



**ST. MARY'S UNIVERSITY**

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**The Effect of COVID 19 on Tourism Marketing Recovery**

**Strategies:**

**The Case of selected tour operator**

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**July 2021**

**Addis Ababa, Ethiopia**

**The Effect of COVID 19 on Tourism Marketing Recovery Strategies :**  
**The Case of selected tour operator**

By

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**ST. Mary's University**  
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ENDORSEMENT

This thesis titled as “The Effect of Covid 19 and Recover Strategies on Tourism Marketing: The Case of selected tour operator” prepared with my supervision by the graduating student Kidist Hailu Senbeta is submitted to St. Mary’s University, School of Graduate Studies for examination by my approval as a university advisor.

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## **DECLARATION**

I, the author of this thesis, declare that this research, titled “Effect of COVID 19 on Tourism Marketing Recovery Strategies: the case of selected tour operator” to be submitted to St.Mary’s University as a partial fulfilment of the master of Arts in Marketing Management. I declare that it is my original work prepared under a close supervision of my advisor Tewodros Mesfin(PhD).All sources of materials used for this thesis have been duly acknowledged and I assure that this study has not been previously submitted for any higher learning institute.

**Kidist Hailu Senbeta** \_\_\_\_\_

**Writer of the Thesis**

**Date**

\_\_\_\_\_

**Signature**

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## Table of Contents

Acknowledgements.....	iv
<b>List of Table.....</b>	<b>iv</b>
List of Figure.....	v
CHAPTER ONE.....	1
1. INTRODUCTION.....	1
1.1. Background of the Study.....	1
1.2. Statement of the Problem.....	3
1.3 Research question.....	4
1.3. Objectives of the study.....	5
1.3.1. General Objectives.....	5
1.3.2. Specific Objectives.....	5
1.4 Hypothesis of the study.....	5
1.5. Scope of the Study.....	6
1.6. Significance of the Study.....	6
1.7. Limitations of the study.....	6
1.8 Organization of the study.....	7
CHAPERT TWO.....	8
2. LITERATURE REVIEW.....	8
2. Introduction.....	8
2.1 Theoretical Literatures Review.....	8
2.1.1 Tourism in Ethiopia.....	8
2.1.2 The Tourism Value Chain.....	11
2.1.6 The Role of the tourism industry in risk management.....	18
2.1.7 Tourism Sector Covid Impact.....	19

2.1.6 Policy Responses.....	20
2.1.8Response Framework .....	22
2.3 Conceptual frame work .....	23
CHAPTER THREE .....	28
4. RESEARCH DESIGN AND METHODS.....	28
CHAPTER FOUR.....	33
5. RESULTS AND DISCUSSION.....	33
4.1 Demographic Profile of Respondents .....	33
4.1 Focus group Interview and data analysis .....	43
4.2 Test results for the classical linear regression model assumptions .....	47
4.2.1 Test for average value of the error term is zero ( $E(u_t) = 0$ ) assumption .....	47
4.2.2 Test for homoscedasticity assumption ( $Var(u_t) = \sigma^2$ ).....	47
4.2.3 Multicollinearity test.....	48
4.2.4 Normality Test.....	49
4.3 Correlation Analysis between covid -19 effect on tourism marketing strategy .....	50
4.6. Discussion of Results .....	54
CHAPTER FIVE .....	57
5. SUMMARY, CONCLUSION AND RCOMMENDATION .....	57
5.1. Summary .....	57
5.2. Conclusion.....	58
5.3 Recommendation.....	59
Reference.....	61
APPENDIX I .....	64
Appendix II.....	71



## List of Table

Table 2.1: Number of tourist arrivals in Ethiopia.....	10
Table 3.1: Reliability Test of the Study.....	31
Table 4.1: Gender and Age Distribution .....	34
Table 4.3: Educational Status .....	35
Table 4.5: Respondents view on company source of market with key segments company market crosstabulation.....	37
Table 4.6 Respondents view on mitigating action of the covid 19 pandemic .....	38
Table 4.7 Respondents view on measures have applied to help your business to mitigate against the impacts.....	39
Table 4.10: multicollinearity test using VIF values .....	48
Table 4.11: one sample Kolmogorov-Smirnov Test .....	50
Table 4.12: The relationship between covid 19 effect dimensions and marketing recovery plan. ....	51
Table 4.13: regression model Summary .....	52
Table 4.14 ANOVA analysis.....	52
Table 4.15 Coefficient value of multiple regression analysis .....	53

## **List of Figure**

Figure 2.1: Ethiopia - Contribution of travel and tourism to GDP in current prices.....	9
Figure 2.2 : policy responses .....	20
Figure 4.2: test of homoscedasticity .....	48
Figure 4.1: Normality Test .....	49

## **Abstract**

*The purpose of this research study was to identify effects of COVID19 and Tourism Marketing recovery strategies on the case of selected tour operator in Addis Ababa. The study applied quantitative research approach and data was collected by various means with strict procedure. Secondary data supplemented by primary data using questionnaire was collected and used for the analysis. A total of 298 tour operators showed interest to be participated in the questionnaire and only the responses of 290 adequate responses were given that have been analysed on SPSS version 20. interpreted in frequencies and percentages. The results are presented in figures and tables. The major findings of the study with regard to preventive, response, recovery and preparedness strategies revealed that those factors plays a major role in COVID19 recovery marketing strategy. This is exhibited by a positive correlation that was found after a regression done on preventive, preparedness, response and recovery in relation to marketing strategy.*

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1. Background of the Study

The coronavirus (COVID-19) pandemic has caused an unprecedented global business disruption and will undoubtedly have a significant impact on the global economy on many fronts, some predictable and some unknown/unpredictable. By April 2021, COVID-19 infected over 134,519,292 people and caused the deaths of over 2,914,285 worldwide. In Ethiopia 225,516 people infected and 3,111 death and 167,945 recovered.

Globally, the spread shows no sign of abating. Although daily cases in Europe, Asia, south America, South East Asia and Africa are increasing . In response, most countries have closed their borders to visitors and tourists. The UN World Tourism Organization (2020) reported during the second quarter of 2020 for the first time ever that 100 per cent of global destinations introduced travel restrictions. As a result, international tourism has been almost totally suspended, and domestic tourism curtailed by lockdown conditions imposed in many countries. Although some destinations have started slowly to open up, many are afraid of international travel or cannot afford it due to the economic crisis

The tourism sector is one of the highly affected economic sectors in Ethiopia. The covid 19 pandemic and global efforts to contain it could cause the international tourism economy to contract by between 45 and 70 per cent. Domestic tourism industries are also being impacted as about half of the world's population is estimated to be constrained by containment measures. Nevertheless, domestic tourism is expected to recover faster than the international tourism industry.

Abdulkadirov, U., Biryukov, V., &Yudina, E. (2020) stated , the impact of the coronavirus pandemic is felt throughout the tourism ecosystem, and the discovery and recovery of tourism destinations will require a unified approach. Tourism enterprises and workers benefit from stimulus packages across the economy, with many governments also introducing special measures in the area of tourism. Governments and the tourism industry are now focusing their efforts on lifting travel restrictions and working with tourism enterprises to access liquidity, implement new health protocols for safe travel and help to diversify tourism markets, restore

tourist confidence and demand stimulation, prepare comprehensive tourism recovery plans to rebuild destinations, encourage innovation and investment and rethink the tourism sector.

According to united nation (2020 ) tourism is one of the sectors most affected by the COVID-19 pandemic, impacting economies, livelihoods, public services and opportunities on all continents. While sustaining the livelihoods dependent on the sector must be a priority, rebuilding tourism is also an opportunity for transformation with a focus on leveraging its impact on destinations visited and building more resilient communities and businesses through innovation, digitalization, and sustainability.

According to ILO(2021 ) report, Hotels, restaurants, tour operators, airlines, and cruise ships have suspended their operations indefinitely. In the accommodation and food services subsectors, 51 million businesses are facing an extraordinarily difficult business environment with major impacts on employment opportunities. With the drastic fall in economic activity, workers in the labour-intensive tourism industry are now facing devastating reductions in working time, potential job losses and growing decent work challenges.

The Ethiopian government declared National State of Disaster declaration a range of responses occurred from country most tourist attraction places. The government closed this tourist attractive places and international hotels. The ILO estimates that the pandemic could cause the equivalent of 305 million job losses, many of which are in the tourism sector. At the time of writing, in Ethiopia (may 07, 2021), there are 260,139 confirmed cases based on 2,599,462 tests. There have been 203,408 recoveries and 3785 deaths.

There is a considerable literature about risk management. Rodríguez-Antón, J. M., & Alonso-Almeida, M. D. M. (2020) describe, when crises situations such as COVID-19 happen, they force hospitality companies to change their operating strategies. These events generate high levels of uncertainty and usually require quick responses in facing negative impacts. COVID-19 has been managed well in the country, and as a result, the State of Emergency has been lifted and all government offices have resumed normal operation and business as usual.

The purpose of this research is to identify the effect of COVID 19 on Tourism Marketing Recovery Strategies the Case of selected tour operator.

## **1.2.Statement of the Problem**

The outbreak and spread of covid-19 affect the tourism industry. Del Valle, A. S. (2020), Putting the covid 19 pandemics on going impact in perspective, the industry has lost approximately \$320 billion in the first five months of 2020 alone, more than three times the loss brought on by the 2009 global financial crisis start to finish. With approximately one in 10 people worldwide working in the tourism sector, the dramatic decline in travel could also put as many as 100 million to 120 million jobs at risk. According to the UN, the losses are likely to be most detrimental to the world's least developed countries, including places like Africa and Small Island developing states relying more heavily on tourism. Women and young people are also among those likely to be hit hardest by the pandemic as they account for the highest share of tourism workers.

Most countries take measure of travel restrictions and closure of their borders, crisis companies, hotels and hospitality industries are facing declining demand and patronage. Ethiopia also has taken covid 19 measures, immediately after the first confirmed case of COVID-19 in Ethiopia in March 2020. Ethiopian government covid 19-minisistral committee decided health public measures to prevent increased levels of infection, these included closing all schools and restricting large gatherings and movements of people. Hand-washing and social distancing were the main prevention measures that government has communicated to the general public through various media platforms. The Ethiopia government measures for movement of peoples includes Addis Ababa's light rail is to be operated with 25% seat occupancy, Ethio-Djibouti railway is to operate with 50% seat occupancy, All other public transportation (buses, taxies, etc.,) are to be operated with 50% seat occupancy and Government buses are available free of charge to the public to limit overcrowding in the public transport system.

Shigute, Z., Mebratie, A. D., Alemu, G., & Bedi, A. (2020) states the challenges of Covid 19 in Ethiopia. There has been a decline in international remittances, tourism has dried-up, the country's airline is experiencing sharp losses. Demand for horticultural exports - especially flowers, which tend to employ a substantial proportion of female workers has evaporated. Bogale, M., Kelkay, S., & Mengesha, W. (2020), attest the outbreak of COVID-19 pandemic has devastated Ethiopian economy in general and tourism sector in particular. Before the

outbreak, the tourism sector has been growing continuously over the past few years and contributing a lot to Ethiopian economy in terms of GDP, employment, and export earnings as it does for many countries in the world. However, as the Corona virus emerged in the world, travel restriction and stay-at-home advice was ordered leading the tourism sector to be highly devastated which naturally requires human mobility and close social interaction. International and home travel restrictions instantly affected the tourism sector through influencing actors in the tourism systems

There was although the researches made by Bogale, Kelkay, & Mengesha, (2020) focused on, Impact of covid 19 and recover strategies on tourism. The result reveal that, hotels occupancy rate was reduced from 80-85% to less than 5%, transportation particularly international air travel stopped, SME's around the tourism sector lost their market, financial service providers linked to the industry ceased, and employees and customer behaviour changed a lot.

In Ethiopia, as the number of cases of COVID-19 slightly increased, the government has declared quarantine and causing hindrance of human mobility and any social interactions on the proclamation in April 20, 2020. This government decision and its consequence have adversely affected all economic sectors in general and the Tourism sector in particular. By its nature tourism is an industry that drives people to travel (national and international) for recreation and leisure, and many more purpose. It is also a wide-ranging industry, which includes accommodation, transport, food and beverage, entertainment, and other connecting operators. The summative impact COVID-19 on these sectors explains the current situation of tourism in Ethiopia. Although reports are coming out from different media outlets, further evaluation was required to reveal the effect of the unprecedented pandemic on the sector and provide the possible solutions.

So far no study is conducted on the topic Now, it is time to respond the mentioned gap through rapid assessment of the effect of COVID 19 on tour operators and provide insight for actors in the sector to make a decision and for researchers to conduct further investigation.

### **1.3 Research question**

This research intended to address the following questions:

1. What are effects of COVID-19 crisis on Tourism performance?

2. How do the Tour Operator adopt Risk Management Strategies?
3. What measures have taken to mitigate the Effect on marketing recovery practices?
4. What challenges are faced by the tour operators in implementing risk management strategies?

### **1.3. Objectives of the study**

#### **1.3.1. General Objectives**

The general objective of this study as the title indicates is to assess the Effect of COVID 19 on Tourism Marketing Recovery Strategies: The thesis focuses on the cases of tour operators.

