



**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF MASTERS OF BUSINESS ADMINISTRATION**

**ASSESSMENT OF CRISIS MANAGEMENT PRACTICES AND
CHALLENGES OF TOUR OPERATORS IN ADDIS ABABA AMID
COVID-19 PANDEMIC**

By

Hanna Tekalign

Advisor: Ephrem Assefa (PhD)

**January, 2023
Addis Ababa, Ethiopia**

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DECLARATION

I Hanna Tekalign, hereby declare that this research paper entitled “**Assessment of Crisis Management Practices and Challenges of Tour Operators in Addis Ababa amid COVID-19 Pandemic**”, is my original work, prepared under the guidance of my advisor. I further confirm that the thesis has not been previously submitted for any higher learning institute and all sources of materials used for this thesis have been duly acknowledged.

Hanna Tekalign (Candidate)

Date

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

Ephrem Assefa (PhD)

Date

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List of Acronyms

| | |
|-------------|---|
| CEO..... | Chief Executive Officer |
| GDP..... | Gross Domestic Product |
| GNP..... | Gross National Product |
| HRM..... | Human Resource Management |
| MERS..... | Middle East Respiratory Syndrome |
| MIT..... | Tourism Income Multiplier |
| MoCT..... | Ministry of Culture and Tourism |
| MoT..... | Ministry of Tourism |
| MoTI..... | Ministry of Trade and Industry |
| OECD..... | Organization for Economic Cooperation and Development |
| SARS..... | Sever Acute Respiratory Syndrome |
| SPSS..... | Statistical Package for Social Sciences |
| TIM..... | Tourism Impact Model |
| UN..... | United Nations |
| UNCTAD..... | United Nations Conference on Trade and Development |
| UNE..... | United Nation Ethiopia |
| UNWTO..... | World Tourism Organization |
| USD..... | United States Dollar |
| WBGs..... | World Bank Group study |
| WHO..... | World Health Organization |
| WTTC..... | World Travel & Tourism Council |

Table of Contents

| | |
|---|------|
| Acknowledgments..... | i |
| List of Acronyms | ii |
| List of Tables | vi |
| List of Figures..... | vii |
| Abstract..... | viii |
| CHAPTER ONE..... | 1 |
| INTRODUCTION | 1 |
| 1.1. Background of the Study..... | 1 |
| 1.2. Statement of the Problem | 2 |
| 1.3. Research Questions | 4 |
| 1.4. Objectives of the Study | 4 |
| 1.4.1. General Objective | 4 |
| 1.4.2. Specific Objectives | 4 |
| 1.5. Significance of the Study | 5 |
| 1.6. Scope of the Study..... | 5 |
| 1.7. Limitation of the Study | 5 |
| 1.8. Organization of the Study | 6 |
| 1.9. Operational Definition of Key Terms | 6 |
| CHAPTER TWO | 8 |
| REVIEW OF RELATED LITERATURE | 8 |
| INTRODUCTION | 8 |
| 2.1 Theoretical Review | 8 |
| 2.1.1 The Concept of Crisis and Crisis Management | 8 |
| 2.1.2 Models or Approaches to Crisis Management..... | 10 |

| | | |
|--|---|----|
| 2.1.3 | Theories of Crisis Management | 13 |
| 2.1.4 | Types of Crisis in Tourism | 16 |
| 2.1.5 | COVID-19 Crises and Tourism | 16 |
| 2.1.6 | Crisis and the Tour Operation Business..... | 17 |
| 2.1.7 | Crisis Management Practices in Tourism | 18 |
| 2.1.8 | Crisis Management Plan | 27 |
| 2.2 | Empirical Review | 28 |
| 2.3 | Research Gap..... | 31 |
| 2.4 | Conceptual Framework | 32 |
| CHAPTER THREE | | 34 |
| RESEARCH DESIGN AND METHODOLOGY | | 34 |
| 3.1 | Research Approach and Design | 34 |
| 3.2 | Description of the Study Area | 34 |
| 3.3 | Data Sources..... | 35 |
| 3.4 | Method of Data Collection..... | 35 |
| 3.5 | Population, Sample Size and Sampling Procedure | 35 |
| 3.6 | Validity and Reliability of Instruments..... | 36 |
| 3.7 | Methods of Data Analysis | 37 |
| 3.8 | Ethical Considerations..... | 37 |
| CHAPTER FOUR..... | | 38 |
| DATA PRESENTATION, ANALYSIS AND INTERPRETATION | | 38 |
| 4.1. | Introduction | 38 |
| 4.2. | Profile of Surveyed Firms | 38 |
| 4.3. | Validation of the Study Variables | 40 |
| 4.4. | Descriptive Statistics for Crisis Management Practices..... | 41 |

| | |
|---|----|
| 4.4.1. Descriptive Statistics for Marketing | 41 |
| 4.4.2. Descriptive Statistics for Human Resource | 42 |
| 4.4.3. Descriptive Statistics for Cost control | 43 |
| 4.4.4. Descriptive Statistics for Governmental Support | 44 |
| 4.5. Major Challenges Facing Tour Operators during Covid-19 in Addis Ababa | 45 |
| 4.6. Measures Taken by Tour Operators in Addis Ababa to Overcome Covid-19 crisis..... | 47 |
| 4.7 Discussion | 50 |
| CHAPTER FIVE | 53 |
| SUMMARY, CONCLUSION AND RECOMMENDATION..... | 53 |
| Introduction..... | 53 |
| 5.1. Summary | 53 |
| 5.2. Conclusion | 54 |
| 5.3. Recommendation | 55 |
| 5.4. Areas of Further Research | 56 |
| REFERENCES | 57 |
| ANNEX I | |
| ANNEX II | |

List of Tables

| | |
|---|----|
| Table 3. 1 The reliability of data collection instruments | 37 |
| Table 4. 1 Profile of Tour Operators and Respondents..... | 48 |
| Table 4. 2 Reliability test results..... | 40 |
| Table 4. 3 Descriptive statistics of the items measuring marketing practices | 41 |
| Table 4. 4 Descriptive statistics of the items measuring human resource practices | 42 |
| Table 4. 5 Descriptive statistics of the items measuring maintenance or cost control | 43 |
| Table 4. 6 Descriptive statistics of the items measuring government support..... | 44 |
| Table 4.7 Challenges of tour operation business from most serious (1 st) to least serious (10 th) during Covid-19 | 45 |
| Table 4. 8 Crisis management system..... | 47 |
| Table 4. 9 Actions taken by tour operators | 48 |
| Table 4. 10 Tour operators' effectiveness regarding Covid-19 pandemic..... | 48 |
| Table 4. 11 Government cooperation with the tourism sectors to alleviate the crisis | 49 |

List of Figures

| | |
|--|----|
| Figure 2. 1: Conceptual Framework of the study (Adapted from: Israeli & Reichel, 2003) | 33 |
| Figure 3. 1: Location map of Addis Ababa city..... | 44 |

Abstract

The tourism industry is highly susceptible for natural and manmade catastrophes such as war, diseases, and terrorism. The purpose of this study was to assess the crisis management practices and challenges of tour operators in Addis Ababa amid COVID-19 pandemic. The study employed quantitative and qualitative research approach and descriptive research design. Pertinent data were gathered from owners, managers, supervisors and department heads of 82 actively operating tour operators using questionnaires. Owners and managers of tour operation companies were purposively selected due to their appropriateness to give the necessary data representing their organization and also interviews were made with purposively selected tourism experts from Addis Ababa culture and tourism, Ministry of tourism and tour operators' associations. Quantitative data was processed via Statistical Package for Social Science (SPSS 26) and analyzed using descriptive statistics. The findings of the study revealed that crisis management practices of tour operators in Addis Ababa during COVID-19 were found to be practiced less. Absence of tourists, lack of preparedness and economic and marketing challenges were found to be challenges for tour operators in Addis Ababa during COVID-19. Different measures were taken by tour operation companies and rated their effectiveness. The result showed that their effectiveness were low. It was recommended that tour operators should apply crisis management practices to enhance their preparedness for any unforeseen circumstances and use different marketing strategies to survive from COVID-19 crisis, use different digital platforms to better communicate with customers. Also the government has to support this sector since tourism is a big source of revenue for a country.

Keywords: *Crisis management, challenges, Covid-19, Tour operators*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Tourism has different definitions from different sources. According to UNWTO, It comprises the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited. As stated by World Tourism Organization (2003), tourism is a collection of activities, services and industries which deliver a travel experience comprising transportation, accommodation, eating and drinking establishments, retail shops, entertainment business and other hospitality service provided for individuals or groups traveling away from home. Tourism as described by WBGS (2012), makes substantial contributions by expanding micro, small-scale and medium-scale enterprises for the production of goods and services, creating considerable employment opportunities, promoting sustainable development and eliminating poverty. Tourism has a great role in accelerating development and eradicating poverty, which is the major enemy of developing countries, and its impact is no less important than those of other main economic and social sectors.

Tourism businesses requires a healthy environment. Since December 2019, an infectious disease caused by a novel corona virus known as Covid-19 has ravaged the world. The novel corona virus first appeared in Wuhan, China and quickly spread throughout Asia and many other countries (WHO, 2020). According to UNWTO (2021), as the world is facing an unprecedented global health, social and economic emergency with Covid-19, travel and tourism is among the most affected sectors with airplanes on the ground, hotels closed and travel restrictions put in place in nearly all countries around the world. Aside from the loss of human lives, commercial operations across several industries, including construction, manufacturing, services, and tourism are severely impacted in Africa. In Ethiopia, as the number of Covid-19 cases increased slightly, the government declared a state of emergency, impeding human mobility and social interactions. This government decision and its consequences have had a negative impact on all economic sectors, particularly tourism. The tourism businesses has a clear need and demand for direction and crisis management plans on the ground.

Crisis management is a systematic attempt by organizational members and external stakeholders to prevent or effectively manage crises. Organizational crisis management effectiveness is proved when potential crises are avoided or when key stakeholders believe that the success of short and long-term consequences of crises outweigh the failure outcomes (Christine & Judith, 2008). Recent studies of crisis management have found that the approach to events is more aligned with a holistic and integrated process, as event interactions are not linear, as they are in most complex systems. The actions taken in preparation for a crisis and those taken during and after the crisis are not distinct. In the past, pre and post-crisis actions were not consolidated as a single integrated unit; however, these activities do cluster together and should be considered as a whole rather than as separate sets of activities (Jaques, 2007).

A number of crises and disasters, such as health, terrorist attacks, political unrest, economic slump, challenges to biosecurity, and natural disasters have recently affected the world's tourism business. This study aims to assess the crisis management practices and challenges of tour operators in Addis Ababa among one of the recent crises Covid-19 pandemic.

1.2. Statement of the Problem

Tourism may make a significant contribution to poverty reduction and employment development. Tourism will be a vital driver in the country's attempts to eliminate poverty, with huge potential for generating foreign cash, creating jobs, and providing livelihoods for a large percentage of the people (Angelo, 2016).

The corona virus pandemic, known in the media as Covid-19, has changed all the perceptions of people about tourism, travel, and well-being. While some time back everyone was concerned about over tourism, at this moment in life we are seeing an ongoing collapse in the tourism sector (Baum, Tom & Mooney et al., 2020). This is caused by the government efforts to control this pandemic, by imposing strict rules such as putting a ban on travelling, social distance, stay at home and finally closing the borders of the countries and entering in a lock down (Higgins Desbiolles F., 2020). All these measures are pushed by the desire to keep the economy stable, avoid mass deaths, and prevent the collapse of the health systems.

While there is a global crisis, one may think that the tourism sector does not play a big role in this equation, however, many argue that tourism businesses play an important role due to its

implication in the growth and development of many countries. Moreover, the World Tourism Organization has stated that tourism is the hardest hit sector by this virus outbreak. The closure of tourism/hospitality businesses has led to a high level of unemployment, according to the World Travel & Tourism Council, around 174 million jobs in the tourism sphere are known to been lost in 2020 (WTTC, 2020).

