market in Addis Ababa	3.31	1.402	
	Having inadequate tourism maps negatively affects tourism market in Addis Ababa	3.18	1.432	
	People financial constraint in Ethiopia negatively affects tourism market	3.37	1.433	
	Interruption of tourist visit program negatively affects tourism market	3.49	1.267	
	Having underdeveloped Tourist infrastructure negatively affects tourism market in Addis Ababa	3.52	1.303	

Source: Survey result, 2020

The above table shows that respondents' opinion in terms of top management know how as internal marketing challenge. More than 70 of them indicted that there are lack of tourist managers capability on price estimation, poor learning and development tourism products scheme, lack of given priority for tourism promotion, lack of learning from previous tourism operations, inflexible tourism professional decision, unnecessary top managers procedures and insufficient tourism education. These are moderately and negatively affect tourism market in

Addis Ababa. The grand mean exhibited below 4.00 and it was rated as good. The lowest mean was found in human resource internal challenge factor (3.49) which was exhibited the second lowest among others. It was composed of low salaries of tourist professionals, scarce skilled manpower in Ethiopian hotels and restaurants, lack of proper communication practices in Ethiopian tourism, lack of managerial know-how in tourism destination in Ethiopia, unethical tourist workers, low motivation of Ethiopian tourism workers and low Ethiopian tourism workers performance. These are temperately affects tourism market in Addis Ababa.

On other hand, more than 80 % if the respondents have at least agree indicating that unexpanded Research and development in tourism activities, lack of variety studies on Ethiopian tourism products, insufficient Ethiopia tourism research, research activities in various tourism places, lack of tourism researchers, inadequate research investment in Ethiopia and having insufficient tourism research centers in Ethiopia. These are negatively affects tourism market in Addis Ababa. Research and development was rated as the major internal tourism marketing challenge among others. Regarding recourse availability, the lowest mean was scored among others as 3.41. It indicates that resources cannot be absolutely affecting tourism marketing. For example, Kenya and other undeveloped countries have exhibited best tourism performance. Tis study found that there is lack of tourism resources, insufficient finance to support tourism products in Ethiopia, unable to create additional values in Ethiopia tourism promotion, having inadequate tourism maps, people financial constraint in Ethiopia, interruption of tourist visit program and having underdeveloped Tourist infrastructure. These are not as much of affects tourism market in Addis Ababa. There are several tourism marketing challenges such as over-enthusiasm or misunderstanding the direction of the debate and others. Marketers may struggle to recall such an expansive concept, the mix proposed should provide managers with a simple yet effective tool to assist sustainability-oriented decision-making (Elkington, 2009).



Source: Survey result, 2020

Figure 4.2 : Grand mean for Tourism Marketing Challenges

The above graph also shows that how the changes are far from the expected minimum score. It shows that legal, technology and research and development factors scored more than 4.00 and exhibited the largest mean among others. These are counted as the main challenges of tourism marketing in A.A. Vukonić (2012) stated that free time and financial resources are the prerequisites of tourist activities and the appearance of new research and development, legal issues and technological development modalities of tourism are active elements contained in services covered in time that tourists spent in destination. Walton (2009) assured the need of facing these challenges towards conscientious attitude related to the public good and encouraging new trends in the behaviour of tourists with high social sensitivity.

4.3 Inferential Analysis

4.6.1 Independent Test

The independent test displays two different t-statistics, one based on the assumption of equal variances, the other assuming unequal variances. It will only consider the equal variances case.

Table 4.10 : Independent Samples Test between tourist and tour operators (N=233)

		N	Mean	Std. Deviation	Std. Error Mean
Legal	Tourists	167	3.73	1.127	.087
	Tour Operators	42	3.36	1.206	.186
Economic	Tourists	167	3.54	1.160	.090
	Tour Operators	42	3.50	1.274	.197
Technology	Tourists	167	3.65	1.114	.086
	Tour Operators	42	3.33	1.097	.169
Sio-cultural	Tourists	167	3.56	1.154	.089
	Tour Operators	42	3.48	1.254	.194
Top Management	Tourists	167	3.52	1.171	.091
	Tour Operators	42	3.45	1.131	.174
Human Resource	Tourists	167	3.48	1.217	.094
	Tour Operators	42	3.64	1.226	.189
Research and Development	Tourists	167	3.66	1.145	.089
	Tour Operators	42	3.48	1.065	.164
Resource	Tourists	167	3.51	1.156	.089
	Tour Operators	42	3.52	1.131	.175
Tourism Marketing	Tourists	167	3.58	1.174	.091
	Tour Operators	42	3.31	1.093	.169