#### **1.3.2. Specific Objectives**

Specifically, the study has below lists of objectives, which are:

- ✓ To determine the effects of COVID-19 pandemic crisis on tourism performance.
- ✓ To determine risk adaptation strategies practices being implemented in the tour operators.
- ✓ To explore tour operators mitigation the COVID 19 effect on marketing recovery practices
- ✓ To identify unique adopted evidence practices of how tour operators respond to crises.
- ✓ To identify the challenges faced by the tour operators in implementing risk management strategies

### **1.4 Hypothesis of the study**

In light of the objectives articulated above, the following hypotheses were investigated:

Hypothesis 1

Ho1: COVID 19 Prevention/ mitigation strategies have a positive impact on firms ' tourism marketing.

Hypothesis 2

Ho2: COVID 19 Preparedness strategies have a positive impact on firms ' tourism marketing

Hypothesis 3

Ho3: COVID 19 *Response* strategies have a positive impact on firms tourism marketing.



Hypothesis 4

Ho4: COVID 19 Recovery competences enhance the response to disruptions for enterprises to get back to their normal operation.

### **1.5. Scope of the Study**

The scope of the study covers the effect of COVID 19 and Tourism Marketing Recovery Strategies :The Case of selected tour operators. The questionnaire was distributed to selected tour operators experienced tour operator personnel, guides and tour operation supervisors are found. Furthermore, the study Variables are limited to the effect of the COVID 19 pandemic on Marketing Recovery Strategies

### **1.6. Significance of the Study**

A study of rendering covid 19 and recover strategies on Tourism Marketing Recovery is important for the following major reasons:

- It provides further testing the Covid 19 effect of lockdown internationally and particularly the growth of the sector in the Ethiopia context, Selected Addis Ababa tour operators .
- The finding of the study expected to add value regarding covid 19 focusing on health and hygiene standards in tourism sector ;
- The finding of the research add value regarding covid 19 Interpreting changing business models due to consolidation and corporate restructuring;
- The finding will be an important asset for policy makers for covid 19 Potential measures include carefully managing travel restrictions, providing tax rebates and fee waivers, and subsidizing training to forestall layoffs
- The research lays the theoretical foundation of the practices, for which will provide future academic research on the assessment of covid 19 and recover strategies on tourism marketing selected tour operators.

### **1.7. Limitations of the study**

Conducting a research is bounded by a lot of constraints. This research has some limitations that hinder from making detail investigation of the research. Non-active tour operators had

nottaken as the subject of the study. The other limitation of the study is lack of sufficient and relevant literature that relate covid 19 and recover strategies on tourism marketing. The main limitation of the present study is that, during its execution, the pandemic is still in the process of expanding with uneven rates. This does not allow an analysis of this situation from the proper perspective, since it is still unknown if the virus can be eradicated, if there will again be outbreaks in the countries that have it more controlled or if the coronavirus will mutate. The researcher will fill the gap the questionnaire and controlled focus group discussion will be conducted.

## **1.8 Organization of the study**

The first chapter begins with a brief overview of the study's background, a clearly stated problem, well-articulated research questions, defined main and specific objectives, thorough significance statements, and the study's scope and limitations. The second chapter contains literature reviews (both theoretical and empirical) as well as explanations of concepts to help readers to understand how tourism works. The third chapter discusses the research methodologies, which include study approaches, design, sample frames, techniques, and size, data gathering methods, and analysis techniques. The fourth chapter analyzes the data and explains the conclusions. The fifth and final chapter concludes with a summary, conclusions, and recommendations from the researchers.

# CHAPERT TWO

## 2. LITERATURE REVIEW

### 2. Introduction

This chapter presents the relevant theoretical and empirical literatures on the effects of COVID 19 and tourism marketing recover strategies. The first section explores the theoretical framework of the study and the second section will examines empirical.

### 2.1 Theoretical Literatures Review

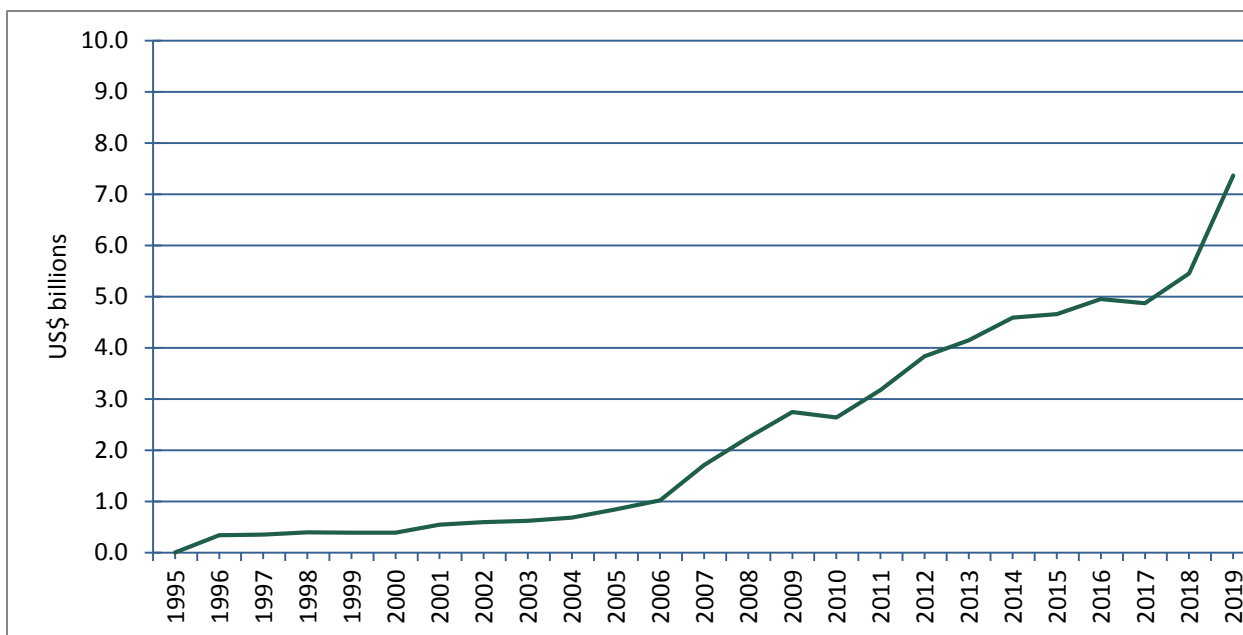
This chapter will cover the literature reviewed of theories and models and conceptual framework which serves as evidence of the Variables of the study Definitions of tourism, Vulnerability of the Tourism Industry to Crisis, the Tourism Value Chain, the effects of the COVID-19 pandemic for the adaptation of firms' strategies, the effects of the COVID-19 pandemic for the transformation of sustainable tourism, the effect of COVID-19 on tour operators in Ethiopia as well as explore their strategic responses to the pandemic and best practices that can be adopted and provides unique evidence of how tour operators respond to crises will be briefly highlighted.

#### 2.1.1 Tourism in Ethiopia

The concept of Tourism was introduced to Ethiopia for the first time in 1961 By Mr. Habte Selase Tafesse, the man who is known as “a man who invented tourism in Ethiopia” ( Jauhojarvi,T. , 2011 ) .

Ethiopia was registered as a member state of World Tourism Organization UNWTO in 1975, and it has the share of tourist flow to the East African region of seven countries (Tanzania, Kenya, Uganda, Djibouti, Eritrea, Somalia and Ethiopia. (World Tourism Organization, 2009 )

In 2019, contribution of travel and tourism to GDP for Ethiopia was 8 billion US dollars.



Contribution of travel and tourism to GDP of Ethiopia increased from 0.5 billion US dollars in 2000 to 8 billion US dollars in 2019 growing at an average annual rate of 16.12%.

**Figure 2.1: Ethiopia - Contribution of travel and tourism to GDP in current prices**

Source: <https://knoma.com/atlas/ethiopia/topics/tourism>

In 2019, number of arrivals for Ethiopia was 812,000. Number of arrivals of Ethiopia increased from 136,000 in 2000 to 812,000 in 2019 growing at an average annual rate of 10.37%.

International inbound tourists (overnight visitors) are the number of tourists who travel to a country other than that in which they have their usual residence, but outside their usual environment, for a period not exceeding 12 months and whose main purpose in visiting is other than an activity remunerated from within the country visited. When data on number of tourists are not available, the number of visitors, which includes tourists, same-day visitors, cruise passengers, and crew members, is shown instead. Sources and collection methods for arrivals differ across countries. In some cases data are from border statistics (police, immigration, and the like) and supplemented by border surveys. In other cases data are from tourism accommodation establishments. For some countries number of arrivals is limited to arrivals by air and for others to arrivals staying in hotels. Some countries include arrivals of nationals residing abroad while others do not. Caution should thus be used in comparing arrivals across

countries. The data on inbound tourists refer to the number of arrivals, not to the number of people traveling. Thus a person who makes several trips to a country during a given period is counted each time as a new arrival.

**Table 2.1: Number of tourist arrivals in Ethiopia**

DATE	VALUE
2019	812,000
2018	849,000
2017	933,000
2016	871,000
2015	864,000
2014	770,000
2013	681,000
2012	597,000
2011	523,000
2010	468,000
2009	427,000
2008	383,000

Source: <https://knoema.com/atlas/Ethiopia/topics/Tourism/Key-Tourism> Indicators/newarrivals

## **2.1.2 The Tourism Value Chain**

The tourism value chain includes services related to international travel organization such as travel agents and tour operators, international transport and a variety of services in the destination country. In this review we will focus on tour operator's activities.

### **2.1.2.1 Tour Operator**

An organization, firm or company which buys individual travel components, separately from their suppliers and combines them into a package tour, which is sold with their own price tag to the public directly or through middlemen is called a tour operator. More precisely, tour operators are mainly responsible for delivering and performing the services specified in a given package tour. They can provide these services themselves as some have their own cars and coaches, hotels and other travel related services or can obtain these from other suppliers. That is why they are called manufacturers of tourism products. Central board of secondary education (2016) describes, tour operators are sometimes called wholesalers but this is partially true because a wholesaler buys goods or services in bulk at his own account to prepare a tour package and then retails it through the travel agencies or directly to the clients. However, a tour operator who has his own one or more tourist product components formulates a new tourist product for example 'inclusive tours'. Tour Operators generally offer variety of package tours to cater to the needs of different kind of travelers.

Although the holidays which are 'manufactured' by tour operators are usually sold by travel agents, some companies have their own retail outlets or sell direct to the public. Thus the work of a large operator may encompass all the stages in the production and sale of a holiday.

### **2.1.2.2 Types of Tour Operators**

#### **1. Inbound Tour Operators**

These are also known as incoming tour operators. Technically, the operators who receive guests, clients/tourists and handle arrangements in the host country are called inbound tour operators. For example, a group of American tourists coming through TCI to India and the company makes arrangements and handles the group in India, then TCI is called an inbound tour operator. Incidentally, the inbound traffic to the country for the last two decades has been

decreasing. Essentially, tour operators need to adopt innovative marketing strategies and should introduce special interest tours to cater to special needs of the foreign tourists.

## 2. Outbound Tour Operators:

These are tour operators, who promote tours to foreign destinations, may be business tours or leisure tours are called outbound tour operators. Indian outbound tourist traffic is growing at a rate of 10 percent annually and this makes India the second largest country in the world with regard to the traveling population. However, India's outbound tourism is not only holiday oriented but it is business oriented too. There are many travel companies which offer outbound packages such as SITA, TCI, Thomas Cook etc.

## 3. Domestic Tour Operators:

Domestic tour operators are those who assemble and combine tourist components into inclusive tours and sell it to the domestic travelers. In general, these tour operators provide travel services within the boundary of home country and offer package tours to the travelers viz. domestic inclusive tours or independent tours.

Destination Management Companies/ Ground Operators: These are commonly known as handling agencies and their main function is to organize tour arrangements for incoming tourists on behalf of overseas operators. When a tour operator himself promotes beach holidays, wildlife holidays, wildlife tours, heritage tours, cultural tours at different places, the difficulty arises. It is the ground operator who handles the incoming travelers in the same season but at different places ensures that the entire operation is according to the package tours or agreements. Sometimes when a handling agency is at a prominent tourist place, for example Delhi and it has to make arrangements to Goa, then it contracts (if it has no office of its own) with a local operator (known as excursion agent) to handle the arrangements on his behalf.

### **2.1.3 Ethiopian Tourism market segments**

According to Tourism Ethiopia Marketing Strategy documents of 2015 and 2020 had identified segments as Leisure international and domestic tourists who seek relaxation and fun through experience-oriented holiday tours like cooking classes, craft visits and related activities, injera baking, coffee making trekking, hiking, Business i.e. (MICE), and special interest tours like bird watching tours. They recognized those are coming in groups and through package

tours. The previous Tourism Ethiopia marketing strategy document (2015), on the other hand, identified the market segmentation as Packaged explorer: Visits primarily the significant cultural and historical places on the traditional northern and southern circuits and sites as part of a bundled group excursion.

