



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES COLLEGE OF BUSINESS
AND ECONOMICS DEPARTMENT OF MARKETING
MANAGEMENT**

**THE EFFECTS OF INTEGRATING MARKETING
COMMUNICATION ON PERFORMANCE OF HOTEL IN
ETHIOPIA- THE CASE OF SELECTED HOTELS IN ADDIS
ABABA**

**BY
YONAS BEZABIH**

**MAY, 2021
ADDIS ABABA, ETHIOPIA**

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**MAY 2021
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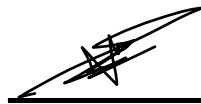
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DECLARATION

I, Yonas Bezabih, declare that this research is my original work and that it has never been presented to any institution or university for the award of Degree. In addition, I have referenced correctly all literature and sources used in this work and this work is fully compliant with St. Mary's University School of Graduate Studies academic honesty policy.

Signature

St. Mary's University

Addis Ababa

May, 2021

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LIST OF ACRONYMS AND ABBRIVATIONS

| | |
|-------|-------------------------------------|
| IMC | Integrated Marketing Communications |
| CD | Consumer-Direct |
| UNWTO | The World Tourism organization |
| AU | African Union |
| ECA | Economic Commission for Africa |
| UN | United Nation |
| GGBL | Guinness Ghana Breweries Limited |
| EIC | Ethiopian Insurance Corporation |

ABSTRACT

The study focused on the effects of integrating marketing communication on performance of hotel in Ethiopia. The study was guided by four research questions. In order to achieve the desired outcome descriptive research designs have been applied and mixed research approach is adopted. the populations for the study were employees and managers in the hotel industry and the study population comprised of a total of 105 employees from various functions. Descriptive statistics including frequency tables and mean is used to present the results of the study. Correlations and regression among the variables were calculated using statistical package for social scientists) version 20. In conclusion, the study revealed that the correlation result reveals that there is high degree of association among the indicators of effects of integrating marketing variables and performance of hotel industry. the study showed that the regression analysis done to ascertain the extent to which the variables mentioned explain the variance in performance of hotel industry. The value of adjusted $r^2=.53.2$ which indicates 53.2% of variance in performance of hotel industry is explained by the independents variables. The study further revealed that this research finding confirmed that advertising, sales promotion, direct marketing and personal selling are the major significant tools of integrated marketing communication for performance of hotel industry. recommendations for improvement at the hotel industry may attempt to co-ordinate the communication around a created or sponsored event as of going practices with an activity that gathers the target group in time and space.

Key Words- *Integrated Marketing Communication, Advertising, Sales Promotion, Direct Marketing, Personal Selling, Performance*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

The hospitality industry is one of the most dynamic and competitive sectors, it has become more important to communicate marketing messages that are clear, unified and integral throughout all the communication channels to the target audiences. The paper aims to review the previously conducted research efforts on implementation of the concept of integrated marketing communications (IMC) in the hospitality industry. Marketing as a concept includes three main goals: reference to the consumer, the development of integrated business applications and dedication to aims. It is based on determining the needs and desires of consumers, recognizing their differences, meeting the specific needs and desires, assessing long-term opportunities and threats to business operations and coordinated decision- making and control. Marketing in hospitality due to extremely complex environment becomes increasingly difficult without effective marketing considerations and planning strategies. Marketing strategy is a stable and consistent way of relationship between hospitality organization and its environment.

Integrated Marketing Communication (IMC) is defined by Naeemet al (2013), as “concept of marketing communication planning that combine and evaluate strategic role of different communication discipline to get the clarity, consistency and greater impact” (pp125). The IMC process starts with the customer and works in a way that defines and finds methods and forms that are developed to influence various communication programs. The integration aspect of marketing communication comes with the aim of delivering consistent and complementary messages across various elements of the promotion mixes. According to Belch & Belch (2003), the tools for IMC which are considered as promotion mixes are advertising, direct marketing, interactive/internet marketing, sales promotion, publicity/public relations and personal selling. The importance of IMC in contemporary business environment has been growing and its impact has been observed in various aspects of firm performance and in meeting various objectives of a firm. It is considered as a key element in creating a firms competitive advantage and hence increases sales and profit while saving time and money. (Naeem et al, 2013).

Integrated Marketing Communication (IMC), as it is now called, with a wider perspective and impact is one of top ranked pillars for marketing strategy for a company operating in a competitive environment. According to Kotler (2006), one of the keys focuses of effective marketing strategies is successful development of IMC tools such as advertising, public relations, sales promotion, personal selling and direct marketing among others to optimize the communications impact on target customers. The hotel industry in the Ethiopian economy is found at one of the lowest in the world. Its contribution for the economy's gross domestic product is well below the global and African average. Among several reasons put forward for such poor performance of the industry by various previous findings is lack of awareness about hotels products in particular. As a result it is important to evaluate the importance of IMC activities on performance of hotel companies and identify gaps against evidences and theories form other parts of the world for further improvement of the sector. To an analysis of the company's achievement as compared to goals and objectives, within corporate organizations, there are three primary outcomes analyzed: financial performance, market performance and shareholder value performance (in some cases, production capacity performance may be analyzed) (Meidan, 2006).

This research proposes to assess the Effects of Integrating Marketing Communication on Performance of Hotel in Ethiopia- the Case of Selected Hotels specifically in Addis Ababa. The aim of writing this thesis is to analyze the Effects of Integrating Marketing Communication on Performance of Hotel Industry, the way Marketing Communication has changed the industry and how it can be used to further develop the industry and to create a positive brand image of a hotel in the minds of the customers.

1.2 Statement of the Problem

This chapter focuses on the accommodation sector, particularly the hotel industry Special attention to given to the evolution of the Effective marketing communication in hotel industry and the market system within the field, Many new and powerful entrepreneurs have recently entered the Ethiopian hospitality industry. According to Tourism and conservation department of about 50% of the industry is less than ten (10) years old. This increase of entrepreneurs in hospitality made the industry more competitive than it had ever been. Though the number of customers has also increased due to increased number of tourists, some business people in the industry who were not used to competition are now required to make effort in the marketing of

their products and services. This study compares and analyses the marketing communication of Addis Ababa hotels to determine its usefulness in attracting and retaining customers.

This research sheds more light on the particularities involved in the marketing communication of hotels and suggests more appropriate integrated marketing communication strategies and tools to be used by Ethiopian hotels for sustainable development and competitive viability. This study, carried out on both star and non-star category hotels, will identify the strategies of Integrate Marketing Communication to be competitive advantages.

In the Ethiopian hotel industry, the perception of hotel about marketing had not shifted from mere advertising until recently which was the result of the competition being witnessed in the market. Nowadays, hotels not only compete with each other but also have to contend with challenges from other types of organization in the market (Soyinbo, 1988). To do this successfully, need an understanding of the process of marketing and marketing communication which will aid in improving hotels performance in which will be the study of the research. Though there is increasing empirical evidence on the impact of marketing strategies and company performance in developed markets, much attention has not been given and there are few empirical evidence in developing economy such as Ethiopia to examine marketing strategy and its impact on hotel business financial performance specifically in the service sector. Marketing managers develop and implement strategies with the intention to improve the performance of their company. Marketing academics study the relationships between strategies and marketing communication performance with the aim of formulating guidelines about the effectiveness of strategies. Both managers and academics try to find out which strategies under which circumstances may improve to what extent the hotel business performance (Huzingh and Zengerink, 2001).

Therefore, this research duly assesses the integrating marketing communication strategies of hotel industry as well as searching hotel market by using the amendments form of effect of marketing communication analysis which was customized specifically for hotel industries.

Currently the hotel industry in Addis Ababa has shown an increase in high demand of market share where local and international travelers are coming from different corners of the world to our capital city with the intention of staying in different hotels where this paper focus on reaping the benefit of this advantages by assessing marketing communication strategies“ the hotels use to

attract and to keep hotel guests. The various marketing efforts exerted by the Hotel companies operating in the industry, the level of growth of the hotelier very low compared to other countries and the economy's potential. This shows that there is a lot to be done in the marketing activities of the hotel sectors. The hotel industry is creating the awareness needed in the hotel sector along with the other marketing mixes important for the success of a marketing strategy. However, despite several researches conducted in the hotel sector, investigation of hotel marketing strategies and activities are areas that has not been addressed yet and are also areas of significant interest in the hotel sector. Particularly, effect of integrated marketing communication (IMC) programs on the performance of the hotel companies is of a forgotten area of interest while it is of a critical importance. Considering all the above elements, this study focused on evaluating the effect of IMC programs on hotel company performance in Ethiopia by taking an in-depth assessment of the pioneer and leading hotel industry,

1.3. Research Questions

The general investigation of this research paper is to understand the effect of integrated marketing communication programs carried out in Ethiopian Hotel industry on its performance. In order to understand this phenomenon, the research tries to answer the following basic questions;

- What is the effect of advertising in the hotel industry performance?
- What are the effects of sales promotion on performance in Ethiopian Hotel industry?
- What effect does direct marketing activities affect the performance of the Ethiopian Hotel industry?
- How does it personal selling affects performance of the Ethiopian Hotel industry?

1.4. Objectives of the Study

1.4.1. General Objective

The overall objective of the study is to assess the Effects of Integrating Marketing Communication on Performance of Hotel Industry in Ethiopia- the Case of Selected Hotels in Addis Ababa

1.4.2. Specific objective

The specific objectives of this study are the accomplishment of the proposed research;

- To understand the effect of advertising activities on the performance of the hotel industry.
- To examine the extent of effect sales promotion activities have on the performance of in Ethiopian Hotel industry.
- To understand the effect of direct marketing activities on the performance of Ethiopian Hotel industry. And,
- To know the level of effect of personal selling on the performance of the in Ethiopian Hotel industry.

1.5. Scope of the study

The study focuses on exploring the effect of Integrated Marketing Communication on Performance of Hotel Industry in Ethiopia- the Case of Selected Hotels in Addis Ababa. The general definition of Integrated Marketing Communication spans to cover a wide spectrum of market tools. But this research strictly concerned itself with investigating four IMC tools (Advertising, Direct Marketing, Sales Promotion, & Personal Selling) and their effect on. Performance of Hotel Industry in Ethiopia- the Case of Selected Hotels Ban of communication on hotel industry and its impact on communication awareness are studied among these customers and only from the consumers of this geographic market location. And there of, the findings of the study can only be applicable in the hotel market of Addis Ababa.

1.6 Limitation of the study

The main limitation of the study is financial constraints the research required a lot of financial commitment with regard to transport, logistics expenses Timely, the researchers had not have enough time to respond to the research instruments used in the data collection to evaluate the marketing strategies that enhance the hotel businesses Finally, the study has limitation of focusing only in Addis Ababa that limits generalization of the findings.

1.7. Significance of the Study

This study contributes to the scarce empirical data on the application of effect integrated marketing communication programs practice in the country's hotel industry. Particularly, this study was important in that it sought to establish the effectiveness of IMC in relaying marketing information to potential customers and thereby increasing customer acquisition rates and increasing of market share resulting in more sales. It will also have a significant input to evaluate the performance IMC programs of the Ethiopian hotel industry against the benchmarked same in other parts of the world. The findings and conclusions drawn can be used to improve the IMC strategy and practices of the Ethiopian hotels to operating in the industry.

The study will also have a mild theoretical significance. It will try to support the existing theoretical literature in coming up with empirical findings that will go in line with the existing area of knowledge.

1.8. Organization study

The research study is composed of five chapters. The first chapter deals with introductory part that contains background of the concept, statement of the problem, basic research questions, definition of basic terms, objective of the study, significance of the study, and the organization study of the paper.

The second chapter includes the literatures relevant to the study. This section of the literature discusses in detail about the definitions of the importance of marketing communication in hotel industry,

The third chapter discusses research methodology and comprises research approach and design, source of data, population of the study or population, methods of data collection, validity and reliability, methods of data analysis and ethical consideration.

The fourth chapter is all about data presentation, analysis and interpretation. Finally, the fifth chapter is all about summary, conclusion and recommendation.

1.9. Term Definition

The following are theoretical definitions of the variables considered in the undertaking of this research:-

Integrated marketing Communications: - IMC is comprehensive plan that evaluates the strategic roles of a variety of communication disciplines and combines these disciplines to provide clarity, consistency and maximum communication impact.

Advertising: -Terence (2007), defined advertising as a paid mediated form of communication from an identifiable source, designed to persuade the receiver to take some action, now or in the future.

Sales Promotions:- According to Anuraj (2018) sale promotions are short term promotional techniques to induce the customers to respond for the new product in market or the product that have not received the lots of attention.

Direct Marketing: - the use of consumer-direct (CD) channels to reach and deliver goods and services to customers without using marketing middlemen (Pickton&Broderick 2001).

Personal Selling: -Kotler and Keller (2014) defines personal selling as face-to-face interaction with one or more prospective purchasers for the purpose of making presentations, answering questions, and procuring orders.

Performance: - is the analysis of a company's achievement as compared to goals and objectives. Within corporate organizations, there are three primary outcomes analyzed: financial performance, market performance and shareholder value performance (in some cases, production capacity performance may be analyzed) (Meidan, 2006).

CHAPTER TWO

LITERATURE REVIEW

2.1. Theoretical Reviews

2.1.1 Concept Briefing

The word hotel is derived from the French *hôtel* (coming from the same origin as hospital), which referred to a French version of a building seeing frequent visitors, and providing care, rather than a place offering accommodation. A hotel is an establishment that provides lodging paid on a short-term basis or the service may last as much as the period the customer deems fit up on their interest. A facility which provides hotel service may range from a basic bed and storage for clothing, to luxury features like en-suite bathrooms. Larger hotels may provide additional guest facilities such as a swimming pool, business center, childcare, conference facilities and social function services. Hotel rooms are usually numbered or named to allow guests to identify their room. Some hotels offer meals as part of a room and board arrangement (Chan & Mackenzie,2013).