Ethiopia in 2019 recorded around 812,000 tourists visited the country, bringing revenue of 3.55bn USD and becoming the most visited country in the world (WTTC, 2021). As well, tourism sector accounts for over 9% of the Ethiopian GDP, with more than 1.5 million people employed in this sector. However, with the virus outbreak, these numbers changed significantly. It lost 70 percent of tourism revenues along with massive job losses (Tewodros D., 2022). The impact of the Covid-19 is largely felt by the people whose life and resources depend entirely on the tourism activities. Even in the first few months from the start of the outbreak, the lives of people have been drastically changed, beyond the impact on health and income, the pandemic has risen people's anxiety and fears, altering their social relationships, trust, security concerns and most important of all their well-being (Ramkissoon H., 2020).

According to the study by Haregwoyn (2021), tourism business in Addis Ababa was hindered by legal activities such as travel restrictions and cross boarder regulation. During the crisis, tourism programming management was not properly managed with shortage of materials associated with services and hygienic issues. The study by Kidist (2021), have examined Covid-19 crisis in the selected tour operators on tourism business affected by different determinant factors. There was a problem in tour operators firm in Addis Ababa to meet the expected crisis prevention or mitigation strategy. Based on the crisis management practice assessment, ceasing travel activities during the pandemic had immediate impact on employment. Based on the findings of a study conducted by Bogale et al., (2020) on the impact of Covid-19 and recovery strategies on tourism, hotel occupancy rates were reduced from 80-85% to less than 5%, transportation, particularly international air travel ceased, small and medium enterprises in the tourism sector lost their market, financial service providers linked to the industry stopped, and employees and customer behavior changed significantly.

Basak D. & Angela M. (2020), have found that, the similarity of the Covid-19 crisis to the 2003 SARS crisis and having a lack of control over the impact of crisis on the hospitality business. They

added, the 2003 SARS crisis was seen as a regional crisis, whereas Covid-19 was described as having a global impact. The study assessed the impact of the crisis to the overall hospitality industry. Thus, it makes it difficult to understand which business is affected the most since hospitality business has different categories.

This study will fill the gap that has not been yet studied by other researchers regarding the challenges faced and the measures taken by the tour operators during the crisis. It is also important to investigate how the crisis management practice seems like for tour operators when crises occurs particularly Covid-19, since this study aims to assess the crisis management practices and challenges of tour operators in Addis Ababa amid Covid-19 pandemic. The study focuses on tour operators, because these enterprises play a crucial role in Ethiopian tourism development and they have been severely hit by the pandemic. They also are directly related to the tourism sector.

1.3. Research Questions

This study strived to answer the following research questions:

1. What is the crisis management practices of tour operators in Addis Ababa looks like?
2. What was the major challenges facing tour operators in Addis Ababa during Covid-19?
3. What measures were taken by the tour operators in Addis Ababa to overcome Covid-19 crises?

1.4. Objectives of the Study

1.4.1. General Objective

The major objective of this research was to assess the crisis management practices and challenges of tour operators in Addis Ababa amid Covid-19 pandemic.

1.4.2. Specific Objectives

The specific objectives of the study were:

1. To assess the crisis management practices of tour operators in Addis Ababa amid Covid-19;
2. To assess the major challenges facing tour operators in Addis Ababa during Covid-19;
3. To evaluate the measures taken by tour operators in Addis Ababa to overcome Covid-19 crisis.

1.5. Significance of the Study

This study focused on assessing the crisis management practices and challenges of tour operators in Addis Ababa amid Covid-19 pandemic. Therefore, the results of the study are helpful for tour operation owners and managers to revisit their approaches to deal with crisis. Since tour operators are an integral part of the tourism industry, responsible for attracting tourists and dealing with tourists during and after visits, the study will have policy implication. Moreover, the results of this study will help to examine how those implications affect tourism related businesses. In addition, the study will serve as a reference and can be a guide for future researchers who wish to carry out the same type of study. And it also suggests or recommends the possible actions that can be taken to improve the tour operation businesses.

1.6. Scope of the Study

The scope of the study have discussed in terms of issue (theme), geographical area, the methodology adopted and unit of analysis (observation).

- **Conceptual scope:** conceptually, this study is delimited to assess the crisis management practices and challenges of tour operators amid Covid-19. Since tourism is a broad industry composed of attraction, transportation, accommodation, travel trade (travel agencies and tour operators), this study only focused on the tour operation businesses.
- **Geographical scope:** This study was delimited to tour operators located in Addis Ababa. Thus, tour operators based in other parts of the country are not considered in the current study.
- **Methodological scope:** This study is descriptive in nature and pertinent data were gathered via questionnaire and analyzed using descriptive statistics.
- **Unit of observation:** In this study, pertinent data were gathered from tour operation owners, managers, department heads and supervisors. Hence, the study was conducted at organization level.
- **Time scope:** This study covers the period from 2020 to 2022.

1.7. Limitation of the Study

In the process of doing this research, there were some constraints that restricted the researcher from conducting detail investigations. Due to time and financial limitations, it was not possible to

undertake a broad study. The researcher tried to find the required number of those registered tour operators for the study but it was very difficult to find all of them. Therefore, the findings of this study are reported in light of this limitations.

1.8. Organization of the Study

The study organized into five chapters. The first chapter begins with an introduction part which consists of background of the study, statement of the problem, objectives of the study, significance of the study, scope of the study, limitations of the study, organization of the study, and definition of key terms. The second chapter discusses literature review, both theoretical and empirical literature, research gap, and presents the conceptual framework of the study. The third chapter deals with the research methodology including research approach and design; data source and data collection method; population, sample size and sampling technique; reliability and validity of data collection instruments; method of data analysis, and ethical considerations. The fourth chapter describes data presentation, analysis and interpretation of the research findings. Finally, the fifth chapter discusses summary, conclusion and recommendation based on the research findings, and areas of further research.

1.9. Operational Definition of Key Terms

- **Crisis** - is any action or failure to act that interferes with an organization's ongoing operations, the acceptable accomplishment of its objectives, its viability or sustenance, or that has a negative personal impact as perceived by the majority of its employees, clients, or constituents (Faulkner 2001).
- **Crisis Management** - is a systematic attempt by organizational members and external stakeholders to prevent or effectively manage crises (Christine & Judith, 2008).
- **Covid-19** - An infectious disease caused by a novel corona virus which has been ravaging the globe since December 2019. Wuhan, China saw the emergence of the new corona virus at first, and it spread quickly to Asia and then many other countries (WHO, 2020).
- **Tourism** - is an industry that transcends the conventional economic sectors. It necessitates economic, cultural, social and environmental inputs (Leonard& Carson, 2011).
- **Tour Operator** - are individuals or organizations that buy separate components of transportation, lodging, and other services and mix them into package which they then sell to consumers directly or indirectly (Holloway, 2002).

- **Challenge** – is a new or difficult task that testes someone’s ability and skill such as; destruction of the environment (Oxford English dictionary, 2022).
- **Crisis management practice** - in all its multidisciplinary forms, is the direct intention to both diverting crisis in advance and to manage crisis once erupted (Pearson & Clair, 1998).

CHAPTER TWO

REVIEW OF RELATED LITERATURE

INTRODUCTION

In this chapter, the researcher reviewed different theoretical and empirical studies in relation to crisis management with specific reference to the tourism and tour operation businesses. The review is presented in four main sections. The first section is the theoretical framework of the study, the second section examines empirical reviews, the third section discusses the research gap and the last one presents the conceptual framework of the study.

2.1 Theoretical Review

2.1.1 The Concept of Crisis and Crisis Management

2.1.1.1 The Concept of Crisis

Departing from a classic crisis definition that includes elements such as threat, uncertainty, and urgency, organizational crises are all those threats or negative incidents that require an urgent response by the organization under conditions of considerable uncertainty as to the precise causes and probable consequences of the situation at hand. For the study of organizational crises, it is important to first define the crisis in terms of both level of perception and characteristics of the situation. First, the level of perception matters: to whom is this a crisis, and how does the crisis affect the organization. In organizations and professions, a crisis means something different to a banker than to a childcare worker, a politician, or a cardiologist. And yet there are insightful patterns and common challenges to managing crisis situations in a wide variety of organizations from different professional domains. Second, looking at the traits of the threat or crisis situation, insights on crisis management also come from many different domains. Studies on politics and international relations see crises as unanticipated threats to high-priority values of the organization, which allow for a restricted response time (Rosenthal et al., 2001). Disaster studies would add that crises are also disruptive, as they upset routines, infrastructures, networks, and communication lines. In public affairs and business administration, emphasis is placed on the unexpected nature of crises and that they damage reputation and stakeholder satisfaction (Coombs & Holladay, 2002).

2.1.1.2 Crises Management

As an institution, crisis management refers to groups of people who are in charge of crisis management activities. They are the primary carrier of functional crisis management. Employees at the middle and lower levels, as well as external forces, act as crisis actors alongside members of upper management. When a crisis occurs, the function of crisis management refers to changes in tasks and processes. Different types of crisis management and related activities are distinguished based on the process, nature of the crisis and the distinction between its various phases. Crisis management can also be defined as an ongoing integrated and comprehensive effort that organizations put in place in order to first and foremost understand and prevent crises, and then to effectively manage those that occur, taking into account the interests of their stakeholders at every step of their planning and training activities (Dirk, 2003).

As Santana (2004) described the distinction between an active and a reactive approach to crisis management is prominent. The first one denotes proactively anticipating a bad situation and making preparations for it. Reactive crisis management, on the other hand, focuses on responding to problems that have already happened and been identified. He also differentiates between crisis precautions and crisis care. Crisis precautions include preparing for potential crises whilst the objective of the latter is to cope with acute crises. Additional distinctions and bases develops the activities on the stages of the crisis process and distinguishes between active crisis management, which should enable the quick identification of events, reactive crisis management, which should deal with coping with active crises, and preventive crisis management, which should foresee and compensate for future crises.

According to Jacques (2007), forms of crisis management can be categorized as strategic, success ensuring, and solvency-protecting. Strategic crisis management focuses on safeguarding the elements that contribute to the company's success in this way. Crisis management that ensures success should avoid existence-threatening inadequacies of success goals like profitability and turnover. The objective is to eliminate the risks of insolvency and excessive debts through a solvency-protecting crisis management. The exclusion of crisis avoidance and the restriction to coping mechanisms should be viewed as problematic within the field of crisis management in this situation.

2.1.2 Models or Approaches to Crisis Management

There are different models or approaches to crisis management in the extant literature, and the main ones will be discussed below:

2.1.2.1 *Burnett Model of Crisis Management*

“The disparate volumes of crisis management information can be overwhelming” (Coombs, 2002). Certainly, there are many factors a crisis management professional must account for in order to be successful. The organization of such information into a universally accepted model has presented practitioners and scholars with a challenge. Burnett (1998) identifies both tasks and factors that compromise the ability of an organization to practice crisis management.

Explanation of the elements in the inner circle of Burnett’s model:

1. **Goal Formation:** The goal of crisis management is to have a system in place to effectively address the coordinated response, resources, and internal and external communication requirements during and after the negative situation. How you accomplish these tasks will impact your reputation and recovery.
2. **Environmental analysis:** Environmental analysis is the acquisition and use of information about events, trends, and relationships in an organization's external environment, the knowledge of which would assist management in planning the organization's future course of action.
3. **Strategy formulation:** Strategy formulation is the process of using available knowledge to document the intended direction of a business and the actionable steps to reach its goals. This process is used for resource allocation, prioritization, organization-wide alignment, and validation of business goals.
4. **Strategy Evaluation:** Strategy evaluation is the process through which the strategists know the extent to which a strategy is able to achieve its objectives. Strategy evaluation is the process by which the management assesses how well a chosen strategy has been implemented and how successful or otherwise the strategy is.
5. **Strategy Implementation:** Strategy implementation is the process of turning plans into action to reach a desired outcome. Essentially, it's the art of getting stuff done. The success of every organization rest on its capacity to implement decisions and execute key processes efficiently, effectively, and consistently.

6. **Strategic Control:** Strategic control is the process used by organizations to control the formation and execution of strategic plans; it is a specialized form of management control, and differs from other forms of management control (in particular from operational control) in respects of its need to handle uncertainty and ambiguity at various points in the control process.