- Tailored explorer: Confident ‘soft’ exploration on a tailor-made itinerary, wants to delve deeper and veer off the traditional circuit on personal preference, organized with some local interaction.
- Trekkers/hikers: Always in search of new mountainous and other topographical, exotic landscapes to hike in like Simien Mountains, Bale Mountains, Gheralta, etc.
- Adventure sport enthusiasts: A collective segment of specialised niche adventurous outdoor sport activities, especially trail running and endurance running capitalizing on Ethiopia’s celebrity athletes that could be expanded to cycling, motorcycling, mountain biking, overlanding, climbing, canoeing or kayaking.
- MICE: Meet with colleagues and discuss issues of mutual concern, in a professional and interesting environment with opportunities for local, high-quality experiences. Mainly Addis Ababa.
- Birders: Focused traveling to see endemic species (and other bird species) and adding them to the list. Main destinations are Simien and Bale Mountains, Awash National Park, Lakes of the Rift Valley.
- Independent explorer: Confident ‘hard’ exploration on a flexible, largely independent itinerary and in search of extraordinary experiences – prepared to sacrifice comforts to go to less visited places or enjoy unique experiences.
- Domestic breaks: Affluent locals and expatriates taking weekend and short breaks to spend quality time relaxing.
- Business extension: Extending the primary business trip to experience Ethiopia’s leisure attractions.
- Other niche segments: Various small segments of specialists visiting Ethiopia for its unique features in particular areas like antiquities, religion and pilgrimage, archaeology, paleontology, geology, anthropology, art, etc.



### 2.1.3 High yielding Market segment

Various existing and emerging market segments have been identified and analyzed based on their potential for growth (in terms of value, volume, and ability to spread tourism around) and Ethiopia's readiness for such growth in terms of access to experiences, tourism facilities, and cost of reaching them. As a result, the so-called core market, which comprises the United Kingdom and Germany, was given first priority. France, Italy, the United States (East and West Coasts), Saudi Arabia (particularly during the summer in the Middle East), and the local market Potential growth markets include China (with a concentration on '2nd wave' experience travelers), Japan, Australia, and Canada. Although the Benelux nations, Sweden/ Norway, Switzerland, Sudan, Kenya, Djibouti, and Israel are regarded stable markets, these are areas with less income potential but a preference for leisure travel to Ethiopia, and are thus easier and less expensive to enter. Potential markets, on the other hand, are found in areas having a smaller total revenue potential.

**Table 2.2 Ethiopian tourism Market segment by importance**

Type of market	Market behavior	Marketing outlay share	Generating countries
<b>Core Market</b>	markets with high revenue potential,	60% of marketing resources	UK, Germany France, Italy, USA, Saudi Arabia (During their summer) domestic tourists
<b>Potential growth market</b>	High revenue potential, low incidence of leisure travel	20% of marketing resources	China, Japan, Australia and Canada
<b>Steady Market</b>	with lower revenue potential but with an affinity for leisure travel	10% of marketing resources	Benelux countries, Sweden/ Norway, Switzerland, Sudan, Kenya, Djibouti and Israel
<b>Opportunity market</b>	markets with lower total revenue potential, lower incidence of leisure	10% Watch and leverage with spare resources	India, South Africa, Russia, Nigeria, Brazil, Korea and UAE

Source :Tourism Ethiopia, Tourism Transitional Marketing Strategy: (2020 – 2021)

**Prime international tourist market sources:** Ethiopian leisure tourist markets emanate from the United States, Germany, United Kingdom, China, Italy, France, Sudan, Spain, and Saudi Arabia, according to the Transitional Tourism Marketing document (2020-2021) and the

Tourism Marketing Strategy document (2015). (during their summer time). As can be seen from the study by CBI (2018) leisure and holiday is the main motivation of international visitors arriving in Ethiopia. The share of leisure and holiday trips relative to total arrivals was around 34% in the period 2013–2015. In 2016, the breakdown of arrivals by travel motivation was as follows:

- 37.4% Leisure and holiday
- 29.4% Transit (cross the border due to overnight connecting flight or to spend a few hours in Addis while waiting for connecting flight)
- 17.7% Business and conference
- 7% Visit friends and relatives
- 8.5% Not stated

European visitors account for around a third of the TOTAL international arrivals to Ethiopia. In 2016, the share of European LEISURE TRAVELLERS relative to total leisure and holiday trips

**Table 2.3:Major Leisure Tourist markets to Ethiopia, 2017-2020**

2017			2018			2019			2020	
Country	Arrivals	%	Country	Arrivals		Country	Arrivals		Country	Arrivals
	150,654	16	USA	147,600	17	USA	132,884	16	USA	20,836
	50,394	5	UK	42,725	5	UK	43,295	5	UK	8,170
	42,224	5	Germany	36,847	4	Germany	36,858	5	Kenya	6,496
	33,963	4	Italy	31,021	4	Italy	29,647	4	India	6,546
	32,470	3	Kenya	23,380	3	Kenya	27,258	3	Sudan	7,919
	30,920	3	India	25,066	3	India	26,171	3	Nigeria	8,859
	29,174	3	France	26,804	3	Saudi Arabia	24,221	3	Eritrea	5,942
	28,940	3	Nigeria	27,422	3	France	25,623	3	Djibouti	4,834
	27,920	3	Canada	21,214	3	Sudan	23,455	3	Somalia	5,205
	<b>933,343</b>	100	<b>TOTAL</b>	<b>849,122</b>	100	<b>TOTAL</b>	<b>811,604</b>	100	<b>TOTAL</b>	<b>173,657</b>

Source :Tourism Ethiopia calculation based MoCT Tourism Statistics

The tourism product is dominated by the cultural, mainly, heritage-based tourism product. As such, the prevailing product base is very narrow with limited choices for visitors. This, therefore, continues to pose a challenge that exacerbates the country's efforts to increase .the country still lingers in terms of visitor numbers which is attributed to a range of factors including the packaging and marketing of the product. In addition, owing to the narrow product-base, tourism is spatially concentrated mainly in traditional religious routes of the northern parts of the country. This has meant that other parts of the country with potential for development of non-heritage-based tourism products remain relatively underdeveloped and un-exploited.

### **Defining Crises**

Dirk Glaesser (2003) defines 'tourist crisis' Any occurrence which can threaten the normal operations and conduct of tourism related businesses; damage a tourist destination's overall reputation for safety, attractiveness, and comfort by negatively affecting visitors' perceptions of that destination; and, in turn, cause downturn in the local travel and tourism economy, and interrupt the continuity of business operations for the local travel and tourism industry, by the reduction in tourist arrivals and expenditure. Moreira (2007) highlights Crises are periods of intense uncertainty characterized by unpredictability and loss of control over key functions of systems.

### **2.1.4 Managing Tourism health Crises**

CBI (2020) describes the tourism industry operates in a dynamic environment that involves many interconnected sectors. As a result, it is constantly evolving and is particularly vulnerable to unexpected crises. Crises come in many forms, including health threats like the 2020 global coronavirus pandemic, natural disasters such as earthquakes and floods, political unrest and terrorist attacks. Such risks and crises pose significant threats to the tourism industry, destinations and tour operators working in the sector. Crises can have a long-term negative impact on a destination both in terms of the destination's image and its visitor numbers. Planning for and understanding how to manage risk when a crisis occurs and deals with the issues that arise from unforeseen events are key to mitigating the negative effects of a crisis on your tourism business.

(CBI, 2020) describe crises stages; there are four main steps or stages you go through during a crisis. This four-step interrelated process is one of the easiest to understand and clearest to follow:

1. Mitigation – immediate actions just as the crisis hits, to save your business.
2. Preparedness – to prepare your organization to face the current crisis and focus on Working on the next two steps.
3. Response– to respond to the crisis and to utilize all the available resources to tackle And implement an effective response
4. Recovery – The road to recovery to prepare and work on the strategies to get back to Normal and beyond.

### **2.1.5 Risk management**

It is concerned with identifying and analysing the risks (the chance of something happening) to an organization or community and deciding what can or should be done to address these risks. For this study, I used Tourism, S. (2006) definition. Risk management is: ‘the culture, processes and structures that are directed towards realizing potential opportunities whilst managing adverse effects

Risk management in the tourism context refers to the planning and implementation of processes directed towards managing the adverse effects of crises and disasters on tourism. It also addresses tourism’s potential opportunities for the improvement in systems and procedures.

### **2.1.6 The Role of the tourism industry in risk management**

Robertson, D., Kean, I., Moore, S., Gurtner, Y. K., Holcombe, C., & Wilks, J. (2006), explores risk management roles in tourism sector. They describes fundamental roles for tourism in risk management: the first of these is as a partner with government and community agencies in the development of multi-agency, coordinated disaster management plans, systems, procedures and processes which include the needs of tourism; the second is to develop plans and procedures appropriate to a destination and to the specific roles and

responsibilities of an organization, to train personnel to those plans, and to conduct regular tests of plans, procedures and personnel with subsequent amendment and updating.

The second fundamental role for tourism in risk management is to be proactive and develop strategies for a destination or an individual business/organization to maximize the potential for continuity of normal business and to protect the safety and security of visitors and staff in the event of a disaster or crisis. The development and implementation of tourism risk management strategies which comprehensively address potential risks to tourism are now becoming an integral part of managing tourism in destinations. These tourism risk management strategies should link to community disaster management plans and include actions which tourism operators and organizations can take to complement the work of community disaster management agencies.

## **2.1.7 Tourism Sector Covid Impact**

### 1. Tourism economic Impact

In 2019, Travel & Tourism supported 330 million jobs globally. But COVID-19 changed everything. This is a diverse, inclusive and vibrant workforce - many of whom are women\* (almost 50%), young people\* (up to 30%), minorities, the LGBTQ communities and people with disabilities. We want to share the stories of the people and communities behind the data. Your support and solidarity are needed now more than ever before because a job in Travel & Tourism is so much more than just a job. According to world travel and tourism council (*COVID-19 and Transforming Tourism*, n.d.) annual research shows:

The Travel & Tourism sector suffered a loss of almost US\$4.5 trillion to reach US\$4.7 trillion in 2020, with the contribution to GDP dropping by a staggering 49.1% compared to 2019; relative to a 3.7% GDP decline of the global economy in 2020.

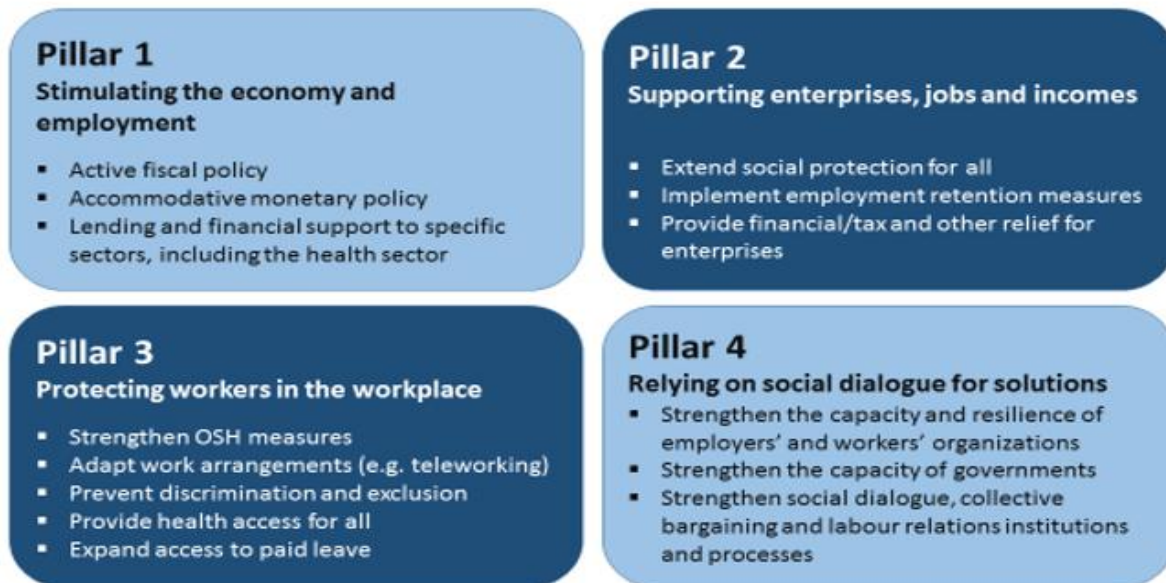
In 2019, the Travel & Tourism sector contributed 10.4% to global GDP; a share which decreased to 5.5% in 2020 due to on-going restrictions to mobility.

In 2020, 62 million jobs were lost, representing a drop of 18.5%, leaving just 272 million employed across the sector globally, compared to 334 million in 2019. The threat of job losses persists as many jobs are currently supported by government retention schemes and reduced hours, which without a full recovery of Travel & Tourism could be lost.

Domestic visitor spending decreased by 45%, while international visitor spending declined by an unprecedented 69.4%.

### 2.1.6 Policy Responses

The ILO has outlined four key pillars for a COVID-19 policy response based on international labour standards as in the above figure



**Figure 2.2 :policy responses**

source :ILO,2020

### 2.1.7 Ethiopian Government Measures & Support

March-27\_-Covid-19-Ministerial-Committee-Press-Release (2020) states different measures taken by the government of Ethiopia.