2.1.2. Background of the Hotel Industry

The hospitality industry is one of the largest and fastest growing industries around the world. The industry comprises of various sub-sectors which include the hotel sector, restaurant and resort. The tourism and hospitality industry is a sector that most countries around the world try to develop. The industry has been one of the major employers throughout the world. The hotel industry being a vital part of the wider hospitality industry occupies an important place in the economy of most countries, the industry has been forecasted to generate 555 billion U.S dollars in revenue in 2018.

The hotel industry, being the most visible sector within the hospitality industry, is experiencing a major setback that threatens the attractiveness of the sector to prospective investors. Even though various statistics shows that the industry has been growing at an astronomical rate, taking a closer look at these statistics, one will discover that the major growth in the industry can only be seen in the chain operated hotels and industry cooperate segments. Furthermore, the level of competitions within the hotel industry has increased so much in the recent decades, to the point

that it poses a threat not only to new entrants into the industry but also to those companies that have been in the business for many years. It is no longer a secret that many hotels are struggling to keep up with the level of competitions both within and outside the industry.

The history of hospitality industry in Ethiopia goes back to more than 100 years with the opening of the first hotel in Addis Ababa, Taitu hotel, in 1895 by Emperor Minilik and Empress Taitu. Located around piazza, the hotel still bears the same name. More than 100 years later over 80 hotels in and around the city have been built. (Elias kebede, Addis standard Journal 2014) Over the past few years, the Hotel Industry in Addis Ababa has grown massively. The services provided by these Hotels should encompass all range of guests including local and foreigner people Even though the numbers of hotels have increased in Ethiopia particularly in Addis Ababa, but only a few hotels are able to sustain the pressure and make a profit in the long run. This has raised fundamental questions such as what does the future hold for small and medium scale hotels. How can they make a sustainable profit in the industry? A simple answer to these questions can be found in the latter part of this thesis.

This research proposes to examine the role of marketing in hospitality settings, specifically in the hotel industry. The aim of writing this thesis is to analyze the role which marketing communication plays in the development of hotel industry; the way marketing has changed the industry and how it can be used to further develop the industry and to create a positive brand image of a hotel in the minds of the customers.

This research addresses a number of questions which include (but are not limited to): How can market communication be used effectively and efficiently to promote a hotel as a brand? What are the best marketing communication strategies to retain guests in a highly competitive market such the hotel industry? What is the future of marketing communications in the hotel industry to grow up?

2.1.3 Hotel Service Process

The entire hotel service process consists of many services and different groups of service employees (Lewis, 2007). In the hotel industry, the geographic location of a hotel has a major relationship on its operations and profitability, the geographical location of a hotel would greatly determine the profile of its visitors, the size of its market and the level of competition that it has

to face. Initially a potential hotel guest will choose a hotel from a range of hotels within a specific location that offer relatively similar services and price ranges.

When a hotel has been chosen, the potential guest will then make a reservation and receive directions to the hotel if necessary. When the time comes, the guest will then travel to the hotel, park the car or arrive by taxi, walk into the hotel and enter the service environment.

This is where they will experience first impressions of the environment after all the pre-purchase effort of selecting and travelling to the hotel.

During purchase experience now begins with entering the lobby and being greeted by reception and/or porter staff. Then the guest will check in, have luggage taken to the room and will go to the room. At this point the first impressions of the room are important.

The guest will look around the room in order to find everything he/she will possibly need during the stay. Often at this stage the guest may seek information from the brochure and promotional material in the room and may need some assistance from a hotel employee in room service, laundry service or information on how to use business or leisure facilities. At the end of the stay, the guest will have breakfast, check out, and retrieve the Car from parking or order a taxi, and travel home or to the airport. However, this should not be the end of the contact between hotel and guests. If sufficiently proactive, a hotel will provide some follow-up initiative to ensure the guest will consider staying in the same hotel again to make a loyal customer although finding new customers remains very important, the emphasis is shifting towards retaining profitable customers and building lasting relationships with them

According to Kotler& Armstrong (2006), hospitality industry recognizes that superior quality of service is one of the crucial factors within marketing communication its control that can add value to its image and harmoniously will lead into customer retention and loyalty, then good image as well as the quality of service have become the key to hoteliers ability to differentiate itself from its competitors and retain its customers and gain their loyalty,

In today's highly competitive, dynamic and challenging hotel business environment the factors that influence customers to stay loyal can be numerous variables to mention the prominent i.emarketing communication it's to create customer satisfaction, service quality, price perception, customer trust, brand image and customer retention can be among them.

Customer satisfaction- the level of a person's felt state resulting from comparing a product's perceived performance or outcome in violation to his/her own expectations (Kotler, 1996).

Customer Retention is the maintenance of the patronage of people who have purchased a company's goods or services once and the gaining of repeat purchases. Customer retention occurs when a customer is loyal to a company, brand, or to a specific product or service, expressing long-term commitment and refusing to purchase from competitors (Mathapati, 2009).

Customer retention in hotels is a major factor to be considered because lack of customers in the hotels will lead to lower sales thus closing up of the establishment. Retaining loyal customers for hoteliers is essential and a core factor in keeping the hospitality (hotels) in shape and competitive enough to level up the changing trends that has impacted such business and economic activities of the hotel markets (Schulz & Omweri, 2012).

Service Quality is a customer perception that occurs when the need of service is met above average, more than just adequate. In other words service quality is the ability of service that meets a customer's expectations for that specific service. As mentioned earlier, the hotel industry is one of the most important sectors in the tourism and hospitality industry. The World Tourism organization (UNWTO) stated that the global number of hotel rooms has grown from 14 million to 17 million from 1997 to 2005 and the figure is expected to increase astronomically by the end of 2020. The growth in the hotel industry has been identified as one of the major facilitators in the development of Tourism and hospitality industry as a whole. No wonder the governments of some countries give incentives to hotel developers and owners in order to further enhance their country's tourism sector (Page 2009). Of all the various types of accommodation available to the tourist, the hotel is the biggest and most visible sub-sector. It is usually viewed traditionally as an establishment which provides accommodation, food and beverage services on a pay basis to guests who are only for a short stay. However, the modern perception of a hotel is more complex than this due to the fact that not all of the hotels provide services such as food and beverages, at the same time, some hotels even offer additional services such as conference rooms to their guests. (Cooper et al.2008).

At this point, due to the variations in what is considered to be a hotel in different countries, it is necessary to give a simple definition of a hotel in this research work. Perhaps, the definition

Proposed by the European Commission is suitable for this study. According to the Commission (Eurostat 2013) a hotel is a unit which provides stays for visitors, typically on a daily or weekly basis, principally for short stays. Furthermore, the Commission gives details of services provided by such units to include daily cleaning and bed-making as well as offering food and beverages, parking, laundry services, recreational services to the guests. It is also good to state here that some of the hotels offer amenities such as conference and convention facilities (European commission 2014.) Having given a glimpse of a hotel, the reason for variations in what constitute a hotel in different countries can better be explained by taking a closer look into how hotels came into existence and the origin of the industry.

2.1.4. Origin of Hotel Industry in Brief

The history of hotel industry is as old as man himself. According to Jacques Levy-Bonvin, the history can be traced back to the biblical times when records were made about numerous facilities offering guests a resting place. One notable thing about the hotel in those days was that they were private homes that were made open to the public. They were not known as hotels at the beginning; rather they were called “Inns” and later known as “taverns”. It is also good to point out those important developments in commercial accommodation or hotels took place in different periods of time. In the middle Ages, the Greeks were the first to build small resting places in villages for visitors. Later on, the Romans took the idea a step forward by building mansions for the same purpose. Despite this achievement, meals were not offered in these accommodations during those times. The fifteenth century marked the beginning of the hotel as an industry; laws were made by countries to regulate the activities in the industry, particularly in France and England. During those time periods, the industry flourished due to the fact that more people are travelling for religious pilgrimage and other purposes. However, the boom in the INN businesses was short-lived as soon as the railway was invented: the travelling time reduced and travelers did not have the need to stay overnight in INNs. The name INN was subsequently changed to taverns and it instantly became a meeting place for people to have food and entertainment (Sheela 2002.3).

The industrial revolution which begins in the 1760s was one of the major facilitators for building of hotels throughout Europe. This also influenced the hotel industry in America and other parts of the world. At this time, hotels can be seen in every major city and town. An example is the City Hotel which was the first publicly held hotel in New York, opened in 1792.

The nineteenth century marked a new era in the hotel industry. This was the time when the industry recorded great prosperity which concomitantly gave opportunities for many entrepreneurs to invest in the sector. Many famous hotel chains in the world such as Radisson Hotel and Hilton Hotel were established at this period. (Cooper et al. 2008, 355–357.)

2.1. 5. The Hotel Industry in Ethiopia

History has proved that, the development of hotel industry is connected with traveling. Similarly the development of hotels in Ethiopia is also connected with the increasing number of travelers both indigenous and foreigners.

Development in Ethiopia's foreign relations, particularly during the reign of Menilik II had, relatively speaking an impressive impact on the country by implanting the seeds of modernization through the importation of European technology and institutions among which "Hotel" is one subject. Therefore, its appearance is related with opening of the society in to the western world.

Modern hotels in Ethiopia traces back to the 19th century, Itegue Taitu hotel which was built in 1898 E.C in the middle of the city (piazza), is the first modern hotel in Ethiopia which was named after an Ethiopian empress and the wife of emperor MenilikII, established this hotel to provide guests a place to rest and dine.

The next generations of Hotels were opened during the five years Italian occupation and were called "ALBERGO". The third generation Hotels were built during the establishments of AU and ECA. Then came the 1974 revolution where all private Hotels were nationalized and consequently operated by the Government, except the Hilton Hotel which was managed independently. Finally, the current period which started in 1991 with the principles of free market economy led to the establishment of independent and chain Hotels (Gobena&Gudeta, 2013), From this time up to the Derg regime, our country had owned for about 50 hotels at national level and out of these only 19 hotels were star rated hotels according the report of Ethiopian tourism commission in1994.

Nowadays, with the emergence of new and modern hotels in the country, the number has grown considerably and there were 525 hotels from basic level to star category. And out of this 150 hotels are found in Addis Ababa, according to ministry of culture and tourism (2019). And out

of 150 hotels 40 hotels are four stars rated hotels. Ethiopia is strategically located in the Horn of Africa and therefore, many international meetings and conferences are held in the capital. This creates a huge demand for accommodation at an international standard and even an increase in such a demand is expected in the future because the importance of Ethiopia in Africa has been growing and as a result, many international organizations have been continuously strengthening their institutions and augmenting their personnel in Ethiopia (Gobena&Gudeta, 2013). According to a study conducted by the Embassy of Japan in Ethiopia (2008), the presences of a number of international organizations in Addis Ababa such as the African Union (AU) and the Economic Commission for Africa (ECA) have even more increased the demand for hotels. A relative increase of investment is recently observed in the hotel & tourism sector. The hotel industry consists of many different services, including accommodation, restaurants, cafes and catering. The market for the hotel industry, especially classified hotels in a developing country like Ethiopia, is closely linked to the tourism industry, because a majority of consumers for the sector services come from international tourists. The capital city, being a business centre and a conference venue, is host to annual conferences for UN branches, pan-African business organizations and special interest groups that have been attracting a growing number of delegates to the country each year. Conference tourism has great potential to grow and is poised to gain greater significance due to the development of several top hotels in Addis Ababa to meet the demand (Gobena&Gudeta, 2013). In the face of increasing demand this study mainly focus on the assessment of marketing strategy to enhance the industry.

2.1.6. The Benefit of IMC

The benefit of IMC, synergy is the result of multiple tools working in combination to result in better communication results than would have been achieved if those tools were used individually (Reinold and Tropp, 2012). For example, research on Levi Strauss pants sales has shown that more sales were made when print, television and online advertising were used together than when they were used individually (Shimp, 2013 P.7). The Integrate marketing communications are approached in a holistic manner, the more likely that the components of the IMC program will deliver a consistent message to the audience that is being targeted by those communications. Integrated marketing communications can also be used to strengthen the image of the hotel brand. If consumers hold favorable beliefs about the brand in their minds, IMC can be used as a constant reminder of these beliefs. Also, according to (Dahlen et al., 2010), the

more consumers are exposed to the marketing communications of a brand, the more likely they are to believe claims made in the communications of that brand which in turn helps the brand image.

The Effective IMC program In order to assess the collective effect of an IMC program, a marketer has to ensure effectiveness and efficiency of the program (Keller, 2008). In order to do this, there are certain criteria that the IMC program should adhere to. For the purposes of this study, the researcher determined that there are four essential criteria for evaluating how effective the integrated marketing communications program of Commercial Bank of Ethiopia is. These criteria are coverage, contribution, commonality and complementarity.