2.1.2.2 Mitroff's Five Stage Crisis Management Model

Mitroff (1994) was one of the first researchers to recognize that, due to resource limits, preparing for every conceivable kind of crisis is impossible. He noted that crises tend to fall into certain categories, which Mitroff called *clusters*, such as breaks or defects in equipment, external actions, and threats (i.e., product recalls). Similarly, prevention actions cluster together, too. Mitroff described five crisis stages, which also follow a similar lifecycle progression:

- Crisis signal detection
- Probing and prevention (probing refers to looking for risk factors)
- Containment
- Recovery
- Learning

Based on a survey of the Fortune 1,000 companies, in 1988 Mitroff, along with Terry C. Pauchant and Paul Shrivastava, recommended that companies rationalize their crisis management programs by forming dual crisis “portfolios.” The first portfolio consists of crises, one drawn from each crisis cluster, and the second portfolio comprises matching preventative actions from each cluster. Mitroff and his colleagues posited that setting up these two portfolios provides at least minimum coverage across crisis categories.

2.1.2.3 Jacques's Relational Model of Crisis Management (2007)

In 2007, Tony Jacques took issue with the idea that crisis management is a linear process of sequential phases that manage issues one at a time. Instead, he argued that important processes and activities often overlap or occur simultaneously, such as crisis prevention and preparation, and don't always proceed in one direction.

As opposed to the lifecycle models, Jacques proposed that crisis management and the field of issue management are related, integrated disciplines. Issues management involves creating systems to deal with problems while issues are more routine than crises; they overlap because issues can become the source of crises if not properly dealt with.

Jacques' relational model has four primary elements: crisis preparedness, crisis prevention, crisis incident management, and post-crisis management each with clusters of activities and processes. He concluded that understanding the relationship among these elements, and putting them in context of larger organizational management, diminishes crisis related losses.

2.1.2.4 Gonzalez-Herrero and Pratt's Crisis Management Model (1996)

These scholars have suggested crisis management model composed of three phases namely crisis diagnosis, planning, and implementation of change and monitoring.

I. Crisis diagnosis

This stage of crisis management is considered as the phase in which the first indicators of a crisis are noticed. Leaders and managers receive warning signs of the coming dangers and must prepare employees to face difficulties with determination. It is therefore of great importance that managers regularly monitor their team, so that they can effectively identify signs of a crisis and take measures as quickly as possible in an efficient way.

II. Planning

Once the problems are identified, it is necessary to create a crisis management-team which must be put in charge of the situation. It is important to keep calm and stay in control, because emotions may begin to play a role in complicated situations. Design the strategies that will be used to prevent a crisis from transforming into a state of emergency. Talk to the team to find specific solutions to the problems that arise and be able to make quick decisions. Be attentive, patient and specific with figures and information.

III. Implementation of changes and monitoring

In this stage of the crisis management model, the staff implements changes to react to the new situation in which the company operates. It is important to monitor production processes or any

process in which a critical error potentially happened, and analyze the potential causes that led to the crisis in the first place by using a root cause analysis.

2.1.2.5 Faulkner's (2001) Tourism Disaster Management Framework

According to Faulkner (2001), there are more crises and disasters than ever before that have an impact on the travel and tourism sector. A number of crises and disasters, such as terrorist attacks, pandemics, political unrest, economic slump, challenges to biosecurity, and natural disasters, have recently affected the world's tourism business. Different approaches are needed for a sustained crisis compared to an acute catastrophe. However, there appear to be many parallels between the crisis lifecycle and the strategic management framework, including:

1. **Pre-Event Stage** - at this stage action will be taken to prevent disasters and it allows the development of strategy and plans.
2. **Prodromal Stage** - at this stage apparent crisis or disaster is about to hit.
3. **Emergency Stage** - Incident hits such as; damage, limitation and action needed at this stage.
4. **Intermediate Stage** - at this point there is a short term needs dealt with restoring services.
5. **Long term (recovery) Stage** - there is longer term clean up, repair, recover, reinvestment, and post mortem. It allow for evaluation and feedback into future prevention and planning strategies for destinations and businesses.
6. **Resolution Stage** - at this stage normal or improved state create.

However, depending on the nature of the crisis or disaster (its magnitude, scale, and time pressure), and stakeholder response to strategies, there needs to be flexibility, evaluation, and potential modification to strategy development and implementation at all stages of the strategic management process. Moreover, since Faulkner's framework is designed for the tourism sector, so that if tour operators implement it, they can be effectively deal with crises.

2.1.3 Theories of Crisis Management

Crisis management theories are significant for all aspects of preparing for, preventing, coping with, and recovering from a crisis. The two crisis management theories relevant for tourism industry are chaos theory and stakeholders' theory of crisis management.

2.1.3.1 Chaos Theory of Crisis Management

Chaos theory is defined as a broad set of loosely linked theoretical and meta-theoretical orientations to the conduct of complex nonlinear systems. When viewed holistically and over time, chaotic systems demonstrate the ability to re-establish consistency, framework, and order. Chaos theory acknowledges the random, complicated, unpredictable, and dynamic nature of systems, rejecting the Newtonian notion that systems can be understood in terms of, or reduced to, their fundamental elements and the predictable, linear interactions between those elements. Although it denies the predictability of systems, it does not imply that they are always chaotic and random. It suggests that chaotic systems might instead self-organize and self-renew, with periods of order broken by rapid transitions whose direction has elements of chance and cannot be reversed (Seeger, 2002).

Systems by nature are unstable and subject to change. Even though a system may have experienced stability or equilibrium over time, such equilibrium is flimsy. That is, there is a constant risk of interruption. The system is constantly on the verge of breaking down since any trigger event could either directly or indirectly cause a crisis. The so-called "butterfly effect," which can cause a chain of seemingly unrelated events to escalate to a big disaster, is pertinent in this situation. For instance, the ash cloud from Iceland's Eyjafjallajokull eruption in 2010 not only had a large impact on the worldwide aviation industry, but also caused severe inconvenience for people and organizations around the world that depend on international aviation. Systems will therefore almost certainly suffer some kind of trigger event, which indicates that some sort of preparation is absolutely important (Guiver & Jain, 2011).

Levy (1994) noted, because chaotic systems make long-term predicting nearly difficult and sudden, drastic change is likely, organizations must be flexible and adaptable in order to survive. The degree of organizational adaptability and change resilience that can be attained at the destination level will unavoidably vary from context to context and might even be influenced by the nature of the destination (for example, the destination as a resort or larger region/country). However, scenario planning may not be the most effective method of crisis preparation because an organizational culture that anticipates and is receptive to change better reflects the unpredictable nature of crises. A destination's resilience to crisis and tragedy may also be increased by the

creation of a strong destination brand, which results in what chaos theory refer to as a "lock-in effect".

2.1.3.2 Stakeholders Theory of Crisis Management

Planning and managing crises and disasters in the tourism sector require cooperation with important internal and external stakeholders. Stakeholders are the people or organizations that can influence or are influenced by the achievement of an organization's goals. If tourist participants proactively consider the interests of all other stakeholders, the industry as a whole stands to gain large returns in the long run. Understanding the effects of a crisis or disaster on internal (business units, staff, managers, shareholders) and external (other agencies and organizations, general public, media, tourists) stakeholders and the relationships between these stakeholders is crucial in the case of crisis and disaster planning and management (Sautter and Leisen, 1999).

Due to the interdependence and dependency among various groups or individuals, as well as the requirement to establish appropriate solutions to deal with any crisis or calamity. As was previously said, it is crucial that crisis or emergency management plans are integrated due to the nature of the tourism industry. Diverse organizations, government agencies, emergency crews, media outlets, and other stakeholders must work together. The authors also added stakeholders will be impacted in various ways depending on the crisis or disaster's type and magnitude. For instance, a strike by an airline could have an effect on customers (such tourists) as well as the organization's day-to-day operations. Other instances, however, might simply have an influence on internal stakeholders like managers, stockholders, or other departments inside a company. External stakeholders, including the general public, tourists, other sectors of the tourism industry, and other industries, will be affected by large-scale disasters and crises. When a crisis or disaster is entering the long-term recovery or resolution phase, the media play a crucial role in restoring public confidence in an organization or destination as well as in sharing information about the crisis or disaster to diverse publics, including tourists. Nevertheless, there hasn't been much research done on crisis communication or the management of important stakeholders during tourism crises (Kouzmin et al., 1995). As tour operation companies are stakeholders in the tourism sector, stakeholders' theory of crisis management goes hand in hand with this study.

2.1.4 Types of Crisis in Tourism

According to CBI (2020), the tourist sector works in a dynamic environment with a variety of interconnected industries. It is therefore continually changing and especially susceptible to unanticipated disasters. There are many types of crises including health crisis like the 2020 worldwide corona virus pandemic, earthquakes, floods, political upheaval, and terrorist strikes. The tourist industry, destinations, and tour operators who operate in the sector are all seriously threatened by such hazards and disasters. An area's reputation and visitor volume can both suffer long-term negative effects as a result of a crisis. The key to minimizing the bad impacts is to prepare for crises, understand how to manage risk when they happen, and deal with the problems that result from unforeseen events. This research mainly focused on one of the type of crisis, Covid-19 which highly affects the tourism sector in particular tour operators. Hence, further discussion will be made on Covid-19 crisis and its implication for tourism industry.

2.1.5 COVID-19 Crises and Tourism

By the time the World Health Organization (WHO) designated the corona-virus (Covid-19) a global pandemic on October 22 2020, it had spread to 215 countries and territories, with 40,890,712 confirmed cases and 1,126,351 fatalities (WHO, 2020). These numbers are likely to increase quickly, as the new variation of the virus develops; in this way causing reestablished intrigued for wellbeing specialists, governments, and private endeavors. The seriousness of its effect on economies is still being measured. Countries and regions have actualized diverse measures and confinements to slow down this pandemic. Many of these measures (e.g. community lockdown, worldwide travel ban, domestic movement confinement, and isolation) alongside changing visitor recognitions of security, goals and travel modes have seriously affected the worldwide tourism industry (Gossling et al., 2020).

The tourism sector as of now is one of the worst affected by the Covid-19 outbreak. The World Tourism Association estimates that the crisis widespread can put up to 120 million direct tourism employments at risk in 2020 and it might lead to a diminish of 58% to 78% in worldwide traveler entries (UNWTO, 2020). Within the worst-case situation, the worldwide tourism sector may lose \$3.3 trillion or 4.2% of the world's gross domestic item in case the downturn in universal tourism endures for 12 months (UNCTAD, 2020).

Within the past, tourism has been affected by distinct disaster and crises, such as the foot and mouth disease, hurricane Katrina, the September 11 terrorist attack, the global economic crisis, swine flu pandemic, SARS and Avian Flu and Covid-19 (Yang et al., 2020). Furthermore, unlike the previous severe acute respiratory syndrome (SARS) and Middle East respiratory syndrome (MERS) outbreaks, Covid-19 is causing a serious crisis that is difficult to trace, such as the total cessation of tourism activities worldwide (Seokho Han. et.al., 2021). As stated by Ritchie and Jiang (2019), these past inconveniences and financial stagnation during this critical period called for more proactive measures and the revitalization of assets had contributed to further progress inside the tourism industry. Based on Hall et al. (2020), previous research into the response to tourism emergencies has essentially centered on endeavors from segments, the entire industry, and local and national governments. Meanwhile tourism firms have to be viably addressed the instabilities and potential opportunities related with crises and pandemics, limited research consideration has been paid to analyzing their particular strategic reactions, more especially within the case of a pandemic.

In 2020 UN Habitat stated, tourism and hospitality sector has been severely heat by the pandemic and the effect is more pronounced in Addis Ababa. The Covid-19 pandemic has drastically changed the travel and tourism landscape around the world, even more so in Ethiopia's already often overlooked market. As the pandemic rages on, several tourism related business such as airlines and tour operators have had to cease operations and hotels have shuttered their doors in response as well. The result of these spontaneous closures is apparent in thousands of workers in the tourism sector that are suddenly out of work with no resolution in sight.

2.1.6 Crisis and the Tour Operation Business

In the tourism sector, tour guides fulfill a specific role. They buy different components of travel, lodging, and other services and put them together into a package that they then either directly or indirectly sell to customers. They are occasionally referred to as wholesalers in the sense that they buy services and divide huge orders (buy in large quantities in order to sell in small quantities). Tour operators, often known as packagers or tour wholesalers, provide customers their choice of tourist goods that combine with other services to create full-service vacation packages in locations chosen by the firm. These services may include lodging, food, possible day trips, sightseeing tours, and transportation. There are some exceptions, such as trekking tours and other tour packages

where tourist services in various areas are included, such as holidays that are longer than one to two weeks and cover more than one destination (Holloway, 2002).