		Independent Samples Test								
		Levene's Test		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% CI	
								Lower	Upper	
Legal	Equal variances assumed	1.989	.160	1.892	207	.060	.373	.197	-.016	.762
	Equal variances not assumed			1.817	60.269	.074	.373	.206	-.038	.784
Economic	Equal variances assumed	1.015	.315	.220	207	.826	.045	.204	-.358	.448
	Equal variances not assumed			.208	59.260	.836	.045	.216	-.387	.477
Technology	Equal variances assumed	.081	.777	1.634	207	.104	.313	.192	-.065	.691
	Equal variances not assumed			1.650	63.983	.104	.313	.190	-.066	.693
Sio-cultural	Equal variances assumed	.939	.334	.428	207	.669	.087	.203	-.313	.486
	Equal variances not assumed			.407	59.658	.686	.087	.213	-.340	.513
Top Management	Equal variances assumed	.045	.832	.342	207	.733	.069	.201	-.327	.464
	Equal variances not assumed			.349	64.947	.728	.069	.197	-.324	.461
Human Resource	Equal variances assumed	.034	.855	-.779	207	.437	-.164	.210	-.578	.251
	Equal variances not assumed			-.775	62.862	.441	-.164	.211	-.586	.259
Research and Development	Equal variances assumed	.072	.788	.936	207	.350	.182	.195	-.202	.567
	Equal variances not assumed			.978	66.911	.332	.182	.187	-.190	.555
Resource	Equal variances assumed	.010	.921	-.075	207	.941	-.015	.199	-.407	.377
	Equal variances not assumed			-.076	64.254	.940	-.015	.196	-.407	.377
Tourism Marketing	Equal variances assumed	.043	.835	1.357	207	.176	.271	.200	-.123	.665
	Equal variances not assumed			1.416	66.841	.161	.271	.192	-.111	.654

Source: Survey result, 2020

The mean for group 1 (tourists) (mean = 3.73, standard deviation = 1.127) was higher than group 2 (tour operators) (mean = 3.36, standard deviation = 1.206). The positive t value indicates that the mean amount of tour operators in group 2 is not significantly greater than the mean for the tourists responses in legal responses of group 1, $t(207) = 1.892, p > 0.05$. Similarly, the mean amount of tour operators in group 2 are not significantly lower than the mean for the tourists responses in all responses of group 1, $p > 0.05$. The t-statistic is compared with significance points from the t-distribution with 1 degree of freedom. This is done by SPSS, resulting in the printed P value (in the Sig. (2-tailed) column). Since all factors P are greater than .05, the null hypothesis is rejected, and it can be concluded that, on average, tourists responded the same marketing challenges as tour operators. The output also includes a 95% confidence interval for the mean difference.

Table 4.11 : Independent Samples Test between tourist and employees (N=233)

	VAR00001	N	Mean	Std. Deviation	Std. Error Mean
Legal	Tourists	167	3.73	1.127	.087
	Employee	24	3.96	1.268	.259
Economic	Tourists	167	3.54	1.160	.090
	Employee	24	3.96	1.268	.259
Technology	Tourists	167	3.65	1.114	.086
	Employee	24	3.96	1.268	.259
Sio-cultural	Tourists	167	3.56	1.154	.089
	Employee	24	3.96	1.268	.259
Top Management	Tourists	167	3.52	1.171	.091
	Employee	24	3.96	1.268	.259
Human Resource	Tourists	167	3.48	1.217	.094
	Employee	24	3.88	1.329	.271
Research and Development	Tourists	167	3.66	1.145	.089
	Employee	24	3.96	1.334	.272
Resource	Tourists	167	3.51	1.156	.089
	Employee	24	3.92	1.316	.269
Tourism Marketing	Tourists	167	3.58	1.174	.091
	Employee	24	4.00	1.251	.255

Independent Samples Test										
		Levene's Test		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Legal	Equal variances assumed	.074	.787	-.911	189	.363	-.228	.250	-.721	.265
	Equal variances not assumed			-.834	28.472	.411	-.228	.273	-.787	.331
Economic	Equal variances assumed	.833	.363	-1.614	189	.108	-.413	.256	-.919	.092
	Equal variances not assumed			-1.509	28.812	.142	-.413	.274	-.974	.147
Technology	Equal variances assumed	.328	.567	-1.259	189	.210	-.312	.248	-.800	.177
	Equal variances not assumed			-1.143	28.345	.263	-.312	.273	-.870	.247
Sio-cultural	Equal variances assumed	.662	.417	-1.550	189	.123	-.395	.255	-.899	.108
	Equal variances not assumed			-1.445	28.749	.159	-.395	.274	-.956	.165
Top Management	Equal variances assumed	.918	.339	-1.693	189	.092	-.437	.258	-.947	.072
	Equal variances not assumed			-1.595	28.928	.122	-.437	.274	-.998	.123
Human Resource	Equal variances assumed	.283	.595	-1.474	189	.142	-.396	.269	-.926	.134
	Equal variances not assumed			-1.379	28.815	.179	-.396	.287	-.983	.192
Research and Development	Equal variances assumed	.008	.927	-1.174	189	.242	-.300	.255	-.803	.204
	Equal variances not assumed			-1.046	28.079	.304	-.300	.286	-.886	.287
Resource	Equal variances assumed	.217	.642	-1.587	189	.114	-.408	.257	-.914	.099
	Equal variances not assumed			-1.440	28.333	.161	-.408	.283	-.987	.172
Tourism Marketing	Equal variances assumed	1.697	.194	-1.623	189	.106	-.419	.258	-.929	.090
	Equal variances not assumed			-1.546	29.121	.133	-.419	.271	-.973	.135