2.1.7. The Tools of Integrated Marketing Communication

2.1.7.1. Advertising

Advertising is defined as any paid form of non-personal presentation and promotion of ideas, goods or services by an identified sponsor (Koltler, 2006). This is done through the various media. Another definition put forward by Montaner and Pina (2008), considers advertising as any non-personal and paid for communication intended towards targeted audiences through various media outlets with the purpose of presenting and promoting a product, idea or service. The distinction between advertising and their forms of promotional is that the former is designed to reach large target group which makes it impersonal as well as it is transmitted through a mass media across various channels rather than communicating to a particular audience on a narrower

Advertising activities can be undertaken in order to achieve various targets and both short term and long term corporate objectives can be backed by advertising Meidan(2006). For instance a company attempting to establish a long term build- up of its name can use institutional advertising while brand advertising policies can be utilized in promoting an organization's brand name and its different services. According to the author institutional advertising incorporates advertisements towards firm's image, promotion of products and services offered as well as establishing the firm's name for the target audience. Through its marketing communications, organizations aim to build awareness and impress customers looking for the best range of products and services. This is particularly true for unsought goods such as hotels where awareness creation and impressing customers is critical for initiating purchase. It is also important to understand that institutional advertising has increased and its importance is more evident as firms

such as hotels companies provide identical products with standardized policy format and understanding the institution and its distinct competencies is of great importance for consumer decision making. Brand advertising follows closely in the footsteps of institutional advertising. Its purpose is to create awareness of the companies name and to advertise the different services it is offering. For the hotels institution, they need to make it known to the public product offered, as well as influence their decision making as to why they should choose one institution over the other.

The hotels companies offer products that are served to the broad mass of the public and consequently the challenges will be mainly on to know how to advertise and for whom to advertise in advertising services. Unlike institutional advertising, where the target audience is the whole population, service advertising of particular products is much more selective to demonstrate what the customer will get out of the service being advertised. According to Keller (2007), it is important to align such service advertising efforts with the general institutional advertising and the effect it created on the image of the organization. Mortimer (2001) states that advertising in such scenarios is important to reduce perceived risk of using the service by providing a clear idea of what the product comprises and also to advertise consistently, with a Platform. Furthermore, advertising is done through a paid channel rather than unpaid forms of communication in other mixes. Clearbrand image, in order to achieve differentiation and encourage word-of-mouth communication is critical.

The methodology employed for advertising is mainly dependent on the objective of the advertisement. According to Meidan (2006) the two broad objectives of advertising as stated above are institutional or corporate, where a company is working to promote itself and product or brand advertising with the objective to promote a specific product or the brand. While the earlier form of advertising promote the corporate goodwill, created positive image, enhance reputation as well as disseminate company information among others, the later focuses on promoting the various attributes, uses, superiority and other aspects of the particular product or service under consideration.

The hotels companies, particularly in a developing the hotel market such as Ethiopian, have the responsibility to create awareness about the hotel market in the first place and then try to attract

the customer by offering the benefits of a particular in the hotels industry as well as educating to reduce the perceived risk of buying the hotel services. This is exactly what was given to the state-owned the hotels company operating in Ethiopia, up on establishment. On top of being complete and industry leader in the market, it is part of the Corporation's mission to avail and promote the hotels services to engage in all classes of the hotels business in Ethiopia; and ensure the hotels services reach the broad mass of the people (proclamation No.68/1975). To this end it is important to consider the effect its advertising activities have on its performance as one of the performance measures under consideration is the hotels policy which demonstrates availing the hotels service to the broad mass of the people.

The media channels appropriate for advertising can be broadly classified in to below and above the line advertising. (Meidan 2006). Below the line advertising, which is largely associated with institutional advertising, is mainly focused on presenting a tactical reasoning to purchase the product or service. In the hotels industry, pamphlets and explanatory guides are used extensively and are distributed through channel outlets and on events sponsored including trade fairs and exhibitions. It is considered as one of the best methods to raise sales is using advertising and promotion tools in the sales outlet where the consumer makes the final decision (Kerfootand Ward 2003 & Newlands and Hooper 2009). On the other hand, above the line advertising is all about mass media advertising which includes television, radio, print, billboards and internet. The main goal of such advertising to be builds brand and has a strong element in creating customers awareness of hotel products.

2.1.7.2. Sales Promotion

Acceding to Muniz and O'Guinn, (2001), sales promotions is media & non media marketing pressure applied for a predetermined, limited period of time in order to stimulate trial & impulse purchases, increase consumer demand or improve product quality. A dominant figure Koltler (2006), defines sales promotion as a collection of incentive tools mostly short term, designed to stimulate quicker or great purchase of a particular product or services by consumers or trade. With the purpose of stimulating behavior of customers to directly impact they are action focused marketing events that are closer to the decision making process than the advertisement activities. They are also more attractive to the customers as coupons, discounts, refunds, demonstrations, contests and prizes grab more attention than traditional advertising. According to Brassington and

Pettitt (2000) sales promotion is different tactical marketing techniques with mostly short-term incentives, which are designed to add value to the product or service, in order to achieve specific sales or marketing objectives. For Meidan (2006), sales promotion has to qualities that are distinctive. Firstly, given the attention gaining quality of sales promotion elements, it provides firms with a bargaining chance offering a deal that will not be available again. This is however without the limitation of customers rotating from one firm to another every season as they tend to look for a better deal with reasonably similar qualities. Secondly, frequently used sales promotion activities could lead to insecure customers, wondering whether the service is reliable or reasonably priced. Meidan (2006) indicates that due to the conflicting ideas concerning the benefits of sales promotions, an organization must base its decisions upon relevance and usefulness of sales promotion, as well as cost-effectiveness. Therefore, for hotel institutions, cautions should be exercised to ensure that they don't have an intake that puts pressure on their available resources of space, human and equipment. This is because the price setting of a service is already a difficult process, and that consumers often see lower prices as a result of lower quality. However, Meidan(2006) states that sales promotion appears to be most effectively used in combination with advertising. The primary objectives with sales promotion is to attract new customers, thereby increasing the institution's share of savings; to increase market share in selected market segments; and to lower the cost of acquiring new customers by seeking to avoid direct price competition with other institutions.

Among the sales promotion techniques that are used by marketers, price oriented sales promotions such as price discounts, coupons and rebates are the most popular and are used to increase sales, market share and encourage customers for new trials of the product. This is especially true for the hotels companies where the nature of the products in the market for a particular policy is more or less identical and the service delivery of the hotel companies is most exhibited at the time of materialization of risk. As a result customers tend to incline to make decision based on the price of the product. Furthermore these types of sales promotion efforts are encouraged by the hotels companies to increase customer loyalty (which is illustrated by retention rate of the hotels industry policies) as well as motivate the agents and commotion working with the hotels companies.

Another form of sales promotion that is used to promote the institutional level image of the company or brand is event sponsorship. Events that are initiated by clients, other institutions where potential and existing clients are participatory, causes that one's clients stand for or other forms of events can be possible options for firms to sponsor. The companies sponsor events in various ways in return getting the opportunity of being a visible element in the due course of the event. Such sponsorships are important to create awareness both about the brand and its attributes as well as to maintain customer loyalty. Particularly events that are organized for community welfare have a long run benefit of creating long term goodwill for the sponsoring organization (Aldred,2005).

2.1.7.3. Direct Marketing

Direct marketing involves connecting directly with targeted individual customers to both obtain an immediate response and cultivate lasting customer relationships. With the emergence of communication technology as the dominant force in the life-style of the people, many companies nowadays focus on the extensive use of direct marketing channels. For most of the company's direct marketing is a supplemental channel or medium. But for many other companies brand hotels direct marketing is a complete way of doing business. Direct marketing is extensive in nature as it makes the use of traditional favorites such as direct mail, catalogs, and telemarketing to the internet and other new digital approaches.

It is a very important element as it can be measured easily and can affect the bottom line operation of an organization with an immediate impact on performance. In hotel companies, one approach to this would be selling products directly to the consumer without going through the agents and brokers. Over and above the above channels, hotel does this by seeking audience with key decision makers in key potential customers through its marketing professionals as well as managers. Hotel companies are leaning more towards this method of sales due to challenges posed by indirect sales methods such as increased cost of sales commission, loss of ownership of policyholders and the fact that brokers have the license to work with competitors leading hotel companies to go to war based on price. Ahead of the product has affected sales discipline to a great extent. This means that organizations will have to consider both quantitative and qualitative measures while evaluating sales outcomes. Illustrating the power of direct marketing to performance of companies, McCarthy and Wright (2004), argue that the fact that due to various

alternative channels to communication, the cost of communicating to a customer has fallen rapidly. This can be demonstrated through the rise of internet and its low cost which alleviated the challenge of meeting customers through intermediaries.

Furthermore, the cost of communication has continued to fall with new communication channels emerging, presenting opportunities as well as challenges for direct marketing. The opportunities derive from the greater choice of low-cost means of communicating with current and potential customers. But it is a challenge for firms to evaluate the effectiveness of this proliferation of new channels. A more significant challenge is the lack of control over communication which this increase of channels implies, as consumers are increasingly able to communicate among themselves, and in this high load communication environment, the direct marketer has to compete for attention with messages from a wide range of peer group-based media (Muniz and O'Guinn,2001).

2.1.7.4. Personal Selling

Personal selling makes the use of sales force to sell the product via facing the customers face-to-face. The sellers promote the product through the use of their attitude, appearance and specialist knowledge about the product. The sales force provide with the information about the use of the product. Generally products with relatively high prices, or with complex features, are often sold via personal selling.

According to, Meidan(2006) that once a customer has chosen a company, he/she is unlikely to switch to another. As such, institutions of higher learning participate in organized career forum in high schools to tap a market from the source. This way, these institutions are able to influence decision making of the young mind and they are therefore unlikely to change their minds. Thus, personal selling is probably the most important element in the communication process within the hotel service. According to Julian & Ramaseshan (2004) the relationship between the salesperson and the customer is perceived as being of great importance for the marketing of a company. Hence, the sales force within the industry needs not only to be trained in the art of selling, but also to beware of all the products available and be able to clearly explain what each offers. Since customers' needs and motivation are likely to be complex, and their ability to assess alternative courses of action without professional assistance is likely to be limited, it is of great significance

for the sales force to know their customers, as well as their products. Verhallenet al. (2007) indicate that companies should see the selling as a problem-solving process in which the sales force engages and co-operates towards the customer, trying to find a solution to the customers' problem, rather than only persuading him to purchase the products or services.

2.1.7.5. Performance

To an analysis of the company's achievement as compared to goals and objectives within corporate organizations, there are three primary outcomes analyzed: financial performance, market performance and shareholder value performance (in some cases, production capacity performance may be analyzed) (Meidan, 2006).

2.2 Empirical Literature Review

Several studies have been conducted in related to assess the effect of integrated marketing communication programs practice in the hotel in dusty Marzouq Ayed Al-Qeedaa,(2019) has studied Impact of Integrated Marketing Communications (IMCs) on Hotels' Marketing Performance and its impact on marketing performance. The research uses survey methodology to assess the impact of some IMCs tools on marketing performance, from the point view of managers and guests in high-quality hotels in Abu-Dhabi city (UAE).Findings. Public relations, advertising, and social media marketing as integrated marketing tools are positively correlated, and significantly impact on hotels' marketing performance. Moreover from managers' point of view, Abu Dhabi hotels show a high level of IMCs implementation and significant differences regarding some communication tools. This research is limited to the UAE hotels context - Abu Dhabi city. Future studies should approach a greater number of hotels to obtain more representative results.

VedasteNdizera,(2018) this study set out to analyses the contribution of integrated marketing communication strategies to the overall operational efficiency of hospitality services in Rwanda using Kigali Serena, Milles Collins, Le Petit Prince and Splendid hotels as case studies. The methodology used in this research consisted of documentary search, interviews and survey. Semi-structured interviews were conducted with the four hotels (marketing) managers and a questionnaire was administered to a sample of hotel customers. The findings of this study reveal that due to the nature of services offered and the competition existing in the industry, Rwandan

hotels' operations efficiency heavily relies on the ability of the manager to spot and seize opportunities by creating and sustaining productive relationships with potential customers. There is also a noticeable need for marketing communication planning and evaluation for hoteliers to know where to put more efforts and which most effective communication tools to use. For instance, it was noticed that most clients are acquainted with and attracted to hotels by word-of-mouth that is friends, colleagues and recommendation. Word-of-mouth publicity is the most effective promotion tool in hospitality. Thus, Rwandan hoteliers ought to put more efforts into service quality improvement and customer-care. Perfection; and devise other strategies to win free word-of-mouth publicity.

Manu Hawah Tiwaa (2015). This study therefore sought to examine the effect of Integrated Marketing Communication (IMC) on corporate brand image using Guinness Ghana Breweries Limited-Kumasi as a case study. The research design adopted was descriptive. The population of GGBL (customers, management, retailers & distributors) was estimated at 800,350 out of which a sample of 260 was drawn. The main instrument used was questionnaire. Both secondary and primary data were used. In measuring the effect of IMC on brand image, the researcher conducted a regression analysis; the study found some level of correlation between IMC and brand image. However, the independent variable (IMC) had a weak relationship with brand image (dependent). The correlation value was 0.251. The R² value indicates that approximately 6% (0.063) brand development could be explained using integrated marketing activities. Again, the study found that GGBL was most competitive in terms of quality. Approximately 96 percent of respondents rated GGBL as being of good quality compared with other producers in the industry. Based on the above findings, management of GGBL must ensure that the use of horizontal and top down (vertical) communication strategy does not create confusion about its corporate goals. It is also important that all IMC activities are in sync with overall corporate mission and vision. Also, in deciding what type of IMC services to outsource, it is crucial that in-house capabilities are assessed to avoid employee hostility toward external consultants.

Mohammed Dawed (2017), The study was designed to understand the effect of integrated marketing communication programs on the performance of the Ethiopian insurance industry by undertaking a case study on the leading insurer in the industry, the Ethiopian Insurance Corporation. Specifically, the effect of specific integrated marketing communication tools

advertising, sales promotion, direct marketing and personal selling activities on performance of the Corporation.

Descriptive and causal research designs are used for the investigation. The target population was 264 respondents comprising of 89 managerial and 175 non managerial staff working at the operational level. Stratified proportionate random sampling technique was used. The researcher used primary data for this study and collected using questionnaires complemented with triangulation of secondary data. Descriptive statistics includes mean, frequency, standard deviation and percentages to profile sample characteristics and major patterns emerging from the data. While in order understand the cause and effect of the independent and dependent variables, a multivariate regression model were applied to determine the relative importance of each of the four variables with respect to performance of the Corporation.

The study found that advertising and sales promotions practiced by EIC though have positive relationship with performance but failed to register significant contribution. On the other hand direct marketing activities and personal selling influenced the company performance positively as well as significantly. The regression analysis shows an increase in a unit of increase in direct marketing and personal selling activities overall performance of the Corporation by 0.165 and 0.296 units. The study found that the trend new policy issuance and profitability have improved while gross written premium remain constant and market share and policy retention rate has been declining over the years.

This study has recommended the exploitation of direct marketing and personal selling activities more in order to enhance performance. It further recommends that further study should be done in understanding the effect of advertising and sales promotion activities in depth in order to enhance their contribution to performance of insurance companies.

Based on the empirical studies conducted, Another study needs to be done with an aim of investigating the effectiveness of assess the integrated marketing communication performance tools in relative to investment of such activities on the hotels industry performance considering the different hotels industry in Addis Ababa context. Therefore, the researcher seeks to answer Assess the Effect of Integrated Marketing Communication on Performance of Hotel Industry in Ethiopia- the Case of Selected Hotels in Addis Ababa. In depth analysis of Advertisement, Direct

Marketing, Sales Promotion, & Personal Selling are also points to consider for further investigation.

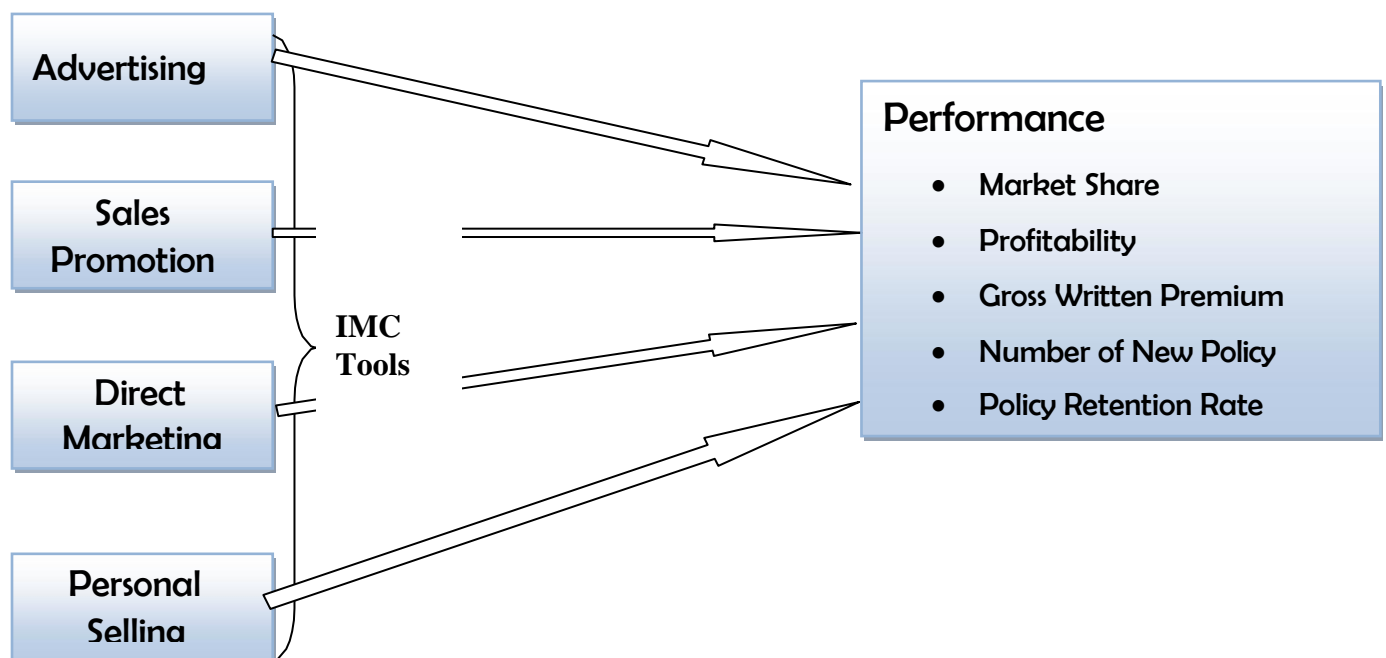
Table 1 Empirical Literature Review

| Researchers | Focus on | Findings | Comments/Knowledge Gap |
|------------------------------------|--|--|--|
| Marzouq Ayed Al-Qeedaa(PHD) (2019) | Impact of Integrated Marketing Communications on Hotels' Marketing Performance | The tools Proposed by the IMCs framework influenced the hotels' marketing performance when adopting a new innovation like IMCs strategy, | The researcher focus groups only managers' point of view. It must be need also customers view and the research need further research according to Ethiopian market contact. |
| Vedaste Ndizera (2018) | Analyses the contribution of integrated marketing communication strategies to the overall operational efficiency of hospitality services in Rwanda | The study reveal that due to the nature of services offered and the competition existing in the industry, Rwandan hotels' operations efficiency heavily relies on the ability of the manager to spot and seize opportunities by creating and sustaining productive relationships with potential customers. | This study helped us to understand that only focus in Rwandan hotels market industry. Rwandan hoteliers ought to put more efforts into service quality improvement and customer-care. Perfection |
| Manu HawahTiwaa (2015). | To Asses Integrated Marketing Communication (IMC) in developing corporate brand image in Guinness Ghana | The study found some level of correlation between IMC and brand image. the study found that GGBL was most competitive in terms of quality | The researcher makes the effect of functional silos on the development of an effective IMC campaign only Guinness Ghana Breweries industry need more further research in hospitality industry. |
| Mohammed Dawed (2017), | Effects of integrated marketing communication programs on performance of insurance business: the case of Ethiopian Insurance | The study found that advertising and sales promotions practiced by EIC though have positive relationship with performance but failed to register significant contribution | The researcher makes this study has explored the effect of integrated marketing communication tools on business performance in the insurance industry only need furthermore research in service scoters like hospitality industry. |

Sources: Owen Source 2021

2.4 Conceptual Framework

A conceptual model shows how one theorizes the relationships among several elements identified as important to the research questions based on the theoretical and empirical literature available. With this under consideration, a conceptual model has been developed for this particular case at hand based on the reviews of previous knowledge to discuss the interrelationships among the tools of integrated marketing communication and the performance of hotel companies in terms of various variables. The framework has been developed considering similar empirical studies and the theoretical illustrations on the above sections of the literature. They are made based on the basic hypotheses that all of the IMC tools in this study, i.e., advertising, sales promotion, direct marketing and personal selling are the importance of performance in hotel industry positively and significantly.



Source; Adopted from; Kihanya (2013)

Figure 1- Conceptual Framework

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Approach

Mixed methods approach is a research approach whereby researchers collect and analyze both quantitative and qualitative data within the same study. A mixed method study involves the collection or analysis of both quantitative and/or qualitative data in a single study in which the data are collected concurrently or sequentially, are given a priority, and involve the integration of the data at one or more stages in the research process (Gutmann & Hanson, 2002). In other words, the approach helps the researcher answer questions that cannot be answered using only qualitative or quantitative methods alone. Mixed methods provide a more complete picture by noting trends and generalizations as well as in-depth knowledge of participants' perspectives. The researcher will collect data through interview and questionnaire; in order to utilize both quantitative and qualitative data collection methodologies, research approach uses mixed approach (a combination of qualitative and quantitative approaches) the research approach to used qualitative analysis. Survey instrument will be used to undertake this empirical study which will try to explain an existing phenomenon

3.2. Research Design

Research design refers to a plan which shows a qualitative research approach whose data collection and analysis techniques involve describing and contextualizing the problem in view of to assess the Effects of Integrating Marketing Communication and it's the performance of hotels industry to development. Qualitative research is essentially uses approach the world 'out there', and to understand, describe and sometimes explain social phenomena 'from the inside' by using descriptive, explanatory and interpretive techniques (Banks 2007). Thus, to been uses of all these techniques in the course of data processing and analysis. Following the descriptive design, it intends to highlight to assess the Effects of Integrating Marketing Communication and its performance of hotel industry in Ethiopia the case of selected hotels in Addis Ababa particular. It is stat that not all human events or actions can be define resorting to description and narration and notes that the relevance of casual explanations and critical assessment in a research to provide many-layer descriptions in order to capture the beliefs and actions of people. Thus,

casual and critical techniques are sought to be used to investigate the Effects of integrate marketing communication and it's the performance of hotels industry in Ethiopia- the case of selected hotels in Addis Ababa.

As a result it is use in this research as it helps to demonstrate the relationship between the IMC tools and Company performance, i.e. the independent and dependent variables respectively.

3.3 Types of Data and Tools

In order to have a comprehensive view of the case at hand, the research used both primary and secondary data. Primary data, those collected for the first time on the regarding issue is original in nature. On the other hand the secondary sources are those which are made available to the researcher or have been collected and analyzed beforehand for other purposes.

3.3.1 Data source

To obtain the relevant information the researcher collected data from the hotel Marketing Manageress and Supervisors from the selected hotel. Therefore, to get better meet the research objectives, the researcher uses both primary and secondary data sources. In order to collect primary data, the researcher uses both structured interview and questionnaire survey. A standard questioner been developed with some modification as per existing condition of the organization of hotel performance which is closed ended type. Each question it have a five scale Likers scale is used. Close ended format is chosen as it is easier and quicker for respondents to answer, easier to compare the answers of different respondents easier to code and statistically analyze.

3.4. Population and Sampling

The study has focused on four different star hotels in Addis Ababa, Ethiopia. It has postulate that most of the mare either in the growth or mature stage of the tourist product life-cycle and therefore have structure marketing activities. Their Marketing Managers and Supervisors use consequently the best sources of information on the most competitive marketing strategies and tactics for hotels in the country. This is because marketing is the responsibility of all Marketing employees. Furthermore, front line employees are always in direct contact with guests and are therefore in a better position to inform on their decisions and so are managers who develop strategies. For this reason, the study are involves as practical as possible employees and managers in the hotel industry currently available including the directors, general managers,

assistant general managers, operations managers, business development managers, public relations managers, guest relation and services managers, marketing executives manager, sales managers, marketing managers, communications managers, departmental heads and supervisors who felt that they are been valuable and knowledgeable to inform enough to participate in the study.

3.5 Sampling methods

To study the target population or the whole population to arrive or generalization on should be impracticable. Therefore sampling is used to select a portion of the population to represent the entire population and emphasizes the need for a researcher to select a sample from which information gathered that can represent the entire population, using appropriate sampling techniques. The sample frames from which samples drawn are all are hotel employees.

The total populations of four deferent hotels Marketing Manageress and Supervisors are in the sample frame are strata uses stratified random sampling technique. The proportion random sampling technique employ to select samples from each stratum, based on the total population of acceptable samples calculated using mathematical determination of sample size formula 95% confidence level each stratum shown above on table 1 i.e. total number of acceptable sample determined using the formula (Yamane Taro,1967:886)

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

Where by:-

N = total population of respondent which is 143

n is number of sample (total sample estimated to be taken from the strata)

e is acceptable magnitude of error (which is 5% = 0.05)

$$N = \frac{143}{1 + 143(0.05)^2} = 105$$

The samples from each stratum are determined according to proportional sampling method of formula as shown below.

$$n_1 = n \frac{N_1}{N}$$

n₁ is sample to be taken from stratum

N is total population of estimated sample

N₁ total population of each stratum

N is total number of population under study

Finally simple random sampling technique will employ to select the target samples from each proportionately determine sample on stratum.

Table 2 Sample size of the different hotels

| Number | Hotel Name | Number of Respondents | | % of samples 73% | Sample proportion |
|-------------------------------|--------------------|------------------------------|------------|-------------------------|--------------------------|
| 1 | Golden Tulip Hotel | | 38 | | 28 |
| 2 | Harmony Hotel | | 34 | | 25 |
| 3 | Best Western Hotel | | 37 | | 27 |
| 4 | Kaleb Hotel | | 34 | | 25 |
| Total number of Employ | | | 143 | | 105 |

Owen Source 2021

3.6. Procedure of Data Collection

The questionnaire designed by the researcher based on the research questions was pilot tested to refine the questions before it can be administered to the selected sample. A pilot test was conducted to identify weakness in design and instrumentation and to provide proxy data for selection of a probability sample. December (2007) asserted that, the accuracy of data to be collected largely depended on the data collection instruments in terms of validity and reliability. Content validity which was employed by this study is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. The questionnaires were distributed for respondents using both hard copies as well as through Microsoft outlook email options used in the Corporation. Respondents were assured of confidentiality and any difficulties faced in filling the questionnaire were assisted by the researcher and two assistants that supported the process through face to face as well as via telephone and IP chat options presented in the Corporation.

3.7. Methods of data Analysis

Data analysis is the application of reasoning to understand the data that have been gathered by determining a consistent pattern and summarizing of relevant details revealed in the investigation (Zikmund&et.al (2010)). Using the various methodologies available, analysis is all about making sense of the raw data gathered. The analysis of the data followed once the collection of it was finalized. The analysis type depended on the type of data available for each situation. The

quantitative data in this research was analyzed by descriptive statistics using statistical package for social sciences (SPSS). Descriptive statistics includes mean, frequency, standard deviation and percentages to profile sample characteristics and major patterns emerging from the data. Completeness of qualitative data collected was checked for and cleaned ready for data analysis. Content analysis was used in processing of this data and results presented in prose form.

In addition, a multivariate regression model to be I use applied to determine the relative importance of each of the four variables with respect to performance of the Ethiopian Hotel industry. Multiple regressions is a flexible method of data analysis that may be appropriate whenever quantitative variables (the dependent) is to be examined in relationship to any other factors (expressed as independent or predictor variable). Relationships may be non- linear, independent variables may be quantitative or qualitative and one can examine the effects of a single variable or multiple variables with or without the effects of other variables taken into account, (Cohen, West & Aiken, 2003).

3.8. Reliability and Validity:

3.8.1 Reliability

Reliability, which relates to the dependability and consistency of measuring instruments, is another important consideration in scientific investigation. In this regard, according to Bonett and Wright (2014), Cronbach’s alpha coefficient of .70 or higher is acceptable to determine the reliability of variables. According to Saunders, (2003) reliability refers to the degree to which data collection method or methods will yield consistent findings (J. Briony, 2006). To check the internal reliability of the instrument,

Reliability of the General Instrument

Table 3 Reliability statistics for the general instrument

| Cronbach's Alpha | N of Items |
|------------------|------------|
| 0.848 | 24 |

It was also important to test the reliability of each variable and make sure that they possess the reliability requirement. As observed from the table above each variable was run and its Cronbach’s alpha is greater than 0.7, greater than the acceptable range (Saunders et al, 2012).

3.8.2. Validity

Validity, which refers to the study's conceptual and scientific soundness, is an important element and the primary aim of a scientific research is to generate a valid conclusion (Marczyk & et.al, 2005). A scientific research will ensure validity of from start to end so as to increase the accuracy and usefulness of findings by controlling for or eliminating as many confounding variables as possible. The instrument designed for collection of data is questionnaire which is common modalities to undertake researches of such nature. As the questions are designed using a standardized format and have been used to assess such phenomenon in an empirical studies.

Furthermore one of the forms in which validity is assured is by ensuring content validity. Content validity, according to Kohtari (2004), is a measure of the extent to which a measuring instrument/s provides adequate coverage of the topic under investigation and how well it provides adequate coverage of the topic under study. Hence a research is having a good content validity a representative sample is incorporated in the instrument. As a result one can say that this study has good content validity as its sample represents those employees of the Corporation that are closely involved in the customer related and operational service delivery of the Corporation which gives them insight to understanding the effect of integrated marketing communication on various performance indicators of the Corporation.

3.9. Ethical Consideration

In this research the researcher try his best to follow an ethical path in the collection, analysis and interpretation of the data. Having acquired a letter of support from Sent marry University School of Marketing Management for the researcher to conduct the research, the researcher undertake the project in close relationship with those involved in the process of formulating, implementing and monitoring and evaluating the IMC programs in the Ethiopian hotel industry .

During the collection of data various participants both management members and concerned employees are approach and their cooperation will be vital and hence keeping ethical considerations are not underestimated at any point of the study. Some of the basic tenants of the ethical behavior in research like voluntary participation and harmlessness, informed consent, anonymity and confidentiality and disclosure are kept intact in the research. In giving response to the questionnaire, participants are informed why the research are conduct and how responses are kept confidential.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter deals with data presentation, interpretation and analysis of the collected data through questionnaire. Descriptive statistics like frequencies, percentage and mean were used to analyses the data moreover Pearson correlation also used to show the relationship between dependent and independent variables finally regression analysis were deployed to show the effect of independent variables over the dependent. The findings from the questionnaires were analyzed by using SPSS (version 20). The results from the study are presented in the form of mean and, standard deviation table.

As stated in the previous chapter of this paper, questionnaire were designed and distributed to a total of 105 respondents of the Selected Hotels in Addis Ababa. Accordingly, 98 questionnaires were appropriately filled and returned which gives 93.3% return rate that is assumed to be suitable for further analysis.

First the demographic characteristics of the respondents that shape their response to the questions raised will be presented in brief. Then reliability test conducted by sample questioner in order to evaluate the internal reliability of the instrument as a whole as well as in each variable is presented. The response given to the effect of each independent variable on the performance of the corporation will be presented in both general terms and also on each attribute of the variable. Finally a comprehensive analysis of correlation, multiple regressions and one way ANOVA is conducted to evaluate response of the employees.

4.1. Demographic Profile of the Respondents

The demographic characteristics of the respondents was analyzed and given as below. This was done mainly to determine the suitability of the respondents to provide the Needed information for the validity of the study. This analysis shows the makeup of the respondents in terms of, gender, educational level, years of service and the like. More specifically the analysis in this questionnaire shows who at what demographic level evaluate

Table 4 Demographic Profile of the Respondents

| Variables | Category | Frequency | Percentage |
|--------------------|------------------|------------------|-------------------|
| Gender | Male | 41 | 41.8 |
| | Female | 57 | 58.2 |
| | Total | 98 | 100 |
| Level of Education | Certificate | 3 | 3 |
| | Diploma | 7 | 7.2 |
| | BA/BSC | 74 | 76.5 |
| | MA/MSc | 16 | 16.3 |
| | Total | 98 | 100.0 |
| Work Experience | Less than 3 year | 21 | 21.4 |
| | 3 to 6 Years | 33 | 33.7 |
| | 6 to 8 years | 26 | 26.5 |
| | 8 to 10 years | 11 | 11.3 |
| | Above 10 years | 7 | 7.1 |
| | Total | 98 | 100 |

Source; SPSS Survey Output (2021)

As shown in the table above, male respondents contribute 41.8 percent or 41 in number while the rest 57 respondents or 58.2 percent are female employees of the hotels. This demonstrates that there is a fair gender distribution of the respondents which can be inferred to concluding that the hotels give equal opportunity to gender on a professional level.

As shown in the table below, 76.5% of the respondent's degrees graduate and 16.3 of the respondent's postgraduate MA while the rest 7.2% of the respondents have the educational level of acquiring a certificate or diploma. This is important as the respondents are expected to have the basic understanding of illustrating the relationship between customer and performance of the Hotels. Out of the total 98 respondents in the survey, 33.7% of the respondents have been working in the hotel industry for more than 3 years. Out of these employees 11.2% has been in hotelier long enough to have the minimum experience requirements of a senior expert by the hotel industry definition which is expected to enable them understand hotel industry and the market at a higher level. On the other hand, 21.4% of the respondents which have been working in the hotel industry for less than three years are expected to have a fresh look at the elements in the survey as all of them are enrolled by the hotel industry.

4.2. Descriptive Statistics Analysis

In this part, descriptive statistics, in the form of mean and standard deviation, was presented to illustrate the level of agreement of the respondents. The responses of the respondents for the

variables indicated below were measured on five point Likert scale with: 1= strongly disagree, 2= disagree, 3 = neutral, 4= agree and 5= strongly agree. But, while making interpretation of the results of mean and standard deviation the scales were reassigned as follows to make the interpretation easy and clear. 1-1.8= Strongly Disagree, 1.81–2.6 = Disagree, 2.6 –3.3= Neutral, 3.4 –4.20= Agree and 4.2 –5 = Strongly Agree Best, (1977).

4.2.1 Result of Advertising on Performance of Hotel industry

Advertising is any paid form of non-personal communication directed towards target audiences and transmitted through various mass media in order to promote and present a product, service or idea. The key difference between advertising and the other promotional tools is that it's impersonal and communicates with large numbers of people through paid media channels. The study sought to find out the extent that advertising of institutions services/products influenced the company performance.

Table 5 Result of Advertising on Performance of Hotel industry

| Advertising | N | Mean | Std. Deviation |
|--|----|--------|----------------|
| Online activities of the Corporation such as websites, blogs and Social media affect its performance. | 98 | 3.6777 | .46931 |
| hotel participation on various events such as trade fairs and Exhibitions affect its performance. | 98 | 3.7603 | .42866 |
| The use of billboards, sonic screens and wall branding put in various Places by the Corporation affect its business performance. | 98 | 3.7355 | .46131 |
| Flayers, policy explanation brochures and leaflets Affects hotels performance. | 98 | 3.8603 | .41947 |
| TV Advertisements of hotel affect is overall performance. | 98 | 3.7851 | .42981 |
| Radio Advertisements by the Corporation affect its performance | 98 | 3.5868 | .49446 |
| Print media Advertisements on newspapers and magazines affect its performance | 98 | 3.6198 | .50000 |
| Interactive media relation activities contribute to the hotel performance | 98 | 3.6364 | .48745 |
| The Overall performance of Advertisement in Ethiopian Hotel industry seems very good. | 98 | 2.6622 | 1.10052 |
| In your opinion, do you think the hotel has undertaken enough advertising activities to promote its hotel products? | 98 | 2.3063 | 1.10771 |

Source; SPSS Survey Output (2021)

The study revealed that online activities of the corporation such as websites, blogs and social media affect its performance. As indicated by a mean response of 3.67 and standard deviation response of .469 in the descriptive analysis which indicated that respondent is agreed. This was also discovered that online activities of the hotel industry such as websites, blogs and social media affect hotel industry performance positively. The finding revealed that hotel participation on various events such as trade fairs and exhibitions affect its performance as noted by a mean response of 3.76 with a standard deviation of .428, this was also reflected in the descriptive analysis responded is agree. Therefore hotels participation on various events such as trade fairs and exhibitions affect its performance so hotel industry participation on various like trade fairs and exhibitions to promote its service and product to the publics. The above table shows that the use of billboards, sonic screens and wall branding put in various places by the corporation affect its business performance. As indicated by a mean response of 3.73 and standard deviation response of .461 in the descriptive analysis which indicated that respondent is agreed. Therefore the use of billboards, sonic screens and wall branding put in various Places by the hotels affect its business performance.

The study further discovered that flyers, policy explanation brochures and leaflets Affects hotels performance as noted by a mean response of 3.86 with a standard deviation of .411, in the descriptive analysis which indicated that respondent is agreed. This was also discovered that flyers, policy explanation brochures and leaflets Affects hotels performance by advertizing, the hotels for waking peoples. The study regarding of TV Advertisements of hotel affect its performance. As indicated by a mean response of 3.72 and standard deviation response of .429 in the descriptive analysis which indicated that respondent is agree. Therefore TV Advertisements of hotel affect its performance. The study revealed that radio advertisements by the hotels affect its performance as indicated by a mean response of 3.5 and standard deviation response of .49 in the descriptive analysis which indicated that respondents is agreed. Therefore radio advertisements by the hotels affect its performance. It was further revealed that Print media Advertisements on newspapers and magazines affect its performance as noted by a mean response of 3.61 with a standard deviation of .500, this was also reflected in the descriptive analysis responded is agree. As indicated that Print media Advertisements on newspapers and magazines affect its performance. With regard to Interactive media relation activities contribute to the hotel performance with a mean score of 3.63 and a standard deviation

of .487. So, interactive media relation activities contribute to the hotel performance. Further, for question the overall performance of advertisement in Ethiopian hotel industry seems very good. as noted by a mean response of 2.66 with a standard deviation of .1.10, this was also reflected in the descriptive analysis responded is disagree. Therefore the overall performance of advertisement in Ethiopian hotel industry seems not very good. As it is stated in the table with a mean value of 2.30, with a standard deviation of 1.107 the majority of the respondents disagreed that the hotel has undertaken enough advertising activities to promote its hotel products. Therefore the hotel has undertaken not enough advertising activities to promote its hotel products.

Table 6 Advertising influences

| Advertising influences | Very great extent | Great Extent | Moderate extent | Low Extent |
|---|-------------------|--------------|-----------------|------------|
| To what extent do you think advertising of institutions services/products influences the company performance? | 27(27.6%) | 51(52%) | 13(13.2%) | 7(7.2%) |

Source; SPSS Survey Output (2021

According to the above table for the question to what extent do you think advertising of institutions services/products influences the company performance? The majority 51(52%) of respondents advertising influences great extent on institutions services/products. 27(27.6%) of respondents advertising influences very great extent on institutions services/products, 13(13.2%) of respondents being Moderate extent influences on institutions services/products, 7(7.2%) of respondents Low Extent influences on institutions services. The respondents were also asked

4.2.2 Result of Sales Promotions on Performance of Hotel industry

Sales promotion is a collection of incentive tools mostly short term, designed to stimulate quicker or great purchase of a particular product or services by consumers or trade. Sales promotions are action-focused marketing events whose purpose is to have a direct impact on the behavior of the firm's customers

Table 7 Result of Sales Promotions on Performance of Hotel industry

| Sales Promotions | N | Mean | Std. Deviation |
|--|----|--------|----------------|
| Discounts on hotel premiums provided for new and existing Customer shows to important the Corporation's performance. | 98 | 4.3559 | .65525 |
| Trainings provided for major clients on various hotel related Issues important the Corporation's performance. | 98 | 4.5495 | .57455 |
| Customer service strongly such as visiting existing clients to be impotent its performance. | 98 | 4.3333 | .62863 |
| Sponsoring client based or community based events by the Corporation that importance in hotel business. | 98 | 4.2432 | .66827 |
| Do you think Hotel 'customer treatment increase of a profitable hotel business Performance? | 98 | 4.3554 | .65650 |

Source; SPSS Survey Output (2021)

The table showed that discounts on hotel premiums provided for new and existing Customer shows to important the Corporation's performance majority of respondents agreed on the statement. Moreover a mean response of 4.35 and standard deviation response of 0.65 in the descriptive analysis which indicated that most respondents are agreed. This showed that discounts on hotel premiums provided for new and existing Customer shows to important the Corporation's performance and improve the performance of the hotel. With regard to whether trainings provided for major clients on various hotel related Issues important the Corporation's performance as indicated by a mean response of 4.54 and standard deviation response of 0.574 in the descriptive analysis which indicated that respondents is agreed.

Therefore providing trainings for major clients on various hotel related issues important the Corporation's performance and creating new knowledge for clients. As it can be seen from the table majority of respondents agreed upon the statement this implied Customer service strongly such as visiting existing clients to be impotent its performance. Moreover a mean response of 4.33 and standard deviation response of 0.628 in the descriptive analysis which indicated that most respondents are agreed. This showed that strongly Customer service creating best performance of the hotel industry. Regarding sponsoring client based or community based

events by the Corporation that importance in hotel business as indicated by a mean response of 4.24 and standard deviation response of 0.66 in the descriptive analysis which indicated that respondents is agreed. Therefore sponsoring client based or community based events by the Corporation that importance in hotel business for creating awareness of the service and product of the hotel for the community.

Concerning on ‘customer treatment increase a profitability of hotel business performance majority of respondents agreed on the statement. Moreover a mean response of 4.35 and standard deviation response of 0.65 in the descriptive analysis which indicated that most respondents are agreed. Therefore customer treatment increases of a profitable hotel business Performance.

Table 8 the influences of Sales promotions

| The influences of Sales promotions | Very great extent | Great Extent | Moderate extent | Low Extent |
|--|-------------------|--------------|-----------------|------------|
| To what extent do you think sales promotions practiced by you corporation influences its performance | 33(33.7%) | 52(53%) | 9(9.2%) | 4(4.1%) |

Source; SPSS Survey Output (2021)

In the above table, shows that the majority respondents i.e. 52 (53%) of respondents sales promotions influences great extent on sales promotions practiced by you corporation influences its performance,33(33.7%) of the respondents remain sales promotions influences Very great extent for this question and the remaining. 9(9.2%), of respondents sales promotions influences Moderate extent on sales promotions practiced by you corporation influences its performance. 4(4.1%) of sales promotions influences Low Extent on sales promotions practiced by you corporation influences its performance.

4.2.3 Result of Direct Marketing on Performance of Hotel industry

Regardless of the medium, direct marketing emphasis on those measurable and tractable activities those customers respond to. Marketing using various channels that directly provide products to customers, information exchange and prompt response to inquiries, business to business communications, direct mail, telemarketing, text messages, emails, interactive consumer websites, fliers, promotional letters and outdoor advertising. Direct marketing is practiced by businesses of all sizes.

Table 9 Result of Direct Marketing on Performance of Hotel industry

| Direct Marketing | N | Mean | Std. Deviation |
|---|----------|-------------|-----------------------|
| Hotel industry ‘s effort to create more office business (without agents and Brokers) affects its performance. | 98 | 4.1846 | .38844 |
| The hotel’s effort to work with agents affects its performance. | 98 | 4.0308 | .43490 |
| The hotel’s effort to work with brokers affects its performance. | 98 | 3.6589 | .59111 |
| In Ethiopian hotel industry’s current level of response to customer enquiries affects performance. | 98 | 3.6279 | .63430 |
| Business to Business marketing activities of Ethiopian hotel industry affects its performance. | 98 | 3.5814 | .69429 |
| Response to hotel Clients given by the Corporation Affects its performance | 98 | 3.6667 | .57232 |

Source; SPSS Survey Output (2021)

The table depicted that most of the respondents agreed on hotel industry ‘s effort to create more office business (without agents and Brokers) affects its performance. Moreover a mean response of 4.18 and standard deviation response of 0.338 in the descriptive analysis which indicated that most respondents are agreed. Therefore hotel industry ‘s effort to create more office business affects its performance. Regarding to whether the hotel’s effort to work with agents affects its performance as indicated by a mean response of 4.03 and standard deviation response of 0.43 in the descriptive analysis which indicated that respondents is agreed. This shows that the hotel’s effort to work with agents affects its performance. .As it is stated in the table with a mean value of 3.65, with a standard deviation of 0.49the majority of the respondents agreed that the hotel’s effort to work with brokers affects its performance. As shown in the above table of respondents for Ethiopian hotel industries current level of response to customer enquiries affects performance. Therefore the Ethiopian hotel industries current level of response to customer enquiries affects performance which shown by the mean value 3.62 (SD=0.63) this show that most responses is agree. The study revealed that Business to Business marketing activities of Ethiopian hotel industry affects its performance. The above table shows most of respondents are agree with the item, the mean value 3.5 (SD=0.69) this shows that most respondents are agree means that Business to Business marketing activities of Ethiopian hotel industry affects its performance. Concerning whether Response to hotel Clients given by the Corporation Affects its performance as indicated by a mean response of 3.66 and standard deviation response of 0.57 in

the descriptive analysis which indicated that respondents is agreed. Therefore response to hotel Clients given by the Corporation Affects its performance.

Table 10 The Extent Direct Marketing influences

| The Extent Direct Marketing influences | Very great extent | Great Extent | Moderate extent |
|--|-------------------|--------------|-----------------|
| To what extent do you think direct marketing as practiced in the importance in hotel business? | 32(32.7) | 38(38.7) | 28(28.6) |

Source; SPSS Survey Output (2021)

Accordingly, the survey found out that direct marketing activities direct marketing as practiced in the importance in hotel business to a moderate and Very great extent. From the total respondents, 38(38.7%) of respondent consider direct marketing activities affect performance to a Great Extent. On the other hand, 32(32.7%) are believed these attributes of direct marketing affect hotel performance to Very great extent. From the total respondents, 28(28.6%) consider direct marketing activities affect performance to a moderate level.

4.2.4 Result of Personal Selling on Performance of Hotel industry

Personal selling is a crucial element in ensuring customers post-purchase satisfaction, and in building profitable long-term buyer-seller relationships built on trust and understanding. Hotels industries are known to participate in this a lot.

Table 11 Result of Personal Selling on Performance of Hotel industry

| Personal Selling | N | Mean | Std. Deviation |
|--|----|--------|----------------|
| Ethiopian hotel industry ‘s Direct (face to face) Interaction with Clients affects its performance. | 98 | 3.7937 | .45433 |
| The level of attention given by the industry for its customers is Affecting its performance. | 98 | 3.7867 | .46638 |
| Prompt response and keeping promise at the time of claim (Reliability) is affecting Ethiopian hotel industry ‘s performance. | 98 | 3.8147 | .48550 |
| The hotel industry ‘s innovativeness and flexibility is affecting its Performance. | 98 | 3.7063 | .55985 |
| | 98 | | |

Source; SPSS Survey Output (2021)

As showed in table above, most the respondents agreed that Ethiopian hotel industry ‘s Direct (face to face) Interaction with Clients affects its performance. Moreover a mean response of 3.79 and standard deviation response of 0.454 in the descriptive analysis which indicated that most respondents are agreed. This showed that Direct Interaction with Clients affects hotel performance. Regarding the level of attention given by the industry for its customers is affecting its performance. From this the majority of the respondents greed about the statement high level of Customer Attention performance as noted by a mean response of 3.78 with a standard deviation of .466, this was also reflected in the descriptive analysis responded is agree. In addition to prompt response and keeping promise at the time of claim (Reliability) is affecting Ethiopian hotel industry ‘s performance as noted by a mean response of 3.81 with a standard deviation of .485, From this promise at the time of claim (Reliability) is affecting Ethiopian hotel industry. It was discovered that the hotel industry ‘s innovativeness and flexibility is affecting its Performance as indicated by a mean response of 3.7 and standard deviation response of 0.559. This was also revealed in the descriptive analysis which indicated that most respondents are agreed.

Table 12 The Extent Personal Selling influences

| The Extent Personal Selling influences | Very great extent | Great Extent | Moderate extent |
|---|-------------------|--------------|-----------------|
| In your own opinion, to what extent do you think personal selling practiced by Ethiopian hotel industry influences the company performance? | 21(21.4) | 61(62.2) | 18(18.4) |

Source; SPSS Survey Output (2021)

The overall response of the survey demonstrates that personal selling is believed to have a very strong impact on the performance of Hotel industry. 21(21.4) % of the respondents considers personal selling to affect performance of Hotel industry to a very great extent. On top of that 61(62.2% of the respondents consider its effect to be great extent. Only 18(18.4% of the respondents believe that it does not have effect on the performance of Hotel industry.

4.2.5 Performance of Hotel industry

The effect of integrated marketing communication programs on the performance of the hotel industry is of a forgotten area of interest while it is of a critical importance. The study sought the respondent to find out the trend in the business for the last five years.

Table 13 Performance of Hotel industry

| Organization Performance Indicators of Hotel Industry | | Level of Growth of the Indicator | | | | |
|---|-----------------------------|----------------------------------|----------|------------|------------|--------------------|
| | | Greatly Improved | Improved | Consistent | Decreasing | Greatly Decreasing |
| 1 | Organization Market Share | 48(49%) | 37(38%) | 13(13%) | | |
| 2 | Competitor Growth Rate | 40(41%) | 53(54%) | 5(5%) | | |
| 3 | Policy Renewal Rate | | 14(14%) | 62(63%) | 22(22%) | |
| 4 | Organization Profitability | 30(31%) | 58(59%) | 10(10%) | | |
| 5 | Organization Sales turnover | 26(27%) | 72(73%) | | | |

Source; SPSS Survey Output (2021)

Accordingly, the survey found out that Organizational Market Share activities Greatly Improved in hotel industry. From the total respondents, 48(49%) of respondent consider Organizational Market Share activities greatly improved in hotel industry activities in last five years. On the other hand, 37(38%) of respondent are believed that hotel industry Market Share activities are improved in last five years. From the total respondents, 13(13%) consider hotel industry Market Share activities are Consistent.

As shown in the above table about the Competitor Growth Rate in hotel industry, 54% of the respondents are the hotel industry Competitor Growth Rate is improved. This indicates the hotel industry last five years improve in Competitor Growth Rate. Policy retention also has been declining in the past five years and most notably in the past three years. Though the hotel industry aims to retain its renewable policies, the retention rate has been below the past three years as shown in the above table most respondents 63% of respondents is policy renewal rate are constant. Accordingly, the survey found out that Organization Profitability activities Improved in hotel industry. From the total respondents, 30 (31%) of respondent consider greatly improved Organizational Profitability of hotel industry activities in last five years. On the other hand, 58(59%) of respondent are believed that hotel industry Market Share activities are improved in last five years. From the total respondents, 10(10%) of respondent consider hotel industry Market Share activities are Consistent. Accordingly, the survey found out that Organization Sales turnover activities Improved in hotel industry. From the total respondents, 26 (27%) of respondent consider greatly improved Organization Sales turnover activities of hotel industry activities in last five years. On the other hand, 72(73%) of respondent are believed that hotel industry Organization Sales turnover activities are improved in last five years.

4.3 Inferential Statistics

4.3.1 Correlation Analysis

Correlation coefficient statistics measure the degree to which two sets of numbers are related. In this section, the researcher tried to accomplish the goal of the study through applying Pearson's correlation (r) as it is the most widely used method of measuring the degree of relationship between two variables. The relationship between two variables will be: a correlation of .10 is described as a small effect size, a correlation of .30 is described as a medium effect size and a correlation .50 is described as a large effect size. The correlation coefficient (r) ranging from 0.10 to 0.29 may regarded as indicating a low degree of correlation, r ranging from 0.30 to 0.49 may considered as a moderate degree of correlation, and r ranging from 0.50 to 1.00 may be regarded as a high degree of correlation Cohen, (1988).

Pearson Correlation between the variables

| | | Performance | Personal Selling | Sales Promotion | Direct Marketing | Advertising |
|------------------|---------------------|-------------|------------------|-----------------|------------------|-------------|
| Performance | Pearson Correlation | 1 | | | | |
| | Sig. (2-tailed) | | | | | |
| Personal Selling | N | 98 | | | | |
| | Pearson Correlation | .334** | 1 | | | |
| Sales Promotion | Sig. (2-tailed) | .000 | | | | |
| | N | 98 | 98 | | | |
| Direct Marketing | Pearson Correlation | .521 | .223** | 1 | | |
| | Sig. (2-tailed) | .000 | .000 | | | |
| Advertising | N | 98 | 98 | 98 | | |
| | Pearson Correlation | .394 | .238** | .834** | 1 | |
| | Sig. (2-tailed) | .000 | .000 | .000 | | |
| | N | 98 | 98 | 98 | 98 | |
| | Pearson Correlation | .654 | .222** | .891** | .907** | 1 |
| | Sig. (2-tailed) | .000 | .000 | .000 | .000 | |
| | N | 98 | 98 | 98 | 98 | 98 |

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

Source; (own survey, 2021)

Pearson Correlation Coefficient was used to assess the relationship between Effects of Personal Selling and Performance of Hotel Industry. Pearson Coefficient Value Sig. (2-tailed) =.0334 at 95% confidence level, and $P < 0.005$, this implies that there was a positive but moderately significant relationship between Personal Selling and Performance of Hotel Industry. 33.4% of the effects of Personal Selling on were explained by the variation of Performance of Hotel Industry, at $r = 33.4\%$ at 0.05 level of confidence.

As shown on the above table correlation result between Sales Promotion and Performance of Hotel Industry a Pearson correlation coefficient result of 0.521. This means that those independent variables have significant relationship and strong correlation with the dependent variable(Performance of Hotel). The positive direction indicating that, when the independent variables increase dependent variable also increases and vice versa. The relationships have also statistically significant since the p value 0.000 and < 0.05 . Pearson Correlation Coefficient was used to assess the relationship between Direct Marketing and Performance of Hotel Industry. Pearson Coefficient Value Sig. (2-tailed) =0.01 at 1% confidence level, and $P < 0.005$, this implies that there was a positive significant relationship between effect of Direct Marketing and Performance of Hotel Industry. 39.4% of the effect of Direct Marketing explained by the variation of Performance of Hotel Industry, at $r = 39.4\%$ at 0.01 level of confidence.