Holloway (2002) also explained the goal of tour operators is to design packages that may be offered to customers at competitive prices that are also profitable enough to support the operation. Bulk buying, which refers to the practice of a tour operator purchasing a big quantity of, for example, hotel rooms and airline seats in order to receive discounts and be able to sell their packages to customers at a competitive price. Airport transportation, taxi services, and nearby entertainment that can be marketed to customers in advance or on-site are additional items that are frequently purchased in bulk. The public is offered the tour packages through a variety of marketing strategies, such as print form brochures and flyers, TV advertising, or web advertising.

The majority of tour companies in Ethiopia provide a very well-known selection of tours, such as one-day or half-day Addis Ababa expedition, one-day tour from Addis Ababa, and a variety of 2 to 13 day excursions to national parks, historic sites, and other popular tourist destinations throughout the country. Nevertheless, a number of tour companies are starting to diversify, and new distinctive tours that take use of Ethiopia's complete diversity are emerging, such as hiking tours, bird watching excursions, hunting trips, etc. (Ministry of Culture and Tourism, 2016).

2.1.7 Crisis Management Practices in Tourism

There are four important practices that should be considered by the tourism industry, including human resource practice, marketing practice, maintenance practice or cost control and governmental support (Israeli and Reichel, 2003).

1. Human Resource

According to Lazaro & Lameck (2020), human resources are an important component of an organization's success. An organization with dependable human resources has the potential to grow into an advanced, rapidly developing organization and capable of becoming the best in its field. This is undoubtedly the dream of many organizations seeking to attain the highest level of achievement in their community service work. However, it is difficult to produce human resources who are dependable, dedicated, have a positive attitude, and can be relied on in a variety of organizational conditions. There are many problems and obstacles related to human resources that arise and are sometimes difficult to overcome.

Human resource management (HRM) is a management process that deals with various problems in the recruitment, development, guidance, and utilization of human resources within the scope of employees, laborers, managers, and all workforce that support all activities of an organization, institution, or company to achieve set goals and become a common reference. Education, competence, skills, work ethic, discipline, competitiveness, loyalty, fighting power, leadership, managerial, and development readiness are just a few of the human resource issues that organizations faced frequently in general. While some of these issues are simple to resolve, others are more challenging. At this time, the problem of human resources is also influenced by the advancement of information technology and digital technology, both of which must be properly mastered (Tariq et al. 2021).

In general, human resource management functions in organizations include worker management, performance appraisal, worker recruitment and replacement, training and coaching centers, developing worker and organizational relationships, overcoming labor problems, and dealing with worker health and safety. Some of the goals of human resource management are as follows: social goals, namely the goal of being socially responsible for the challenges and needs that occur in society, particularly within the scope of the organization, in order to reduce the effects of negative impacts and those that are detrimental to society; organizational goals, namely assisting the organization in achieving the goals that have been set; functional objectives, namely maintaining the contribution of human resources (Anton, 2017).

As stated by Durst et al., (2021), pandemics, earthquakes, hurricanes, flooding, and other natural disasters are dramatic and destructive events that threaten the well-being of individuals. Such disasters usually have a drastic effect on the psychological well-being of staff, and post-traumatic stress disorder is common among employees in such situations. In addition, skill shortages and rapid staff turnover can be a challenge for HRM systems. The most recent crisis was Covid-19, which spread quickly to many countries and continents, and is therefore classified as a pandemic. The consequences of the pandemic are that many people have lost their jobs, salaries have been reduced, and people have been sent home for distance working.

On the vast impact of the Covid-19 pandemic, by late March, 81% of all workers lived in countries with recommended or required workplace closures and at the end of June 2020, 93%, of the world's workers resided in countries with some type of workplace closure measure remaining in place. The

pandemic has had many influences on HRM practices, such as stress, burnout, and exhaustion among healthcare workers; depression and even riots; increased infection risk; isolation of patients; work–life imbalances; social isolation and seafarers stuck at sea; and remote working. Organizations have also been affected by reduced productivity, absent workers, disruption in production, lower morale, and anxiety. All of this poses great challenges and ambiguity for leaders in general and HR managers, as they have to make decisions in very uncertain conditions such as reducing the number of office hours, workforce reduction, outsourcing and change their communications with employees from face to face to information technology solutions, such as email and video conferencing (Sanders et al., 2020).

2. Marketing

Marketing is a focused set of activities and steps remembered by customers, helps build relationships with them, and benefits the organizations. By applying marketing mix practices organizations achieve their objectives through making their sales and profits. In addition, understanding the marketing mix elements, businesses and organizations can influence their existing customers to carry on their business and become loyal customers (Othman, B.et al, 2019). According to (Kotler, 2012), the marketing mix elements are product, price, place and promotion. Considering the four P’s as marketing mix has a significant impact on marketing for tourism services.

i. Product

As described by Nouri & Soltani (2015), in tourism, product can be defined as the combination of tourist attractions. The tourism product must be designed to reflect consumer needs and wants. One of the key objectives for any tourism organization is product positioning which was defined by as the way in which the product is defined by consumers on important attributes, the place the product occupies in the consumers’ minds. The correct positioning of a product will mean that the consumer can recognize it as being distinct from the competitor’s product because there will be unique; often intangible elements are associated with the product which will allow the organization to differentiate their offerings.

ii. Price

Price is the value placed on a product or service. There are non-monetary elements to price as well as the more obvious monetary elements. Value is the tradeoff between price and quality – the

benefits the consumer receives for the price paid. Some of the other variables, in addition to the list-price, that are considered are discounts, allowances, and payment options. Allowances are most prevalent in the business-to-business part of the channel of distribution and are common in the travel sector between hospitality suppliers (e.g., hotels) and tour operators or travel agencies (Nouri & Soltani, 2015).

Price must be used with great care as a marketing instrument during crisis. The price sensitivity of consumers increases during a contraction (Van Heerde et al. 2013). The extent to which price sensitivity increases is dependent on various factors. How unique is the product? How important is the product to consumers? And does the company focus on a mass market or a 'niche'? Brands that focus on a mass market and that are less unique are more sensitive to price than more unique brands that focus on niches. Now more than ever, it is all about creating products that offer the consumer 'value for money'. Consumers will be displeased if they have to pay more without a concurrent increase in product and/or service quality (Hunneman, 2020).

iii. Place

As stated by Hirankitti et al. (2009), place considered as the ease of access which potential customer associates to a service such as location and distribution. An organization should pay attention to place decisions, because of the importance of the product or service and consumption occurring at the same time and at the same place; a place that provides all information of customer, competition, promotion action, and marketing task (Nouri & Soltani, 2015).

iv. Promotion

Promotion is advertisement of a product to sell it to a customer and this process is also acknowledged as communication with customers using various means of advertising. The core aspect of promotion is to reduce the communication gap that occurs between an organization and the customer (Lovelock & Wright, 2002). Strategic initiatives focus on exploiting media advertising opportunities to communicate with customers to attract and persuade customers to buy company product (Munusamy & Hoo, 2008).

Furthermore, according to Stanley (2007), customer-orientation is defined as an aspect of organizational culture that increases both the interests of customers and the success of the organization. It should be noted that the fundamentals and principles of customer service are required in developing a trustworthy organizational culture because customers are the sustaining

force for any organization and there is no alternative for providing excellent customer service. Customers' loyalty and retention are increased when successful organizations foster good relationships and provide quality services.

Customer service is a process that consists of actual steps to satisfy customer requirements, and service processes generally involve customer contact and/or participation, which is often regarded as the most noticeable difference between manufacturing and service operations. Understanding the needs and expectations of customers is crucial to service design success. The overarching goal of the design activity is to produce a service that meets or exceeds customer expectations. Good design ensures that both the service outcome and the process of service delivery are perceived as of high quality by customers, resulting in customer satisfaction, which drives customer retention (Dabholkar & Overby, 2005). Designing a service correctly thus provides service businesses with leverage to gain, or at least maintain a competitive advantage in the marketplace. Because a service process results in a customer being either satisfied or dissatisfied with the service experience, it is essential that service organizations focus on designing the system by which service concepts are produced and delivered to customers. It is the responsibility of "delivery" to ensure that the expected service outcome is received by the customer (Mayer et al., 2003).

The long-term value of loyal customers, the high costs associated with acquiring new customers, and the impact of negative word of mouth on the existing customer base all explain why customer retention is critical. In today's highly competitive environment, creating superior customer value and retaining customers are critical strategic marketing issues for businesses. The pressure on businesses today is exacerbated by a market in which the rate of customer acquisition is slowing, customer loyalty is declining, and sales cycles are lengthening. Losing a valuable customer to a competitor can have a significant impact on profitability and growth in a marketing environment. As a result, businesses' focus has shifted from customer acquisition to customer retention. Customer retention is the percentage of customers at the beginning of the period who still remains customers at the end of the period. There is no reason for a business to exist if there are no customers (Kandampully & Sparks, 2001).

According to Melis et al. (2016), during crisis, marketing is faced with a major challenge. Distribution is limited and many retail chains have even been forced to temporarily close their doors. Companies with their own online channel are at an advantage compared to stores that only

operate offline. Research shows that companies that apply a multichannel strategy in which they combine offline and online channels, perform better in terms of share of wallet and in terms of revenues. Lemon & Verhoef (2016) stated that, such companies reacted better during the pandemic because they were already prepared to offer their products and services online where others were not, and were therefore more responsive to changes in the customer journey. At the same time, the increased demand for their products also necessitates creative solutions. For example, a popular department store in the Netherlands (HEMA, where online sales have trebled) is using around twenty stores as distribution centers to avoid long waiting times at the central distribution center. The Rituals cosmetic chain has chosen a similar strategy (300% increase in online sales). Deliveries of products ordered by customers in the local area are also being made by bicycle. Some stores are also offering digital sales advice, for example via WhatsApp or FaceTime.

3. Maintenance or Cost Control

According to Anthony (1985), cost control has been defined as a broad set of cost accounting methods and management techniques with the goal of improving business cost efficiency by reducing costs or, at the very least, limiting their rate of growth. Businesses use maintenance practice to monitor, evaluate, and ultimately improve the efficiency of specific areas of their operations, such as departments, divisions, or product lines.

Cost control deals with a component of marginal cost that involves the determination of unit cost, measurement, and correction of subordinate performance to ensure that the enterprise's objectives and the means to achieve them are accomplished effectively and economically. Cost control is the regulation of a business's operating costs, with the goal of keeping costs within acceptable limits. In most cases, these will be specified as standard costs or target cost limits in the formal operational plan (Lockey, 2002). As explained by Adeniyi (2007), cost control is the standard of an organization's operating costs and is concerned with keeping costs within a tolerable limit. The limits will be set on a regular basis in the form of an operational plan or budget. If actual costs differ from planned costs by a significant amount, cost control action will be required. Setting targets and receiving feedback information to ensure that actual performance is in line with the targets and, if not, corrective action will be taken.

According to Agara (2005), cost control is a process in which targets are established against which the daily occurrence of cost is compared to ensure that cost targets are not exceeded excessively.

The author further discussed that cost control is used to define a manager's activities in short-run and long-run cost planning and management. Planning and cost control are frequently inextricably linked with revenue and profit forecasting. Cost control entails the following steps and covers all aspects of management:

- **Planning:** The first step in cost control is to create plans and targets. Budgets, standards and projections can be used to express the plan or target in both physical and monetary terms. These serve as a benchmark against which the planned goal can be measured.
- **Communication:** the management's strategy and policy are communicated to all those in charge of carrying them out. Communication is established in two directions: higher level management issues instructions to lower level executives for compliance, and lower level executives report performance to the higher level.
- **Motivation:** performance assessments, cost determination, and information on results achieved will be gathered and reported. The fact that costs are being tallied in order to measure performances acts as a driving force and encourages people to improve their performances.
- **Appraisal and Reporting:** actual performance compared to the predetermined plan, and variances. The variations will be reported to the appropriate level of management.
- **Decision Making:** decisions will be made after the reports have been reviewed. Corrective actions and remedial measures, as well as target modifications, will be implemented as needed.