Source: Survey result, 2020

The mean for group 1 (tourists) (mean = 3.73, standard deviation = 1.127) was lower than group 2 (employees) (mean = 3.96, standard deviation = 1.268). The negative t value indicates that the mean amount of employee in group 2 is not significantly greater than the mean for the tourists responses in legal responses of group 1, $t(189) = -0.911$, $p > 0.05$. Similarly, the mean responses of employees in group 2 are not significantly greater than the mean for the tourists' responses in all responses of group 1, $p > 0.05$. The t-statistic is compared with significance points from the t-distribution with 1 degree of freedom. This is done by SPSS, resulting in the printed P value (in the Sig. (2-tailed) column). Since all factors P are greater than .05, the null hypothesis is rejected, and it can be concluded that, on average, tourists responded the same marketing challenges as employees. The output also includes a 95% confidence interval for the mean difference.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This is the final part of the study which presents the summary of the findings, conclusions remarks and present and future recommendations. .

5.1 Summary of Findings

The study aimed to analyze the tourism marketing practices, challenges and strategies in Addis Ababa. Using descriptive research method, the study found that the tourism physical facilities in A.A exhibited inferior and insufficient with having unappealing material associated with services and hygienic problem. Overall tourism facility management was not properly managed even if it provides potential location benefits. In addition, Addis Ababa Tourism marketing followed poor positioning strategy including less competitive in world tourism market, unable to create unique image in tourism market and weak tourists' infrastructures. Besides, tourism marketing in Addis Ababa was obstructed by legal activities; so as that it exhibited monopolized tourist products and misused tourism legal frameworks for illegal activities.

Moreover, technology was also considered as tourism marketing challenge in Addis Ababa that included having sluggish ICT facilities development, slow-moving tourism digital advertisement, lack of Tourism Information Network and weak tourism technology expertise. It was indicated that research and development in tourism activities was not properly expanded and having inadequate tourism related research and research investment in Ethiopia with insufficient tourism research centers in Ethiopia. Further, the study found that tourists, tour operators and employees responded similar marketing challenges in legal, economic, technology, Socio-cultural, top management, human resource, research and development and resource availability aspects.

5.2 Conclusions

The development of tourism areas involves various socially and legally sensible policies such as ecological tourism, eco-tourism, ethical tourism and other tourism development best practice. This is due to the fact that tourism has received widespread interest from tourism scholars, government, private sectors, local and international investors, and the public at large. The tourism marketing and its development have gained a great attention and have been adopted as a

policy in tourism planning by many governments and concerned bodies. Nevertheless, currently there are numerous tourism marketing challenges that hinder its effectiveness and in managing tourism development. It is imperative to note that the tourism industry is based on marketing mix and its appropriate strategies and their interaction among them. This is because this industry is exceedingly sensitive to the social and physical conditions of the destination micro and macro environment. Thus, legal reforms, technological adaptation, research and development are very necessary. In addition, market positioning and marketing mix particularly physical assets are very necessary particularly those city that have weak tourist destinations. It is recognized that tourism industry faces numerous marketing challenges such as legal, economic, technology, Socio-cultural, top management, human resource, research and development and resource availability on tourism marketing and these should be addressed timely and effective.

5.3 Recommendations

For this reason,

- Additional policy support is needed that include import tax cuts in communication equipment like radio or satellite telephone; camping equipment like convenient tents and providing standard tourist service products like parks, credit provision, market information, training, etc
- the tourism policy makers must reform Ethiopian legal frameworks to create a responsible tourism practice at the first place and currently has become an established area of tourism research and development pertaining in enhancing the current tourism development in the country
- Ethiopian tourism marketing should focused on legal and environmental integrity, technological incorporation of all marketing mix, physical assets preservation and maximizing communities' benefits
- The tourism industry in the country may be developed with the support of the residents who are involved in this industry. The residents play a pivotal role and the local community support is the key element in successful tourism development as tourism planners and other authorities engaged in the tourism industry have to be concerned with the communities' views on development plans.

- The involvement of communities is mainly critical to the success of tourism development and the implementation of responsible tourism and the residents' attitude may directly affect the development of the tourism industry
- It is important to note that tour operators, Addis Ababa culture and tourism office employees and officials, diplomatic community, hospitality workers and the government may create the image of the country's tourism wealth on the mind of the tourists in such a way as to set it meaningfully apart from tourism competition. The tourism position of the product, service, or even store is the image that comes to mind and the attributes consumers perceive as related to it.
- There should be effective tourism communication that occurs through the message itself, which explains the benefits, as well as the media strategy employed to reach the target group.
- Overall, the country needs an effective marketing programme that blends all the marketing elements to achieve the service provider's marketing objectives by delivering value to customers. This is because marketing mix is the key to design and implement an effective positioning strategy. All the elements of the marketing mix should be utilized to influence the customers' perception and hence the positioning of the service concerned.

5.4 Limitation and Future Study Area

The study had the following basic limitations. First, the study was conducted in four targeted respondents (local and international tourists, tour operators and employees of Addis Ababa culture and tourism office), it did not include star rated hotels found in Addis Ababa City and employees of foreign ministry hence its findings might not be generalized to all tourism operators and supports in Ethiopia. Therefore, future researcher could consider the star hotels, employees of foreign ministry, conference tourism participants and others concerned bodies found in Ethiopia to make the research more statistically significant and to infer generalization from the finding accordingly. The other possible area of further investigation could be a comparative study of the level of service expectation and perception of customers before and after being served and managing tourism facilities and information technology application in tourism areas. In other words, the study need to be conducted at the gate of all tourists destination to measure the real expectation of the tourists about that specific A.A tourism

services and finally the questionnaire designed to assess the perception of the tourists could be administered after they are exactly served to value unbiased service expectation of local and international guests.

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ANNEX

Annex I - Questionnaire

Questionnaire for employees and tour operators in Addis Ababa

**SCHOOL OF GRADUATE STUDIES
SAINT MARY UNIVERSITY**

Tourism marketing practices, challenges and strategy in Addis Ababa: implications for the travel and tourism sector

Greetings!

I am AbebawShimeles a postgraduate student of St. Mary University, department of marketing management. I am conducting a research titled “Tourism Marketing Practices, Challenges and Strategy in Addis Ababa: Implications for the Travel and Tourism Sector”. This study is conducted submitted in partial fulfilment of the requirements for the award of Master Of Arts Degree in Marketing. Hence, the information you provide will strictly be used only for academic purpose and it will be kept confidential. Please note that your information will be kept secretly.

Your response in this regard is highly appreciated and the researcher thanks you in advance for your time and cooperation.

Your Sincerely

Abebaw Shimeles

Email - abexshi@yahoo.com

Tel – 0923 052359

Part One: Demographic Profile of Respondents

Instruction: Please choose the correct information about yourself for Questions 1 to 4 among response categories by putting \surd mark in the box and write full answer for Question number 5.

1) Age (in years):

Young adults (ages 18-35 years)

Middle-aged adults (ages 36-55 years)

Older adults (aged older than 55 years)

2) **Sex:** Male Female

3) Education level:

Diploma and below

Degree

Masters and above

4) Your experience in the company:

Less than 4 years

Between 5 and 10 years

Between 11 and 15 years

Above 16 years

Questionnaire for local tourists in A.A

Questionnaire for employees and tour operators in Addis Ababa

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Your response in this regard is highly appreciated and the researcher thanks you in advance for your time and cooperation.

Your Sincerely

AbebawShimeles

Email - abexshi@yahoo.com

Tel – 0923 052359

Part One: Demographic Profile of respondents

Instruction: Please choose the correct information about yourself for Questions 1 to 4 among response categories by putting \surd mark in the box and write full answer for Question number 5.

1) Age (in years):

Young adults (ages 18-35 years)

Middle-aged adults (ages 36-55 years)

Older adults (aged older than 55 years)

2) Sex: Male Female

3) Education level:

Diploma and below

Degree

Masters and above

4) Number of members of your group

a) Individual b) Two c) Three d) Four e) Five or more

5) Where do you stay when you are in Addis Ababa?

a) Tourist destination b) With family or relatives

C) Guest Houses and Hotels in AA

6) How did you collect data for your tour?

a) Religion places b) from family or relatives C) from Hotels in AA

d) Any other _____

7) Have you visited on your own or through a tourist company?

a) Own b) Tourists Company

Questionnaire for Foreign Tourists

Questionnaire for employees and tour operators in Addis Ababa

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SAINT MARY UNIVERSITY**

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Your response in this regard is highly appreciated and the researcher thanks you in advance for your time and cooperation.

Your Sincerely

AbebawShimeles

Email - abexshi@yahoo.com

Tel – 0923 052359

Part One: Demographic Profile of Respondents

Instruction: Please choose the correct information about yourself for Questions 1 to 4 among response categories by putting \surd mark in the box and write full answer for Question number 5.

1) Age (in years):

Young adults (ages 18-35 years)

Middle-aged adults (ages 36-55 years)

Older adults (aged older than 55 years)

2) Sex: Male Female

3) Education level:

Diploma and below

Degree

Masters and above

4) Number of members of your group

a) Individual b) Two c) Three d) Four e) Five or more

5) Where do you stay when you are in Ethiopia?

a) Tourist Destination b) Addis Ababa c) Cities outside AA

6) How did you collect data for your tour?

a) Star Hotels b) Tourist Resorts c) Institutional Hostels

d) Any other _____

7) Have you visited on your own or through a tourist company?

a) Own b) Tourists Company

Part Two: Main questions

Instruction: For each of the following questions choose the appropriate answer.

Question 1 - How do you perceive and rate the following practices of Tourism Marketing Management in terms of experience and tourist expectation in Ethiopia? Please put “X” mark with the answer you choose. Please note that 1 represents for “Strongly Disagree”; 2 for “Disagree”; 3 for “Neutral”; 4 for “Agree” and 5 for “Strongly Agree”.

Variable	Measure	1	2	3	4	5
Price	Tourists get cheaper prices in Addis Ababa compared to other country's					
	Presented quality tourism services at affordable prices in Ethiopia					
	Pricing policy of the country tourism gives value for money to visitors					
Product	Tourism product/service portfolio up to the customers' expectations in Ethiopia					
	New product/service development is a continuous phenomenon in Ethiopia tourism sector					
	The product/service portfolio of the tourism sector enhances its Ethiopian image					
Promotion	The tourism sector is able to inform its customers about new product /service well in time in Addis Ababa					
	The promotion of the tourism sectorit a competitive edge in Addis Ababa					
	The promotion of the tourism sector are good enough to persuade/convince customers in Addis Ababa					
Place	The tourism sector is able to give location benefits to its visitors in Addis Ababa					
	The tourism sector is able to match its demand and supply functions well in A.A					
	The tourism sector is able to serve its customers well in time in Addis Ababa					
People	Tour operators in Addis Ababa are well-informed about the country					
	The people who are guiding tourist in Ethiopia are carrying and professional					
	People involved in tourism marketing in Addis Ababa have good command of communication					
Process	The services offered by the tourism sector are simple to understand and easy to avail in A.A					
	The tourism sector has proper blueprint of its service delivery in place in A.A					
	The tourism sector takes care of its customer's precious time in A.A					
Physical assets	Cleanliness and hygiene of rooms found in A.A					
	Adequate physical facilities found in A.A					
	Appealing material associated with services found in A.A					

Question 2: How do you perceive and rate the following tourism marketing strategy in Ethiopia? Please put “X” mark with the answer you choose. Please note that 1 represents for “Strongly Disagree”; 2 for “Disagree”; 3 for “Neutral”; 4 for “Agree” and 5 for “Strongly Agree”.

1. Segmentation

2. Segmentation Measure	1	2	3	4	5
To what extent the following bases are used by the tourism sector for segmenting the market					
According to geographic variables					
Benefit sought					
Purchase occasion					
Usage rate					
Paying capacity					
According to psychographic variables					
According to demographic variables					

2. Targeting

Measure	1	2	3	4	5
To what extent the following bases are used by the tourism sector for targeting the market					
Responsiveness					
Identifiable					
Reachability					
Compatibility					
Competitiveness					
Durability					
Actionability					

3. Positioning

4. Positioning Measure	1	2	3	4	5
Addis Ababa Tourism is provoked by world tourism competition market					
Addis Ababa has a unique image in tourism market					
Addis Ababa tourism is facilitated due to its tourism experience gained by being closed to tourists					
Tourists can easily coordinated in Addis Ababa and coordinate the elements of the marketing mix to implement the positioning strategy					

3.1. If you notice different positioning strategy adopted by Tourism marketing practices in Ethiopia please write it here _____

Question 3 – How do you perceive and rate the following listed possible Challenges in Tourism Marketing in Ethiopia? Please put “X” mark with the answer you choose. Please note that 1 represents for “Strongly Disagree”; 2 for “Disagree”; 3 for “Neutral”; 4 for “Agree” and 5 for “Strongly Agree”.

Variable		Measure	1	2	3	4	5
Macro level Tourism Marketing Challenges	Legal	Weak financial management of tourism expenses (prices) by the government policy negatively affects tourism marketing in Addis Ababa					
		Monopolized tourist products negatively affects tourism marketing in Addis Ababa					
		Misused of tourism legal frameworks negatively affects tourism marketing in Addis Ababa					
		Unpreserved tourists’ sites negatively affects tourism marketing in Addis Ababa					
		Lack of awareness about existing tourism laws negatively affects tourism marketing in Addis Ababa					
		Lack of a clear goals, policy and frameworks for Tourism sector in Addis Ababa.					
		Lack of legal support for tourism physical assets negatively affects tourism marketing in Addis Ababa					
	Economy	Exchange rate fluctuation negatively affects the tourism marketing in terms of price					
		Less income of the local inhabitants negatively affects the tourism sites in Addis Ababa					
		Undeveloped Ethiopian economy negatively affects the tourism marketing in terms promotion in Addis Ababa					
		Lack of infrastructures negatively affects tourism sites development in Addis Ababa					
		Inadequate skilled manpower negatively affects the tourism market in Addis Ababa					
		Slow Ethiopian economic growth negatively affects the tourism market in Addis Ababa					
		Ethiopian immature tourism physical assets negatively affects the tourism marketing					
	Technology	High internet price negatively affects the tourism market in Addis Ababa					
Sluggish ICT facilities development negatively affects the tourism marketing in Addis Ababa							