The above correlation coefficient table shows that the correlation result between,Advertising and Performance of Hotel Industry. In this case, the Pearson correlation coefficients between variables are 0.654 with the significant level of $p = 0.000$. This means the variables has a strong uphill linear relationship and the value has 1% level of confidence. The value positive indication shows that, when the independent variables increase dependent variable also increases and vice versa.

In general, the above correlation result reveals that there is high degree of association among the indicators of Effects of Integrating Marketing variables and Performance of Hotel Industry. Again, from this correlation result it is found that Advertising and Sales Promotion have a strong and positive association with the overall Performance of Hotel Industry while the other variable have a positive and moderate significant relationship with the overall Performance of Hotel Industry.

4.3.2 Regression Analysis Assumption Test

Before applying regression analysis, the researcher tests its assumptions like normality, linearity and multicollinearity.

Normality test: in order to determine normality graphically, we can use the output of a normal P-P Plot. If the data are normally distributed, the data points will be close to the diagonal line. If the data points stray from the line in an obvious non-linear fashion, the data are not normally distributed. As we can see from figure 4.1 the normal P-P plot above, the data is normally distributed.

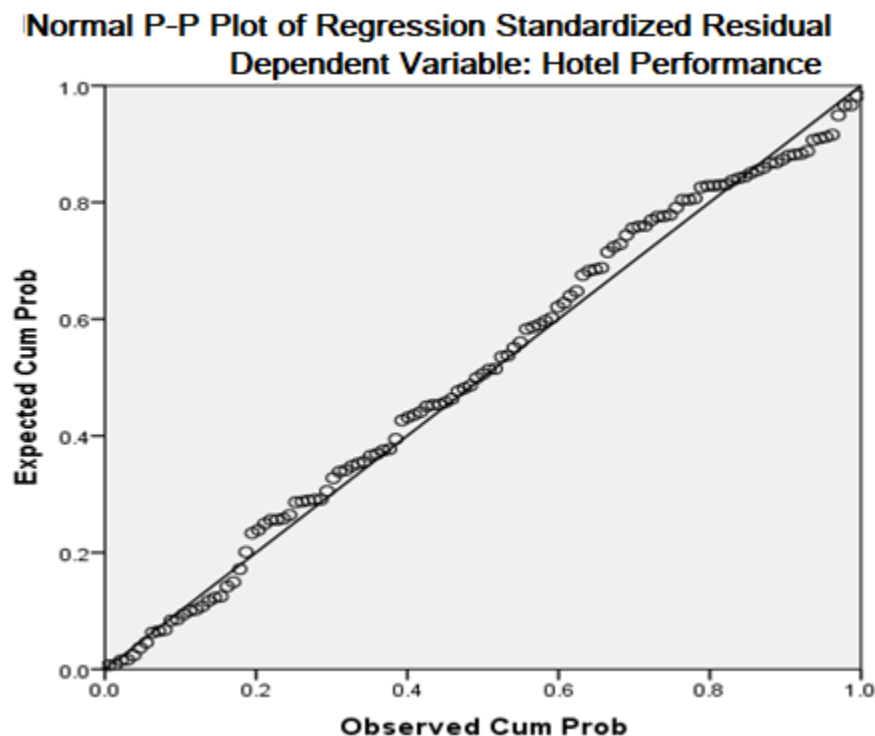


Figure 2 normal P-P plots test

Multicollinearity analysis test:

The researcher has checked if multicollinearity problem exist or not before running the regression. Multicollinearity refers to the situation in which the independent/predictor variables are highly correlated. When independent variables are multicollinear, there is “overlap” or sharing of predictive power. Multicollinearity can be checked using the tolerance and variance inflation factors (VIF) which are the two Collinearity diagnostics factors Multi collinearity Test

Table 14 Multi collinearity Test

| Model | Collinearity Statistics | |
|------------------|-------------------------|-------|
| | Tolerance | VIF |
| Sales Promotion | 0.639 | 1.110 |
| Direct Marketing | 0.741 | 1.064 |
| Personal Selling | 0.920 | 1.353 |
| Advertising | 0.550 | 1.836 |

Source; (own survey, 2021)

A. Dependent; Hotel Performance

Tolerance is an indicator of how much of the variability of the specified independent variable is not explained by the other independent. If this value is very small (less than 0.10), it indicates that the multiple correlation with other variables is high, suggesting the possibility of multicollinearity. Accordingly, the above table the tolerance value for all independent variables is greater than 0.1, which implies that there is no multicollinairity problem in connection with tolerance. Variance Inflation Factor (VIF) which calculates the influence of factor should not exceed 1-10, and should ideally be close to one. As per the above table for all independent variables VIF value is less than 10, which implies there is no multicollinearity problem.

Scatter plot analysis test;

Scatter plot analysis test; scatter plot graphs the actual values the data against the values predicted by the model. The scatter plot displays the actual values along the X axis, and displays the predicted values along the Y-axis. It also displays a line that illustrates the perfect prediction, where the predicted value exactly matches the actual value.

The Figure shows the patterns in scatter plots of dependent against the independent variables weather they have linear relation and the assumption have met. From the graph above the straight line shows the expected linear relationship, and the points scattered around that line show how the actual data diverges from the expected. This analysis tells you at a glance how closely a set of results is correlated with a particular input, and how much variation there is from the ideal model.

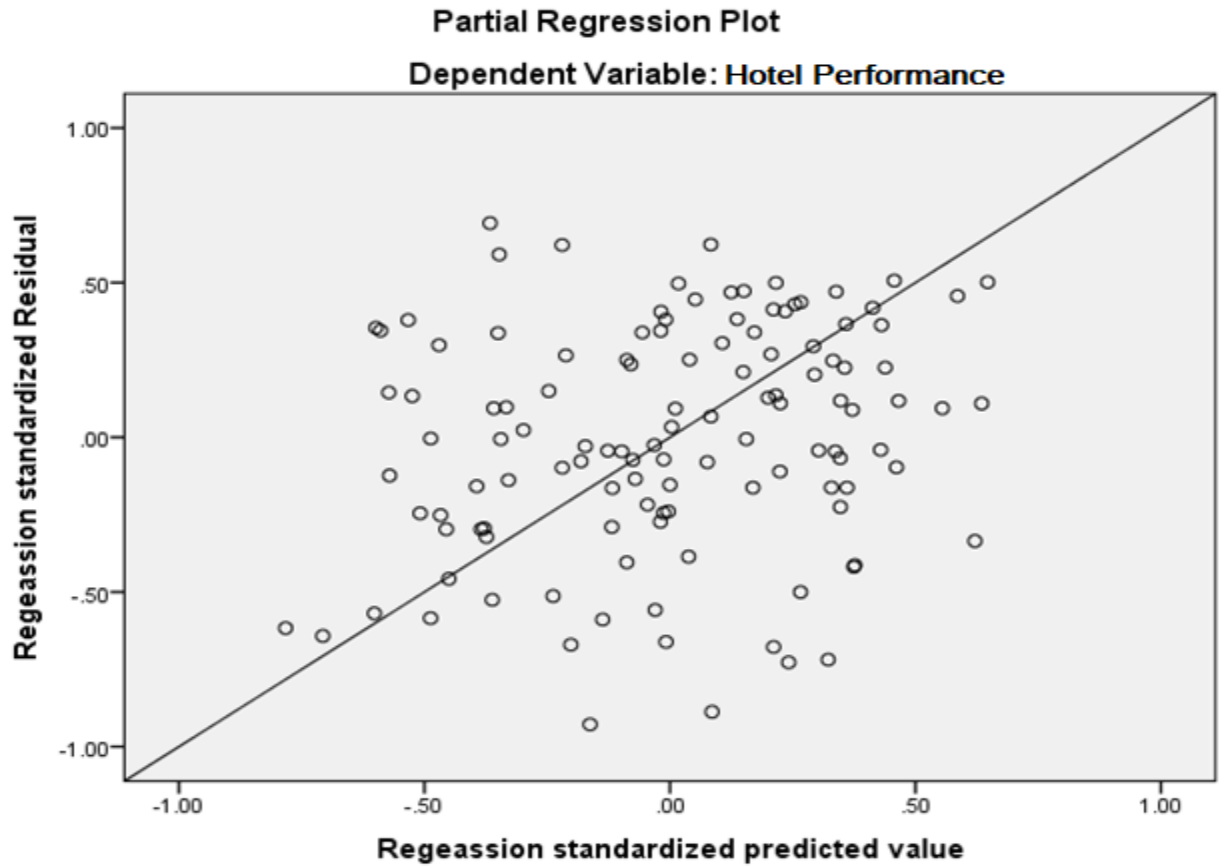


Figure 3 Scatter plot analysis test

ANOVA Table

Table 15 ANOVA Table

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 38.137 | 6 | 6.356 | 170.047 | .000 ^b |
| | Residual | 9.382 | 251 | .037 | | |
| | Total | 47.519 | 257 | | | |

a. Dependent Variable: Hotel Performance

b. Predictors: (Constant), sales promotion, direct marketing, personal selling ,advertising

The table above presents the F test result. The F test is aimed to ensure whether independent variables involved in the model collectively have significance correlation to the dependent variable or not. The F test also reflects the statistical significance of the whole model (Bryman, 2005). Thus, the F test is used to determine a model fit of the multiple

regression model, which is related to its ability to predict the outcome variable. To determine whether the model is a good fit, the value of F changes and the significance value of F changes can be used.

The ANOVA table shows the overall significance/acceptability of the model from a statistical perspective. As the significance value of F statistics shows a value of 170 and p-value (.000), which is less than $p < 0.05$, the model is significant. This indicates that the variation explained by the model is not due to chance.

4.3.3 Interpreter Analysis

Regression analysis is a statistical method to deal with the formulation of mathematical model depicting relationship amongst variables which can be used for the purpose of prediction of the values of dependent variable, given the values of the independent variable tizitz taye,(2018)

To determine the effect of independent variable on the dependent variable regressions analysis was conducted. Regression analysis helps in establishing a functional relationship between two or more variables and predicts the values of dependent variables from the value of independent variables.

Table 16The regression coefficients’ analysis

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 2.261 | .254 | | 8.894 | .000 |
| Sales Promotion | .324 | .030 | .459 | 10.671 | .000 |
| Direct Marketing | .288 | .088 | .240 | 3280 | .000 |
| Personal Selling | .244 | .056 | .320 | 4.396 | .000 |
| Advertising | .753 | .066 | .770 | 11.371 | .000 |

a. Dependent Variable: Hotel Performance (Source: Own Survey, 2021)

The study used Multiple Linear Regressions procedure after testing the assumptions of Multicollinearity, normality, linearity, homoscedasticity, independence of residuals and ANOVA test.

In order to assess the influence of predictor variables on hotel performance, multiple linear regression analysis was computed. The above table shows that, predictor variables, i.e.), sales promotion, direct marketing, personal selling, advertising a statistically significant

influence/prediction in predicting the dependent .In order to evaluate the contribution or influence of each independent variable to the dependent variable, we can see the Beta value. In the table above, the Beta value for predictor variable, advertising was .770 which implies that this predictor variable made the first strong positive and statistically significant influence in explaining or predicting the dependent variable hotel performance, when the variance explained by all other variables in the model is controlled for.

In addition, Sales Promotion a statistically significant positive prediction to the dependent variable with Beta value of .459 this implies that Sales Promotion the second strong influence in predicting the criterion variable, hotel performance. Furthermore, Personal Selling the third strong positive influence/contribution in predicting the dependent variable, with Beta value of .246.

Model Summary

Table 17 Model Summary

| R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------------------|----------|-------------------|----------------------------|
| .734 ^a | .539 | .532 | .46893 |

Source: Own Survey, 2021

R (Coefficient of Correlation) shows the magnitude of the relationship between the dependent variable and the predictor variables. In this case, the independent variables accounts $R=.734$ which shows there is a strong (positive) relationship between dependent and independent variables.

R Square (Coefficient of Determination):-the model summery shows that, $R^2= 0.539$ Adjusted $R^2= 0.532$, which means that the whole independent variables explains 53.2% of the variability of the dependent variable in the population. As table 4.4.1 shows the regression model is statistically significant, since the $p = 0.000 < 0.05$. This indicates that, overall, the model applied can statistically significantly predict the dependent variable. Accordingly, $p=0.000 \leq 0.05$ this implies the R square value has a 95% level of confidence to be true and 0.05 (5%) chance of error.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The aim of this chapter is to give a general summary about the whole study and make broad conclusions drawn from the findings of the results. Starting from problem identification of the study till to this point different document, theoretical perspectives and empirical analysis were analyzed to have better understand about research problem, to know what was done on it in previous, and which part needs further investigation. Based on the part of research problem that need more investigation the researcher tried his own best and finally want to put his final conclusions and recommendations. Therefore, this chapter of the study deals with the conclusions and recommendation of the study which is based on what is discussed in the previous chapters and the main finding of this study. Finally, based on the findings the researcher put some recommendations under this chapter.

5.1. Summary of Major Findings

This section presents the summary of key findings of the study and they are outlined as follows

- **What is the effect of advertising in the hotel industry performance?**

The study shows that the means value and standard deviations of the various forms of advertising and their effect on the Hotel Performance were also examined. The respondents on average tended to agree that all forms of advertising to affect performance from moderate to great extent. Particularly, event participation of the corporation such as trade fairs and exhibitions are considered to affect performance to a great extent and other forms that have high level of influence are advertisement through flyers, policy brochures, leaflets and Interactive media relation activities. This result showed that advertising has the strongest effect on Hotel Performance. Accordingly, the study shows that advertising has a significant positive effect on hotel performance. An increase in advertising is attained with an increase hotel performance enhanced hotel performance by different advertising platforms. This finding is consistent with the results of (Yoo et al.,2000) indicate that advertising has a great power to customers able recognition and concluded there is a statistically significant relation between them. The aggregate mean value is 3.72 out of a 5 scale response indicates that this particular form of advertising is considered vital.

- **What are the effects of sales promotion on performance in Ethiopian Hotel industry?**

From the findings sales promotion has statistically significant effect on hotel performance. This result align with the findings concluded that commercial promotion create higher performance position and statistically significant. The various forms of Sales Promotion Particularly discounts, sponsoring events and ex gratia treatments to clients affect performance of the Hotel industry to a great extent. Another important sales promotion element that is highly affecting the performance of the Corporation is Sponsoring client based or community based events by the Corporation that importance in hotel business treatment of existing clients that is highly affecting the performance of the hotel industry. The aggregate mean value is 4.33 out of a 5 scale response indicates that this particular form of advertising is considered vital.

- **What effect does direct marketing activities affect the performance of the Ethiopian Hotel industry?**

Direct marketing also a direct (positive) effect on hotel industry where a unit increase in hotel performance is caused by a consequent increase of Direct marketing selling. This relationship is statistically significant. Another important Direct Marketing element that is highly affecting the performance of the industry business to business marketing activities of Ethiopian hotel industry affects its performance. The aggregate mean value is 3.76 out of a 5 scale response indicates that this particular form of advertising is considered vital.

- **How does direct personal selling affect performance of the in Ethiopian Hotel industry?**

The study shows that the means value and standard deviations of the various forms of personal selling and their effect on the Hotel Performance were also examined. The respondents on average tended to agree that all forms of personal selling to affect performance from moderate to great extent. Among personal selling activities considered for investigation, reliability or keeping promise to customers is considered to affect performance. This is in Furthermore, flexibility and innovativeness for service delivery, direct interaction with clients as well as level of attention given to them are affecting the performance of the Hotel Performance to a significant level.

The correlation result reveals that there is high degree of association among the indicators of Effects of Integrating Marketing variables and Performance of Hotel Industry. Again, from this correlation result it is found that Advertising and Sales Promotion have a strong and positive association with the overall Performance of Hotel Industry while the other variable have a positive and moderate significant relationship with the overall Performance of Hotel Industry.

The regression analysis done to ascertain the extent to which the variables mentioned explain the variance in Performance of Hotel Industry. The value of Adjusted $R^2=.53.2$ which indicates 53.2% of variance in Performance of Hotel Industry is explained by the independents variables. The standard coefficients of Beta show that while observing the extent to which each independent variable influences the dependent variable, the beta values of the independent variables.

5.2 Conclusions

This research finding confirmed that advertising, direct marketing, direct marketing and personal selling are the major significant tools of integrated marketing communication for performance of hotel Industry. According to the Pearson correlation analysis, it can be clearly seen as that the five integrated marketing communication tools namely, advertising, direct marketing, direct marketing and personal selling are positively related to performance of hotel Industry

The advertisement activities are important in creating awareness in general and institutional promotion in particular, the literature suggests that there must be aggressive, consistent and effective advertisement efforts for a relatively longer period of time to persuade customers to buy unsought goods. The positive relationship shows that the effect performance of hotel Industry. The effect of sales promotion activities such as discounts, event sponsorship, ex gratia treatments as well as customer service week and trainings are performance of hotel Industry.

Furthermore direct marketing efforts such as direct selling, working with intermediaries, response to customer enquiries and corporate clients as well as business to business marketing affect performance to a significant and positive manner. Particularly, working with agents, direct selling and working with brokers have great impact on the overall performance.

The correlation result reveals that there is high degree of association among the indicators of Effects of Integrating Marketing variables and Performance of Hotel Industry. Overall variable have a positive and moderate significant relationship with the overall Performance of Hotel Industry.

The regression analysis done to ascertain the extent to which the variables mentioned explain the variance in Performance of Hotel Industry. The value of Adjusted R²=.53.2 which indicates 53.2% of variance in Performance of Hotel Industry is explained by the independents variables. The standard coefficients of Beta show that while observing the extent to which each

5.3. Recommendations

The hotel Industry should adopt the experience of advertising from foreign hotels in order to follow the world class hotels advertising style and compete successfully. In addition The hotel Industry should apply some sort of creativity and uniqueness on advertising platforms in order to be the awareness more recall and recognize by the customers. As there are many examples of advertising, including some of the following: billboards, brochures, Prestigious offices or headquarters, famous persons, point of purchase displays, cinema area, business cards et.

As sales promotion activities are having the highest coefficient as well as a significant positive effect on performance, the corporation must focus on exploiting its opportunities to this end. Particularly keeping promises to customers, created or sponsored event as of going practices with an activity that gathers the target group in time and space; a meeting in which an experience is created and a message communicated. It may need proper and legal a business agreement between the hotel and event organized agents and it should provide money, goods, services or know-how. In exchange the sponsored party (individual or organization) offers right and association that the sponsor utilizes commercially. The vent should be properly selected by conducting market research and the events ability to fulfill stated objectives must be studied timely and it should recognize to have a capacity to fulfill more than just one objective.

This study has recommended the exploitation of direct marketing activities more in order to enhance performance. It further recommends that further study should be done in understanding the effect of advertising and sales promotion activities in depth in order to enhance their

contribution to performance of insurance companies. Another study needs to be done with an aim of investigating the effectiveness of integrated marketing communication tools in relative to investment of such activities and also the industry performance considering the private insurance companies as well. In depth analysis of advertisement and sales promotion are also points to consider for further investigation.

The hotel industry should properly coordination of all sellers initiated efforts to set up channels of information and persuasion in order to sell goods and service or promote an idea and its promotional mix should be well studied by marketing professionals and academicians as its total marketing communications program, originally consists of advertising, personal selling, sales promotion, and direct marketing and it should organize its impersonal mass communication with the event. Moreover, it may need a standard commercial message to a large dispersed media.

The government should corporate on public private partnership organization (PPP) as the factor to reinforce marketing and promotion of Ethiopian hotel industry in order to improve tourism marketing leads to tourism development, employment opportunities and economic growth.

The government should recognize the marketing professional's contributions on how to achieve effective marketing

5.4. Limitation and suggestion for further study

The study has some limitations. The first one is the study sample area was limited only in Addis Ababa but in order to make the research more representative, sample should be collected at least from the major cities which are the event included. The second limitation of the study was no comparative study with other similar industry. When making a research comparative study use to get more information on the area of the study.

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APPENDICES

SURVEY QUESTIONER
ST.MARY’S UNIVERSITY

School of graduate studies: Marketing Management

Dear Respondent,

I am a final year MA student at sent marry university School of graduate student. As part of the requirements incomplection of the Master of Arts program in Marketing Management, I am undertaking a research entitled Assess the Effects of Integrating Marketing Communication on Performance of Hotel Industry in Ethiopia- the Case of Selected Hotels in Addis Ababa “. To this end, I am collecting data from employees of the corporation. You have been selected as a valuable participant for this research. In order for the research to yield valid results, it is important that you answer all questions as honestly and truthfully as possible. It is solely for an MA Thesis and responses will remain anonymous and confidential. Leave those non applicable. For more information, you can contact at any time needed through my address; Tel + 251912 02 45 60, E-mail yonaslong@gmail.com

Thank you for your willingness to participate in this study. It is highly appreciated.

I. Demographic Information

1. What is your current Job position? _____(optional)

2. Gender Male Female

3. How many years have you served in hotel industry?

Less than 3 3 to 6 Years 6 to 8 years

Years 8-10 Above 10 years

4. Educational Background

Certificate Diploma BA/BSC

MA/MS PhD

II. The Importance of Marketing Communication in Ethiopian hotel industry

1. In your own opinion, what is the extent to which the following forms of advertising influences for other customer's? 1 = not at all, 2 = low extent, 3 = moderate extent, 4 = great extent and 5 = very great extent

| Advertising | | Level of Agreement | | | | |
|-------------|--|--------------------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | <i>Statement</i> | | | | | |
| 1 | Online activities of the Corporation such as websites, blogs and Social media affect its performance. | | | | | |
| 2 | hotel participation on various events such as trade fairs and Exhibitions affect its performance. | | | | | |
| 3 | The use of billboards, sonic screens and wall branding put in various Places by the Corporation affect its business performance. | | | | | |
| 4 | The hotels flayers, policy explanation brochures and leaflets Affect its performance. | | | | | |
| 5 | TV Advertisements of hotel affect is overall performance. | | | | | |
| 6 | Radio Advertisements by the Corporation affect its performance | | | | | |
| 7 | Print media Advertisements on newspapers and magazines affect its performance | | | | | |
| 8 | Interactive media relation activities contribute to the hotel performance | | | | | |
| 9 | The Overall performance of Advertisement in Ethiopian Hotel industry seems very good | | | | | |
| 10 | To what extent do you think advertising in hotel services/products influences the company performance? | | | | | |

Advertisements

2. In your opinion, do you think the hotel has undertaken enough advertising activities to promote its hotel products?

Strongly Agree Agree Neutral
 Disagree Strongly Disagree

3. In your opinion, to what extent is the advertising activities are important to increase the performance of the hotel service and products industry?

Very Great Extent Moderate Extent Neutral

Great Extent Low Extent

4. To what extent do you think advertising of institutions services/products influences the company performance?

Very Great Extent Moderate Extent Not at All

Great Extent Low Extent

Sales Promotions

5. To what extent do you think sales promotions practiced by your corporation influences its performance?

Very Great Extent Moderate Extent Not at All

Great Extent Low Extent

6. In your own opinion, what is the extent to which the following forms of sales promotion the importance in hotel business? 1 = not at all, 2 = low extent, 3 = moderate extent, 4 = great extent and 5 = very great extent

| Sales Promotion | | Level of Agreement | | | | |
|------------------|---|--------------------|----------|----------|----------|----------|
| <i>Statement</i> | | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> |
| 1 | Discounts on hotel premiums provided for new and existing Customer shows to impotent the Corporation's performance. | | | | | |
| 2 | Trainings provided for major clients on various hotel related Issues impotent the Corporation's performance. | | | | | |
| 3 | Customer service strongly such as visiting existing clients to be impotent its performance. | | | | | |
| 4 | Sponsoring client based or community based events by the Corporation that importance in hotel business. | | | | | |
| 5 | Do you think Hotel 'customer treatment increase of a profitable hotel business Performance? | | | | | |

Direct marketing

7. To what extent do you think direct marketing as practiced in the importance in hotel business?

Very Great Extent Moderate Extent Not at All
 Great Extent Low Extent

8. In your own opinion, what is the extent to which the following forms of direct marketing important in hotel business? 1 = not at all, 2 = low extent,3 = moderate extent, 4 = great extent and 5 = very great extent

| Direct Marketing | | Level of Agreement | | | | |
|-------------------------|---|--------------------|----------|----------|----------|----------|
| | | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> |
| | <i>Statement</i> | | | | | |
| 1 | Hotel industry ‘s effort to create more office business (without agents and Brokers) affects its performance. | | | | | |
| 2 | The hotel’s effort to work with agents affects its performance. | | | | | |
| 3 | The hotel’s effort to work with brokers affects its performance. | | | | | |
| 4 | In Ethiopian hotel industry’s current level of response to customer enquiries affects performance. | | | | | |
| 5 | Business to Business marketing activities of Ethiopian hotel industry affects its performance. | | | | | |
| 6 | Response to hotel Clients given by the Corporation Affects its performance | | | | | |

Personal Selling

9. In your own opinion, to what extent do you think personal selling practiced by Ethiopian hotel industry influences the company performance?

Very Great Extent Moderate Extent Not at All
 Great Extent Low Extent

10. In your own opinion, what is the extent to which the following forms of personal selling influences the Ethiopian hotel industry ‘s Performance? 1 = not at all, 2 = low extent,3 = moderate extent, 4 = great extent and 5 = very great extent

| Personal Selling | | Level of Agreement | | | | |
|-------------------------|--|---------------------------|----------|----------|----------|----------|
| <i>Statement</i> | | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> | <i>5</i> |
| 1 | Ethiopian hotel industry ‘s Direct (face to face) Interaction with Clients affects its performance. | | | | | |
| 2 | The level of attention given by the industry for its customers is Affecting its performance. | | | | | |
| 3 | Prompt response and keeping promise at the time of claim (Reliability) is affecting Ethiopian hotel industry ‘s performance. | | | | | |
| 4 | The hotel industry ‘s innovativeness and flexibility is affecting its Performance. | | | | | |

Corporate Performance

11. In your own opinion, how do you evaluate the performance of your hotel industry over the past five years in the following areas?

| Organization Performance Indicators of Hotel Industry | | Level of Growth of the Indicator | | | | |
|--|-----------------------------|---|----------|------------|------------|--------------------|
| | | Greatly Improved | Improved | Consistent | Decreasing | Greatly Decreasing |
| 1 | Organization Market Share | | | | | |
| 2 | Competitor Growth Rate | | | | | |
| 3 | Policy Renewal Rate | | | | | |
| 4 | Organization Profitability | | | | | |
| 5 | Organization Sales turnover | | | | | |

Thank you for your honest opinion and participation!