According to Moonlyte (2022), in times of crisis, organizations may benefit from these techniques of cost control and cost reduction;

- **Scenario Planning:** It is important for businesses to plan what their function used to look like pre-pandemic, what it looks like presently and what it is expected to look like in the future. Using existing statistical data and predictions, assess the impact Covid-19 is likely to have on organizations business in the coming days. By structuring their approach and applying reliable criteria to deduce likely scenarios, they can then streamline their response from a cost-cutting perspective accordingly.

- **Managing HR-related cost saving initiatives:** One of the cost reduction methods that the human resource department can benefit from is using proven cost-cutting solutions such as:
 - 1) **Reassessing salary levels** - Obviously cutting employees' salaries is not something an organization would want to do, however, by reviewing salary packages of existing employees along with the market trends, it can help in determining reasonable and company affordable raise amounts for every position.
 - 2) **Considering a flexible workforce** - This is one of the cost reduction techniques that have seemed to be more popular among large organizations and rather increasing in this pandemic season. With the gig economy altering careers for the next generation, organizations are getting creative in the way they are structuring their workforce. Recruitment managers are choosing to replace full-time employee attritions by more short-term or contract-based employees and even choosing to outsource projects. Works as a win-win for both parties in 3 ways:
 - i. Organizations aren't pressured to offer a salary package for a full-time employee to a freelancer; but at the same time freelancers are receiving a higher salary package than what they would usually receive on an average with added benefits and incentives of a full-time employee;
 - ii. Increase in productivity for the organization due to skilled/specialist input and faster turnaround. Gig workers use this exposure as an opportunity to build their portfolio and referrals; and,
 - iii. The evolution of communication technologies in this pandemic has enabled organizations to embrace work-from-home scenarios comfortably, without affecting productivity. At the same time, gig workers are able to work for multiple organizations, multiple projects without logistical difficulty, in other words, at the leisure of their own home.
 - 3) **Eliminating unnecessary programs** - Organizations are likely to benefit if they consider eliminating unnecessary programs first before implementing any other techniques of cost control and cost reduction. Programs like long-term care insurance are one that generally lie unused among employers. Therefore, eliminating that can help in drastically minimizing administrative costs. However, it is vital to assess the impact, positive and negative, of all

the HR-related cost-cutting solutions on the employees and the organization. Being vigilant about identifying potentially hidden costs that can be avoided may also help in the long term.

4. Governmental Support

According to OECD (2020), as the impact of Covid-19 on tourism and hospitality is paramount, stakeholders and businesses in this sector are at risk, hence making the government support during this crisis essential. Dupeyras et al., (2020) stated the pandemic has reduced the international travel, causing a huge blow to many international and local economies in the world, which is ultimately affecting the global economy overall. For instance, because of pandemic and restrictions on movement, consumer-buying behavior changed dramatically, causing a 69% drop in purchase of non-essential items in Sub-Saharan Africa.

As a result, a plethora of tourism-related businesses such as hotels, travel agencies, restaurants and airlines witnessed lower demand by tourists (Nhamo et al., 2020). World Travel and Tourism Council strongly encourages governments to formulate policies and programs to provide necessary support for the struggling tourism and hospitality sector by protecting the livelihood of the workers involved in this industry as well as laying out financial stimulus for the companies and businesses affected by this crisis (WTTC, 2020).

Many governments and their agencies have used measures to restore the tourism and hospitality sector such as communication with the industry, providing subsidies and improved health-care monitoring. For instance, in China, numerous policy measures were implemented to support the tourism sector by the government that varied from region to region. Eastern China, where the population is denser compared to other parts, emphasized mainly tax reduction and financial incentives whereas tourist protection and inspection was the primary objective of central regions (Shao et al., 2020). The neighboring country of Vietnam has also proposed several relief policies to support its struggling tourism and hospitality sectors. Some of the major communications by the Vietnamese state during the pandemic were the promotion of the domestic tourism in Vietnam, followed by reevaluation of the country's visa policies as well as subsidies in the form of tax relief and financial support packages for the businesses in the tourism sphere (Quang et al., 2020).

It is evidenced that the tourism and hospitality sector is highly sensitive to global crisis such as Covid-19 and for the survival of this industry, clear communication and support by the state become ever more crucial. However, the survival of tourism and hospitality or its ultimate reemergence will likely vary from country to country. Some destinations might reevaluate their tourism sector and practices to become more sustainable without the immediate assistance of the state, whereas others will simply resume the regular course of business with the help of the government (Hall et al., 2020).

According to the World Bank (2020), governments across the world have implemented 1,600 measures directly aimed at supporting firms in 135 countries. More than three quarters of these measures are concentrated in three categories: debt finance support, employment cost support, and tax support. Debt finance support has been the most common, accounting for 37 percent of all policy measures adopted. Within this category, new lending under concessional terms accounts for 41 percent, followed by the deferral, restructuring, or rescheduling of payments 23 percent and credit guarantees 13 percent. Employment support constitutes 22 percent of all measures that have been announced, with wage subsidies 42 percent and support to self-employed individuals 21 percent being the most common within this group. The third most common group of policy response measures is tax relief, representing one-fifth of all measures.

2.1.8 Crisis Management Plan

According to Caywood & Stocker (1993), crisis management plan consists of a comprehensive set of thoughtful processes and steps designed to expect the complex nature of real and perceived crises. An organization uses these processes to create plans for handling crises, such as crisis prevention, impact reduction, and crisis recovery. Planning for crisis management makes it easier for the business to handle crises and ensures a quicker recovery when a crisis hits. Crisis management planning is a critical process in crisis management because it serves as a guide for preventing or avoiding crises, dealing with crises, and recovering from crises. In addition Coombs (1999), explained crisis management plan enable more rapid and effective responses to crises when they do occur because they are developed in anticipation of crises before they occur. There are crisis management plans in more organizations than ever before, and that number is only increasing.

Barton (2001) discussed that crisis management plan is a guide, not a blue print. Crisis management plan offers forms to be used to record the crisis response as well as lists of important contact information and suggestions for what to do in a crisis. Crisis management plan does not serve as a step-by-step manual for crisis management. The authors also mentioned how a CMP can save time in a crisis by assigning some tasks in advance, gathering some data beforehand, and acting as a resource. Tasks should be assigned in advance if a designated crisis team is present. In a crisis, the team members should be aware of their duties and responsibilities.

Furthermore Barton (2001) mentioned that common members of the crisis team include public relations, legal, security, operations, finance, and human resources. The composition, however, will vary depending on the nature of the crisis. If the crisis involved a computer system, for example, information technology would be required. Time is saved because the team has already decided who will perform the necessary basic tasks in a crisis.

Augustine (1995) noted that plans and teams are useless if they are never tested. Management is uncertain whether or not an untested crisis management plans will work, or whether the crisis team will perform to expectations. Mitroff et al., (1996) emphasizes the importance of training in order for team members to practice making decisions in a crisis situation. As previously stated, a crisis management plan is only a rough guide. Each crisis is unique, requiring the need for crisis teams to make decisions.

2.2 Empirical Review

A number of studies have been conducted in relation to crisis management in tourism since the outbreak of Covid-19. Da Van Huynh, et al (2021) carried a study on the Pandemic and Its Impacts on Tourism Business in a Developing City: Insight from Vietnam.

As Da Van Huynh, et al. (2021) observed the Can Tho city in Vietnam, tourism industry has typically suffered due to the Covid-19 outbreak. Many tourism service businesses have had to liquidate or halt operations due to the substantial drop in customers, particularly from foreign visitors. The objective of the study was to explore how tourism economy in a developing country context has been damaged after many waves of the crisis. The study used primary source of data from different tourism organizations and recruited 40 tourism-related organization representatives for in-depth interviews, and 280 questionnaires were distributed to participants from various

tourism organizations; hence the study used questionnaire and in-depth interview as a method of data analysis. According to the interviews with the department's representatives for culture, sports, and tourism in Can Tho City, about 20% of the city's tourism service businesses as well as numerous tourism and hospitality related businesses have had to close. This has resulted in a significant loss of revenue for the government, businesses, and employees as well as job losses, social unrest, and financial burdens on the community, as well as detrimental effects on the area's socioeconomic development. Based on 49.3 and 40 percent respectively, of the managers of tourism-related service enterprises surveyed, the Covid-19 epidemic has negatively or extremely negatively affected local business. The findings show that just 10.4 and 0.4 percent of businesses respectively, acknowledged that the pandemic had a mild or non-serious influence on their operations. This research confirmed the pandemic's devastating effects on the travel and hospitality sectors. Compared to the same period in 2019, the revenue of businesses has drastically reduced, according to information directly from the Department of Culture, Sports, and Tourism of Can Tho city. To be more precise, the revenue of lodging facilities plummeted by an average of 50 to 90 percent, while the revenues of travel agencies and restaurants declined by 90 and 60 to 90 percent, respectively. The findings of in-depth interviews with numerous Can Tho tourism industry players usually indicated their quick reactions to the Covid-19 outbreak. The responses emphasized that the pandemic has severely damaged Can Tho's tourism economy and caused a catastrophe. The survey's results showed that all local business owners understood the need of self-adjustment rather than relying on the government's meager financial assistance to get through challenges during and after the pandemic. Some common approaches to address the pandemic's effects associated with staff salaries, renting space, and operational expenses have been started. In this regard, many businesses made the decision to temporarily reduce personnel or shut down a part of their operations, while others changed their target markets and rearranged their tourism related goods and services.

The research conducted by Bogale et al. (2020), focused on the rapid effect of corona virus in tourism sector. The study used primary and secondary sources of data such as, questionnaire, interviews and document analysis. The major finding of the study was that the outbreak of the pandemic has had a significant negative effect on the Ethiopian economy in general and the tourism sector in particular. The restrictions on international and domestic travel had an immediate impact on the tourism industry due to the impact they had on several different actors involved in

the industry. The revenue from conventions and festivals has dried up, and international and domestic tourists have stopped making contributions.

Donthu, N. & Gustafsson, A. (2020) examined the effect of Covid-19 crisis on business and research. The researchers found that the pandemic outbreak has caused a significant number of businesses to close, which has led to an unprecedented disruption of commerce across the majority of industrial sectors. Retailers and brands are forced to contend with a variety of short-term challenges, including those pertaining to health and safety concerns, the supply chain, the workforce, cash flow, consumer demand, sales, and marketing. To be clear, prevailing over these challenges does not in and of itself ensure a prosperous future or even a future at all. This is due to the fact that after the pandemic has passed, the world that we will return to will be quite different from the one we left behind. In recent years, there has been a precipitous fall in revenue across many different sectors, including tourism and hospitality, which has led to the demise of many different markets. The overarching goal of any organizational function should be to prioritize and maximize expenditures, or to delay initiatives that cannot generate value in the context of the current environment. The practice of employing new employees has been put on hold indefinitely by many businesses, especially new ventures.

The study made by Ugur & Akbiyik (2020), mainly focused on the impacts of crisis on global tourism industry: A cross-regional comparison in Turkey. The study aims to show how travelers responded to the pandemic trends identified by implementing text mining techniques. The researcher used secondary source of data; that was, qualitative documents. The data collection mechanism were also done from webpage comments from Asia, Europe and US trip advisor forums and that did not cover the in depth analysis of tourism industry and tour operators particularly. Their main finding and conclusion was that, tourism industry is easily affected by global crises and travel insurance has become a hot topic, which may be a way of reanimating the industry by offering travel packages, including travel insurance services.

Gossling et al., (2020) conducted research on the pandemic, tourism, and global change: a rapid assessment of Covid-19. The research's purpose was to examine how the pandemic may change society, the economy, and tourism while contrasting the effects of the crisis with those of previous epidemics and other types of global crises in human history. Both qualitative and quantitative approach has been used namely; documents and questionnaires to collect data. The study's

conclusion was that unprecedented travel restrictions and orders to stay at home are causing the greatest disruption to the global economy.

The research by Bundy et al. (2017) was conducted in terms of crises, crises management and interpretation, integration and research development to assess crises and crises management from multiple disciplines. They reviewed different articles to use as a source of data. Their finding showed that research on crisis management was fragmented, and they recommend that integrated research from multiple perspectives must be conducted to bring cohesiveness, as well as the development of a holistic framework to better understand the crisis process.

Curtin & Busby (1999) assessed the sustainable destination development from a tour operator perspective. The focus of the study was towards destination safety and sustainability that keeps by tour operators. The researchers used different documents to collect data. Based on their conclusion, sustainable destination development is still attacked by the price-cutting competition of undifferentiated mass market operators. In addition, they mentioned that the pandemic crisis has a long history, including Spanish flu, and no researchers evaluated the tour operator's response level to any pandemic.

2.3 Research Gap

In order to cope with the unexpected, good management must incorporate procedures that may prevent certain crises (Falkner, 2001). The authors Kash and Darling (1998) felt that, despite the importance of crisis management, many companies do not take real action to resolve crises. When it comes to dealing with crises, many organizations had no established procedures in place before 2010. The vast majority of big tour operators have crisis management plans in place to deal with a variety of eventualities (not only terrorist attacks, but also plane, train or bus accidents, different epidemic diseases, kidnapping, natural disasters, as well as individual accidents which the media could develop into catastrophes for tour operators). There are no crisis management plans for small and medium-sized tour operators.

Complex adaptive systems are disorderly, unstable, multidimensional, and ever-changing. Some specialists now feel that chaos theory is a better suitable intellectual framework for comprehending the dynamics of tourism. They contend that seeing tourism as a linear progression or as dependent on one-on-one interactions is ignorant and impractical. Inability to adapt quickly to changes, such

as crises or disasters, puts a stable system at danger of being harmed by such events (Faulkner & Russell, 2001).

They used a broad, strategic approach to crisis management by Faulkner (2001) and Ritchie (2004), who developed models for tourist disaster management. Risk assessment and environmental scanning prior to a disaster remain unclear. A realistic guide to constructing a crisis management plan is provided by Cassedy (1991), although there are no hints of how to implement it. Planning for a crisis can help to mitigate negative results and better prepare businesses or stakeholders to deal with unexpected and unplanned events. This reflects the need for effectively assess crisis management practice and challenges of tour operators during Covid-19 crisis.

2.4 Conceptual Framework

From the above literature on theoretical analyses of crisis management practices, various concepts and theories on the problems under research by different scholars are available. Therefore, in this study, crisis management practices in tour operation businesses is composed of four dimensions namely marketing, human resource, maintenance or cost control and government support.



Figure 2. 1: Conceptual Framework of the study (Adapted from: Israeli & Reichel, 2003)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Research Approach and Design

In this study, concurrent triangulation design was applied in order to describe situations since the student researcher aim at describing the status of crisis management practices and associated challenges in the case of tour operators in Addis Ababa. Moreover, since the study is based on quantitative and qualitative data using questionnaire and interview, respectively the study used both quantitative and qualitative approach in order to get deeper understanding on the subject matter.

3.2 Description of the Study Area

The study area of this research is Addis Ababa, Ethiopia. Addis Ababa is the capital and largest city of Ethiopia, lies at an elevation of 2,355 meters (7,726 ft.) and is a grassland biome, located at $9^{\circ}1'48''N$ $38^{\circ}44'24''E$. The city lies at the foot of Mount Entoto and forms part of the watershed for the Awash. The current metro area population of Addis Ababa in 2022 is 5,228,000. Addis Ababa is a highly developed and important cultural, artistic, financial and administrative center of Ethiopia (MoT, 2022).

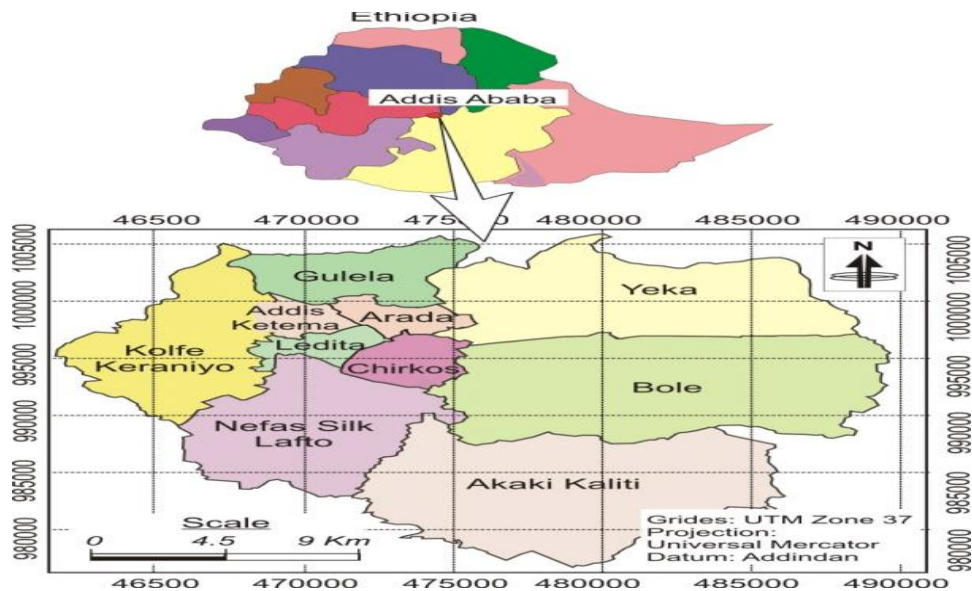


Figure 3. 1: Location map of Addis Ababa city

Addis Ababa, founded by Emperor Menelik in 1887, sprawling hospitable city still bears the stamp of the ebullient characteristics and, home to more than 120 international missions and embassies, making it a hub for international diplomacy in Africa. It also houses the headquarters of the African Union and the United Nations Economic Commission for Africa. There are numerous restaurants offering various exotic dishes from many parts of the world. On the entertainment side, there are cinemas showing international films and also stage dramas in Amharic. Nightclubs, gyms, art galleries, coffee shops, and spas can be found all over the city. The main market, known as Mercato, is Africa's largest open market and has a wonderful selection of goods, local art, and Ethiopian curios and antiques (MoCT, 2008).

In addition there are different tourist attractions found in Addis Ababa, such as; National museum of Ethiopia which exhibits Ethiopian art, traditional crafts and prehistoric fossils including replicas of the famous early hominid “Lucy”, Holy trinity cathedral (the burial place of the 20th century emperor Haile Selassie), Entoto mountains, Shiromeda (the largest traditional cloth or weaving product and local crafts) market, lion park with different kinds of animals, etc. (MoCT, 2008).

3.3 Data Sources

To meet the research objectives, the student researcher used both primary and secondary source of data. Primary source of data from tour operators that are found in Addis Ababa and secondary source of data were gathered from different written materials, such as books, articles, journals, etc. Quantitative data was gathered using structured questionnaire from tour operation managers/owners, whereas qualitative data was gathered via interview from Addis Ababa Culture and Tourism, Ministry of Tourism (MoT) and Tour Operators’ Associations.

3.4 Method of Data Collection

The student researcher used questionnaire and interview to collect primary data from respondents. It helps to better understand and investigate opinions, experiences, phenomenon etc. On the other hand, books, related articles, journals, researches and internet sources were served as tools of data gathering from secondary sources.

3.5 Population, Sample Size and Sampling Procedure

The target population was composed of tour operation companies in Addis Ababa. There are 449 registered tour operators in Addis Ababa (MoT, 2022). Based on this, the researcher used the

following sample size determination formula to determine the sample size of the population developed by Yamane, (1967);

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

Where;

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

Thus, by using the above formula, the sample size of this study was 211 from the total population of 449, with 5% acceptable sampling error. Since the study was conducted at organization level, pertinent data were gathered from owners, managers, supervisors and department heads of actively operating tour operators. Managers of tour operation companies were purposively selected due to their appropriateness to give the necessary data representing their organization.

3.6 Validity and Reliability of Instruments

When it comes to instrument validity, the term refers to how accurately a measuring instrument measures what it is meant to (Yin, 2013). Content validity testing was utilized to determine the instrument's validity in this research. Indicators or substance of a certain idea were assessed to see how well they represented the data acquired using a particular instrument (Lewis, 2015). An experienced university supervisor and other advisors were brought in to make sure that the questions tested or measured what was intended.

A research instrument's reliability is measured by how consistent the results are when it is given to the same individuals (Neuman, 2013). Measuring dependability ensures uniformity of results across tests and laboratories. Internal consistency reliability, the most generally used psychometric measure, was utilized to evaluate the instrument's reliability in this research. Based on internal consistency, Cronbach's alpha was used to determine dependability. Cronbach's Alpha was used as an internal consistency tool to check the devices' dependability.

As the alpha value rises from 0 to 1, so does the degree of trustworthiness. According to Heo, M. et al (2015), a Cronbach's alpha coefficient greater than 0.9 implies excellent, greater than 0.8 is good, greater than 0.7 is acceptable, greater than 0.6 is questionable, greater than 0.5 is poor, and less than 0.5 is unacceptable.

Table 3. 1 The reliability of data collection instruments

| Variables | Number of Items | Cronbach's Alpha | Name of the scholar/s who developed the scale, year) |
|-----------------------------|-----------------|------------------|--|
| Crisis management practices | | | |
| • Marketing | 6 | .817 | Israeli and Reichel (2003) |
| • Human Resource | 7 | .844 | Israeli and Reichel (2003) |
| • Maintenance/Cost Control | 5 | .766 | Israeli and Reichel (2003) |
| • Governmental Support | 5 | .759 | Israeli and Reichel (2003) |

3.7 Methods of Data Analysis

The data regarding crisis management practices and challenges were gathered by using structured questionnaire composed of close and open ended questions. Quantitative data gathered through questionnaire were processed by using SPSS version 26 and analyzed by using descriptive statistics which includes frequencies, percentages, mean and standard deviation. Moreover, qualitative data gathered using interview and document review were analyzed through thematic analysis.

3.8 Ethical Considerations

The student researcher distributed the questionnaire to selected tour operators and interviewed tourism experts by asking their permission and willingness in advance with formal letter and take into account their privacy, right, and confidentiality. Moreover, all sources used in this study were duly acknowledged.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This chapter presents the data (primary gathered from respondents using questionnaire and interview as well as review of secondary sources), analysis and interpretation of the research findings using frequency, percentage, mean and standard deviation. Finally, it discusses the findings of the study vis-à-vis the findings of prior studies.

4.1. Introduction

This chapter mainly discusses the presentation and analysis with the interpretation of the findings of the thesis by analyzing the crisis management practices and challenges of tour operators in Addis Ababa during Covid-19 pandemic. Also, the study came up with discussion on the findings with the interpretation of the results.

In order to meet the research objectives, pertinent data were planned to be gathered from 211 tour operators. Out of this, data was gathered from 82 actively operating tour operators through questionnaire (39% response rate). The remaining tour operators were not interested to fill the questionnaire and some others were registered but not actively operating. This study was conducted at organizational level, and hence data were collected from owner general managers, employed general managers, deputy managers, supervisors and department heads of tour operators. For the interview questions, tourism expertise have participated and their answers were analyzed thematically.

4.2. Profile of Surveyed Firms

Table 4. 1 Profile of Tour Operators and Respondents

| Profile of tour operation firms | | Frequency | Percent |
|---------------------------------|--|-----------|---------|
| Age of the organization | Less than 5 years | 9 | 11 |
| | 5-10 Years | 16 | 19.5 |
| | 10-15 years | 32 | 39 |
| | 15-20 Years | 15 | 18.3 |
| | 20 Years and above | 10 | 12.2 |
| Scale of Operation | Micro Enterprise (<5 employees and total asset not greater than 50,000 birr) | 17 | 20.7 |

| | | | |
|--|---|----|------|
| | Small Scale Enterprise (6 – 30 employees and total asset is between 50,000 – 500,000 birr) | 21 | 25.6 |
| | Medium Scale Enterprise: (31 – 60 employees and total asset is between 500,000 – 1million birr) | 35 | 42.7 |
| | Large scale enterprise: (>60 employees and total asset > 1 million birr) | 9 | 11 |
| Form of ownership | Local ownership | 59 | 72 |
| | Foreign ownership | 10 | 12.2 |
| | Joint ownership | 13 | 15.9 |
| Type of business | Private limited company | 53 | 64.6 |
| | Share company | 13 | 15.9 |
| | Sole proprietorship | 16 | 19.5 |
| What is your position in the organization? | Owner/General manager | 20 | 24.4 |
| | General manager/employed | 17 | 20.7 |
| | Deputy manager/employed | 14 | 17.1 |
| | Supervisor/employed | 13 | 15.9 |
| | Department head/employed | 18 | 22 |

Source: Survey result, 2022

The above table illustrates that, 39% of tour operators have 10-15 years of age in the business, 19.5% have 5-10 years of age in the business, 15% have 15-20 years of age in the business and the rest 12.2% and 11% have 20 years and above and, less than 5 years of age in the business respectively. This indicates that majority of tour operators have more than five to twenty years of experience in the business. According to the criteria set by Small Scale Enterprises growth stages guideline of Ethiopia (2011) and MoTI (2003), this study found that 42.7% of tour operators are medium scale enterprises which means their number of employees are between 31-60 and their total asset is between 500,000-1million birr, 25.6% of tour operators are small scale enterprises, that means their number of employees are between 6-30 and their total asset is between 50,000–500,000 birr, 20.7% of tour operators are micro enterprises, that means their number of employees are less than 5 and their total asset are not greater than 50,000 birr and the rest 11% are large scale enterprises, which means their employees are greater than 60 and their total asset are greater than

1 million birr. This information shows that, majority of tour operators are medium and small scale enterprises, and their number of employees are in the range of six to sixty.

When looking into the form of ownership, 72% of tour operators have local ownership, 15.9% of tour operators have joint ownership and 12.2% of tour operators have foreign ownerships. This implies that the highest number of tour operation businesses is locally owned and it is good for Ethiopia in terms of creating job opportunities to the community. In addition, 64.6% of tour operators are private limited company, 19.5% are sole proprietorship and 15.9% are share company type of businesses.

As far as the position of the respondents is concerned, according to the above data, 24.4% are owners and general managers at the same time, 22% are department heads, 20.7% are employed general managers and the remaining 17.1%, and 15.9% are deputy managers and supervisors, respectively. This implies that majority of the businesses are managed by the owners themselves.

4.3. Validation of the Study Variables

A pilot test was carried out before the questionnaire was given to participants. As part of the pilot study, 15 respondents were chosen, and the questionnaire was given to them. The purpose of the pilot study was to determine whether the survey participants understood the questions well and to gather feedback from them to improve the questionnaire's quality. Based on the results of the pilot test, changes were made to some of the questions to make them clearer and more understandable. A research instrument's reliability is measured by how consistent the results are when it is given to the same individuals (Neuman, 2013).

Table 4. 2 Reliability test results

| Dimensions | No. of items | Reliability Coefficient |
|----------------------|--------------|-------------------------|
| Marketing | 6 | .866 |
| Human Resource | 7 | .733 |
| Cost control | 5 | .826 |
| Governmental Support | 5 | .706 |

Source: Survey result, 2022

As can be seen from the above table, the items used to measure marketing, human resource, cost control and government support have Cronbach's alpha coefficient of 0.866, 0.733, 0.826 and 0.706 respectively. The reliability coefficient for each of the above crisis management practices

was above the minimum acceptable threshold in research (0.70) and hence can be said the instruments used in this study are all reliable. According to Heo M. et al (2015), a Cronbach's alpha coefficient greater than 0.9 implies excellent, greater than 0.8 is good, greater than 0.7 is acceptable, greater than 0.6 is questionable, greater than 0.5 is poor, and less than 0.5 is unacceptable. All the above mentioned Cronbach's alpha coefficient results shows that the data collection instrument was reliable.

4.4. Descriptive Statistics for Crisis Management Practices

In order to assess crisis management practice among tour operators, descriptive statistics were used and calculated the mean and standard deviation for each of the four dimensions. Descriptive statistics of crisis management practices by tour operators composed of four major areas: Marketing, Human Resource, Cost Control and Governmental Support.

To interpret mean values, the researcher adopted the mean score standard by Ghazi (2016). Accordingly, a mean score range from 1.00 to 1.80 implies strongly disagree, from 1.81 to 2.6 as disagree, from 2.61 to 3.4 as Neutral, from 3.41 to 4.20 as Agree and from 4.21 to 5 as strongly agree.

4.4.1. Descriptive Statistics for Marketing

In order to assess the marketing as a crisis management practice, tour operators were asked six questions using 5 point Likert scale.

Table 4. 3Descriptive statistics of the items measuring marketing practices

| N o. | Items | Mean | Standard Deviation |
|-------------------------|--|-------------|-----------------------|
| 1 | Reducing prices on special offers | 3.48 | 1.317 |
| 2 | Reducing list prices of office services | 3.67 | 1.197 |
| 3 | Marketing and promoting new products or services | 2.99 | 1.606 |
| 4 | Marketing to new segments | 2.78 | 1.556 |
| 5 | Marketing to domestic tourists | 2.79 | 1.553 |
| 6 | Advertising on different media channels including social media | 3.71 | 1.181 |
| Total mean score | | 3.24 | |

Source: Survey result, 2022

The above table shows that the tour operators had better practice on reducing list prices of office services during Covid-19 crisis with the mean score of 3.48 and standard deviation of 1.317, which implied that the respondents were agreed on them. The tour operators agreed on advertising on different media channels including social media with the mean score of 3.71 and standard deviation of 1.181, reducing price on special offers with the mean score of 3.67 and standard deviation of 1.197, and neutral on marketing and promoting new products or services with the mean score of 2.99 and standard deviation of 1.606.

The tour operators less practiced marketing to domestic tourist with the mean score of 2.79 and standard deviation of 1.553 and marketing to new segments with the mean score of 2.78 and standard deviation of 1.556 respectively. This indicates that the respondents were neutral on them during Covid-19 crisis.

In general, the total mean score of marketing practices shows 3.24, which implies that the tour operators' response were neutral.

4.4.2. Descriptive Statistics for Human Resource

To examine Human Resource as a crisis management practice, tour operators were asked questions using 5 point Likert scale. This human resource practice includes seven items.

Table 4. 4: Descriptive statistics of the items measuring human resource practices

| N o. | Items | Mean | Standard Deviation |
|---------|---|------|--------------------|
| 1 | Laying off employees to reduce labor force | 1.41 | .702 |
| 2 | Using unpaid vacation to reduce labor force | 1.80 | 1.149 |
| 3 | Reducing the number of workdays per week | 4.09 | 1.249 |
| 4 | Freezing pay rates | 2.74 | 1.284 |
| 5 | Replacing high- tenure employees with new employees | 1.44 | .630 |
| 6 | Increased reliance on outsourced human resources | 1.87 | 1.131 |

| | | | |
|-------------------------|--|-------------|-------|
| 7 | Provide voluntary early retirement or resignation plan | 1.91 | 1.113 |
| Total mean score | | 2.18 | |

Source: Survey result, 2022

The above table shows that the tour operators better practiced on reducing the number of workdays per week with the mean score of 4.09 and standard deviation of 1.249, which indicates that the respondents were agreed on them and their response were neutral on freezing pay rates with the mean score of 2.74 and standard deviation of 1.284 during Covid-19 crisis.

The tour operators had less practices on providing voluntary early retirement or resignation plan with the mean score of 1.91 and standard deviation of 1.113 and increased reliance on outsourced human resources with the mean score of 1.87 and standard deviation of 1.131. Thus, the results shows that the respondents were disagree with those practices.

Furthermore, the respondents were strongly disagree on using unpaid vacation to reduce labor force, replacing high- tenure employees with new employees and laying off employees to reduce labor force with the mean score and standard deviation of 1.8 & 1.149, 1.44 & 0.630 and 1.41 & 0.702 respectively and implies that these practices of human resource were the least practiced during Covid-19 crisis. Finally, the cumulative mean score, 2.18 indicated that the tour operators were disagree or had less human resource practices during Covid-19 crisis.

4.4.3. Descriptive Statistics for Cost control

In order to evaluate cost control as a crisis management practice, tour operators were asked questions using 5 point Likert scale. These cost control practices includes five items.

Table 4. 5: Descriptive statistics of the items measuring maintenance or cost control

| N o. | Items | Mean | Standard Deviation |
|------|--|------|--------------------|
| 1 | Cost cuts by postponing office maintenance | 3.60 | 1.017 |
| 2 | Cost cuts by postponing systems' maintenance | 3.34 | 0.919 |
| 3 | Cost cuts by purchasing lower-cost office supplies | 2.94 | 1.035 |

| | | | |
|-------------------------|---|-------------|-------|
| 4 | Cost cuts by closing less used facilities | 3.60 | 1.076 |
| 5 | Extending credit or postponing scheduled payments | 3.05 | 1.226 |
| Total mean score | | 3.31 | |

Source: Survey result, 2022

The above table indicates, the respondents were agreed on cost cuts by postponing office maintenance and cost cuts by closing less used facilities with the mean score of 3.6% and standard deviation of 1.01 and with mean score of 3.6% and standard deviation of 1.076.

The tour operators response were neutral on cost cuts by postponing systems' maintenance with the mean score of 3.34 and standard deviation of 0.919, extending credit or postponing scheduled payments with the mean score of 3.05 and standard deviation of 1.226 and cost cuts by purchasing lower-cost office supplies with the mean score of 2.94 and standard deviation of 1.035. Finally, the total mean score result is 3.31. Thus, the tour operators' responses are interpreted as neutral.

4.4.4. Descriptive Statistics for Governmental Support

To assess government support as a crisis management practice, tour operators were asked five questions using 5 point Likert scale.

Table 4. 6: Descriptive statistics of the items measuring government support

| No. | Items | Mean | Standard Deviation |
|-------------------------|---|-------------|--------------------|
| 1 | The government provides tax benefits | 3.21 | 1.130 |
| 2 | The government provides subsidies to tour operators | 2.04 | 1.309 |
| 3 | The government holds international events to attract customers to Addis Ababa | 1.61 | 1.194 |
| 4 | The government provides subsidies to customers who use tour operation service | 1.22 | .545 |
| 5 | The government provides subsidies to local residents who consume tour operator's facilities | 1.22 | .545 |
| Total mean score | | 1.86 | |

Source: Survey result, 2022

According to the results on the above table, the tour operators' were neutral on the government provides tax benefits with the mean score of 3.21 and standard deviation of 1.130 and disagreed

on the government provides subsidies to tour operators with the mean score of 2.04 and standard deviation of 1.309. Moreover, the tour operators' were strongly disagree on, the government holds international events to attract customers to Addis Ababa with the mean score of 1.61 and standard deviation of 1.194, the government provides subsidies to customers who use tour operation service with the mean score of 1.22 and standard deviation of 0.545 and the government provides subsidies to local residents who consume tour operator's facilities with the mean score of 1.22 and standard deviation of 0.545. The total mean score 1.86, implies that tour operators were disagree on government support during Covid-19 crisis.

4.5. Major Challenges Facing Tour Operators during Covid-19 in Addis Ababa

The respondents were asked to rank challenges (extracted literature) they faced from the most serious to the least serious during Covid-19 pandemic. The challenges are economic challenges, legal challenges, socio-cultural challenges, technological challenges, lack of research and development activities, lack of financial resources, lack of skilled manpower, marketing problems, lack of preparedness, and absence of tourist. The results are as follows:

Table 4.7: Challenges of tour operation business from most serious (1st) to least serious (10th) during Covid-19

| Rank | Challenges | Frequency | Percent |
|------|---|-----------|---------|
| 1 | Absence of tourists | 61 | 74.4 |
| 2 | Lack of preparedness | 42 | 51.2 |
| 3 | Economic challenges | 34 | 41.5 |
| 3 | Marketing problems | 27 | 32.9 |
| 4 | Lack of financial resources | 26 | 31.7 |
| 6 | Technological challenges | 28 | 34.1 |
| 7 | Legal challenges | 42 | 51.2 |
| 9 | Socio-cultural challenges | 30 | 36.6 |
| 10 | Lack of resource and development activities | 35 | 42.7 |
| 10 | Lack of skilled manpower | 39 | 47.6 |

Source: Survey result, 2022

The above table shows that 74.4% of tour operators rank absence of tourist is the most serious challenge. It is obvious that Covid-19 restricted movement from one place to another. Thus, tour operators were highly affected by lack of tourists during the pandemic. 52.2% of tour operators rank lack of preparedness as 2nd serious challenge. Majority of tour operators did not have crisis management system and the preparedness before the crisis. That affect and forced them to cease their business. 41.5% and 32.9% of tour operators' rank economic and marketing challenge as a third challenge, and 31.7% of tour operators rank lack of finance as 4th challenge. When business freezes, there are consequences that come along with it such as; laying off employees to reduce labor force and expense because there is a lack of income, there might be financial problems in related with bank loan facilities and marketing problems such as struggling with getting customers and resources in the middle of crisis.