Scio-cultural	Sluggish tourism digital advertisement spreading outnegatively affects tourism market in in Addis Ababa					
	Lack of Tourism Information Network in Ethiopianegatively y affects the tourism market places in Addis Ababa.					
	Weak tourism technology expertise negatively affects tourism market in Addis Ababa					
	Weak internet connection negatively affects tourism sector in Addis Ababa					
	Technologically unsupported physical assets negatively affects tourism market in Addis Ababa					
	Cultural difference have negative impact on the tourism sector in Addis Ababa					
	Lack of variety tourism products negatively affect by age and gender of the population.					
	Varity of social norms of the tourists negatively affects the tourism sector affected by r in Addis Ababa					
	Having limited cultural heritages' (tourist attractions) negatively affect the tourism market in Addis Ababa.					
	Unaffordability of tourism product prices in Addis Ababa negatively affect income of the tourists					
	Lack of many intangible cultural heritage of humanity in Ethiopia is negatively affected the tourism market in Addis Ababa					
	Insignificant tourism business infrastructure negatively affected the tourism market in Addis Ababa					

Variable		Measure	1	2	3	4	5
Micro Marketing Challenges	Top Management Commitment	Lack of tourist managers capability on price estimation are negatively affected the tourism market in Addis Ababa					
		Poor learning and development of tourism products scheme are negatively affected the tourism market in Addis Ababa					
		Lack of giving priority for tourism promotion is negatively affected the tourism market in Addis Ababa					
		Lack of learning from previous tourism operations is negatively affected the tourism market in Addis Ababa					
		Inflexible tourism professional decision negatively affects tourism market in Addis Ababa					
		Unnecessary top managers procedures negatively affects tourism market in Addis Ababa					
		Insufficient tourism education negatively affects tourism market in Addis Ababa					
	Human Resource	Low salary scale of tourist professionals negatively affects tourism market in Addis Ababa					
		Scarce skilled manpower in Ethiopian hotels and restaurants negatively affects tourism market in Addis Ababa					
		Lack of proper communication practices in Ethiopian tourism					

		negatively affects tourism market in Addis Ababa					
		Lack of managerial know-how in tourism destination in Ethiopia negatively affects tourism market in Addis Ababa					
		Unethical tourist workers negatively affects tourism market in Addis Ababa					
		Low motivation of Ethiopian tourism workers negatively affects tourism market in Addis Ababa					
		Low Ethiopian tourism workers performance negatively affects tourism market in Addis Ababa					
	Research and Development	Unexpanded Research and development in tourism activities negatively affects tourism market in Addis Ababa					
		Lack of variety studies on Ethiopian tourism products negatively affects tourism market in Addis Ababa					
		Insufficient tourism related research in Ethiopia negatively affects tourism market in Addis Ababa					
		Research activities in various tourism places negatively affects tourism market in Addis Ababa					
		Lack of tourism researchers negatively affects tourism market in Addis Ababa					
		Inadequate research investment in Ethiopia negatively affects tourism market in Addis Ababa					
		Having insufficient tourism research centres in Ethiopia negatively affects tourism market in Addis Ababa					
	Resource availability	Lack of tourism resources negatively affects tourism market in Addis Ababa					
		Insufficient finance to support tourism products in Ethiopia negatively affects tourism market in Addis Ababa					
		Unable to create additional values in Ethiopia tourism promotion due to skilled manpower resource negatively affects tourism market in Addis Ababa					
		Having inadequate tourism maps negatively affects tourism market in Addis Ababa					
		domestic tourists financial constraint in Ethiopia negatively affects tourism market in Addis Ababa					
		Less government intervention in natural resource management program negatively affects tourism market in Addis Ababa					
		Having underdeveloped Tourist infrastructure negatively affects tourism market in Addis Ababa					

Thank you

Annex II - Interview Checklist/Questions

I am Abebaw Shimeles I am conducting a research on challenges, strategy and practices of tourism marketing in A.A. Can I continue my interview? Thank you.

1. How the tourism marketing is being practiced in Addis Ababa?

2. What are the major challenges of tourism marketing in Addis Ababa?

3. What are the successful tourism marketing strategies in Addis Ababa?

4. How do you express the tourism services in Ethiopia?

5. What is/are the main challenge (s) you considered while considering in Ethiopian tourisms services

Thank You.

Appendix III – Likert Scale Analysis (Itemized Analysis)

Appendix Table III- 1 Tourism Marketing Strategy in A.A

Dimensions		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Grand Mean
Segmentation	According to geographic variables	12%	20%	5%	34%	29%	3.48	3.65
	Benefit sought	9%	13%	5%	51%	21%	3.63	
	Purchase occasion	9%	13%	5%	48%	24%	3.64	
	Usage rate	11%	12%	5%	51%	21%	3.61	
	Paying capacity	8%	11%	5%	55%	21%	3.70	
	According to psychographic variables	6%	11%	8%	54%	21%	3.73	
	According to demographic variables	8%	12%	10%	38%	33%	3.76	
Targeting	Responsiveness	12.4%	9.0%	3.0%	39.9%	35.6%	3.77	3.83
	Identifiable	9.4%	9.0%	3.0%	42.9%	35.6%	3.86	
	Reachability	9.4%	9.0%	3.0%	48.9%	29.6%	3.80	
	Compatibility	12.4%	6.0%	3.0%	44.6%	33.9%	3.82	
	Competitiveness	9.4%	12.0%	0.0%	44.6%	33.9%	3.82	
	Durability	6.4%	12.0%	6.0%	41.6%	33.9%	3.85	
	Actionability	6.4%	12.0%	3.0%	44.6%	33.9%	3.88	
Positioning	Addis Ababa Tourism is provoked by world tourism competition market	11%	30%	3%	30%	26%	3.29	3.36
	Addis Ababa has a unique image in tourism market	19%	24%	3%	30%	23%	3.13	
	Addis Ababa tourism is facilitated due to its tourism experience gained by being closed to tourists	11%	19%	3%	33%	34%	3.61	
	Tourists can easily coordinated in Addis Ababa and coordinate the elements of the marketing mix to implement the positioning strategy	18%	16%	6%	27%	33%	3.41	

Source: Survey result, 2020

Appendix Table III- 2 Tourism marketing Challenges

Dimensions		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Grand Mean
Legal	Less managed tourism expenses (prices) by the government policy negatively affects tourism marketing in Addis Ababa	4%	3%	4%	45%	44%	4.23	4.07
	Monopolized tourist products negatively affects tourism marketing in Addis Ababa	4%	3%	6%	50%	36%	4.11	
	misused of tourism legal frameworks negatively affects tourism marketing	5%	6%	6%	38%	45%	4.12	
	Unpreserved tourists' sites negatively affects tourism marketing in Addis Ababa	5%	6%	4%	52%	33%	4.02	
	Lack of awareness about existing tourism laws negatively affects tourism marketing	6%	5%	4%	48%	37%	4.06	
	Tourism sector does not have a clear goals, policy and frameworks in Addis Ababa.	5%	7%	5%	53%	30%	3.94	
	Lack of support for tourism physical assets negatively affects tourism marketing	6%	9%	3%	44%	38%	4.01	4.07
Economic	Exchange rate fluctuation negatively affects the tourism marketing in terms of price	7.3%	18.5%	6.4%	40.3%	27.5%	3.62	3.64
	Less income of the local inhabitants negatively affects the tourism sites	9.9%	16.3%	6.4%	32.6%	34.8%	3.66	
	Undeveloped Ethiopian economy negatively affects the tourism marketing in terms promotion in Addis Ababa	7.3%	18.5%	5.2%	39.1%	30.0%	3.66	
	Lack of infrastructures negatively affects tourism sites development in Addis Ababa	9.9%	16.7%	5.2%	39.1%	29.2%	3.61	
	Inadequate skilled manpower negatively affects the tourism market in Addis Ababa	11.2%	17.6%	5.6%	36.5%	29.2%	3.55	
	Slow Ethiopian economic growth negatively affects the tourism market in Addis Ababa	7.7%	14.6%	7.7%	48.5%	21.5%	3.61	
	Ethiopian immature tourism physical assets negatively affects the tourism marketing	9.0%	13.3%	6.0%	39.1%	32.6%	3.73	
Technology	High internet price negatively affects the tourism market in Addis Ababa	3.0%	6.9%	1.3%	42.1%	46.8%	4.23	4.06
	Sluggish ICT facilities development negatively affects the tourism marketing	2.6%	7.7%	2.6%	51.9%	35.2%	4.09	
	Sluggish tourism digital advertisement spreading out negatively affects tourism market in in Addis Ababa	2.6%	6.4%	1.3%	39.9%	49.8%	4.28	
	Lack of Tourism Information Network in Ethiopia negatively affects the tourism market places in Addis Ababa.	3.9%	12.4%	1.7%	54.5%	27.5%	3.89	
	Weak tourism technology expertise negatively affects tourism market in Addis Ababa	6.4%	8.6%	.9%	35.6%	48.5%	4.11	
	Slow internet connection negatively affects tourism sector in Addis Ababa	6.0%	10.7%	2.6%	50.6%	30.0%	3.88	

	Technologically unsupported physical assets negatively affects tourism market	9.4%	11.6%	3.9%	27.5%	47.6%	3.92	
Sio-cultural	Cultural difference have negative impact on the tourism sector in Addis Ababa	11.6%	20.2%	5.2%	34.3%	28.8%	3.48	
	Lack of variety tourism products negatively affect by age and gender of the population.	9.0%	13.3%	5.2%	51.1%	21.5%	3.63	
	Varity of social norms of the tourists negatively affects the tourism sector affected by r in Addis Ababa	9.4%	13.7%	5.2%	48.1%	23.6%	3.63	
	Limited natural tourist attractions negatively affect the tourism market in Addis Ababa.	10.7%	12.0%	5.2%	51.1%	21.0%	3.60	
	High tourism product prices in Addis Ababa negatively affect income of the tourists	8.2%	11.2%	5.2%	54.5%	21.0%	3.69	
	Lack of many intangible cultural heritage of humanity in Ethiopia is negatively affected the tourism market in Addis Ababa	6.4%	11.2%	7.7%	53.6%	21.0%	3.72	
	Insignificant tourism business infrastructure negatively affected the tourism market in Addis Ababa	7.7%	12.0%	10.3%	37.8%	32.2%	3.75	3.64

Source: Survey result, 2020

Appendix Table III- 3 Internal Challenges

Dimensions		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Grand Mean
Top Management	Lack of tourist managers capability on price estimation are negatively affected the tourism market in Addis Ababa	12.4%	9.4%	3.0%	39.5%	35.6%	3.76	3.82
	Poor learning and development tourism products scheme are negatively affected the tourism market in Addis Ababa	9.4%	9.4%	3.0%	42.5%	35.6%	3.85	
	Lack of given priority for tourism promotion is negatively affected the tourism market	9.4%	9.4%	3.0%	48.5%	29.6%	3.79	
	Lack of learning from previous tourism operations is negatively affected the tourism market in Addis Ababa	12.4%	6.4%	3.0%	44.6%	33.5%	3.80	
	Inflexible tourism professional decision negatively affects tourism market	9.4%	12.4%	0.0%	44.6%	33.5%	3.80	
	Unnecessary top managers procedures negatively affects tourism market	6.4%	12.0%	6.0%	41.6%	33.9%	3.85	
	Insufficient tourism education negatively affects tourism market in Addis Ababa	6.4%	12.0%	3.0%	44.6%	33.9%	3.88	
Human Resource	Low salaries of tourist professionals negatively affects tourism market	11.2%	30.5%	2.6%	29.6%	26.2%	3.29	3.49
	Scarce skilled manpower in Ethiopian hotels and restaurants negatively affects tourism market in Addis Ababa	19.3%	24.5%	3.0%	30.5%	22.7%	3.13	
	Lack of proper communication practices in Ethiopian tourism negatively affects tourism market in Addis Ababa	10.7%	18.9%	3.0%	33.5%	33.9%	3.61	
	Lack of managerial know-how in tourism destination in Ethiopia negatively affects tourism market in Addis Ababa	18.0%	15.9%	6.0%	27.0%	33.0%	3.41	
	Unethical tourist workers negatively affects tourism market in Addis Ababa	8.2%	15.0%	7.7%	43.8%	25.3%	3.63	
	Low motivation of Ethiopian tourism workers negatively affects tourism market	11.6%	12.0%	7.7%	33.5%	35.2%	3.69	
	Low Ethiopian tourism workers performance negatively affects tourism market in Addis Ababa	8.6%	12.4%	6.4%	45.5%	27.0%	3.70	
Research and Development	Unexpanded Research and development in tourism activities negatively affects tourism market in Addis Ababa	5.6%	6.9%	4.7%	46.8%	36.1%	4.01	4.00
	Lack of variety studies on Ethiopian tourism products negatively affects tourism market	6.9%	6.9%	5.2%	42.5%	38.6%	3.99	
	Insufficient Ethiopia tourism research negatively affects tourism market	4.3%	9.9%	6.9%	45.5%	33.5%	3.94	
	Research activities in various tourism places negatively affects tourism market	4.3%	8.2%	4.3%	41.6%	41.6%	4.08	

	Lack of tourism researchers negatively affects tourism market in Addis Ababa	3.9%	8.6%	3.9%	42.5%	41.2%	4.09
	Inadequate research investment in Ethiopia negatively affects tourism market	3.4%	12.0%	6.4%	39.9%	38.2%	3.97
	Having insufficient tourism research centers in Ethiopia negatively affects tourism market in Addis Ababa	4.3%	12.0%	5.2%	45.5%	33.0%	3.91
Resource	Lack of tourism resources negatively affects tourism market in Addis Ababa	7.3%	14.6%	5.6%	42.9%	29.6%	3.73
	Insufficient finance to support tourism products in Ethiopia negatively affects tourism market in Addis Ababa	14.6%	24.0%	4.3%	35.2%	21.9%	3.26
	Unable to create additional values in Ethiopia tourism promotion negatively affects tourism market in Addis Ababa	11.6%	27.0%	5.6%	30.5%	25.3%	3.31
	Having inadequate tourism maps negatively affects tourism market in Addis Ababa	14.6%	27.5%	7.3%	27.0%	23.6%	3.18
	People financial constraint in Ethiopia negatively affects tourism market	12.0%	25.3%	5.2%	28.3%	29.2%	3.37
	Interruption of tourist visit program negatively affects tourism market	9.9%	18.0%	5.2%	47.2%	19.7%	3.49
	Having underdeveloped Tourist infrastructure negatively affects tourism market in Addis Ababa	10.3%	17.6%	5.2%	43.3%	23.6%	3.52
							3.41

Source: Survey result, 2020