#### 1. Bank and financing

National Bank of Ethiopia to avail Birr 15 Billion liquidity for private banks to enable them to provide debt relief and additional loans to their customers in need. Banks to avail foreign currency for importers primarily importing goods and input material for the prevention of COVID 19. Commercial bank of Ethiopia to increase the amount of money individuals can transfer through mobile banking, to limit in-person cash handling. Removal of the minimum price set by the National Bank of Ethiopia on the horticulture sector for flower exports

## 2. Fiscal Relief

Wei (2010) describes fiscal relief measure taken by the government of Ethiopia. These measures are:

- Tax exemptions for the import of materials and equipment to be used in the prevention and containment of COVID 19
- Ministry of Revenue to expedite VAT returns to support companies with cash flow
- Donations to the government are deductible from the 2012 EFY taxable income. Deductibles cannot exceed 20% of the taxable income.
- Taxpayers who are required to file a tax return and pay the tax every month shall file the tax return and pay the tax that shall be due in the month of Megabit, Miazia, and Ginbot, 2012 (EC) in the month of Sene 2012(EC) without interest and penalty
- If taxpayers have a loss in 2012 (EC) Fiscal Year, shall carry the amount of such loss to the next fiscal year
- pension contribution of organizations engaged in business due in the month of Megabit, Miazia, and Ginbot 2012 (EC) shall be paid in the month of Sene 2012 (EC)

## 3. Price of locally sold goods

(Buehler et al., 2020) explain measure has been taken by ministry of trade and industry. Ministry of Trade and Industry to monitor and take measures against individuals and businesses that are exploiting the health situation and profiting from the above-market sell of consumer goods.

## 4. Tax debt Waiver

Ministry of Finance issued a directive on tax debt relief. This directive remits tax debt (including principal tax, interest, and penalties) to mitigate the adverse impact of COVID 19 on taxpayers. The Directive, in general, introduces Remittance of tax debts, deferral of payments, and Incentives applicable to taxpayers that agree to settle tax debts instrumental measures in a given period of time .The directive is applicable to two categories of taxpayers that are engaged in the service, manufacturing, export trade, finance, and construction sectors. **‘Category A taxpayers’** whose accounting period runs up to 2007



E.C and 2014 G.C, benefit from absolute remittance of principal tax, penalty, and late payment interest. '**Category B taxpayers**' whose accounting period runs from 2008-2011 E.C or from 2015-2018 GC also benefit from penalty and interest remittance if they pay 25% of the principal tax owed within 30 days and pay 75% of the principal within one year from the date on which instalment agreement has been signed.

### **2.1.8 Response Framework**

WCMS (2020) Expressed, as national lockdowns became more serious and international borders closed to flights, the prospect of a quick revitalization of tourism has since been dashed in most countries. More immediate needs were required to help hotels and other tourism industries withstand the lack of revenue and assist them to maintain payments to employees, wherever possible.

### **2.2 Empirical Literature**

(*Ditcinf2020d3\_en*, n.d.) Observe major finding from the analysis is that the GDP effects are much greater than the loss of tourist expenditure because of the indirect effects through the supply chain. Is the modelling under or overstating the effects? In the short run, the effects are probably understated because it is assumed that capital and labour can be employed in sectors other than tourism. This is unlikely to be the case because tourism is not the only sector negatively affected. Therefore, there are limited opportunities for re-employment of displaced workers and capital.

Bogale, M., Kelkay, S., & Mengesha, W. (2020) have examined the outbreak of COVID-19 pandemic has devastated Ethiopian economy in general and tourism sector in particular. International and home travel restrictions instantly affected the tourism sector through influencing actors in the tourism systems. Contribution from international and home tourists stopped, benefits from meetings and festivals are collapsed.

Golets, A., Farias, J., Pilati, R., & Costa, H. (2020) reached to conclusion, the COVID-19 pandemic is the worst crisis faced by international tourism since the 1950s when the records began. In the first half of 2020, international tourist arrivals dropped by 65%. This impact has already translated into a loss of about U\$460 billion in export revenues from international tourism, around five times the financial loss of the 2009 global economic

crisis. Also, it has put between 100 and 120 million direct tourism jobs at risk. According to UNWTO scenarios, the return to 2019 tourist arrivals levels would take from two to four years. The contribution, by Donthu, N., & Gustafsson, A. (2020) is titled ‘‘ Effects of COVID-19 on business and research’’. It explored how the COVID-19 pandemic outbreak has forced many businesses to close, leading to an unprecedented disruption of commerce in most industry sectors. Retailers and brands face many short-term challenges, such as those related to health and safety, the supply chain, the workforce, cash flow, consumer demand, sales, and marketing. However, successfully navigating these challenges will not guarantee a promising future, or any future at all. This is because once we get through this pandemic, we will emerge in a very different world compared to the one before the outbreak. Many markets, especially in the fields of tourism and hospitality, no longer exist. All organizational functions are intended to prioritize and optimize spending or postpone tasks that will not bring value in the current environment. Companies, especially start-ups, have implemented an indefinite hiring freeze. At the same time, online communication, online entertainment, and online shopping are seeing unprecedented growth.

### **2.3 Conceptual frame work**

The study emphasises on exploring Effect of covid 19 and recovers strategies on tourism marketing: the case of selected tour operators. Four researches are undertaken where each expert is equal in terms of experience, knowledge and services.

Based on the research foundations analysed with the literature review in chapter two on this study. Three assumptions were defined as truths to provide the required basis for building the Effect of covid 19 and recovery strategy on tourism marketing theory in the present research work.

#### **Hypothesis A:**

Covid 19 Prevention/ mitigation strategies have a positive impact on firms tourism marketing.

This assumption is coherent with Ebrahim, S. H., Ahmed, Q. A., Gozzer, E., Schlagenhaut, P., & Memish, Z. A. (2020) covid 19 mitigation strategies. According to them ,No specific drugs or vaccines are available, and health systems are overburdened everywhere. We have

to rely on targeted, non-coercive, community interventions with sufficient transparency and public engagement and trust, and implement them urgently. Transparency and trust are critical to preserving a calm and compliant response to mitigation advice among the public.

**Hypothesis B:**

*COVID 19 Response* strategies have a positive impact on firms tourism marketing.

Robertson, D., Kean, I., Moore, S., Gurtner, Y. K., Holcombe, C., & Wilks, J. (2006) explore the crisis response strategy includes actions taken leading up to and immediately after the impact of a crisis, to minimize its effects and to manage the consequences. The tasks involved will depend upon the nature and the extent of the crisis, but if a destination is experiencing a crisis imposed by a disaster impacting upon the community, the responsibility for management tasks related to the protection of lives and property will rest with the disaster management agencies. The destination will liaise with those agencies and be part of a coordinated, integrated response to the disaster. It is important that the destination and tourism operators don't undertake tasks which are the responsibility of emergency services or disaster management agencies.

**Hypothesis C :**

*COVID 19 Preparedness* strategies have a positive impact on firms 'covid 19 tourism marketing

This strategy includes the development of plans and programs, systems and procedures, training and testing to ensure that when crises do occur, resources (personnel and equipment) can be mobilized and deployed to best effect to reduce the effects of the crisis and to facilitate the return to normal tourism operations. A key part of crisis preparedness for destinations is the establishment of networks and liaison with relevant government departments and community agencies.

## **Hypothesis D:**

*COVID 19 Recovery competences enhance the response to disruptions for tour operators to get back to their normal operation.*

Rodríguez-Antón, J. M., & Alonso-Almeida, M. D. M. (2020) state that a key concept in The health crisis caused by the pandemic COVID-19 has been of such magnitude that the drop-off in economic and tourist activity in most countries is generating an economic crisis with consequences that are still difficult to measure. The present work analyses the origins and evolution of the coronavirus pandemic and reviews the literature related to the impacts and recovery strategies that were implemented. The influence of the pandemic on the tourism sector and, more specifically, on its hospitality industry is explored in depth. In *addition*, the crisis management strategy of recovery is concerned with the restoration and rehabilitation of regional tourism and its return to full functioning. Business continuity starts with the response to a crisis: taking the earliest opportunity to identify and resolve problems which will disrupt regional tourism operations; to identify strategies and the resources required to restore normal functioning; and to secure the cooperation and assistance of government and community leaders for the crisis response and recovery processes. It is certainly in the community's economic best interests for tourism operators and destinations to be assisted in restoring business activities to pre-crisis levels

Wilks, J., & Moore, S. (2004) used the crises management strategies developed by the United Nations Disaster Relief Organization (UNDRO). The comprehensive crisis management strategies of prevention/mitigation, preparedness, response and recovery (PPRR) have been widely adopted and provide tourism destinations and businesses/organizations with a logical, methodical and interlinked approach to crisis management which has stood the test of time. Although there are variations on the PPRR theme in use (for example, the four Rs – reduction, readiness, response and recovery), prevention/mitigation, preparedness, response and recovery is the terminology used in current risk management processes, and it's the accepted terminology in disaster management. It is appropriate for this guide to use PPRR to be consistent with current practices. PPRR are crisis management strategies, not stages of crisis management. Importantly, prevention/mitigation and preparedness are continuous processes with no end

point. Once a crisis management plan has been developed, for example, staffs has to be trained to the plan, the plan has to be tested and then revised in light of lessons learned, and staff trained and tested to the revised plan: planning is an on-going process.

Mitigation strategies are important independent variables for covid- 19 marketing strategies. This are the evidence used by different researchers. Ebrahim, et al (2020) reviewed the independent variables. The covid- 19 pandemic shall focus a mitigation strategy. Due to, no specific drugs are available, and health systems are overburdened everywhere. We have to rely on targeted, non-coercive, community interventions with sufficient transparency and public engagement and trust, and implement them urgently. Such measures may help delay the exponential spread of the outbreak until drugs become available. Transparency and trust are critical to preserving a calm and compliant response to mitigation advice among the public. According to Ebrahim, etal (2020) explains Cancellation of ad hoc events and suspension of events with super spreader potential, Use of social distancing measures to reduce direct and close contact between people in the community, Travel restrictions, including reduced flights and public transport and route restrictions without compromising essential services, Voluntary home quarantine of members of household contacts, Changes to funeral services to minimize crowd size and exposure to body fluids of the diseased and Clear communication from national and international health authorities to ensure verified information and avoid fake news, rumors, and panic are some of the mitigation strategy . Carabine, E. (2015), explains the independent variable which is disaster preparedness, recovery , response for policy practice and post-disaster

The post- covid 19 recovery plan should involve the conventional disaster response planning; recovery, preparedness and mitigation strategy, However, it must include disaster preparedness using Strategic management, Business risk management analysis.

It is clearly showed from the above discussion that any business needs to prepare for the extraordinary threats, whether they are predicted or not, in order to protect employees, products and profitability and to guarantee continuity of business processes. It is vital to indicate that no planning attempt will be successful without business obligations and leadership of senior management. (Karim, A. J. , 2011 ).

Tourism Marketing recovery strategies

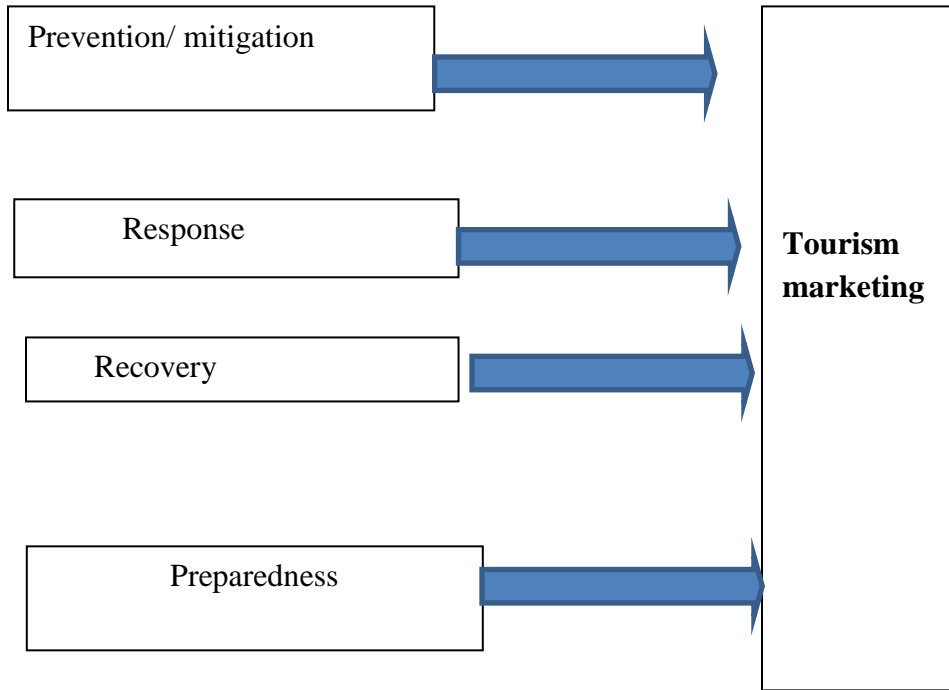


Figure 3.1 :Prevention/ mitigation, Response, Recovery, Preparedness effect on covid 19 pandemic

## CHAPTER THREE

### 4. RESEARCH DESIGN AND METHODS

This chapter will present details of the research design and methodology. This includes the research design, sample size and sampling technique, data source and collection method, and data analysis.

#### 3.1. Research Design

Both descriptive and explanatory study design using quantitative method used to analyse for data collected from tour operator. The reason behind using descriptive study design is because the researcher is interested in describing the existing situation under study. This study used descriptive analysis that describes effect of covid 19 and recover strategies: the case of selected tour operator that lead to tourism marketing. This study also used explanatory study design, to explaining, understanding, predicting and controlling the relationship between variables. The study is cross-sectional in the sense that relevant data collected at one point in time.

#### 3.2. Population and Sampling Technique of the study

A population study is a study of a group of individuals taken from the general population who share a common characteristic. In this study target population of the study was tour operators in Addis Ababa city. Currently, They have employed over 2,921 employees and 565 licensed tour Operators and travel companies. This study will use simple random sampling technique. This is because every object has the same probability being chosen. Based on these the researcher will use the following sample size determination formula to determine the sample size of the population. The formula was developed by Kupper, L. L., & Hafner, K. B. (1989).

It is calculated as follows:

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

Where n is the sample size,

N is the population size, and e is the level of precision or sampling error = ( 0.05)

N= 2821

1+2821(0.0025)

n ≈ 340

### **3.3 Source of data**

To achieve the objectives of the study, the researcher used both primary and secondary data sources. Primary data sources found from tour operators that is found in Addis Ababa, while, secondary data sources used are several related materials, such as, documents of the organization, books, articles, researches and so forth.

### **3.4. Data gathering tools**

Questionnaires and focus group discussion will use as tools in gathering primary data of the study. On the other hand Books, documents of the organizations, internet sources, related articles and researches will serve as tools of data gathering from secondary sources. The questionnaire items will be adopted from previous studies (Dalati, S., & Gómez, J. M. ,2018 ). However, the questions will be modified to suit the study area context and sought respondents' feelings about overall Effect of covid 19 and recover strategies on tourism marketing: the case of selected tour operator in Addis Ababa .The questions that will be analysed using Likert scale with five response categories (strongly disagree, disagree, neither agree nor disagree, agree and strongly agree). The Likert scale method was preferred to make questions interesting to respondents and thereby enhance their cooperation, ultimately to ensure maximum response rate. (Nemoto, T., & Beglar, D. ,2014 ).

### **3.5. Method of data analysis**

The data collected from different sources, processed and analysed using mixed approach such as, descriptive and explanatory data analysis method. To be completed and minimizing error the data that will be collected from the primary survey edited, and coded. Finally the data processed using computer software called Statistical Package for social scientists (SPSS) version 20.

The descriptive statistics includes frequencies, percentages, means and standard deviation and the explanatory data analysis will use inferential statistics includes correlation analysis



and regression analysis. To show the effect of Tourism marketing on covid 19 and recover strategies dimension. The study used Pearson correlation and multiple regression analysis.

The equation of multiple regressions on this study is generally built around two sets of variable, namely dependent variables (Tourism marketing) and independent variables (Prevention / mitigation, Response and recovery, Preparedness, Covid death, confirmed and recovered cases ). The basic objective of using regression equation on this study is to make the researcher more effective at describing, understanding, predicting, and controlling the stated variables.

Regress Tourism marketing on covid 19 and recover strategies dimension

$$Y_i = \beta_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6$$

Where Y is the dependent variable- tourism marketing  $X_2$ ,  $X_3$ ,  $X_4$ ,  $X_5$ , and  $X_6$  are the explanatory variables  $\beta_1$  is the intercept term- it gives the mean or average effect on Y of all the variables excluded from the equation, although its mechanical interpretation is the average value of Y when the stated independent variables are set equal to zero.  $\beta_2$ ,  $\beta_3$ ,  $\beta_4$ ,  $\beta_5$ , and  $\beta_6$  refer to the coefficient of their respective independent variable which measures the change in the mean value of Y, per unit change in their respective independent variables.

### 3.6. Validity

Drost, E. A. (2011) explore the validity of scientific study increases using various sources of evidence. The researcher will use a content validity, as it will assessed how well a set of scale items match with the relevant content domain of the construct that it is trying to measure. Thus, a number of different steps will be taken to confirm the validity of the study, as follows:

- ✓ data were collected from those target population respondents who have good understanding and experiences in the study area.
- ✓ Survey questions will be prepared based on previous empirical research review as well as conceptual questions related to organizational service delivery practice to ensure result validity.

### 3.7. Reliability

Cronbach’s alpha is a tool for assessing reliability scale which normally ranges between 0 and 1. Internal consistency reliability is a measure of consistency between different items of the same construct. If a multiple-item construct measure is administered to respondents, the extent to which respondents rate those items in a similar manner is a reflection of internal consistency. Hence, a multiple–item measurement scale internal consistency method will be used to the study. According to Heo, M., Kim, N., & Faith, M. S. (2015), a Cronbach’s alpha coefficient greater than 0.9 implies excellent, greater than 0.8 is good, greater than 0.7 is acceptable, greater than 0.6 is questionable, greater than 0.5 is poor, and less than 0.5 is unacceptable”.

Based on the principle in order to establish the degree of reliability, consistency, and accuracy of the instrument, a pilot study was conducted. Based on the method the consistency and reliability of the study measured dividing the question based on their dimension as indicated below in the table.

**Table 3.1: Reliability Test of the Study**

#### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.754	.739	4

#### Item Statistics

	Mean	Std. Deviation	N
Corona. Prevention	8.0771	3.30136	288
Corona. Preparedness	10.9182	3.67725	288
Corona. Response	6.4375	3.06061	288
Corona. Recovery	3.3854	2.47230	288

### Inter-Item Correlation Matrix

	Corona.Prevention	Corona.Preparedness	Corona.Response	Corona.Recovery
Corona.Prevention	1.000	.593	.329	.426
Corona.Preparedness	.593	1.000	.044	.340
Corona.Response	.329	.044	1.000	.359
Corona.Recovery	.426	.340	.359	1.000

### 3.8 Ethical Consideration

This section considers ethical issue that needs special attention while conducting the research.

- Voluntary participation of respondents in the research is guaranteed.
- Respondents will participate on the basis of informed consent.
- The use of offensive, discriminatory, or other unacceptable language needs to be avoided in the formulation of Questionnaire.
- Privacy and anonymity of respondents is of a paramount importance.
- Adequate level of confidentiality of the research data should be ensured.
- The research is independent and impartial.

## **CHAPTER FOUR**

### **5. RESULTS AND DISCUSSION**

This chapter deals with the discussion and analysis of data collected from tour operators. It first provides the profile of the respondents and presenting, analysing and discussing the findings.

The report gives information on objective of the study such as the effect of covid-19 and recovery strategies on tour operators. It also shows different methods employed in presenting the findings such as charts and tables. Analyses are presented in the context of demographics information and findings as per study objectives. A total of 340 questionnaires were distributed, and 290 (85%) responses received back. After excluding 8 invalid questionnaires, a total of 290 valid questionnaires were accepted for a response rate of 85 %. Therefore, out of the 340 questionnaires distributed, 290 % of the subjects returned valid questionnaires.

#### **4.1 Demographic Profile of Respondents**

The samples of this study have been classified according to three demographic background information collected during the questionnaire survey. The purpose of the demographic analysis in this research is to describe the characteristics of the sample such as the number of respondents' proportion of males and females in the sample, range of age, and academic qualification of respondents, and other attributes. The demographic composition of the respondents is summarized in the table next page

**Table 4.1: Gender and Age Distribution**

Sex * Age Cross tabulation						
			Age			Total
			21-30	31-40	41+	
Sex	Male	Count	37	99	97	233
		% of Total	12.8%	34.1%	33.4%	80.3%
	Female	Count	31	13	13	57
		% of Total	10.7%	4.5%	4.5%	19.7%
Total		Count	68	112	110	290
		% of Total	23.4%	38.6%	37.9%	100.0%

Source: own survey

Gender distribution of the respondents, 233 (80.3%) of the participants were males whereas the remaining 57 (19.7 %) were females. According to this survey, male respondents are four times higher than the female respondents that 68 (23.4%). the age group of 21-30 and 112 (38.6%) are from 31-40 years. Only 110(37.9%) respondents are above 40years of age showing that most respondents are in the young and middle age most productive age group.

**Table 4.3: Educational Status**

<b>Educational Level</b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
Certificate	2	.7	.7	.7
Diploma	66	22.8	22.8	23.4
BA/BSC Degree	189	65.2	65.2	88.6
Valid MA/MSc Degree	32	11.0	11.0	99.7
PHD	1	.3	.3	100.0
Total	290	100.0	100.0	

Source: own survey

Respondents' educational level rises from Certificate to PHD. It is possible to understand from table:4.3 above that larger number of respondents is BA/BSC holder (65.2% of the total respondents) and the smallest number (1.7%) of respondents has PHD. Still 280 (95.7%) of respondents are diploma and above (Diploma, BA/BSC MA/MSc, PHD). This shows most respondents are educated people. This may also increase the level of certainty of obtaining relevant data from respondent.

**Table 4.4: Occupational and work experience years Crosstabulation Title**

<b>Occupational Title * Work Experience Years Crosstabulation</b>									
			Work Experience Years						Total
			1-3	3-5	5-7	7+	25	30	
Occupational Title	Tour Operator	Count	20	26	47	111	4	0	208
		% of Total	6.9%	9.0%	16.2%	38.3%	1.4%	0.0%	71.7%
	Travel Agency	Count	0	0	0	4	0	0	4
		% of Total	0.0%	0.0%	0.0%	1.4%	0.0%	0.0%	1.4%
	Tour and travel operation	Count	2	12	21	39	0	4	78
		% of Total	0.7%	4.1%	7.2%	13.4%	0.0%	1.4%	26.9%
Total		Count	22	38	68	154	4	4	290
		% of Total	7.6%	13.1%	23.4%	53.1%	1.4%	1.4%	100.0%

The background information of the respondents based on their occupational title show that (71.7%) and of the respondents were tour operators and 26% respondents are participated both tour and travel agents. The remaining respondents 4% occupational title is travel agents. Therefore, the respondents meet with the representativeness of the sample population. 154(53.1%), 68(23.4%), 38(13.1). the respondents have working experience of 7+ years, 5-7 years, 3-5 and 1-3 years respectively. The rest 4 respondents have 25 and 30 years' experience. Given the results from the table we can conclude that majority of the respondents have been in the business for quite a long time meaning we can rely on the information that they provide.

Table 4.5: Respondents view on company source of market with key segments company market crosstabulation

Company Source Of market * What key segments does your Company market Crosstabulation										
			What key segments does your Company market							
			Leisure	Business	Religious	All	Leisure and Photography	Cultural	Leisure&Business	Total
Company Source Of market	Foreign	Count	123	1	1	26	5	3	6	165
		% of Total	42.4%	0.3%	0.3%	9.0%	1.7%	1.0%	2.1%	56.9%
	Domestic	Count	6	0	0	3	0	0	0	9
		% of Total	2.1%	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	3.1%
	Both of them	Count	39	15	0	62	0	0	0	116
		% of Total	13.4%	5.2%	0.0%	21.4%	0.0%	0.0%	0.0%	40.0%
Total	Count	168	16	1	91	5	3	6	290	
	% of Total	57.9%	5.5%	0.3%	31.4%	1.7%	1.0%	2.1%	100.0%	

Source Questionnaire 2021

Table 4.5 depicts that company source of market and which key segments does tourists find appealing .as can be seen in the table 165 respondent identified that the company key segments are leisure from foreign tourists and 116 respondents stated that their tourists key segments are both leisure and business.

What is/are the mitigating action your company have adapt on Employment under COVID-19 pandemic * company been affected Crosstabulation						
			company been affected			
			Very serious impact, leading to serious difficulties in business operations and bankruptcy	Great impact: operations barely maintained	Small impact, some difficulties in business operations, but overall stability	Total
What is/are the mitigating action your company have adapt on Employment under COVID-19 pandemic	Reducing staff	Count	50	34	1	85
		% of Total	17.2%	11.7%	0.3%	29.3%
	Laid off	Count	30	8	0	38



	permanent workers	% of Total	10.3%	2.8%	0.0%	13.1%
	Reduced number of temporary workers	Count	31	15	4	50
		% of Total	10.7%	5.2%	1.4%	17.2%
	Reduced working hours	Count	26	24	1	51
		% of Total	9.0%	8.3%	0.3%	17.6%
	Asked workers to take paid leave	Count	16	4	0	20
		% of Total	5.5%	1.4%	0.0%	6.9%
	Asked workers to take unpaid leave	Count	1	7	0	8
		% of Total	0.3%	2.4%	0.0%	2.8%
	Asked workers to work for reduced pay	Count	25	9	0	34
		% of Total	8.6%	3.1%	0.0%	11.7%
	Downsized staff and office, considering to sell some vehicles	Count	0	4	0	4
		% of Total	0.0%	1.4%	0.0%	1.4%
	Total	Count	179	105	6	290
% of Total		61.7%	36.2%	2.1%	100.0%	

Source Questionnaire 2021

Table 4.6 Respondents view on mitigating action of the covid 19 pandemic

The respondent the majority of 179 respondents have very serious impact, leading to serious difficulties in business operations and bankruptcy, 105 respondents have great impact,

operations barely maintained To mitigate the effect reducing staff is taken by 50 respondents, 30 companies laid off permanent workers.

Table 4.7 Respondents view on measures have applied to help your business to mitigate against the impacts

<b>what measures have applied to help your business to mitigate against the impacts</b>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Temporary closure	43	14.8	14.8	14.8
	Policies Amended cancellations/refund	25	8.6	8.6	23.4
	Investing in renovations, business improvements	76	26.2	26.2	49.7
	Offered lower prices	12	4.1	4.1	53.8
	Cancelled planned upgrades, expansions or improvements	26	9.0	9.0	62.8
	Borrowed working capital loan	68	23.4	23.4	86.2
	Up skilling Staff through online courses and webinars	28	9.7	9.7	95.9
	working on domestic market & borrowed working capital	12	4.1	4.1	100.0
	Total	290	100.0	100.0	

Source: own survey

The respondents applied measures are investing in renovation, business improvements 26.2%, Borrowed working capital loan 23.4%, Temporary closure 14.8, Up skilling Staff through online courses and webinars 9.7%, Cancelled planned upgrades, expansions or improvements 9.0%, Policies Amended cancellations/refund 8.6%.

**Table 4.8: Respondents view on tourist visit the country**

**How many people do visit the country on average in a year \* What key segments does your Company market Cross tabulation**

**What key segments does your Company market \* How many people do visit the country on average in a year Crosstabulation**

			How many people do visit the country on average in a year			
			001-250	251-500	501-750	750-1,000
What key segments does your Company market	Leisure	Count	90	53	19	0
		% of Total	31.0%	18.3%	6.6%	0.0%
	Business	Count	5	4	4	0
		% of Total	1.7%	1.4%	1.4%	0.0%
	Religious	Count	1	0	0	0
		% of Total	0.3%	0.0%	0.0%	0.0%
	All	Count	61	22	0	6
		% of Total	21.0%	7.6%	0.0%	2.1%
	Leisure and Photography	Count	5	0	0	0
		% of Total	1.7%	0.0%	0.0%	0.0%
	Cultural	Count	3	0	0	0
		% of Total	1.0%	0.0%	0.0%	0.0%
	Leisure& Business	Count	6	0	0	0
		% of Total	2.1%	0.0%	0.0%	0.0%
	Total	Count	171	79	23	6
		% of Total	59.0%	27.2%	7.9%	2.1%

Source: own survey

The most average number of people visiting the country through the company is between 250 and 500 tourists in the segment of leisure, Business ,Religious responded by 171 next to that 79 respondent identified 251-500 tourists visited the country for the purpose of leisure, Business & Religious and 23 respondents stated that between 751-1000 tourists visited the country. From this interpretation we can see that there is a significant number of tourists that contacted or acquire service from these companies. And through it is believed to be great sum money is transacted by each business.

**Table 4.9: What key segments does your Company market**

What key segments does your Company market * How many people do visit the country on average in a year Crosstabulation								
			How many people do visit the country on average in a year					Total
			001-250	251-500	501-750	750-1,000	other	
What key segments does your Company market	Leisure	Count	90	53	19	0	6	168
		% of Total	31.0%	18.3%	6.6%	0.0%	2.1%	57.9%
	Business	Count	5	4	4	0	3	16
		% of Total	1.7%	1.4%	1.4%	0.0%	1.0%	5.5%
	Religious	Count	1	0	0	0	0	1
		% of Total	0.3%	0.0%	0.0%	0.0%	0.0%	0.3%
	All	Count	61	22	0	6	2	91
		% of Total	21.0%	7.6%	0.0%	2.1%	0.7%	31.4%
	Leisure and Photography	Count	5	0	0	0	0	5
		% of Total	1.7%	0.0%	0.0%	0.0%	0.0%	1.7%
	Cultural	Count	3	0	0	0	0	3
		% of Total	1.0%	0.0%	0.0%	0.0%	0.0%	1.0%
	Leisure& Business	Count	6	0	0	0	0	6
		% of Total	2.1%	0.0%	0.0%	0.0%	0.0%	2.1%
		Count	171	79	23	6	11	
		% of Total	59.0%	27.2%	7.9%	2.1%	3.8%	

Source: own survey

That above table shows that 231 respondents stated that tourists stay an average of 6 to 15 days in Ethiopia in leisure, business and religious. While 30, 22 and 7 of respondents stated that tourists stay in the country for average days of 1-5, 15-20 and 21-35 days respectively. This shows that majority of tourists visiting Ethiopia stay more than a week in the country, by turn it is expected that the tourists will spend more as the days went which would generate an income for businesses and individuals associated with this business.

#### **4.1 Focus group Interview and data analysis**

Focus group discussion involves gathering people similar backgrounds or experience together to discuss a specific topic. It is a technique involving the qualitative approach use of in depth group interviews in which participants are selected because they are purposive. The researcher moderate zoom based group interview with seven tourism experts. The interview analysis in the following thematically below:

##### **1. What Measure taken immediately as Covid 19 pandemic creates impact on tourism?**

All company interviewed taken Measures are based on directive given from Ministry of Health. settlement of refund, reducing operational costs at first the country have no capacity to test covid 19 as samples are taken to other country which has frustrated the tourists, most of the time they shall be at home for 14 days specially those coming from abroad needs to stay at home. Additional to this Company A , Added “ At that time as we have foreigner tourists on tour in order not to make them shocked by the news we have done communications works, making them calm down and that they shall take health pre-equations ,having contact with companies aboard working with us through email, telephone, report on the case. Company B, who are performing outbound tourism religious tour, leisure but due to the condition of the pandemic they have refunded for about 50 outbound Tourists.

##### **2. What Measures have taken to reduce the impact on employees?**

Company A “reduction of office employees”

Company B “we immediately diversify strategy and employees joined export business as our company have some experience in the sector ”

Company C“ Our company has 23 working staff without including freelance which requires a lot of activities to have them working, and we have tried to participate on domestic

tourism but as a professional we found it a bit hard we have survived up to know by car rent”

Company F “We have investment in intellectual and as I don’t employee many staff I don’t terminate a lot of staff”

Company G “As we have no higher number of staff we have been able to move for some time we have converted the permanent to part time also reduced some two staff due to forced measure and we have straggled by making payment for 9 months, after that we have not been able

3. What was the states of tourism activity at present in your company

Each tour company have states that they don’t have any inbound tourists currently they are shifting to other business already as follows

Company A, car rent, biking tour,

Company B export business as there company have some experience in the sector ,

Company C renting car for instance by opening sovereign at Sheger Park, import export,

Company D Stated that “involving different scholars international exchange of experience we work on art and development by taking adequate professional experience exchange events with partners through integration package also by sending staff abroad to share experience and work. For instance, concerning urban development by taking Bahir Dar City Development Bureau to Brazil, Italy, German, they have shared experience” Company E, car rent.

4. What crisis management action applied to reduce the impact of the pandemic on tourism sector

Company A “we have completed preparation by travel safety protocol, customization and with our workers through this supply chain by informing any customers, guests and sending information we will bring safety measure to customers, other more friendly outdoor activities construction can be performed.

Company F” we are preparing for intensive works because there will be overflow, we have specification as the country is getting good coverage, for good or bad attention can work out as a marketing by itself, the country will be in the ears of many people due to the politics and war this will create awareness which will lead to interest and this will change markets, thus we are appropriately getting prepared, for instance we are making additional website

and advertisement in the past we have made online advertisement, at the present the vaccination is registering good results, and guests having vaccination abroad can visit and restrictions lifted, the problem might be the condition of the war but I believe that it will have some improvement”

5. Do you have marketing strategy devised as new or amended related to the past strategy?

as recovery strategy they are performing cost reduction and reduction of office workers and joining other business sectors

Company A“ Online marketing, website, emails, online travel agents

Company B“ Social media, Virtual webinars

Company C“ by use of existing Virtual webinars and making online platform and using different Product innovation and development and focusing on domestic Tourism”.

Company F“ As to marketing strategy we have considered higher overflow as people have not travel for long period, thus there will be a higher tour explosion and in person I have made interview with one foreign company their plan to travel to Europa was converted to Africa particularly to Ethiopia, thus we shall have a lot of advertisement works and at this moment I am purchasing a lot of domains and Meskel Square project, Unity Park, Entoto related to the country tourism will bring very high change even a turn over load that we cannot carry”.

6. Have you benefited from support measures taken by the government or problems faced on the support

Company A“ Concerning support there has been some directives, for instance up to 2015 related with tax it has been lifted and after that even if loan opportunity plan has been devised there is a problem of implementation we have not been able to benefit from the loan but problem of enactment exist for instance after taking the loan the refund shall be made in 3 months and if not it will be a big problem on the other hand we have requested to rent our duty free imported cars in order to at least benefit domestic tourism but the requested organs i.e Ministry of culture and tourism, Ministry of Finance, Ministry of Finance Revenues has not responded at all.”



Company B“we have not be able to get loan even if directives from the government executed the loan process with banks we have not be able to get the loan”.

Company E“ We have received the first round loan but not by interest rate which are allowed by National bank but by the rate of the private bank. And after that concerning Jobs Creation Commission we have applied it was 4 months know we have no response untie now and on yourself we have started to rent duty free cars and by the income from that we are paying employee salary”.

Company G“concerning loan, in addition we are criticizing only private banks. However, in some banks the problem has been personalize, the letter from national bank regarding the loan has not been provided due to bureaucracy, Vehicles imported as duty free related we have gone through a lot of process to have license but no solution has been given by requesting the case to Ministry of Finance and other Ministry of Transport, Culture and Tourism and also Revenues, however if there is facilitation and support on the other hand we are not allowed to reduce workers and as we inform value added based strategy it was not supported and included in tourism there are a lot of implementation gaps that brings hopelessness, our marketing system using web and some out bound require payment and we have no online payment system it shall be taken as one tour element for online payment facilitation .”

7. what will be better measure that shall be taken to recover from the pandemic

Company A‘ ‘cash Flow, in addition the promotion of the country tourism shall be performed and safety protocols related to Covid 19 in order to welcome tourists like other countries for instance discount on Air ticket, entrance and related discount shall be realized by integration, In order to support the tourism sector especially we need cash flow in addition their shall be associations involvement with Tourism Ethiopia for market development. We have things considered or planned on post Covid, in this regard it will be better if we are able to make some observation on studies or research performed’

Company D“Creation of New tourism strategy shall be the responsibility of Ministry of Tourism and Tourism Ethiopia. The Government stakeholders shall create new strategies by involving tour and travel companies”

Company E “The measure that shall be taken as priority to develop tourism works shall be focused on promotion and also on Embassies and based on information from Embassies website there is 7 days quarantine and Covid committee shall make follow up for this amendment and also for lifting. We can consider experience from Tanzania after occurrence of Covid the country joins tourism and invite guests as the first country and by familiarizing two or three trip preparation they are still active. There shall be a condition facilitated so that Airlines, Hotels and Lodge, Tour and Travel Companies mutually make price reduction.”

Company F “How to revive tourism was hard to say, all countries throughout the world has not recovered it will be difficult to say X country and Y country experience on study and success story. It was not a domestic problem but an international pandemic problem. To be realistic a lot cannot be done but natural sequence followed if vaccination having better cure was found the case will be back to normal. We are receivers of tourists but not sources and majority of tourists coming to Ethiopia are retired above 50 years of age reach and able to afford which means they will have no problem to come”

## **4.2 Test results for the classical linear regression model assumptions**

In this study as mentioned in chapter three diagnostic tests were carried out to ensure that the data fits the basic assumptions of classical linear regression model. Consequently, the results for model misspecification tests are presented as follows:

### **4.2.1 Test for average value of the error term is zero ( $E(u_t) = 0$ ) assumption**

The first assumption required is that the average value of the errors is zero. In fact, if a constant term is included in the regression equation, this assumption will never be violated. Therefore, since the constant term (i.e.  $\alpha$ ) was included in the regression equation, the average value of the error term in this study is expected to be zero.

### **4.2.2 Test for homoscedasticity assumption ( $Var(u_t) = \sigma^2$ )**

In this study as shown in figure 4.2, the scatterplot of the residuals will appear right below the normal P-P plot in the output. The data equally distributed above and below zero on the X axis, and to the left and right of zero on the Y axis. The data residuals are normally distributed and homoscedastic. Therefore, it is linear.

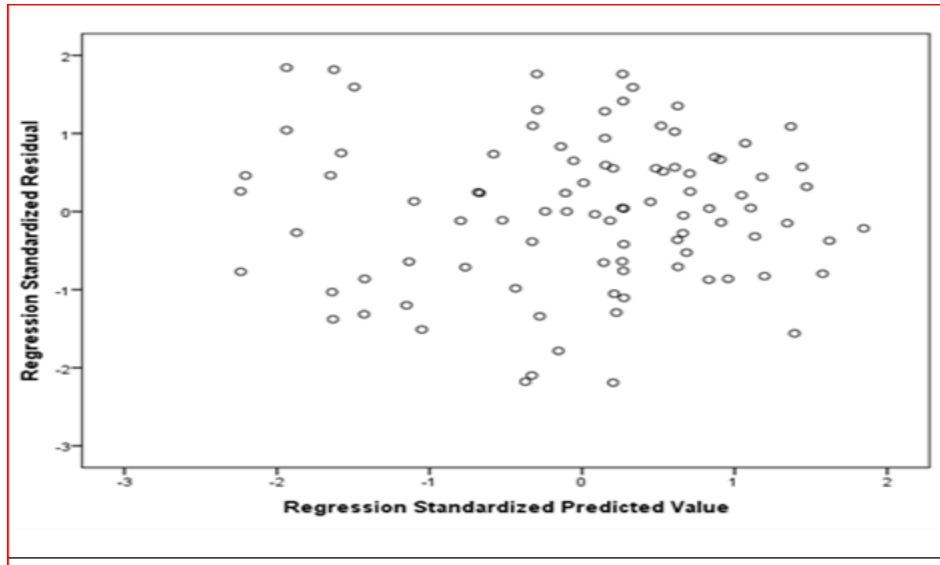


Figure 4.2: test of homoscedasticity

#### 4.2.3 Multicollinearity test.

The researcher checks absence of multicollinearity using VIF values. Scroll up to your Coefficients table. All the way at the right end of the table, you will find your VIF values. Each value is below 10, indicating that the assumption is met. Therefore, there is no multicollinearity in this research variables test

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	20.359	1.071		19.007	.000		
	Corona.Prevention	.272	.104	.175	2.620	.009	.643	1.556
	Corona.Preparedness	-.264	.094	-.189	-2.817	.005	.637	1.570
	Corona.Response	-.572	.097	-.341	-5.916	.000	.866	1.155
	Corona.Recovery	-.248	.120	-.120	-2.064	.040	.857	1.167

a. Dependent Variable: Tourismmarketing

Table 4.10: multicollinearity test using VIF values

#### 4.2.4 Normality Test

The researcher got normal regression output, but you will see a few new tables and columns, as well as two new figures. In the normal P-P plot, there is a bunch of little circles. My data is normal; the little circles follow the normality line.

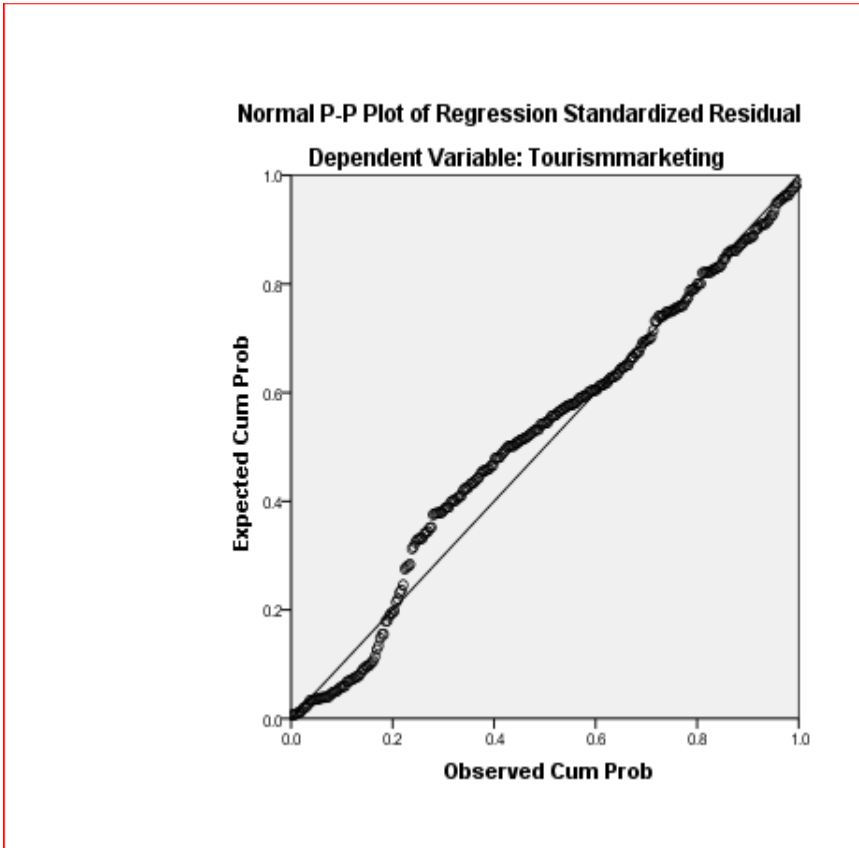


Figure 4.1: Normality Test

**Table 4.11: one sample Kolmogorov-Smirnov Test**

One-Sample Kolmogorov-Smirnov Test						
		Corona. Prevention	Corona. Preparedness	Corona. Response	Corona. Recovery	Tourismmarketing
N		288	290	290	290	290
Normal Parameters <sup>a,b</sup>	Mean	8.0771	10.9079	6.4172	3.3828	15.1897
	Std. Deviation	3.30136	3.67676	3.06125	2.46534	5.12626
Most Extreme Differences	Absolute	.149	.100	.192	.243	.234
	Positive	.149	.100	.192	.243	.129
	Negative	-.120	-.097	-.112	-.167	-.234
Kolmogorov-Smirnov Z		2.527	1.704	3.272	4.146	3.979
Asymp. Sig. (2-tailed)		.000	.006	.000	.000	.000
a. Test distribution is Normal.						
b. Calculated from data.						

### 4.3 Correlation Analysis between covid -19 effect on tourism marketing strategy

To find out the relationship between covid -19 effect on tourism management dimensions and marketing strategy, Pearson’s correlation coefficient (r) which measures the strength and direction of a linear relationship between two variables is used. Values of Pearson’s correlation coefficient are always between -1 and +1. A correlation coefficient of +1 indicates that two variables are perfectly related in a positive sense; a correlation coefficient of -1 indicates that two variables are perfectly related in a negative sense, and a correlation coefficient of 0 indicates that there is no linear relationship between the two variables. A low correlation coefficient; 0.1 - 0.29 suggests that the relationship between two items is weak or non-existent. If r is between 0.3 and 0.49 the relationship is moderate. A high correlation coefficient i.e. >0.5 indicates a strong relationship between variables. The direction of the dependent variable's change depends on the sign of the coefficient. If the coefficient is a positive number, then the dependent variable will move in the same direction as the independent variable; if the coefficient is negative, then the dependent variable will move in the opposite direction of the independent variable. Hence in this study both the direction and the level of relationship between the dimensions of covid 19 effect and marketing strategy are conducted using the Pearson’s correlation coefficient. The table below presents the result of the correlation analysis made using bivariate correlation.

Table 4.12: The relationship between covid 19 effect dimensions and marketing recovery plan.

		Corona. Prevention	Corona. Preparedness	Corona. Response	Corona. Recovery	Tourismmarketing
Corona.Prevention	Pearson Correlation	1	.693**	.794	.715	.050
	Sig. (2-tailed)		.000	.000	.000	.000
	N	288	288	288	288	288
Corona.Preparedness	Pearson Correlation	.693**	1	.049	-.071	.650
	Sig. (2-tailed)	.000		.410	.225	.115
	N	288	290	290	290	290
Corona.Response	Pearson Correlation	.794	.049	1	.357**	.650**
	Sig. (2-tailed)	.000	.410		.000	.000
	N	288	290	290	290	290
Corona.Recovery	Pearson Correlation	.715	-.071	.357**	1	.694**
	Sig. (2-tailed)	.000	.225	.000		.000
	N	288	290	290	290	290
Tourismmarketing	Pearson Correlation	.650	.694	.794**	-.225**	1
	Sig. (2-tailed)	.000	.001	.000	.000	
	N	288	290	290	290	290

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The result correlation analysis implied that, all of the independent variables positively correlated with tourism marketing, when the study compares the relative correlation between covid 19-effect dimensions and tourism marketing, corona response highly correlated with tourism marketing ( $r = .774^{**}$ ) followed by corona preparedness ( $r = .693^{**}$ ), corona recovery ( $r = .715^{**}$ ), corona prevention ( $r = .636^{**}$ ). When we look at the inter correlation between covid 19 prevention and recovery strategy dimensions we can see that there is a positive and significant relationship between all independent variables with the dependent one, which implies that a change made in one of the covid 19-prevention and recovery strategy.

#### 4.4. Multiple Regression Analysis

Multiple regression analysis was employed to examine the effect of covid 19 prevention strategy on tourism marketing rendered in Addis Ababa selected tour operator on covid 19 prevention and recovery tourism marketing. The result also helps us to understand which

variables among the four independent variables are more determine firm’s tourism recovery plan. The findings further indicate model summary result, ANOVA and coefficient of multiple regressions.

Table 4.13: regression model Summary

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.880 <sup>a</sup>	.860	.780	4.66134	.001

a. Predictors: (Constant), Corona.Recovery, Corona.Prevention, Corona.Response, Corona.Preparedness

b. Dependent Variable: Tourismmarketing

As it can be depicted from the table there is a positive and statistically significant relationship between independent and dependent variables. In overall, the results revealed that all independent variables accounted for 88% of the variance in tourism marketing strategy ( $R^2 = 0.780$ ). Thus, 78 % of the variation of firms’ marketing strategy can be explained by the four covid -19 tourism marketing recovery plan, questions and other unexplored variables may explain the variation in customer satisfaction is accounted 17 %.

Table 4.14 ANOVA analysis

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	110.450	8	12.500	109.140	.000 <sup>b</sup>
	Residual	6.400	62	.117		
	Total	116.850	70			

a. Dependent Variable: Tourismmarketing

b. Predictors: (Constant), Corona.Recovery, Corona.Prevention, Corona.Response, Corona.Preparedness

The result in the ANOVA table confirmed the significance of the overall model by p-value of 0.000 which is below the alpha level, i.e. 0.05, which means, the independent variables taken together have statistically significant relationship with the dependent variable under study.

**Table 4.15 Coefficient value of multiple regression analysis**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	630	.-	.071	-7.396	.000
	Corona. Prevention	.903	.104	.820	25.620	.000
	Corona. Preparedness	-.264	.094	-.300	-6.417	.000
	Corona. Response	.451	.097	.341	5.916	.000
	Corona. Recovery	.221	.120	.561	2.064	.000
a. Dependent Variable: Tourism marketing						

In the table-4.9, unstandardized coefficients indicated how much the dependent variable varies with an independent variable, when all other independent variables are held constant. The beta coefficients indicated that how and to what extent the independent variables influence the dependent variable. Accordingly the result coefficient value of multiple regression analysis indicated that, prevention, (beta = .820, t = 25.620, p = <.000 ), Recovery (beta = .561, t =2.064, p = .000) and Response (beta =.341, t=5.916, p<.000) has the highest influence or significant impact on firm’s recovery marketing plan. However, preparedness (beta =-.300, t=- 6.417, p< .000), have a relatively lower impact on covid 19 tourism marketing recoveryplan of the study area.In general, the findings result of multiple regression analysis, indicate that, not all of the covid 19 marketing tourism marketing dimensions have positive. Out of the four covid-19 tourism marketing recovery plan dimensions four dimensions (prevention, response and recovery) have positive and



significant effects on Marketing recovery .On the other hand, corona preparedness has a negative and insignificant influence on Marketing recovery.

### **Mathematical Valuation**

$$Y_i = \beta_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6$$

Where Y is the dependent variable- tourism marketing plan

**X2, X3, X4, X5, and X6** are the explanatory variables (or the regressors)

**$\beta_1$**  is the intercept term- it gives the mean or average effect on Y of all the variables excluded from the equation, although its mechanical interpretation is the average value of Y when the stated independent variables are set equal to zero.

**$\beta_2, \beta_3, \beta_4, \beta_5, \text{ and } \beta_6$**  refer to the coefficient of their respective independent variable which measures the change in the mean value of Y, per unit change in their respective independent variables.

$$= -.630 + .903X_2 + .264X_3 + .4511X_4 + .221X_5$$

**X2 represents Prevention**

**X3 represents Preparedness**

**X4 represents Response**

**X5 represents Recovery**

### **4.6. Discussion of Results**

This section discusses the findings of the statistical analysis in relation to the previous research and literature. The result of this study indicates that tangibility has a positive and significant effect on covid 19- tourism marketing recovery plan . This finding is supported by (Mekonnen Bogale<sup>1</sup>, Shimekit Kelkay, Wubishet Mengesha, 2020) , found that response , recovery and prevention has a positive and significant effect on covid 19 tourism recovery plan SME's around the tourism sector that provides connecting services lost their market. Financial benefits obtained from travellers' life insurance and foreign currency are ceased. The behaviour of thousands of employees in the sector has panicked a lot due the high possibility of losing their jobs.

This finding is also supported by (Jürgen Schwettmann, 2020) reported that corona response has a positive and significant effect on tourism marketing recovery plan. Measures to contain the spread of the virus, such as those mentioned (lockdowns, travel bans, border closures, systematic quarantines for incoming visitors, stay-at-home orders, night curfews, ban on public gatherings, closures of markets, shops, restaurants, hotels, bars etc.); such measures were taken, albeit to varying degrees, by virtually all African countries. Many countries have since eased some of these restrictions in a bid to reopen the national economy. The report conclusion explores, measures to improve and expand health facilities and services, to import medical equipment and supplies, and hire additional doctors and nurses and measures that support the economy; these include fiscal stimuli, monetary interventions (lowering of interest rates, devaluation of the national currency, massive liquidity injection into the banking system, increased credit ceilings, etc.), as well as central bank interventions.

The finding of this study also indicates that reliability has a positive and significant effect on customer satisfaction. This finding is supported by ( Tourism south Africa, 2020) reported that The most commonly applied mitigation measures by businesses are temporary closure at 69%, supporting deferment instead of cancellation at 60%, and significant downscaling at 58%.

The study conclude that corona preparedness insignificance effect on has no contribution to tourism marketing recovery plan. Moreover, the result of this study also indicates that preparedness has a negative and significant effect on tourism marketing recovery plan.

In overall, the results revealed that all independent variables accounted for 86% of the variance in tourism marketing recovery plan ( $R^2 = 0.86$ ). Thus, 86 % of the variation of firm's tourism marketing recovery plan can be explained by the five covid 19 tourism marketing recovery plan dimensions questions and other unexplored variables may explain the variation in customer satisfaction is accounted 14 %.

Furthermore, from the findings of this study, researcher found out that not all of the covid 19 marketing recovery plan dimensions have positive effects on tourism marketing Out of the four covid 19 marketing recovery plan dimensions four dimensions (prevention, response, and Recovery ) have positive and significant effects on covid 19 marketing

recovery plan . On the other hand, preparedness has a negative and significant effect on covid 19 marketing recovery plan. The results of this study further indicate that prevention is the most important factor to have a positive and significant effect on customer satisfaction.

## CHAPTER FIVE

### 5. SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.1. Summary

The study was intended to investigate Effect of covid 19 and recover strategies on tourism marketing: the case of selected tour operator in. Primary data was collected through questionnaire. 292 respondents randomly selected from tour and travel operators and data was processed with computer software called SPSS 22.

The results of background information of respondents indicated that majority of the total respondents (80.3%) are male, (76%) aged in the range of 31-41years, (65%) are degree holders, and (71%) of the respondents are Tour Operator.

On 23 March, the Prime Minister announced that public spending would be increased to Birr 5 billion (USD 154 million or 0.15 % of GDP). On 3 April, the Prime Minister's Office announced a COVID-19 Multi-Sectoral Preparedness and Response Plan, with prospective costing of interventions. The plan is to be implemented over the next three months and will require USD 1.6 billion in funding (about 1.6 % of GDP). On 7 April, the Government presented its COVID-19: Economic Impact Responses Assessment and Policy Report. (IMF Policy Tracker , 2020 )

The result correlation analysis implied that, all of the independent variables positively correlated with tourism marketing , when the study compare the relative correlation between covid 19-effect dimensions and tourism marketing , corona response highly correlated with tourism marketing ( $r = .779^{**}$ ) followed by corona preparedness ( $r = .693^{**}$ ), corona recovery ( $r = .715^{**}$ ), corona prevention ( $r = .636^{**}$ ) and assurance ( $r = .566^{*}$ ). There is a positive and statistically significant relationship between independent and dependent variables. In overall, the results revealed that all independent variables accounted for 88% of the variance in tourism marketing strategy ( $R^2 = 0.830$ ). Thus, 83 % of the variation of firms' marketing strategy can be explained by the four covid -19 tourism marketing recovery plan, questions and other unexplored variables may explain the variation in tourism marketing is accounted 17 %.

## 5.2. Conclusion

The research was intended to take an valuation on covid 19- on selected tour agent and its effect on tourism marketing recovery strategy plan, an assessment taken in tour operation in Addis Ababa. To conduct the research 290 employ where randomly selected. Based on the presentation and analysis of the data obtained, the main conclusions and recommendations are summarized in this chapter.

- ❖ According to analytic results, this study examined the covid 19 in the selected tour operator on tourism marketing affected by various determinant factors. The findings of the research indicate that tourism marketing recovery plan towards the selected tour operators. In Addis Ababa covid -19 effects significantly and positively influenced by preventive, response, recovery and negatively influenced by preparedness. From this finding, it is clear that the covid 19 marketing recovery plan expectation exceeds well in corona preventive, corona response and corona recovery.
- ❖ There was a problem in Tour operators firm in Addis Ababa to meet the expected covid 19 marketing strategy regarding Prevention/Mitigation strategy. Covid 19-pandemic is A new source of risk to the tourism business/organization or destination identified and the implementation of risk treatment measures assessed. Stop activity due to the COVID-19 pandemic had an immediate effect on employment. Most of the tour operator questioned in the study closed the office.
  - ❖ In response to the COVID-19 pandemic, Ethiopia had implemented lockdowns, travel restrictions, social distancing policies, and workplace and school closures. These necessary measures aim the cause of unemployment and tour operators lost their job. Closure of borders, travel bans and quarantine measures in many countries directly affect the tourism sector.

## **5.3 Recommendation**

### **Loans Arrangement**

In a letter dated May 3, 2012, the National Bank of Ethiopia (NBE) allocated Birr 845.48 million for employees six-month salary and working capital to support the affected Hotel and tourism sectors and this arrangement is ended on 10 November 2020, because of the continued negative impact of the pandemic and lower performance of private banks second round loan arrangement extended up to June 2021. However, Tour Operators interviewed and informed the media, The national bank, through their association different problems but the problem was not resolved, Thus, the following action forwarded to overcome the problem.

- ✓ Extension of loan arrangement
- ✓ Amend the directives by considering the nature of Tourism Business
- ✓ Loan payment extension
- ✓ Regulate Binding instruction and monitor the private banks regarding on the support given to the Tourism sector

### **Renting duty free vehicles**

Other temporary business asset, such as renting duty-free vehicles to private companies, nongovernmental NGOS have to be approved in order for companies to cover employee salaries.

### **Temporary Incentives**

Various temporary incentives (special incentives) which attract tourists need to be prepared, such as the following

- ✓ Providing free visa
- ✓ reducing entrance fee costs on attraction site
- ✓ Airline ticket discount
- ✓ Special short term offers

- ✓ Reducing cost of transportation and related charges on tourists

### **Tax deferment**

linked to tax discussion for tour operators with Ministry of Finance & Ministry of Revenue to be clear how they pay tax in the future, and to get qualified tax office to audit them for the future, the government should design response measures and strengthen cooperation among government's industry stakeholders these measures should not only address the survival of the sector, but also ensure its preparedness to contribute to the economic recovery once the crisis is over.

### **Safety and Security alert system**

To know about security and safety issues and to be able to call assistance if tourists in trouble somewhere internal consultant have to be organized additional to this unnecessary restrictions and negative travel advice from the media and foreign offices have to be addressed on regular basis

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## **APPENDIX I**

### **QUESTIONNAIRE**

**St. Mary's University**

#### **SCHOOL OF GRADUATE STUDIES DEPARTMENT OF MARKETING MANAGEMENT**

I, Kidist Hailu, is currently conducting a research for the completion of my MA Degree in Marketing Management. The research is a study being conducted to measure Effect of COVID 19 and Recover Strategies on Tourism Marketing: The case of selected Tour Operator

Your willingness and cooperation for the collection of reliable information is very well appreciated and the information you provide will be used only for academic purpose, and it all shall be kept in high confidentiality. Having your full right to participate on the in the survey, please note that there won't be any need to write your name and identity but some personal and non-confidential information that can help identify the demography.

I thank you very much for your tireless cooperation and assistant as it will be a vital input for the success of this research. Should you need further information or clarification about the survey or the research in general, please feel free to contact me physically or on phone +251913 106963 and email ([kidisthailu612@gmail.com](mailto:kidisthailu612@gmail.com))

#### **Part One: Personal Information**

For the overall assessment of the survey and understanding the respondents in general, the first part of the survey includes some personal but non-confidential questions to be answered by the respondents and your cooperation is very much appreciated.

No.	Questions	Answer	
1.	Gender	Male	1
		Female	2
2.	Age	21-3	1
		31-40	2
		41+	3
			4
3.	Educational Qualification	Certificate	1
		Diploma	2
		BA/BSC Degree	3
		MA/MSC Degree	4
		other	
4.	Occupational	Tour Operator	1
		Travel Agency	2
		Tour and travel operation	3
5.	Work Experience Years	1-3 Years	1
		3-5 Years	2
		5-7 Years	3
		7+ Years	4
		other	5

#### Part Two: The Tourism Market Environment in Ethiopia

On this part of the questionnaire, the Ethiopian tourism market environment through the company you're working at will be assessed considering the business performance from

June 2019-June 2020 and for each of the questions there are 4 given responses which one of them you will be choosing by marking the box with the responses. If your answer isn't in one of the predicted responses mentioned, please feel free to specify it on the fifth choice given under each questions.

1. Please indicate the company sources of market
  - Foreign
  - Domestic
  - Both of them
2. How many people do visit the country on average in a year through the company you're working at?
  - 001-250
  - 501-750
  - 750-1,000
  - 1,000+
3. How many days do the tourists stay in the country on average?
  - 01-05
  - 06-15
  - 15-20
  - 20-35
  - Above 35
4. What key segments does your Company market
  - Leisure
  - Business
  - Religious
  - Other
5. How your company been affected by the Coronavirus pandemic?
  - Very serious impact, leading to serious difficulties in business operations and bankruptcy
  - Great impact: operations barely maintained
  - Small impact, some difficulties in business operations, but overall stability
  - Positive impact, providing new opportunities for development

- Other

6. What is/are the mitigating action your company have adapt on Employment under COVID-19 pandemic?

- Reducing staff
- Laid off permanent workers
- Reduced number of temporary workers
- Reduced working hours
- Asked workers to take paid leave
- Asked workers to take unpaid leave
- Asked workers to work for reduced pay

7. what measures have applied to help your business to mitigate against the impacts

- Temporary closure
- Amended cancellations/refund Policies
- Investing in renovations, business improvements
- Offered lower prices
- Cancelled planned upgrades, expansions or improvements
- Borrowed working capital loan

For the next questions kindly rate the statements with the provided rating scales.

- 1-Already done
- 2-Considering
- 3-Not considering
- 4-Not applicable
- 5-I don't know

Kindly note that for one statement the response choice should be one

Covid 19 prevention					
Statement	1	2	3	4	5
Conducted a risk management process which identifies analyses, evaluates and treats risk to your destination or business					
Continuing to monitor and evaluate new sources of risk					
The company monitor and evaluate the progress of risk treatment measures					
The company attend multi-agency disaster management meetings or maintain information on their current activities					
The company established effective liaison with National Ministries or regional Committee					
Preparedness	1	2	3	4	5
Prepare an action plan, checklist, special cleaning and disinfection					
In collaboration with suppliers and partners, introduce COVID-19 contingency plan					
Train all staff to prepare and execute on operational plans by appropriate experts and latest advice from public health authorities and Ministry of Culture and Tourism					

Identifies control and coordination arrangements					
Includes Standard Operating Procedures					
Identifies information management requirements					
Establishes communications methods					

For the next questions kindly rate the statements with the provided rating scales.

- 1-Already done
- 2-Considering
- 3-Not considering
- 4-Impossible to apply

Kindly note that for one statement the response choice should be one

Response	1	2	3	4
The company are being developed tactical and strategic plans				
The company established covid 19 task force heeded by the CO prevention team has identified business continuity issues and Priorities area				
Explore collaboration with health care centers and police stations at destinations if possible medical/travel insurance companies				



## Recovery

What is your Top five needs to recover your business

- Financial support for recovery
- Tax deferrals
- Commercial debt repayment support
- Advise on tactical and strategic business continuity plans
- Virtual training for upskilling entrepreneurs and staff
- Advice and follow up on health and safety precautions or certification
- Advise on making timely promotional discounts at sectarian level
- Support for freelance tourism service providers

What is your Top five needs to recover your business from the above

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

4 \_\_\_\_\_

5 \_\_\_\_\_

## **Appendix II**

### **FGD interview questions**

1. What was the measure taken immediately as Covid 19 pandemic creates impact on tourism?
2. What was the states of tourism activity at present in your company?
3. What preparations have you made in order to continue your work by making tolerance?
4. Please make clarification on measures taken in order to preserve directly or indirectly working in tourism or reduce the impact?
5. Do you have marketing strategy devised as new or amended related to the past strategy?
6. Have you benefited from support measures taken by the government or problems faced on the support?
7. what will be better measure that shall be taken to revive or rehabilitate the tourism sector? You can mention the experience from other countries

## Regression

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.880 <sup>a</sup>	.860	.780	4.66134	.001

a. Predictors: (Constant), Corona.Recovery, Corona.Prevention, Corona.Response, Corona.Preparedness

b. Dependent Variable: Tourismmarketing

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	110.450	8	12.500	109.140	.000 <sup>b</sup>
	Residual	6.400	62	.117		
	Total	116.850	70			

a. Dependent Variable: Tourismmarketing

b. Predictors: (Constant), Corona.Recovery, Corona.Prevention, Corona.Response, Corona.Preparedness

## correlation

Correlations

		Corona. Prevention	Corona. Preparednes s	Corona. Response	Corona. Recovery	Tourismmark eting
Corona.Prevention	Pearson Correlation	1	.693**	.794	.715	.050
	Sig. (2-tailed)		.000	.000	.000	.000
	N	288	288	288	288	288
Corona.Preparedness	Pearson Correlation	.693**	1	.049	-.071	.650
	Sig. (2-tailed)	.000		.410	.225	.115
	N	288	290	290	290	290
Corona.Response	Pearson Correlation	.794	.049	1	.357**	.650**
	Sig. (2-tailed)	.000	.410		.000	.000
	N	288	290	290	290	290
Corona.Recovery	Pearson Correlation	.715	-.071	.357**	1	.694**
	Sig. (2-tailed)	.000	.225	.000		.000
	N	288	290	290	290	290
Tourismmarketing	Pearson Correlation	.650	.694	.794**	-.225**	1
	Sig. (2-tailed)	.000	.001	.000	.000	
	N	288	290	290	290	290

\*\* Correlation is significant at the 0.01 level (2-tailed).