34.1% of tour operators' rank technological challenge as a 6th challenge. Nowadays many business organizations uses technology platforms to advertise and market online even in normal circumstances. This practice continued even when the crisis occurs and those who had this experience were able to use it during the crisis and sustained in the business. 51.2% of tour operators' rank legal challenge in 7th place in terms of government policy and guideline to maintain hygiene and sanitation, health protocol etc. 36.6% of tour operators' rank socio-cultural challenge in 9th place in terms of changing choice of the visitors, attitude and behavior of the people towards visitors, etc. Finally, 42.7% and 47.6% of tour operators rank lack of research and development, and lack of skilled manpower is the least serious challenge.

On the other side, according to the conducted interview, government office experts from ministry of tourism and A.A culture and tourism stated that, Covid-19 crisis caused a huge reduction of foreign exchange, employees have been laid off and it creates a big gap in image building. Country's revenue was highly reduced because tour operators and related sectors were not able to pay for tax, accommodations were closed but some of them were used as quarantine. It also breaks the value chain linkage or network between customers and service providers. Service providers such as, tour operators, travel agents, car rentals, bike rentals, camel rentals, hotels, restaurants etc. are highly affected by the Covid-19 crisis. Moreover, most of tour operators' tourist customers were from Europe, America, Asia, etc. When the pandemic hit the world, they were the most

affected countries and they closed their borders to prevent movements. Thus, there was a huge shortage of customers in the tourism business, and were a lot of package cancellations.

4.6. Measures Taken by Tour Operators in Addis Ababa to Overcome Covid-19 crisis

One of the specific objectives of the study was to assess the measures taken by tour operators in relation to managing crisis. In order to identify the actions taken by tour operators to overcome Covid-19 crisis, short answer questions were asked. The details of these measures were discussed as follows.

1. Do you have a crisis management system?

Table 4. 8 Crisis management system

| Responses | Frequency | Percent |
|-----------|-----------|---------|
| Yes | 15 | 18.3 |
| No | 67 | 81.7 |

Source: Survey result, 2022

81.7% of tour operators stated that they did not have crisis management system during Covid-19 crisis because there was no one who thought that there would be a problem or a crisis. They also mentioned that they sacrificed a lot because they were not prepared for the problem. 18.3% of tour operators shows that they have crisis management system and it helped them to take different measurements and made them survive during the crisis.

Besides, based on the interview conducted from tour association experts, most tour operators did not have crisis management, so that makes it very difficult to sustain in the business during Covid-19 pandemic. In addition tourism experts from government offices mentioned that almost all of tour operators do not have an insurance coverage in case of any crisis and it made the problem worse.

2. What actions did you take to get control of the effect of Covid-19 crisis on your business?

Table 4. 9 Actions taken by tour operators

| Responses | Frequency | Percent |
|-----------------------|-----------|---------|
| Provide special offer | 6 | 7.3 |
| Advertisement | 18 | 22 |
| Discount | 6 | 7.3 |
| Cost reduction | 10 | 12.2 |
| Closed the business | 30 | 36.6 |
| No action | 12 | 14.6 |

Source: Survey result, 2022

The above data shows, 36.6% of tour operators closed their business, 22% advertised their services through social media and other platforms, 14.6% of tour operators did not take any action because they were expecting supports from government as they stated, 12.2% of tour operators reduced their costs, and the remaining 7.3% of tour operators had given a discount on their services and provided special offer to get control of the effect of Covid-19 crisis on their business. According to the data, majority of tour operators closed their business because they were not prepared for the crisis.

3. How do you rate the effectiveness of the measures you have taken to recover from crisis?

Table 4. 10 Tour operators' effectiveness regarding Covid-19 pandemic

| Responses | Frequency | Percent |
|------------------|-----------|---------|
| Highly effective | 2 | 2.4 |
| Medium effective | 11 | 13.4 |
| Low effective | 38 | 46.3 |
| Not effective | 31 | 37.8 |

Source: Survey result, 2022

According to the survey result, 46.3% of tour operators were low effective, 37.8% of tour operators were not effective at all and the rest of 13.4% and 2.4% were moderate and highly effective respectively to recover from Covid-19 crisis. This data shows that greater number of tour operation businesses are highly affected by Covid-19 pandemic because most of them did not have the crisis management system and the preparedness.

4. How do you suggest government cooperation with tourism sectors in the alleviation of such kind of crisis?

Table 4. 11 Government cooperation with the tourism sectors to alleviate the crisis

| Responses | Frequency | Percent |
|--------------------------------|-----------|---------|
| Tax reduction | 26 | 31.7 |
| Tax amnesty | 23 | 28 |
| Provide subsidies | 6 | 7.3 |
| No support from the government | 27 | 32.9 |

Source: Survey result, 2022

The above data shows, 32.9% of tour operators responded that there was no any support from the government, 31.7% of tour operators responded that there was tax reduction from the government, 28% of tour operators informed that there was tax amnesty and 7.3% of tour operators responded that the government provided them subsidies. The larger percent of respondents' response tends to no support from the government.

On the other hand, tourism experts from the government offices mentioned that there was tax reduction and loans were facilitated for tour operators to help the enterprises to cover their expenses and not to disperse their employees to some extent during Covid-19 crisis.

Besides, tourism expert from tour associations explained that the government cooperation was not adequate in facilitating loans, tax benefits and other promised facilities were not implemented. In addition, the experts from tour associations described, even if different government offices refused to accept the request, the associations attempted to help tour operators by asking the concerned government offices to allow them to rent their duty free cars for other services. The expert said in addition, the association also helped tour operators by giving information about loan services and tried to help them by providing letter of recommendation to avoid hindrances in different offices through the loan process during Covid-19 crisis.

4.7 Discussion

This section discusses the findings of the study vis-à-vis the findings of prior studies. According to the above results, from marketing practices such as; advertising on different media channels including social media, reducing list price of office services and reducing prices on special offers, and from cost control practices such as; cost cuts by postponing office maintenance, cost cuts by postponing systems' maintenance, cost cuts by closing less used facilities and extending credit or postponing scheduled payments were moderately practiced by tour operators, whereas, from human resource practices such as; reducing the number of work days per week were highly practiced but the rest were less practiced. Tour operators were neutral or some of them were agree and some of them were disagree about government provided tax benefits and the remaining items were found to be less practiced during Covid-19 crisis. Regarding challenges faced by tour operators; absence of tourist, lack of preparedness and, economic and legal challenges were ranked by tour operators as the most challenges they faced. Majority of tour operators did not have crisis management system during Covid-19 pandemic and the consequences were acute. The above analysis shows, most of them closed their business, some of them did not take any action and waited for support from government. The rest of them reduced their cost and made an advertisement, provided special offer and discount on their services in order to attract customers but it was not easy to get customers during the crisis. Furthermore, majority of tour operators evaluated themselves as law effective and ineffective which is the result of their lack of preparedness for any crisis. A larger number of tour operators responded that the government did not support them, and the rest of them responded that the government reduced tax, provided tax amnesty and credit subsidies with low interest rate regarding government cooperation with tourism sectors in the alleviation of such kind of crisis.

The research conducted by Liwam (2022), was about crisis management practices of hotels in Addis Ababa during Covid-19. The study found that marketing practices were highly used which most hotels were reduced prices on rooms in order to attract customers, followed by cost control that most hotels have postponed periodic maintenance activities in order to cut costs, government support by providing loan facilities and tax payment extension by one quarter. The least practiced was human resource practice. The hotels did not lay off their employees because the government forced hotels not to lay off employees. There were vacations but it was a paid one.

According to the study findings by Ivan and Jose (2020), in Macau city during Covid-19, marketing was not so much practiced in tourism and hospitality businesses. Among human resource practices, reducing the number of office hours or working days and reducing the labor force by unpaid vacation were high priority actions. However, other human resource practices did not help much in responding to the crisis, especially replacing workers with new employees, outsourcing and providing voluntary early retirement or resignation plans. Managers in this study supported cutting facility maintenance to save money during crisis periods and agreed on governmental assistance needed to be executed continuously.

The study by Serkadis (2021), assessed the practices of crisis management on star rated hotels in Addis Ababa during Covid-19. The study result found that human resource, marketing and cost control were less practiced. Hotels have practiced offered unpaid vacation to reduce labor force in some way and least practiced laying off employees to reduce labor force/operational cost from human resource, postponed scheduled payments or extended credit and reduced the operating hours for certain facilities from cost control and, have better practiced on increase marketing to domestic tourists and had law practice on introducing new products and services to their customer from marketing practice. Finally, government encouraged domestic tourism and government cooperate with hotels and hold meetings to discuss ways out of the crisis were moderately practiced from government support.

The research by Da Van Huynh, et al. (2021), tried to explore how tourism business economy in a developing country context has been damaged after many waves of pandemic crisis. The researcher observed the Can Tho city in Vietnam, tourism industry has typically suffered due to the pandemic outbreak. Based on the study findings, many tourism service businesses have had to liquidate operations due to the substantial drop in customers, particularly from foreign visitors. According to the interview result with the department's representatives for culture, sports, and tourism, the city's tourism service businesses as well as numerous tourism and hospitality related businesses have had to close. Many businesses took different measurements such as; temporarily reduce personnel and shut down a part of their operations, while others changed their target markets.

The study by Haregewoyn (2021), assessed the challenges in tourism marketing practices during Covid-19 in the case of travel agencies in Addis Ababa. The study found that, legal challenges,

technological challenges, economical challenges, socio-cultural challenges, lack of resource and development and skilled man power challenges affected the tourism business.

The above prior study findings have approximate results with this study regarding; crisis management practices, challenges faced and measures taken by tourism and hospitality business during the crisis. Thus, the result of this study in crisis management practices and challenges of tour operators during Covid-19 pandemic can be supported by different prior studies.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

This chapter is divided into four sections. The first section discusses summary of the major findings of the research. The second section contains conclusions made from the analysis result. The third and fourth sections are recommendation and areas of further research.

5.1. Summary

This study aims to assess the crisis management practices and challenges of tour operators in Addis Ababa amid Covid-19. To this end, the study attempted to evaluate the crisis management practices and challenges faced by tour operators during the pandemic.

The study found that there was very less crisis management practices before and during Covid-19 pandemic than expected. Some of tour operators stated that they started practicing the crisis management activities after the pandemic hit their business. Majority of the enterprises could not deal with the problem because they did not have the readiness for any crisis. Those who have survived have used different practices to keep them operating. There were four dimensions of crisis management practices adopted by the researcher from prior researchers to assess which dimensions were used by tour operators to sustain in the business during the pandemic. Most of them did not have the crisis management system but some of them tried to apply some practices from marketing and maintenance or cost control. Human resource was the less practiced item of crisis management system. Tour operator owners, managers and tour operators' association experts believed that government support was essential in order to survive from such kind of crisis but they asserted that it was not adequate.

The findings further revealed that there were numerous challenges faced by tour operators during the crisis such as absence of tourists, lack of preparedness, economic and financial challenges, marketing and technological challenges, legal and socio-cultural challenges, lack of research and development activities and lack of skilled manpower. These challenges were ranked by the tour operators from the most serious to the least serious. Moreover, according to the analysis the tour operators took different actions during the crisis. Many of them were closed their business and

some of them did not take any action because they expected support from the government, as they stated. Some of them provided discount and special offer of their services, and advertise through social media platforms. Finally, tour operators rated their effectiveness regarding the measures they have taken to recover from crisis. Many of them rated they were law effective and were not effective at all.

5.2. