



**ASSESSMENT OF CHALLENGES IN TOURISM MARKETING
PRACTICES DURING COVID-19 IN THE CASE OF TRAVEL
AGENCY IN ADDIS ABEBA**

BY

Haregewoyn Ayalew

*A THESIS SUBMITTED TO SAINT MARRY UNIVERSITY IN PARTIAL
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Advisor: Shiferaw Mitiku (PhD)

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School of Graduate Studies Business Administration
Masters Program

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By
Hargewoyn Ayalew

Approved by Board of Examiners

Dean, Graduated Studies

Signature

Date

Advisor

Signature

Date

External Examiner

Signature

Date

Internal Examiner

Signature

Date

DECLARATION

Haregewoyn Ayalew, I do hereby declare to the senate of St. Mary University that the work which is being presented in this thesis entitled “Assessments of Challenges in Tourism Marketing Practices During COVID-19 in the case of Travel Agency in Addis Ababa” is original work of my own, has not been presented for a degree of any other university and that all sources of material used for the thesis have been duly acknowledged.

Haregewoyn Ayalew(Candidate)

Date

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

Shiferaw Mitiku (PhD)

Date

CERTIFICATION

This is to certify that Ms. Haregewoyn Ayalew has properly completed her research work entitled “Assessments of Challenges in Tourism Marketing Practices during COVID-19 in the case of Travel Agency in Addis Ababa” with my guidance through the time. In my suggestion, her task is appropriate to be submitted as a partial fulfillment for the requirement of the award of the Degree of Masters of Business Administration from Saint Marry University.

Research Advisor

Shiferw Mitiku (PhD)

Signature and Date:

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Haregewoyn Ayalew

LIST OF ABBREVIATIONS AND ACRONYMS

A.A	Addis Ababa
R & D	Research and Development
Sd	Standard Deviation
SPSS	Statistical Package for the Social Sciences
T&D	Training and Development
WTO	World Tourism Organization
UNWTO	United Nation World Tourism Organization

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ABSTRACT

The tourism marketing and its development have gained a great attention and have been adopted as a policy in tourism planning by many governments and concerned bodies. Thus, the study aimed to analyze the tourism marketing practices, strategies and identify the challenges in Addis Ababa during COVID-19. This study used a descriptive research design and distributed 305 questionnaires for local and international tourists and tour operators. Add to this, interviews were made with purposely selected experts from marketing department of the Addis Ababa culture and tourism office. Accordingly, the study found that the marketing practices of tourism in Addis Ababa during COVID-19 place, price, people, process, partnership and promotion were found to be practiced well. While, product, programming, physical evidence and packaging exhibited inferior insufficient during COVID-19. Poor positioning strategy was found in terms of its tourism strategy. UN expanded resource and development activities and travel restrictions were found to be the impeding tourism marketing major challenges in Addis Ababa during COVID-19. The independent t test analysis found that tourists and tour operators has similar marketing mix practices in terms of price, product, promotion, place, people, process, physical evidence, partnership, programming and packaging. For this reason, the study recommends that to develop new products and good programming to return the tourist experience during COVID-19. The exceptional positioning strategy of tourism sectors to promote to the customers in order to create the image of Ethiopia tourism market.

Key Words: Covid-19, Challenges, Marketing Strategies, Tourism Practices

CHAPTER ONE

INTRODUCTION

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

1.1 Background of the Study

An infectious disease caused by a novel corona virus called COVID-19 has raged across the world since December 2019. The novel corona virus first appeared in Wuhan, China, and quickly spread to Asia and now many countries around the world (WHO, 2020).

Tourism is a very competitive industry; the traveler has a wide range of options and gives attention for those which are good value for money. Inadequate quality infrastructure, uncompetitive rates, indifferent or product with poor quality, complexity in getting access to information on travel and tourist destinations, unskilled service providers have really negative effect on the competitiveness of the tourism product (Kotler, Bowen, & Makens, 2010).

The COVID-19 pandemic has been a health and economic crisis with devastating effects on developing countries, especially those dependent on tourism. As governments have attempted to protect their populations, lockdowns, quarantines, and major restrictions on national and international mobility were implemented. This unprecedented outbreak caused massive destruction on the global economy by affecting global supply chain integration, travel, human behavior, the leadership, and commodity markets. The number of international tourist arrivals declined by 74 percent in 2020 compared with the previous year (UNWTO Tourism Dashboard). In many developing countries, arrivals were down by 80-90 percent. The beginning of the year 2021 has been worse for most destinations, with an average global decline of 88 percent compared with pre-pandemic levels, although the northern summer and autumn may see a significant improvement for some destinations, in particular for domestic and regional travel (UNCTAD, 2020).

In Africa, besides loss of human life, business operation of various sectors such as manufacturing, service, construction, and tourism are highly affected. African economic growth, as per the prediction of Economic Commission for Africa (ECA, 2020), decreases to 1.8 percent in the best case scenario and a contraction of 2.6 percent if the worst case happen.

In Ethiopia, as the number of cases of COVID-19 slightly increased, the government has declared lockdown causing hindrance of human mobility and any social interactions. 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.

1.2 Statement of the Problem

Tourism sector is one of the sectors massively hit by spread of Corona virus in Ethiopia. As corona virus is emerged in Wuhan, China, and spread to the rest of the world and causing toll of human life, governments and institutions (like WHO) declared travel restrictions as well as human gathering by giving priority to human life. In addition, as COVID 19 is transmitted from people to people in various ways, the public lost its confidence to appear in public gatherings like cultural events and occasion which contributed to loss of income and markets for the sector. Thus, supply and demand in the sector is completely collapsed.

The COVID-19 crisis has led to a collapse in international travel. According to the World Tourism Organization (2021), international tourist arrivals declined globally by 73 percent in 2020, with 1 billion fewer travelers compared to 2019, putting in danger between 100 and 120 million direct tourism jobs. This has led to massive losses in international revenues for tourism-dependent economies.

Countries and regions have implemented different measures and restrictions to slow down COVID-19 pandemic. Many of these measures like, community lockdown, international travel ban, domestic movement restriction and quarantine together with changing tourist perceptions of security, destinations and travel modes have severely impacted the tourism industry (Do, B.*et.al*, 2021).

Besides of the pandemic, marketing strategies are among the factors which slow up Ethiopian tourism destination in general and in particular. Even though marketing role is significant in tourism sector to promote and attract tourists to the tourism destination, As to the current researcher`s knowledge, no research has been done on assessment of marketing strategies to promote tourism in Ethiopia during COVID-19 and travel agency in particular. Therefore, this

study aims to assess the tourism marketing strategy and identify its challenges during COVID-19 outbreak on Ethiopian tourism and travel agency in particular and explore their strategic responses to the pandemic. The study focuses on travel agency, because these firms play an important role in Ethiopian tourism development.

1.3 Research Questions

In light of the above mentioned problem statement, the following basic research questions were addressed:

1. How travel agency practiced their marketing strategy (segmented, targeted and positioned) during COVID-19?
2. How tourism marketing mixes is being practiced by travel agents during COVID-19?
3. What are the challenges affecting tourism marketing practice of travel agents during COVID-19?

1.4 Research Objective

1.4.1 General Objective

The general objective of the study is to assess the tourism marketing practices and identify its challenges during COVID-19 in Addis Ababa.

1.4.2 Specific Objectives

- To examine the marketing strategies (segmenting, targeting and positioning strategy) of travel agency during COVID-19 in Addis Ababa.
- To assess the tourism marketing mixes practices devised as marketing strategies during COVID-19.
- To identify the challenges affecting the tourism marketing practice of travel agency during COVID-19.

1.5 Scope of the Study

In order to make the study being manageable it is necessary to define the delimitation of the study. Thus, the study was delimited conceptually, methodologically and geographically as follow:

1.5.1 Conceptual Scope

This study was focus on assessing the covid-19 challenges in tourism marketing strategies in travel agency. The study was based on the decision on the strategic choices of how to segment

available tourism markets, determining the markets to be targeted, planning an appropriate product positioning and lastly, determining the marketing mix, which in the basic sense means how the product will be offered to tourists, the price that will be charged, how the product will be communicated, and how it will be distributed.

1.5.2 Geographical Scope

The study is delimited to travel agency in Addis Ababa. It doesn't include all travel agency in Ethiopia like travel agency in Bahir Dar, Gondar, Hawassa, or other country.

1.5.3 Methodological Scope

The study is applied the descriptive research type and in the time of researching both primary and secondary data was employed. With regard to the secondary sources various publications, books, and journals articles regarding the subject matter was included. Population of the study was travel agency and to achieve the research objectives, questioners were prepared.

1.6 Significance of the Study

Effective utilization of tourism opportunity in one country benefits the country as a whole and tourism destination, local community and tourism service providers in particular. Among the way of effectively utilizing tourism opportunity crafting or designing suitable marketing strategy play a key role in attracting tourism and promoting tourism product. As a result the finding of this study will have the following significance to government, tourism service providers, and local people and academic literature in a variety of ways.

The research finding will help the Ethiopian Tourism Commission in order to take corrective action as per the finding to the study area and also the commission can use the finding to other travel agency in the country as best practice.

The study will reveal the major problems of marketing strategies in the time of COVID-19; it will help the destination to design sound and promising marketing strategies to attract many tourists and compete well in providing convincing information in case of COVID-19, it will help the travel agency to design marketing supporting activities by fulfilling COVID-19 restrictions to implement marketing strategies, for the local people, the results of this study will help them to know the associated benefits of using travel agency with respect to the caution of COVID-19, moreover, the study would be contributed to academic understanding by clarifying challenges of COVID-19 in tourism marketing strategies for tourism destination. By doing so, the study would

also be contributed in addressing the shortage of empirical researches. Therefore it will help the other researchers as source of reference for study conducted on related areas.

1.7 Definitions of Terms

COVID-19: is an infectious disease caused by a newly discovered corona virus (WHO, 2020).

Marketing: is the process by which companies creating and providing value for customers and make strong customer relationships so as to capture value from customers in return (Kotler, 2012).

Tourism: Tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for break, business and other basis (UNWTO, 2010).

Tourism Marketing: the essence of tourism marketing as a managerial process by which enterprises (organizations) in the tourism industry identify actual and potential dimensions of tourism demand, communicate with demand carriers to know, assess the tourism needs and stimulate their desires, motivations and preferences for designing and adjusting the tourism offer (goods and services) for the best fulfillment of their requirements and exigencies while maximizing organizational objectives (Kulcsár,2011).

Strategy: is a process which used by company to position and differentiating itself in the eyes of the customer and creating value through a mix of activities different from those used by competitors (Porter, 1996).

1.8 Organizations of the Study

The organization and overall content of the study have five chapters. The first chapter deals with the introduction part of the study which includes background of the study, statement of the problem, research question, research objective, significance of the study, scope of the study, limitation of study and organization of study. Review of related literature presented in the second chapter. The third chapter focuses on research methodology. The fourth chapter presents results, discussion and interpretation and; the fifth chapter presents the summary of findings, conclusions and recommendation as well as reference and appendix.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

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

2.1 Theoretical Literature Review

2.1.1 Service Marketing

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

In the marketing literature, simply tangible products are often referred to as goods, while intangible products are often referred to as service. In tourism the products are a mixture of a tangible goods and intangible service. The tangible items may be furniture in a hotel room or the food served in a restaurant. The intangible items include people and the service they provide like transportation (Mok, C. et al, 2013).

2.1.2 Marketing Mix

The tourism marketing mix means the elements which include product, price, promotion and distribution, the four-P framework calls upon markets to decide on the product and its characteristics, set the price, decide how to distribute their product and choose methods for promoting their product (Kotler & Bowen, 2013).

1. Product

Product is defined as the sum of various details, goods and services, which serve to satisfy the travel needs of customers out of their travel places and residence in resting places. From the view

of marketing in tourism it can be categorized: (1) the main product, (2) expected product, (3) additional product and (4) expanded product. These circumstances are the atmosphere, the interaction of a customer with the serving system, customer participation in the production and mutual interaction of clients. The atmosphere itself is a contributing factor in the marketing product offer of tourism, because it attracts the attention of potential customers by sending message and influencing their behavior (Ciriković E., 2014).

2. Price

Price is the value of any service which service providers charge and consumers pay to compensate it. Due to the intangible nature of services, price is a major quality indicator where other information is not lacking or absent. Price is considered as the most important measurement of repurchase intentions. Price is the most important element in marketing strategy as it generates revenue, while all the other elements in the marketing mix are costs. The marketing mix variable changes so quickly where competitors can react equally fast. While fixing prices, marketers and managers should pay attention to pricing policies which may encourage off-season and non-peak period sales, longer stays, group business and the sale of package plans. Pricing can be either market-orientated or, competitor-orientated but the later one may have severe disadvantages so the pricing must be based on marketing-orientated considerations (Karim, R.*et al*, 2021).

3. Promotion

Promotion as a marketing mix element is intended to provide support for the placement of product in the tourism market and to create awareness about it, create the image, Give the right information at the right time in the purchase of travel services and finally and most importantly to conduct it's positioning in the market. Instruments to promote the service are like public relations, sales promotion, personal selling, publicity and direct marketing (Ciriković, E., 2014).

4. Process

Simply process is the implementation of action and function that has the potential to increase value for products with low cost and high advantage to customer. This is more important for service than for goods. The speed of the process of any service and the movement of the service providers are clear to customers and that is the basis customer satisfaction. In products and services, the process management is aimed to make sure the availability and persistence of quality. The decision made there in is essentially affects the quality of services delivered.

In other word, Process means how the service is assembled, the actual procedures, mechanisms, and flow of activities by which the service is delivered the service delivery and operating systems (Karim, R.*et al*, 2021).

The process of performing the service is similar to the process of production of goods. However in service business the process is in operation at the time of its consumption by the customer thereby making him an essential part of the production process. The effective management of the service processes increases the satisfaction level of customers and leads to repeat purchases and favorable words of mouth (Magatef, S.G., 2015).

5. Place

The task of distribution is to connect the producer and the consumer, still the difference should be made between the distributions in production process, as it aims to put the product availability to the consumer, therefore in tourism the task of distribution/place is to bring the customer to the service system, which facilitates the entire product availability process. Considering that it performs a specialized activity, there is an entire range of travel mediators, which perform the function of distribution. The mediators are: travel agents, tour wholesalers, specialist, hotel representatives, national, federal and local travel agencies, Internet, receptionists. Travel agents charge a commission for their services, it increases the tourism product final price cost. Tour wholesalers create travel packages offered to tourism trade. A tourism travel package usually includes transportation, accommodation, meals and entertainment expenses. Operations of tour-operators are primarily travel arrangements, and that means organization, sale and execution of travel arrangements (Ciriković, E., 2014).

6. People

People are employees who are involved in service production. Many services will always require direct interaction between customers and contact personnel, the nature of these interactions strongly influences how customers perceive service quality. The tourism sector is depend on the efficiency of manpower and fully prepared to serve foreign tourists coming to the country because this sector requires direct contact between the worker and the tourist and is part of the success of the services provided (Magatef, S.G., 2015).

7. Physical Evidence

Physical evidence refers to the environment in which the service is delivered. This includes, the appearance of buildings, landscaping, vehicles, interior furnishing, equipment, staff members, uniforms, signs, printed materials, and other visible cues all provide tangible evidence of a firm's service quality. Service firms need to manage physical evidence carefully, because it can have a profound impact on customer's impressions (Magatef, S.G., 2015).

2.1.3 Tourism Marketing Strategy

Tourism market is a set of relations of demand and offer that are focused on the exchange of goods and services by means of money and with the extent determined by the prices of goods and services. The tourism demand is a matter of all persons who travel or want to travel outside of place where they live, and in that respect they use the tourism facilities (Ciriković, E., 2014).

Marketing strategy consists of four interrelated tasks; (1) setting marketing goals, (2) segmenting the market and selecting one or more target markets, (3) positioning the product/service and (4) developing the appropriate marketing mix (Chandra, S. and Menezes, D., 2001).

Marketing strategies for tourism and hospitality industries and the nature of decisions to be taken by marketing managers are registered in the four Ps of product, place, price and promotion which are controllable tactics that could be blend to produce a desired response from a target market (Kotler, 2001). Other Ps is packaging, programming, people, process, physical evidence, and partnership and concurred that they are equally paramount in designing a successful tourism marketing strategies. He suggested that the starting point for the creation of a successful marketing mix strategy is to ensure that the target market, in terms of domestic, local and external, holiday makers and recreationist is clearly defined and matched to available tourism products/services (David,F, 2010).

2.2 Empirical Literature Review

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

2.2.1 Tourism Marketing Practice

Tourism has a great influence on social levels, as it is a chance to exchange knowledge and build relationships and that is because of the mingling of tourists. Also tourism has a great influence on the cultural levels and that is through achieving intellectual development and the raising of the standard of living. Also, tourism has a great influence on the economic levels, and that is due to the effect it has on the national income because tourism is considered as an export industry that has a direct relationship with what concerns the country's income in its investment field (Magatef, S.G., 2015).

2.2.2 Tourism Marketing Challenges during COVID-19

Tourism and hospitality industry thrives on the patterns of visitations and considerable efforts are placed by decision makers to attract visitors to support the sector and enhance the multiplier effect from the industry. But due to the ongoing situation travel restrictions are being observed at national and international levels. These travel bans, border closures, events cancellations, quarantine requirements and fear of spread; have placed extreme challenges on tourism and hospitality sectors. It has also prominently reduced the need for leisure travel and search for hedonistic getaways (Kaushal, V. and Srivastava, S., 2021).

2.2.2.1 Macro level Tourism Marketing Challenges

The major constraints and challenges that limit the effectiveness of the tourism sector are incidents of violent crimes, financial constraint, lack of managerial know-how, infrastructure decay, slow policies development and implementation, security concerns and lack of effective tourism publicity. The opinions on which tourism based its beginnings were not cohesive. One of the widely accepted and scientifically-based reviews on the development of tourism relies on the idea of the socio-economic phenomenon, the change in science and technology. Business, including tourism, must ensure it is building future business, with product offerings for future markets. It is difficult to conceive a world without tourism, and therefore tourism markets, but to ensure this future, sustainable tourism marketing is needed. This is because the focuses on new market opportunities thrown up by the world's great social and environmental challenges, on evolving entrepreneurial solutions, and on bringing such solutions to scale, often through the use of market mechanisms and economic instruments (Shimelis, A., 2020).

A. Legal Challenge

The legal challenges identified were: Implementation and enforcement problem of environmental protection law and lack of legally enforced measures to protect the natural environment from being destroyed by humans. It also includes incident of violent crimes, infrastructure decay, border closure (Ogato, G.S., 2014).

B. Economic Challenge

Tourism is sensitive to the impacts of the international economic environment, such as price levels, exchange rates, and industry promotion policies, especially in the tourism industry. Foreign visitors who travel to a country will purchase that country's tourist experience, the tourism industry is considered to be an export industry. The impacts arising from exchange rates affect the tourism and economic environments (Chang, C.L., Hsu, H.K. and McAleer, M., 2017).

C. Technological Challenge

Technological disruptions such as the Internet of things and autonomous devices enhanced analytical capabilities (artificial intelligence) and rich media (virtual and augmented reality) are creating smart environments that are transforming industry structures, processes and practices (Buhalis, D. *et al*, 2019).

D. Socio-Cultural Challenge

Socio-cultural impacts are the 'human impacts' of the tourism industry, with an emphasis on changes in the quality of residents' daily life at the tourist destinations and cultural impacts related to transformations in traditional values, norms, and identities arising from tourism. Such impacts are complicated to quantify and calculate and emerge slowly over time in an inconspicuous fashion (Zhuang, X *et al*, 2019).

2.2.2.2 Micro Level Tourism Marketing Challenges

Many travel and tourism businesses are continuously monitoring the countries' political, economic, social and technological changes to reduce their risks. However, the external environmental forces will also affect the organization's micro environment. The micro environment consists of factors that have direct impact on the companies operation and its success, factors which will affect their ability to serve customers. These factors include the organization's capital structure, resources, capabilities of management and staff, companies' aims and objectives, the companies' marketing intermediaries, customer markets, competitors

and all other stakeholders that may have an interest or an impact on the organization's ability to achieve their objectives (Shimelis, A., 2020).

A. Managerial Challenge

The manager is who takes all major decisions. The owner/manager possesses limited formal education, has limited access to and use of new technologies, market information, and to credit from the banking sector. This lack of technical know-how and inability to acquire new skills and modern technologies tend to impede growth opportunities. Professional training and development (education and training, development of human resources, career advancement, development of managers)(Hinson, R. and Boateng, R., 2007).

B. Human Resource Challenge

The importance of human resources in the tourism industry lies in the skills, knowledge and skills that make the human resource a valuable asset of tourism. The knowledge that tourism employees must have is an important factor determining the competitiveness of a tourist destination. Human resources in a certain company don't only apply to the number of employees on specific and foreseen positions, but it also applies to a wide range of knowledge, abilities, skills, competencies as well as personal characteristics of each and every employee which with all the above mentioned factors contributes to overall success of the company (Herman, S. and Zoonosis, P., 2015).

C. Research and Development Challenge

Research and development (R&D) include activities that companies undertake to innovate and introduce new products and services. It is often the first stage in the development process. The goal is typically to take new products and services to market and add to the company's bottom line (Stephen J., 2019).

D. Resource Availability Challenge

The resources which attract tourists are varied and limited in number, distribution, degree of development, and the extent to which they are known to tourists. Planning of tourist resources requires an assessment of the existing and potential components of tourism development of the individual region. Services like transportation and development infrastructure appear to boost tourism in areas of natural, historic or cultural uniqueness (Backman, S.J., Uysal, M. and Backman, K., 1991).

2.2.3 Tourism Marketing Strategies

The marketing mix element is including 4Ps which are product, price, place and promotion (Kotler, 2007). In case of service organization, he added extra three P's. These are people, physical evidence and process. Based on the assumption of Pomeroy, A., Johnson, L.W. and Noble, G., 2010 that "there are another 3Ps in our industry: packaging, programming and partnership". In this research, these ten P's considered as tourism marketing mix elements which are discussed below:

2.2.3.1 STP Strategies

The recognition that consumers have different needs, wants, resources, preferences and purchase behaviors' led marketing to move away from mass marketing and embraces target marketing. Target marketing is a customer driven marketing strategy because its goal is to create value for targeted customers. Target marketing provides the necessary knowledge and tools for developing the right relationship with the right customer's. Target marketing involves three major steps; market segmentation, targeting and positioning (Dolnicar, S., 2012).

2.2.3.2 Marketing Mix Practices

Marketing is a focused set of activities and steps remembered by customers, helps build relationships with them, and benefits the organizations. By applying marketing mix practices organizations achieve their objectives through making their sales and profits. By understanding the marketing mix elements, businesses and organizations can influence their existing customers to carry on their business and become loyal customers. The first marketing mix aims to identify and categorize the needs, wants and desires of the customers and then to work and launch products and services accordingly to satisfy them and make them a lifetime (Othman, B.*et al*, 2019).

1. Product

In tourism product can be defined as the combination of tourist attractions. The tourism product must be designed to reflect consumer needs and wants. One of the key objectives for any tourism organization is product positioning which was defined by as the way in which the product is defined by consumers on important attributes, the place the product occupies in the consumers' minds. The correct positioning of a product will mean that the consumer can recognize it as being distinct from the competitor's product because there will be unique; often intangible

elements are associated with the product which will allow the organization to differentiate their offerings (Nouri, B.A. and Soltani, M., 2015).

2. Price

Price is the value placed on a product or service. There are non-monetary elements to price as well as the more obvious monetary elements. Value is the tradeoff between price and quality – the benefits the consumer receives for the price paid. Some of the other variables, in addition to the list-price, that are considered are discounts, allowances, and payment options. Allowances are most prevalent in the business-to-business part of the channel of distribution and are common in the travel sector between hospitality suppliers (e.g., hotels) and tour operators or travel agencies (Nouri, B.A. and Soltani, M., 2015).

3. Place

This factor is defined by Al Muala and Al Qurneh (2006) as a set of interdependent organizations that caters to the process of making a product available to the consumers. Hirankitti *et al.* ,2009 considers place as the ease of access which potential customer associates to a service such as location and distribution. The strategy of place needs effective distribution of the firm's products among the channels of marketing like wholesalers or retailers (Berman, 1996). An organization should pay attention to place decisions, because of the importance of the product and consumption occurring at the same time and at the same place; a place that provides all information of customer, competition, promotion action, and marketing task (Nouri, B.A. and Soltani, M., 2015).

4. Promotion

Promotions have become a critical factor in the service marketing mix. It consists of the specific blend of advertising, personal selling, sales promotion, public relations and direct marketing tools that the company uses to pursue its advertising and marketing objective. The sales for tourism industry is via surveys, analysis and forecast the tourism market, tourism product design, packaging and pricing; Further promote tourism commodities, trading techniques, documents or transfer service through value-added upgrade to explore, and expand and meet the travel consumer goods or travel to the tourist demand business services (Sarker, M.*et al*, 2012).

5. People

People refer to the service employees who produce and deliver the service. It has long been a fact that many services involve personal interactions between customers and the site's employees, and they strongly influence the customer's perception of service quality. Personnel/people are keys to the delivery of service to customers. People are also considered as the key element in a customer centered organization. The actions of all the people normally influence success of action and function of an organization and with more communication, training, skills, learning, and advice they will achieve to display the optimum value of the product and the company (Nouri, B.A. and Soltani, M., 2015).

6. Process

Process refers the way in which a particular action is carried out. Tourism marketing should take care of all the procedures, schedules, mechanisms, activities and routines which are practiced when the tour is on. The processes followed form a part of the service delivery system and the customers often do not differentiate between the processes and the product. The process in Tourism include, (1) trip planning and anticipation, (2) travel to the site/area, (3) recollection, (4) trip planning packages. The trip planning packages include, maps, attractions en route and on site, information regarding lodging, food, quality souvenirs and mementoes (Sarker, M.*et al*, 2012).

7. Physical Evidence

Physical Evidence is that which can be easily associated with the product by the customer. In Tourism the physical evidence is basically depends on travel experience, stay, and comfort. For example, when tourists visit a historic place for the first time, they carry home not only the memories of beautiful structure, but they also remember all other factors like transport facilities available, the surrounding markets, the people's behavior, etc. as one whole experience (Sarker, M.*et al*, 2012).

8. Packaging

Packaging describes the combination of related and complementary hospitality and travel services into a single-price offering (Pomeroy, *et al*, 2010).

Bundling travel and tourism services, such as transportation, accommodation, meals and tours, into packages permits the tourism marketer to offer price and convenience benefits to consumers, and, importantly, differentiate the market offering from those of competitors, and more

efficiently manage demand and capacity use. Through packaging, an organization may collaborate with like-minded sustainability-oriented others, enhancing credibility and image and creating triple bottom line benefits (Pomering, *et al*, 2011).

9. Programming

Programming involves developing special activities, events, or programs to increase customer spending or give added appeal to a package or other hospitality/travel service. (Pomering, *et al*, 2010). Programming, often tied in with packaging, can serve to even out the tourism demand curve, helping to overcome the resource-need uncertainty caused by seasonality, providing more certainty to suppliers, including employees (Pomering, *et al*, 2011).

10. Partnership

Partnership refers to cooperative promotions and other cooperative marketing efforts by hospitality and travel organizations (Pomering, *et al*, 2010).

Partnership is essential not only to the success of packaging and programming efforts but also to achieving a whole-systems approach to dealing with tourism's unwanted ecological and socio-cultural footprints. Partnership can contribute to sustainable tourism development (Pomering, *et al* 2011).

The 10Ps (product, price, place, promotion, people, process, physical evidence, packaging, programming and partnership) of marketing mix for sustainable tourism can be managed and controlled by tourism organizations for their marketing advantages that will make themselves as a new and unique brand that functions on earning income and the existence of the firm with all the islands natural attraction for future generation. Further their study provided certain recommendations in implementing all ten marketing mix practices to support the sustainable tourism (Kumar, G.M.K. and Srivastav, A.K., 2019).

The most commonly used marketing mix strategies are tourism product, tourism packaging, and tourism price. The averagely used are tourism physical evidence, tourism promotion, and tourism place. Lastly, the least used marketing mix strategies include tourism process, tourism people, tourism programming, and tourism partnership (Matura, P., Mbaiwa, J. and Mago, S., 2021). In their study they conclude that, all the ten tourism marketing mix elements are important to small and medium tourism enterprises. Their study's implication is that by having unequal attention to the ten tourism marketing mix strategies, small and medium tourism enterprises may fail to realize their full potential in terms of business performance.

2.3 Conceptual framework of the study

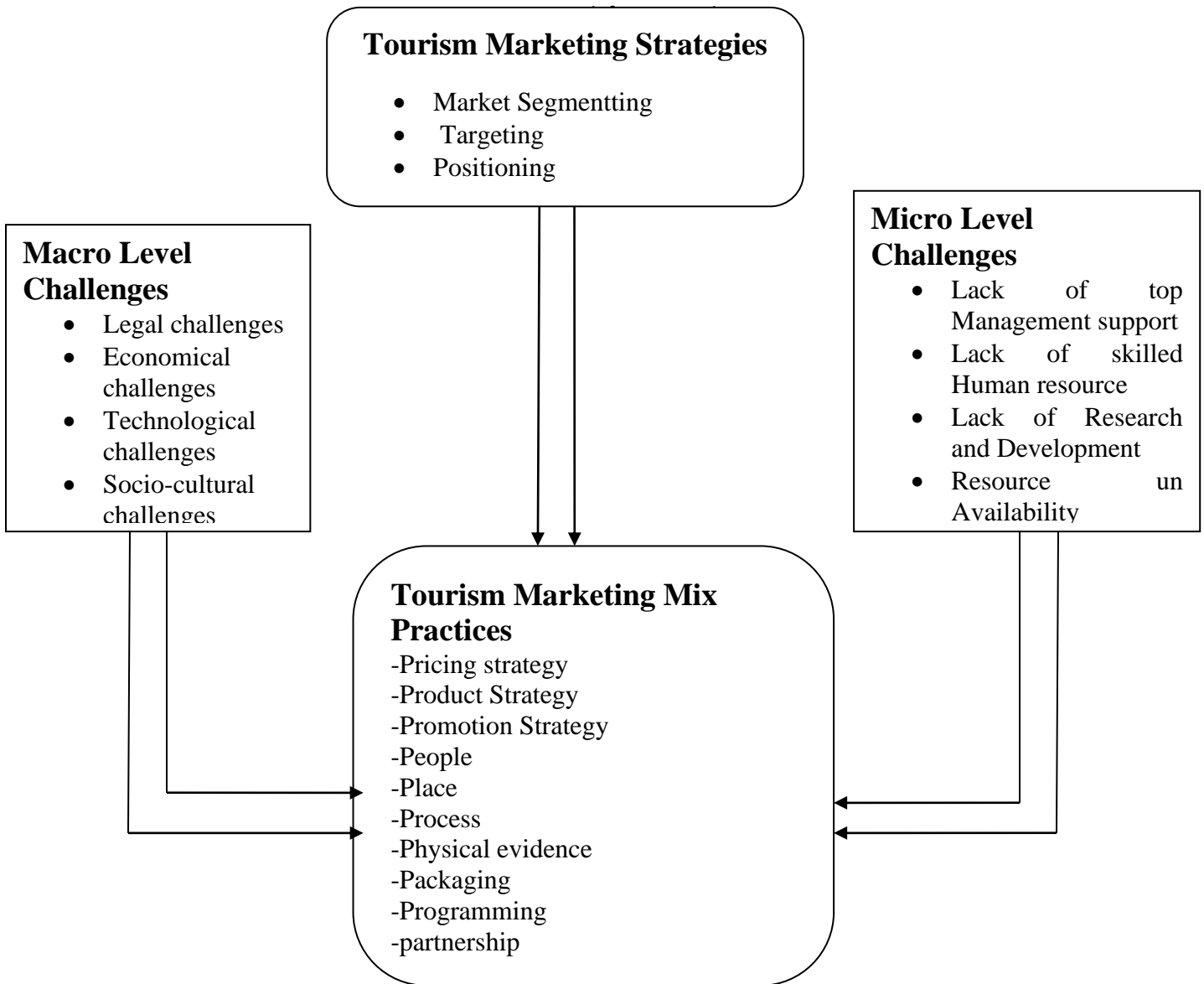


Figure 2.1 Conceptual Frame Work of the Study

The above conceptual framework was organized to show the power of marketing challenges on marketing practices and tourism marketing strategy during COVID-19. The tourism marketing strategy includes pricing strategy, product strategy, promotion strategy, people, place, process, physical evidences, programming, packaging, partnership, segmentation, targeting and positioning. The marketing challenges include macro (legal, economy, technology and socio-

culture) and micro level (top management commitment, human resource, research and development and finance) challenges.

2.4 Literature Gap

Most of the studies (Nguyen, *et al* 2021 and Wondimu, W., 2020) and others studied focused on descriptive research methods. They showed that the importance of marketing and used few marketing mix elements separately (product, price, promotion and distribution) in their studies. Internal and external challenges were not properly applied and analyzed.

During COVID-19 the main challenges of tourism market as high growth and development rates, due to the ongoing situation national and international travel restrictions, border closures, events cancellations, quarantine requirements, the introduction of new management and educational experience and socio-economic development complications. The business philosophy undertake that both individual consumers and companies prefer to keep long term relations with actual organization instead of searching continually for new offers. There were little argument about consequences of tourist strategy and practices as the internal and external challenges were not properly found out. As tourists have become more demanding, requesting high-quality products and value for their money and perhaps more importantly, value for time. This reflects the need for effectively analyze tourism marketing mix and strategies during COVID-19.

CHAPTER THREE

METHODES OF THE STUDY

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

3.1 Description of the Study Area

The study was conducted in Addis Ababa, Ethiopia's tremendous capital in the highlands bordering the Great Rift Valley, is the country's commercial and cultural hub. In 2019, the fact that a record 812,000 tourists visited the country, bringing a revenue of 3.55 bn USD (4.2 percent of the gross national product), job opportunities and the country's socio-economic development. However, 2020 was a terrible year for the Ethiopian tourism industry, the advent of COVID-19 and its related government restrictions have caused a large, unprecedented shock to the tourism sectors economy. Much like in the rest of the world, national and international travel restrictions have caused Ethiopia's tourism sector to be hit the hardest: the effects are even more pronounced in Addis Ababa, where thousands of workers suddenly found themselves unemployed due to the closure of around 88 percent of hotels, tour operators, airlines, and other tourist related businesses. Things do not appear to be improving for the tourism sector, since a recent alarming increase in COVID-19 infections has led the Ethiopian government to introduce even stricter travel measures (Eden T., 2021).

3.2 Research Design

The study employs descriptive research design and explanatory research design. This study was conducted to achieve an answer for the proposed research questions. The researcher uses the facts or information already available to analyze and make a critical evaluation of the data. It provided a complete picture of tourism market in Addis Ababa during COVID-19 and explains the tourism marketing situation of the target market that is the essential task of marketing manager under the time of COVID-19. Furthermore, it describes various aspects about tourism sector problems and challenges in Ethiopia during COVID-19. It is basically describes a behavior and other factors studied in tourism marketing during COVID-19.

3.3 Research Approach

The study were used both methods (mixed method integrates quantitative and qualitative data collection and analysis in a single study or a program of enquiry). Then, it can be said that it is a mixed research approach. This study was focused on measuring the scale, range, frequency etc. of situation. The study was highly detail and structure and results can be easily collect. On the other hand, this study depends on careful definition of the meaning of tourism marketing and its associated challenges and it properly develops the concepts and variables of tourist's behavior during COVID-19. The tourism marketing strategy included pricing strategy, product strategy, promotion strategy, people, place, process, physical evidences, packaging, programming, partnership, segmentation, targeting and positioning. The marketing challenges included macro and micro level challenges.

3.4 Population and Sample Design

3.4.1 Population

The researcher has studied the target population to generalize the results of the study. Therefore, the total target populations of the study were local and international travelers which estimated as unknown size and selected higher officers of the Addis Ababa culture and tourism office employees and 180 tour operators who are working in Addis Ababa.

3.4.2 Determination of Sample Size

To determine the proportion of each tourists (domestic and foreign), the researcher take the sample based on the data obtained from the ministry of culture and tourism. The data obtain shows that the monthly visitors arrival to Ethiopia between the year 2016-2019. Accordingly, the researcher takes November average tourist arrival to Ethiopia based on the data collection time.

The sample size is determined for tour operator and tourists (domestic and foreign) are determined by Sample Size Determination Using Krejcie and Morgan Table. This study used Krejcie & Morgan (1970) to determine the sample size for 180 tour operators and 70,810 tourists (domestic and foreign) are calculated as 123 and 382 respectively.

Second, In order to determine the size of respondents from employees who are working in Addis Ababa culture and tourism office the researcher was utilizing purposive sampling research method so as to select the right respondent. Because not all employees in Addis Ababa culture and tourism office have the knowledge about tourism marketing strategies of the travel agencies

and tour operators it is difficult to gather data about strategies from all employees of the organization. Thus populations of the study were Chief marketing officer, Social media specialist, Marketing manager, Digital marketing manager, Communication manager and Promotion manager were selected as a total population. Those respondents were selected purposively because they are the only parts who have know-how about tourism and marketing strategies. Therefore the total sample sizes from the employees were 6 respondents.

3.4.3 Sampling Technique

This study were used non-probability sampling specifically convenience sampling technique for selection of local and international tourists to distribute questionnaire which to be full filled in a self-administration manner. However, random sampling was used for tour operators and employees selection. Sampling is the process of obtaining information about an entire population by examining part of it. The research study was designed to assess and analyze the practices, challenges and strategy of tourism marketing in Addis Ababa during COVID-19. The non-probability sampling method will be chose because it is the most commonly associated survey based research method that helps to make inferences from the sample about a population so as to answer the research questions and to meet the research objectives.

3.5 Data source and type

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

3.6 Data collection Procedure

3.6.1 Questionnar

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

3.6.2 Interview

Interview guide was used for issues that require further elaboration and clarifications concerning tourism marketing challenges and practices with respect to travel agents, tourism professionals

and the tourist guides. Interview sessions were scheduled with the Head of Addis Ababa tourism office officials and experts. Bunce and Johnson (2006) cited Bertaux (1981) and they advised that the minimum sample size for interview is fifteen. Accordingly, the interview sample size of this study was fifteen as per the smallest acceptable sample size.

3.7 Method of data analysis and presentation

SPSS (Statistical Package for Social Sciences) version 20.0 was used to compute and analyze the data. The data were analyzed using inferential statistics such as, independent sample test, Kendall’s coefficient of concordance and descriptive statistics such as, percentages, frequency, mean and standard deviation.

3.8 Validity and Reliability test

3.8.1 Validity

In this study, content validity was determined by consulting the expertise of the supervisor and the research advisor. These experts and the research advisor looked at every question in the questionnaire and do their own analysis to ascertain that the questions answer objectives of the area under study.

3.8.2 Reliability Test

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

Table 3.1 Reliability Test Results

Dimensions	Cronbach’s alpha	No. of items
Tourism practices	0.850	39
Tourism strategy	0.841	12
Macro level challenges	0.867	13
Micro level challenges	0.854	15

Survey Result, 2021

The purpose of deriving a scale score by having multiple items is to obtain a more reliable measure of the construct than is possible from a single item. This scale reliability’s typically

assessed by using Cronbach's coefficient alpha, which can be thought of as the average of all of the inter-item correlations. Therefore, Cronbach's alpha gives the proportion of the total variation of the scale scores that is not attributable to random error. Raju (2009) indicates that more than 0.75 test results in this regard can be considered as excellent.

3.9 Ethical Considerations

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

3.9.1 Informed Consent

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

3.9.2 Confidentiality

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

CHAPTER FOUR

RESULTS, DISCUSSION AND INTERPRETATION

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

Response Rate

Targeted questionnaires were distributed to opportunely select local and foreign tourists and tour operators it can see in table below.

Table 4.1 Response rate

Attendants	Sample Size	Returned Questioners	Response Rate
Local	191	120	63%
Foreign	191	100	52%
Tour operators	123	85	69%
Total	505	305	61%

Survey Result, 2021

The above table shows 305 questionnaires were properly returned out of 505 distributed questionnaires; it composed of 63 % local travelers, 52 % foreign and 69% tour operators. It indicates that the study attended 61% of response rate. The interview sessions were attended 67 % responses rate. Thus, it can be said that the response rate was rated as good and it was allowed due to COVID-19 and civil war struck and its consequence (Draugalis, J.R. and Plaza, C.M., 2009).

4.1 Demographic Profile of Respondents

The demographic characteristics of the respondents include gender, age, and educational background, and working experience for employees and tour operators. It also includes tourist behavior and travel conditions of local and international travelers. The below table displays that, among 305 sampled respondents, 8% of the total respondents had diploma, 62% of them were university first degree graduate and the remaining 30% of them attended university postgraduate (masters and above).

Table 4.2 Respondent profile

Age			Gender			Education Level		
Category	Count	%	Category	Count	%	Category	Count	%
18-35	100	32.8	Male	147	48.2	Diploma & below	23	7.5
36-55	110	36.1	Female	158	51.8	Bachelor Degree	133	43.6
>55	95	31.1				Masters & above	149	48.9
Total	305	100		305	100		305	100

Survey Result, 2021

Similarly, the above table also shows that, among the selected respondents, 32.8% of the sampled respondents were ages 18-35 years; 36.1% ages 36-55 years and 31.1% aged older than 55 years. The study found that, among the 305 sampled respondents the study conducted this research on, 51.8%, i.e., 158 individuals were female and 48.2%, i.e., 147 individuals were male. This could be considered the study gathered information from well-educated and aged people who acquired knowledge in tourist conditions in A.A. It was believed that the sampled staffs would provide appropriate responses for this study. A maximum cautions (masks, sanitizers and maintained distance) were taken to even if there is a tension and stress due to COVID-19 pandemic.

Table 4.3 Tourists Tour Status

Measures	Category	Local Tourists		Foreign Tourists	
		Count	%	Count	%
Members of group	Individual	12	10	1	1
	Two			40	40
	Three	48	40	10	10
	Four or more	60	50	49	49
Total		120	100	100	100
Stay when in Addis	With family or relatives	12	10		
	Guest houses and hotels in Addis Ababa	60	50		

Ababa	Tourist destination	48	40	30	30
	Addis Ababa			30	30
	Cities outside Addis Ababa			40	40
Total		120	100	100	100
Collect data for tour	From websites	60	50	50	50
	From family or relatives	24	20		
	From tourism sector advertising	36	30	40	40
	From brochures			10	10
Total		120	100	100	100
Visit on own/through tourist company	Own	24	20		
	Tourist company	96	80	100	100
Total		120	100	100	100

Survey Result, 2021

The above table shows that local and foreign tourists tour background. From local tourists, the sampled respondents only 10% of them need travel alone and the others in group in about more than two members of a travel team. Most of the travelers (90%) need to stay in tourist destination and hotels and guests houses. Most of the travelers (20%) collect tourist information from families, friends and religion places. Local tourists operatives their travel planed and visited on own or through a tourist company as indicated by 80% of them. This show that the sampled respondents have pertinent tourism knowledge and experience about Addis Ababa tourism destination and its processes and it assured that they are capable to handle this study's responses properly.

From foreign tourists, the sampled respondents only 1% of them need travel alone and the others in group in about more than two members of a travel team. Most of the travelers (30%) need to stay in A.A when they are in Ethiopia tourist. Most of the travelers (50%) collect tourist information from tourism websites. Foreign tourists used tourist related companies as guide and travel agent as indicated by 100% of them. This show that the sampled respondents have relevant tourism information and involvement in Addis Ababa tourism journey and its practices and it gives confident that they are capable to handle these study's responses properly.

4.2 Response Analysis

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

4.2.1 Tourism Practices

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

Table 4.4 Tourism Practices in Addis Ababa (N=305)

Variables and Measures	Mean	SD	Grand Mean
Price			
-Tourists get cheaper price in Addis Ababa during COVID-19 compared to other countries.	3.52	1.064	3.51
-Presented quality tourism services at affordable prices during COVID-19.	3.42	1.145	
-Pricing policy of the tourism sector in Addis Ababa gives value for money to visitors during COVID-19.	3.58	1.147	
Product			
-New tourism product/service is developed in Addis Ababa tourism sector during COVID-19	2.81	1.106	2.64
-Tourism sectors in Addis Ababa provide a unique distinctive and memorable product or service experiences	2.57	0.964	
-The service portfolio of the tourism sector at time of COVID-19 enhance its Ethiopian image	2.53	0.928	

Promotion			
-The tourism sectors in Addis Ababa uses advertising media such as TV and radio during COVID-19	2.52	1.004	3.02
- The tourism sectors in Addis Ababa uses advertising media such as bill boards, newspaper and magazines during COVID-19	2.56	1.056	
- The tourism sectors in Addis Ababa uses advertising media such as brochures, fliers and business cards during COVID-19	3.34	1.065	
- The tourism sectors in Addis Ababa uses personal selling, electronic mail, short messages(SMS) and telemarketing for promotion during COVID-19	3.17	1.183	
-The tourism sectors in Addis Ababa uses public relation, publicity and sponsorship for promotion during COVID-19	3.19	1.123	
- The tourism sectors in Addis Ababa uses sales promotion tools such as gifts, price discounts and complimentary services for promotion during COVID-19	3.36	1.121	
Place			
-Tourism sectors in Addis Ababa are conveniently located as customers are easily find their way	3.69	0.913	3.60
-The tourism sectors in Addis Ababa uses global distribution (computerized reservation) systems to distribute its products and services	3.59	0.956	
-The tourism sector is able to give location benefits to its visitors in Addis Ababa	3.51	1.023	
People			
-Tour operators in Addis Ababa are well take care about the pandemic	3.34	1.223	3.29
-The people who are guiding tourist in Addis Ababa are carrying and professional	3.19	1.028	
- People involved in tourism marketing in Addis Ababa are consistently courteous, prompt, reliable and initiative towards serving guests	3.44	1.075	

-People involved in tourism marketing in Addis Ababa have good awareness about COVID-19 and the tourism service	3.20	1.021	
Process			
-The tourism sector take care of its customer precious time free from COVID-19 in Addis Ababa	3.02	1.005	3.17
-The tourism sector has proper blue print of its service delivery in place during COVID-19 in Addis Ababa	3.06	1.039	
-The service offered by the tourism sector are simple to understand	3.42	0.967	
Physical evidence			
-The guest rooms, bathrooms and sanitary facilities in Addis Ababa are always clean for the health and safety of guests	2.77	1.033	2.84
-Adequate physical facilities are found for tourists in Addis Ababa during COVID-19	2.89	1.053	
- Appealing material (services) are found in Addis Ababa during COVID-19	2.83	1.045	
-Tourism sectors in Addis Ababa has modern and comfortable facility and amenities for the guests	2.88	1.038	
Partnership			
-Hotels partners with travel agencies and tour operators in marketing its product or services	3.19	1.014	3.04
-Tourism sectors in Addis Ababa are partners with competitor companies	2.56	0.931	
-Tourism sectors in Addis Ababa are partners with non-competitor companies such as telecommunication	3.27	1.039	
-Tourism sectors in Addis Ababa use partnership as a differentiation strategy to enhance its market reach and image during COVID-19	3.14	1.156	
Programming			
-Tourism sectors in Addis Ababa organizes a special events after COVID-19	2.5	1.162	

-Tourism sectors in Addis Ababa takes advantages of nationally organized events after COVID-19	2.83	1.021	2.76
-Tourism sectors in Addis Ababa organizes special events and activities in line with different industries	2.77	1.010	
-The programming of the tourism sector are good enough to convince customer in Addis Ababa during COVID-19	2.91	1.022	
-Tourism sectors in Addis Ababa has special activities and events for different market segments(children, family, corporate, and schools) to enhance tourist experience	2.80	1.020	
Packaging			
-Tourism sectors in Addis Ababa packages its product and services offering by working with other competitor companies	2.46	0.881	2.98
-Tourists get convenient package in Addis Ababa during COVID-19 compared to other country	2.97	1.065	
-Hotels in Addis Ababa agrees to be part of packaged tours organized by tour operators	3.23	1.080	
-Tour operators in Addis Ababa has different packages for the different markets they serve	3.28	1.123	
Over all tourism practice			3.09

Survey Result, 2021

The data analysis was based on the above table. The data shows that 70.8% of the respondents have at least agree showing that tourists get cheaper prices in Addis Ababa during COVID-19 compared to other countries, 64% preferred the category of agree on that quality tourism services at affordable prices found during COVID-19 and 69.5% agreed that pricing policy of the tourism sector gives value for money to visitors during COVID-19. The grand mean of pricing is 3.51, practices was rated as good. Pricing is the greater the intangibility, the more difficult it is to calculate cost and the greater tendency towards non-uniform services (Adewale, 2016). The analysis found from the above data and from interviewees indicates tourists get cheaper prices in Addis Ababa during COVID-19, within few dollars one can get quality tourism services at affordable prices and pricing policy of the country tourism gives value for money to visitors.

The grand mean for product is 2.64 and it was rated as moderate. In detail, 38.3% of them say new product/service is developed during COVID-19 in Addis Ababa tourism sector, 30.5% of respondents agree with tourism sectors provide a unique distinctive and memorable product or service experiences and 27.5% research participants' agree with tourism product/service portfolio of the tourism sector at time of COVID-19 to enhance its Ethiopian image. The tourism product must be designed to reflect consumers needs and wants (Nouri, B.A. and Soltani, M., 2015). The response indicates the tourism sectors in Addis Ababa were not well developed new and unique distinctive and memorable products or services during COVID-19 and the tourism sectors service portfolio not much to enhance its Ethiopian image at time of COVID-19.

Tourism promotion in Addis Ababa was rated as average due to respondent's grand mean of 3.02 with less variability data. 29.8% have at least agree indicating the tourism sector uses advertising media such as TV and radio during COVID-19 28.9% says the tourism sectors in Addis Ababa uses bill boards, newspaper and magazines for advertising during COVID-19, 63.9% indicateing the tourism sectors uses brochures, fliers and business cards for advertising in Addis Ababa during COVID-19, 56% indicating the tourism sectors uses public relation, publicity and sponsorship for promotion during COVID-19, 62.6% says the tourism sectors in Addis Ababa uses sales promotion tools during COVID-19. The methods used for promotion of services like advertising, personal selling, publicity and sales promotion are the same used in the promotion of products (Dukic and Stankovic, 2009). like that the respondents agree with the tourism sectors in Addis Ababa most uses brochures, fliers, business cards and sales promotion tools and public relation, publicity and sponsorship for promotion during COVID-19. It is true that the promotion of the tourism sector it a competitive edge and there is a practice of enough to persuade/convince customers in Addis Ababa.

The grand mean was found for place is 3.60 it was rated as good. all of them were rated as average or agree, In detailed, 79.6% preferred the category of agree for the tourism sectors are conveniently located as customers are easily find their way, 75.4% of them says the tourism sectors in Addis Ababa uses global distribution systems to distribute its products and service and 70.8% of them agree with the tourism sector is able to give location benefits to its visitors in Addis Ababa during COVID-19. Considers place as the ease of access which potential customer associates to a service such as location and distribution (Hirankitti *et al.*, 2009). The tourism

sectors conveniently located as easily find, use global distribution and give location benefits to visitors during COVID-19.

The grand mean was found for people (3.29), it was rated as moderate. Tour operators in Addis Ababa are well take care about the pandemic by 58.3%, the people who are guiding tourist in Addis Ababa are carrying and professional by 59%, people involved in tourism marketing in Addis Ababa are consistently courteous, prompt, reliable and initiative towards serving guests by 67.2% and people involved in tourism marketing in Addis Ababa have good awareness about COVID-19 and the tourism service by 59.6%. People are keys to the delivery of service to customers or customer centered organization (Nouri, B.A. and Soltani, M., 2015). People in the tourism sectors of Addis Ababa during COVID-19 most likely have a good awareness about COVID-19, and are consistently courteous, prompt, reliable and initiative towards serving guests.

The grand mean was found for process (3.17), in detail the tourism sector take care of its customer precious time free from COVID-19 in Addis Ababa by 50.8%, the tourism sector has proper blue print of its service delivery in place during COVID-19 in Addis Ababa by 52.2%, the services offered by the tourism sector are simple to understand by 69.5%. Tourism marketing should take care of all the procedures, schedules, mechanisms, activities and routines which are practiced when the tour is on (Sarker, M.A.H., Aimin, W. and Begum, S., 2012). During COVID-19 the tourism sector in Addis Ababa take care for customers precious time and the service offered are simple to understand.

The grand mean was found for physical evidence is 2.84. Most of the respondents have at least agree with lowest mean of all as composed of 39.4% for the cleanliness and sanitary facilities of the guest rooms, bathrooms for the health and safety of guests, 44.6 % for adequate physical facilities found in A.A during COVID-19, 41.3% for appealing material/services found in A.A during COVID-19 and modern and comfortable facility and amenities for guests 45.2%. Physical evidence is to be modified in accordance to the requirements of target customers (Nischay and Garima, 2012). It shows that inferior and insufficient physical facilities found, unappealing material associated with services and hygienic problem and worse sanitation condition found in Addis Ababa during COVID-19.

The grand mean was found for partnership is 3.04; Most of the respondents have at least agree with lowest mean of all composed of 58.6% for hotels partner with travel agencies and tour

operators, 28.2% for tourism sectors in Addis Ababa are partner with competitor companies, 61.3% for tourism sectors in Addis Ababa are partners with non competitor companies, and 50.5% for tourism sectors in Addis Ababa use partnership as a differentiation strategy to enhance its market reach and image during COVID-19. (Pomeroy, *et al*, 2011) tourism sectors in Addis Ababa are partners with hotels, non-competitor companies and use partnership as a differentiation strategy and at least they are partners with competitor companies.

The grand mean was found for programming is 2.76; in detail, tourism sector in Addis Ababa organizes a special events after COVID-19 by 28.2%, tourism sectors in Addis Ababa takes advantages of nationally organized events after COVID-19 by 42.3%, organizes special events and activities in line with different industries by 39.3%, the programming of the tourism sector are good enough to convince customer in Addis Ababa during COVID-19 by 46.2% and has special activities and events for different market segments to enhance tourist experience by 40.7%.

The grand mean was found for packaging 2.98. Tourism sectors in Addis Ababa packages its product and services offering by working with other competitor companies by 23.6%, convenient package in Addis Ababa during COVID-19 compared to other country by 48.9%, hotels in Addis Ababa agree to be part of packaged tours organized by tour operators by 59%.

In conclusion, the grand mean value for tourism marketing practice during COVID-19 is found to be 3.09. It was rated as moderate. It shows that the tourism marketing practices during COVID-19 is practiced well.

4.3 Inferential Analysis

4.3.1 Independent Test

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

Table 4.5 Independent Sample Test between Tourist and Tour Operators (N=305)

		Independent Samples Test									
		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
Price	*	70.151	.000	-17.871	303	.000	-4.31257	.24131	-4.78742	-3.83771	
	**			-24.877	302.419	.000	-4.31257	.17335	-4.65370	-3.97143	
Product	*	.799	.372	-10.491	303	.000	-2.45053	.23358	-2.91019	-1.99088	
	**			-10.711	159.381	.000	-2.45053	.22879	-2.90239	-1.99868	
Promotion	*	7.773	.006	-10.427	303	.000	-4.67219	.44809	-5.55394	-3.79044	
	**			-11.633	194.916	.000	-4.67219	.40164	-5.46430	-3.88008	
Place	*	30.518	.000	-10.120	303	.000	-2.72567	.26934	-3.25568	-2.19566	
	**			-13.608	294.023	.000	-2.72567	.20029	-3.11986	-2.33148	
People	*	17.288	.000	-12.167	303	.000	-4.21176	.34617	-4.89297	-3.53056	
	**			-15.493	267.610	.000	-4.21176	.27186	-4.74701	-3.67652	
Process	*	8.492	.004	-9.119	303	.000	-2.05829	.22572	-2.50246	-1.61412	
	**			-10.151	193.888	.000	-2.05829	.20276	-2.45819	-1.65838	
Physical Evidence	*	24.818	.000	-12.693	303	.000	-4.09225	.32240	-4.72668	-3.45781	
	**			-15.584	246.461	.000	-4.09225	.26259	-4.60946	-3.57503	
Partnership	*	62.424	.000	-10.414	303	.000	-3.03663	.29161	-3.61046	-2.46280	
	**			-14.007	294.133	.000	-3.03663	.21679	-3.46328	-2.60998	
Programming	*	1.707	.192	-9.090	303	.000	-3.64706	.40120	-4.43655	-2.85757	
	**			-9.328	161.113	.000	-3.64706	.39096	-4.41913	-2.87499	
Packaging	*	81.647	.000	-12.524	303	.000	-3.62112	.28913	-4.19008	-3.05217	
	**			-16.805	293.217	.000	-3.62112	.21548	-4.04520	-3.19704	

* Equal variance assumed

**Equal variance not assumed

Survey Result, 2021

In the above table, the negative t value indicates that the mean amount of tour operators in group 2 is significantly greater than the mean for the tourists responses in price responses of group 1, $t(303) = -17.871, p < 0.05$. Similarly, the mean amount of tour operators in group 2 is significantly lower than the mean for the tourist’s responses in all responses of group 1, $p < 0.05$. The t-statistic is compared with significance points from the t-distribution with 1 degree of

freedom. This is done by SPSS, resulting in the printed P value (in the Sig. (2-tailed) column). Since all factors P are less than 0.05, the null hypothesis is rejected, and it can be concluded that, on average, tourists responded the different marketing practices from tour operators. The output also includes a 95% confidence interval for the mean difference.

4.3.2 Tourism Marketing Strategy

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

Table 4.6 Tourism Marketing Strategy in Addis Ababa (N=85)

Variables and Measures	Mean	SD	Grand Mean
Segmentation			
The Ethiopian tourism market is segmented using geographic variables such as location, weather, topography, population density	3.41	1.061	3.22
The Ethiopian tourism market is segmented using demographic variables such as age, gender, marital status and income	3.29	1.308	
The Ethiopian tourism market is segmented using behavioral segmenting variables such as benefit sought, user status, usage rate, loyalty status	3.04	1.367	
The Ethiopian tourism market is segmented using psychographic variables such as life style, personality, social status, attitude	3.12	1.295	
Targeting			
Tour operators are targeting their market by considering the responsiveness of the market	3.24	1.161	3.22
Tour operators in Addis Ababa uses identifiable targeting for the market	3.12	1.267	
Tour operators are targeting their market by considering the reach ability of the market	3.20	1.478	
Tour operators are targeting their market by considering the compatibility of the market	3.19	1.170	
Tour operators are targeting their market by considering the competitiveness of the market	3.34	1.296	

Positioning			
By creating a unique image in tourism market	2.86	0.601	2.77
By its tourism experience gained by being closed to tourists	2.68	0.582	
By properly implement the elements of the marketing mix	2.64	0.633	
Over all Grand mean for marketing strategy			3.07

Survey Result, 2021

The data shows that the tourism marketing strategy that includes segmentation, positioning and targeting, accordingly, The strategy was rated as good due to its grand mean 3.22 respondents have at least showing that 70.6% viewed Ethiopian tourism marketing strategy according to geographic variables, 63.5% tourism market strategy according to demographic variable, 51.7% tourism market strategy using behavioral variables and 52.9% according to psychographic variables. It shows the tourism marketing segmentation of Ethiopia focused on to address geographic, demographic, behavioral segmentation and psychographic variables.

Based on the grand mean of targeting 3.2 it was rated as good. In detail 61.2% of the sample respondents preferred to the category of responsiveness, 52.9% of them preferred identifiable, 60% reach ability, 52.9% compatibility and 67% competitiveness. This shows the tourism marketing strategy targeted responsiveness, identifiable, reach ability, compatibility and competitiveness.

Regarding the positioning strategy, 76.5% of sample respondents have at least agree showing that Addis Ababa Tourism is positioned by creating a unique image in tourism market, 71.8% Addis Ababa has tourism experience gained by being closed to tourists and 64.7% Addis Ababa tourism is facilitated by properly implemented the elements of marketing mix. It is found here the lowest grand mean (2.77) and that was rated moderate. It shows that the tourism marketing strategy of the city has a weakness to create unique image in tourism market, it is temperately facilitated and exhibited less tourism experience gained by being closed to tourists and there is lack of properly implement the elements of the marketing mix. Over all, the data shows that there is disorganized marketing and unable to coordinate the elements of the marketing mix to implement the positioning during COVID-19.

Altogether the grand mean value for tourism marketing strategies during COVID-19 is found to be 3.07 that were rated as moderate. It shows that the tourism marketing strategy during COVID-19 is needs improvement.

4.3.3 Tourism Marketing Challenges

In this study, external and internal tourism market challenges exhibited in A.A were assessed with four dimensions each and 28 sub dimensions in total.

4.3.3.1 External Challenges

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

Table 4.7 Tourism Marketing External Challenges (N=85)

Measures	Mean	SD	Grand Mean
Lack of Legal Challenges			
a) Legal challenges such as taxation, travel restriction, infrastructure issues, and security and cross border regulation are negatively affected the segmenting strategy of tour operators in Addis Ababa during COVID-19	3.64	0.884	3.60
b) Lack of a clear goals, policy, and frameworks for tourism sector in Addis Ababa affects tourism marketing practices	3.58	1.016	
c) Lack of legal support for tourism physical assets negatively affects tourism marketing in Addis Ababa	3.59	0.955	
Economic Challenges			
A) Exchange rate fluctuation negatively affects the tourism marketing practices in terms of price	3.66	0.983	3.58
B) Weak financial management of tourism expenses (prices) negatively affects tourism marketing practices in Addis Ababa during COVID-19	3.55	0.994	
C) Less income of the local inhabitants due to COVID-19 negatively affects the tourism sites marketing practices in Addis Ababa	3.54	1.053	
Technological Challenges			
A) High internet price negatively affects the tourism market in Addis Ababa	3.64	0.962	3.6
B) Sluggish tourism digital advertisement spreading out negatively affects tourism market in Addis Ababa	3.71	0.949	
C) Lack of Tourism Information Network after COVID-19 happen in Ethiopia negatively affects the tourism market places in Addis Ababa.	3.46	1.041	
D) Lack of good internet and mobile phone network facility at everywhere are negatively affect the tourism market during COVID-19	3.61	1.114	

Socio-cultural Challenges			
A) Life style of the residents at a tourist destination negatively affect tourism marketing during COVID-19	3.41	1.027	3.31
B) Cultural difference have negative impact on the tourism sector in Addis Ababa	3.21	1.166	
C) Insignificant tourism business infrastructure negatively affected the tourism market in Addis Ababa during COVID-19	3.32	1.126	

Survey Result, 2021

The above table show that regarding legal as tourism marketing challenges 78.8% of the sample respondents has at least agree indicated that taxation, travel restrictions, infrastructure issue and security and cross border regulation are negatively affected the segmenting strategy of tour operators in Addis Ababa during COVID-19. 73% Lack of a clear goals, policy, and frameworks for tourism sector in Addis Ababa affects tourism marketing practices, 75.3% Lack of legal support for tourism physical assets negatively affects tourism marketing in Addis Ababa during COVID-19. Legal factor was rated good and exhibited the largest mean as of technology.

The economic factor exhibited below 4.00 mean average and rated as good; 76.4% of them have at least agree indicating that exchange rate fluctuation, 72.9% weak financial management of tourism expense (price), 70.5% less income of the local inhabitants due to COVID-19 negatively affects the tourism marketing. Economic factors affect the tourism marketing challenges in less than legal factors as compared to the two means.

Regarding technology, more than 80% of them preferred to the category of agree for all factors indicating that high internet price, sluggish tourism digital advertising spreading out, and lack of Tourism Information Network after COVID-19 happens in Ethiopia and lack of good internet and mobile phone network facility at everywhere negatively affects tourism market in Addis Ababa during COVID-19. It has the same mean score as of legal factor and it counted as it exhibited like legal external challenge of tourism market in Addis Ababa.

This study collected respondent's opinion about socio-cultural issues that related to external tourism marketing challenges. Accordingly, it was rated below socio-cultural factors. In detailed, 74 % of them claimed life style of the residents at a tourist destination negatively affect the tourism sector in Addis Ababa. Others round 67.1% of them have at least supported the same idea as cultural difference has negative impact on the tourism sector in Addis Ababa during

COVID-19, 71.8% agree with insignificant tourism business infrastructure negatively affected the tourism market in Addis Ababa during COVID-19.

4.3.3.2 Internal Challenges

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

Table 4.8 Tourism Marketing internal Challenges (N=85)

Measures	Mean	SD	Grand Mean
Lack of Value of Top Management Commitment			
A) Value of top management support to provide training for employees	3.2	0.986	3.57
B) Top managements of the tourism sectors in Addis Ababa are support to allocate resources	3.79	0.619	
C) Inflexible tourism sector managers decision negatively affects tourism market in Addis Ababa	3.53	0.853	
D) The bureaucracy of tourism sectors managements are negatively affect the tourism marketing in Addis Ababa	3.74	0.675	
Lack of Skilled Human Resource			
A) Low Ethiopian tourism workers performance negatively affects tourism market in Addis Ababa during COVID-19	3.94	0.930	3.77
B) Low motivation of Ethiopian tourism workers negatively affects tourism market in Addis Ababa	3.39	1.166	
C) Unethical tourist workers negatively affects tourism market in Addis Ababa during COVID-19	3.74	0.978	
D) Scarce skilled manpower in Ethiopian hotels and restaurants negatively affects tourism market in Addis Ababa	4.01	0.852	
Lack of Research and Development			
A) Insufficient COVID-19 and tourism related research in Ethiopia negatively affects tourism market in Addis Ababa	3.35	1.131	3.76
B) Insufficient tourism related research in Ethiopia negatively affects tourism market in Addis Ababa	4.04	0.865	
C) Lack of Research activities in various tourism places negatively affects tourism market in Addis Ababa	3.92	0.834	
D) Lack of insufficient tourism research centers in Ethiopia negatively affects tourism market in Addis Ababa	3.74	1.082	
Resource un Availability			
A) The Addis Ababa tourism sectors arrangements targeted at environmentally sustainable tourism	3.95	0.815	

B) Having underdeveloped Tourist infrastructure negatively affects tourism market in Addis Ababa	3.95	0.815	3.93
C) Having inadequate tourism maps negatively affects tourism market in Addis Ababa	3.88	0.892	

Survey Result, 2021

The above table shows that respondents opinion, the lowest mean was found in top management know how as internal marketing challenge (3.57) which was exhibited the lowest among others. More than 70 of them indicted that there are lack of value of top management support to provide training for employees, top management of the tourism sectors in Addis Ababa are support to allocate resource, inflexible tourism sector manager decision, the bureaucracy of tourism sectors managements. These are moderately and negatively affect tourism market in Addis Ababa. The grand mean exhibited below 4.00 and it was rated as good. The grand mean of 3.77 is skilled human resource challenges it was composed of, workers performance, motivation of Ethiopian tourism workers, unethical tourist workers and scarce skilled man power in Ethiopia hotels and restaurants. It was composed of low salaries of tourist professionals, scarce skilled manpower in Ethiopian hotels and restaurants. These are temperately affects tourism market in Addis Ababa.

On other hand, more than 85 % if the respondents have at least agree to lack of Research and development in tourism activities, insufficient COVID-19 and tourism related research in Ethiopia, insufficient tourism related research, lack of research activities in various tourism place, lack of insufficient tourism research center. Regarding resource unavailability, the grand mean was scored as 3.93. Tourism sectors arrangements targeted at environmentally sustainable tourism, under developed tourist infrastructure, inadequate tourism maps. These are not as much of affects tourism market in Addis Ababa.

4.3.4 Rank Order Analysis of Tourism Internal and External Challenges (Kendall's Wallis Coefficient of Concordance of the Rank Order Analysis Model)

Table 4.9 Rank of Tourism Challenges during COVID-19

Items	Mean Rank	Rank
Socio-Cultural Challenges	2.26	1 st
Economic Challenges	2.76	2 nd
Legal Challenges	2.78	3 rd
Resource Unavailability	3.67	4 th
Top management	5.76	5 th
Technological Challenges	6.06	6 th
Research and Development	6.21	7 th
Skilled HR	6.51	8 th
Kendall's Wa= 0.578 Chi-square= 344.167 df= 7 Asymp.sig.= 0.000 Kendall's coefficient of concordance		

Survey Result, 2021

Based on the above table we can conclude that the respondent agreement or concordance is due to chance regarding the challenge of tourism marketing during COVID-19 as $P > 0.05$ with a $W = 0.578$

The above table shows the challenges of tourism marketing during COVID-19 were ranked as socio-cultural, economical, legal, resource unavailability, lack of value of top management commitment, technological challenge, lack of research and development, lack of skilled human resource, respectively. The implication of these challenges during COVID-19 is that they have negative effects on the tourism marketing practices.

Generally, according to the inferential data analysis using Kendall's coefficients the top three challenges of tourism marketing during COVID-19 were socio-cultural challenges, economic and legal challenges.

CHAPTER FIVE

Summary of Findings, Conclusion and Recommendations

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

5.1 Summary of Findings

The study aimed to analyze the tourism marketing practices, challenges and strategies in Addis Ababa during COVID-19. Using descriptive research method, the study found that the tourism product in Addis Ababa during COVID-19 exhibited inferior and insufficient with having new, unique distinctive and memorable product or service experiences. Overall tourism programming management was not properly managed during COVID-19 with unappealing material associated with services and hygienic problem. The tourism sectors in Addis Ababa have not different and convenient packaging even if it provides quality service with cheaper and affordable price and potential location benefits.

In addition, Addis Ababa Tourism marketing followed poor positioning strategy including less experience gained by being closed to tourists, unable to create unique image in tourism market and weak implementation of marketing mix elements. Besides, tourism marketing in Addis Ababa during COVID-19 was obstructed by legal activities; so as that it exhibited travel restriction and cross border regulation illegal support for tourism physical assets.

Moreover, technology was also considered as tourism marketing challenge in Addis Ababa that included having sluggish ICT facilities development, slow-moving tourism digital advertisement, lack of Tourism Information Network and weak tourism technology expertise. It was indicated that resource availability in tourism activities was not properly expanded during COVID-19 and having under developed tourist infrastructure and inadequate tourism maps and sectors arrangements targeted at environmentally sustainable. Further, the study found that tourists and tour operators responded similar marketing challenges in legal, economic, technology, Socio-cultural, top management, skilled human resource, research and development and resource unavailability aspects during COVID-19.

5.2 Conclusion

Presently, this unprecedented public health crisis has become a catastrophic economic crisis to the entire globe and consequently the tourism sectors. This review has examined to assess the challenges of COVID-19 pandemic on tourism sector in Addis Ababa. The tourism marketing and its development have look for a great attention and have been adopted as a policy in tourism planning by many governments and concerned bodies. During COVID-19 there are numerous tourism marketing challenges that hinder its effectiveness and in managing tourism marketing in Addis Ababa. It is imperative to note that the tourism industry is based on marketing mix and its appropriate strategies and their interaction among them. This is because this industry is highly sensitive to the social and physical conditions of the destination micro and macro environment. Thus, legal reforms, technological adaptation, research and development are very necessary. In addition, market positioning and marketing mix particularly physical assets are very necessary. It is recognized that tourism industry faces numerous marketing challenges during COVID-19. Such as travel restriction, cross border regulation, economic, technology, Socio-cultural, Lack of top management Commitment, Lack of Skilled human resource, Lack of research and development and resource unavailability on tourism marketing and these should be addressed timely and effective.

5.3 Recommendation

Even though the role of marketing strategy and practices is organized and implementing for tourism sectors in Addis Ababa during COVID-19, it has some problems. Therefore, the study recommends the following points.

- ✓ Tourism sectors develop new, unique distinctive and memorable product or service experiences to enhance the tourism market during COVID-19.
- ✓ Special activities and events are needed to organizing good programming to return the tourist experience.
- ✓ Ethiopian tourism marketing focused on adequate and appealing physical facilities found more than ever during COVID-19.
- ✓ Tourism supporting service and tourism marketing mixes are improved to satisfy tourists.
- ✓ The exceptional positioning strategy of tourism sectors have to promote to the customers in order to create the image of Ethiopia tourism market.

- ✓ The country needs an effective marketing program that blends all the marketing elements to achieve the service providers marketing objectives by delivering value to customers.
- ✓ Finally, it is recommended to initiate collaborative strategies among the public and private sector. Specially, government could initiate tax reduction schemes (for certain period of time) for tourism sectors could think of introducing interest-free capital loan schemes and job guarantees for permanent carder employees.
- ✓ More researches are carried out with the support of academia to see the indirect effects of the outbreak the pandemic in the country.

5.4 Limitation and Future Study Area

As it is generally know every research study has its own limitations; this research also has a few limitations. One of the short comings of this study is regarding the response rate, since 61% response rate was found because of the current situation of the country. At the time of data collection Ethiopia faced with civil war and corona virus. On the other hand, the sampling technique was convenience sampling (drawback of convenience sampling) in its scope because of time and resource constraints the study is limited to the tourism sectors found in Addis Ababa, hence, it does not truly indicate about marketing strategies of other tourism sectors elsewhere in the country.

Lastly, few empirical researches have been done in the same area of study and hence intensive review of past studies was limited. For an intensive and comprehensive understanding of the area of study, the researcher suggests that further research comparative research on assessment of the marketing strategies for promoting the tourism. Also, an assessment of marketing strategies for promoting e-tourism in Ethiopia would be a valuable addition to this study.

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ANNEX
ANNEX 1 Questioner

Questionnaire for tour operators in Addis Ababa

SCHOOL OF GRADUATE STUDIES
SAINT MARY'S UNIVERSITY

Assessment of COVID-19 challenges in tourism marketing strategy in the case of travel agency in Addis Ababa

Greetings!

I am Haregewoyn Ayalew a postgraduate student of St. Mary University, department of business administration. I am conducting a research titled "Assessment of COVID-19 challenges in tourism marketing strategy in the case of travel agency in Addis Ababa". This study is being conducted in partial fulfillment of the requirements for the degree of masters of business administration. Hence, the information you provide will strictly be used only for academic purpose and it will be kept confidential.

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

You're Sincerely,

Haregewoyn Ayalew

Email: ayalewhagi@gmail.com

#Tell: 09 06 28 23 23

Questionnaire to be filled by Tour Operators in Addis Ababa

Part One: Demographic Profile of Respondents

Instruction: Please choose the correct information about yourself among response categories by putting "√" mark in the box.

1. Age (in years):

18-35 years 36-55 years above 55 years

2. Sex: Male Female

3. Education level:

Diploma and below Bachelor Degree Masters and above

4. Your experience in the company:

Less than 5 years 5-10 years 11-15 years above 15 years

Part Two: Main questions

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

Question 1 - How do you perceive and rate the following practices of Tourism Marketing Management in terms of experience and tourist expectation in Ethiopia during COVID-19? Please put “X” mark with the answer you choose. Please note that 1 represents for “Strongly Disagree”; 2 for “Disagree”; 3 for “Neutral”; 4 for “Agree” and 5 for “Strongly Agree”

Table 1 tourism marketing practices for tour operator.

Variable	Measure	1	2	3	4	5
Price	-Our organization give cheaper price in Addis Ababa during COVID-19 compared to other countries.					
	-Our organization presented quality tourism services at affordable prices in Ethiopia at time of COVID.					
	-Our organization pricing policy gives value for money to visitors during COVID-19.					
Product	-Our organization develop new tourism product/service in Addis Ababa during COVID-19					
	-Our organization provide a unique distinctive and memorable product or service experiences during COVID-19					
	-Our organization service portfolio at time of COVID-19 enhance its Ethiopian image					
Promotion	-Our organization uses advertising media such as TV and radio during COVID-19					
	-Our organization uses advertising media such as bill boards, newspaper and magazines during COVID-19					
	-Our organization uses advertising media such as brochures, fliers and business cards during COVID-19					
	-Our organization uses personal selling, electronic mail, short messages(SMS) and telemarketing for promotion during COVID-19					

	-Our organization uses public relation, publicity and sponsorship for promotion during COVID-19					
	-Our organization uses sales promotion tools such as gifts, price discounts and complimentary services for promotion during COVID-19					
Place	-Our organization are conveniently located as our customers are easily find their way					
	-Our organization uses global distribution(computerized reservation) systems to distribute its products and services					
	-Our organization is able to give location benefits to its visitors in Addis Ababa					
People	-Our organization employees are well take care about the pandemic					
	-Our organization employees are carrying and professional					
	-Our organization employees are consistently courteous, prompt, reliable and initiative towards serving guests					
	-Our organization employees have good awareness about COVID-19 and the tourism service					
Process	-Our organization take care for our customers precious time free from COVID-19 in Addis Ababa					
	-Our organization has proper blue print of its service delivery in place during COVID-19 in Addis Ababa					
	-The service offered by our organization are simple to understand					
Physical evidence	-The guest rooms, bathrooms and sanitary facilities in Addis Ababa are always clean for the health and safety of guests					
	-In our organization adequate physical facilities are found during COVID-19					

	- In our organization appealing material associated with COVID-19 service are found					
	-Our organization has modern and comfortable facility and amenities for the guests					
Partnership	-Our organization partners with hotels and travel agencies in marketing its product or services					
	-Our organization partners with competitor companies					
	-Our organization partners with non-competitor companies (such as telecommunication)					
	-Our organization use partnership as a differentiation strategy to enhance its market reach and image during COVID-19					
Programming	-Our organization organizes a special events during COVID-19					
	-Our organization takes advantages of nationally organized events during COVID-19					
	- Our organization organizes special events and activities in line with different industries during COVID-19					
	-The programming of Our organization is good enough to convince customer in Addis Ababa during COVID-19					
	- Our organization has special activities and events for different market segments(children, family, corporate, and schools) to enhance tourist experience					
Packaging	-Our organization packages its product and services offering by working with other competitor companies					
	-Our organization gives convenient package for tourists during COVID-19					
	-Hotels in Addis Ababa agrees to be part of packaged tours organized by tour operators					

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

1. Segmentation

To what extent the following bases are used by the tourism sector for segmenting the market during COVID-19.

Table 2 tourism marketing strategy in Addis Ababa

Measures	1	2	3	4	5
The Ethiopian tourism market is segmented using geographic variables such as location, weather, topography, population density					
The Ethiopian tourism market is segmented using demographic variables such as age, gender, marital status and income					
The Ethiopian tourism market is segmented using behavioral segmenting variables such as benefit sought, user status, usage rate, loyalty status					
The Ethiopian tourism market is segmented using psychographic variables such as life style, personality, social status, attitude					

2. Targeting

To what extent the following bases are used by the tourism sector for targeting the market during COVID-19.

Measures	1	2	3	4	5
Tour operators are targeting their market by considering the responsiveness of the market					
Tour operators in Addis Ababa uses identifiable targeting for the market					
Tour operators are targeting their market by considering the reach ability of the market					
Tour operators are targeting their market by considering the compatibility of the market					
Tour operators are targeting their market by considering the competitiveness of the market					

3. Positioning

Measures	1	2	3	4	5
By creating a unique image in tourism market					
By its tourism experience gained by being closed to tourists					
By properly implement the elements of the marketing mix					

Question 3 – How do you perceive and rate the following listed possible Challenges in Tourism Marketing in Ethiopia during COVID-19? Please put “X” mark with the answer you choose. Please note that 1 represents for “Strongly Disagree”; 2 for “Disagree”; 3 for “Neutral”; 4 for “Agree” and 5 for “Strongly Agree”.

Table 3 tourism marketing challenges

Macro Marketing Challenges During COVID-19

Measures	1	2	3	4	5
Lack of Legal Challenges					
a) Legal challenges such as taxation, travel restriction, infrastructure issues, and security and cross border regulation are negatively affected the segmenting strategy of tour operators in Addis Ababa during COVID-19					
b) Lack of a clear goals, policy, and frameworks for tourism sector in Addis Ababa affects tourism marketing practices					
c) Lack of legal support for tourism physical assets negatively affects tourism marketing in Addis Ababa					
Economic Challenges					
a) Exchange rate fluctuation negatively affects the tourism marketing practices in terms of price					
b) Weak financial management of tourism expenses (prices) negatively affects tourism marketing practices in Addis Ababa during COVID-19					
c) Less income of the local inhabitants due to COVID-19 negatively affects the tourism sites marketing practices in Addis Ababa					
Technological Challenges					
a) High internet price negatively affects the tourism market in Addis Ababa					
b) Sluggish tourism digital advertisement spreading out negatively affects tourism market in Addis Ababa					
c) Lack of Tourism Information Network after COVID-19 happen in Ethiopia negatively affects the tourism market places in Addis Ababa.					
d) Lack of good internet and mobile phone network facility at everywhere are negatively affect the tourism market during COVID-19					
Socio-cultural Challenges					
a) Life style of the residents at a tourist destination negatively affect tourism marketing during COVID-19					
b) Cultural difference have negative impact on the tourism sector in Addis Ababa					
c) Insignificant tourism business infrastructure negatively affected the tourism market in Addis Ababa during COVID-19					

Micro Marketing Challenges during COVID-19

Measures	1	2	3	4	5
Lack of Value of Top Management Commitment					
a) Value of top management support to provide training for employees					
b) Top managements of the tourism sectors in Addis Ababa are support to allocate resources					
c) Inflexible tourism sector managers decision negatively affects tourism market in Addis Ababa					
d) The bureaucracy of tourism sectors managements are negatively affect the tourism marketing in Addis Ababa					
Lack of Skilled Human Resource					
a) Low Ethiopian tourism workers performance negatively affects tourism market in Addis Ababa during COVID-19					
b) Low motivation of Ethiopian tourism workers negatively affects tourism market in Addis Ababa					
c) Unethical tourist workers negatively affects tourism market in Addis Ababa during COVID-19					
d) Scarce skilled manpower in Ethiopian hotels and restaurants negatively affects tourism market in Addis Ababa					
Lack of Research and Development					
a) Insufficient COVID-19 and tourism related research in Ethiopia negatively affects tourism market in Addis Ababa					
b) Insufficient tourism related research in Ethiopia negatively affects tourism market in Addis Ababa					
c) Lack of Research activities in various tourism places negatively affects tourism market in Addis Ababa					
d) Lack of insufficient tourism research centers in Ethiopia negatively affects tourism market in Addis Ababa					
Resource un Availability					
a) The Addis Ababa tourism sectors arrangements targeted at environmentally sustainable tourism					
b) Having underdeveloped Tourist infrastructure negatively affects tourism market in Addis Ababa					
c) Having inadequate tourism maps negatively affects tourism market in Addis Ababa					

Questionnaire to be filled by local tourists in Addis Ababa

Part One: Demographic Profile of respondents

Instruction: Please choose the correct information about yourself among response categories by putting “√” mark in the box.

1. Age (in years):

18-35 years 36-55 years above 55 years

2. Sex: Male Female

3. Education level:

Diploma and below Bachelor Degree Masters and above

4. Number of members of your group

Individual Two Three Four or more

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

Tourist destination with family or relatives Guest Houses and Hotels in AA

6. How did you collect data for your tour?

From websites

From family or relatives

From tourism sectors advertising

Any other please specify _____

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

Own Tourists Company

Questionnaire to be filled by foreign tourists in Addis Ababa

Part One: Demographic Profile of respondents

Instruction: Please choose the correct information about yourself among response categories by putting "✓" mark in the box.

1. Age (in years):

18-35 years 36-55 years above 55 years

2. Sex: Male Female

3. Education level:

Diploma and below Bachelor Degree Masters and above

4. Number of members of your group

Individual Two Three Four or more

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

Tourist destination Addis Ababa Cities outside Addis Ababa

6. How did you collect data for your tour?

From tourism websites

From brochures

From tourism sectors advertizing

Any other please specify _____

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

Own

Tourists Company

Part Two: Main questions

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

Question 1 - How do you perceive and rate the following practices of Tourism Marketing Management in terms of experience and tourist expectation in Ethiopia during COVID-19? Please put “X” mark with the answer you choose. Please note that 1 represents for “Strongly Disagree”; 2 for “Disagree”; 3 for “Neutral”; 4 for “Agree” and 5 for “Strongly Agree”.

Table 4 tourism marketing practices for tourists

Variable	Measure	1	2	3	4	5
Price	-Tourists get cheaper price in Addis Ababa during COVID-19 compared to other countries.					
	-Presented quality tourism services at affordable prices during COVID-19.					
	-Pricing policy of the tourism sector in Addis Ababa gives value for money to visitors during COVID-19.					
Product	-New tourism product/service is developed in Addis Ababa tourism sector during COVID-19					
	-Tourism sectors in Addis Ababa provide a unique distinctive and memorable product or service experiences					
	-The service portfolio of the tourism sector at time of COVID-19 enhance its Ethiopian image					
Promotion	-The tourism sectors in Addis Ababa uses advertising media such as TV and radio during COVID-19					
	- The tourism sectors in Addis Ababa uses advertising media such as bill boards, newspaper and magazines during COVID-19					
	- The tourism sectors in Addis Ababa uses advertising media such as brochures, fliers and business cards during COVID-19					

	- The tourism sectors in Addis Ababa uses personal selling, electronic mail, short messages(SMS) and telemarketing for promotion during COVID-19					
	-The tourism sectors in Addis Ababa uses public relation, publicity and sponsorship for promotion during COVID-19					
	- The tourism sectors in Addis Ababa uses sales promotion tools such as gifts, price discounts and complimentary services for promotion during COVID-19					
Place	-Tourism sectors in Addis Ababa are conveniently located as customers are easily find their way					
	-The tourism sectors in Addis Ababa uses global distribution (computerized reservation) systems to distribute its products and services					
	-The tourism sector is able to give location benefits to its visitors in Addis Ababa					
People	-Tour operators in Addis Ababa are well take care about the pandemic					
	-The people who are guiding tourist in Addis Ababa are carrying and professional					
	- People involved in tourism marketing in Addis Ababa are consistently courteous, prompt, reliable and initiative towards serving guests					
	-People involved in tourism marketing in Addis Ababa have good awareness about COVID-19 and the tourism service					
Process	-The tourism sector take care of its customer precious time free from COVID-19 in Addis Ababa					
	-The tourism sector has proper blue print of its service delivery in place during COVID-19 in Addis Ababa					

	-The service offered by the tourism sector are simple to understand					
Physical evidence	-The guest rooms, bathrooms and sanitary facilities in Addis Ababa are always clean for the health and safety of guests					
	-Adequate physical facilities are found for tourists in Addis Ababa during COVID-19					
	- Appealing material (services) are found in Addis Ababa during COVID-19					
	-Tourism sectors in Addis Ababa has modern and comfortable facility and amenities for the guests					
Partnership	-Hotels partners with travel agencies and tour operators in marketing its product or services					
	-Tourism sectors in Addis Ababa are partners with competitor companies					
	-Tourism sectors in Addis Ababa are partners with non-competitor companies such as telecommunication					
	-Tourism sectors in Addis Ababa use partnership as a differentiation strategy to enhance its market reach and image during COVID-19					
Programming	-Tourism sectors in Addis Ababa organizes a special events after COVID-19					
	-Tourism sectors in Addis Ababa takes advantages of nationally organized events after COVID-19					
	-Tourism sectors in Addis Ababa organizes special events and activities in line with different industries					
	-The programming of the tourism sector are good enough to convince customer in Addis Ababa during COVID-19					

	-Tourism sectors in Addis Ababa has special activities and events for different market segments(children, family, corporate, and schools) to enhance tourist experience					
Packaging	-Tourism sectors in Addis Ababa packages its product and services offering by working with other competitor companies					
	-Tourists get convenient package in Addis Ababa during COVID-19 compared to other country					
	-Hotels in Addis Ababa agrees to be part of packaged tours organized by tour operators					
	-Tour operators in Addis Ababa has different packages for the different markets they serve					

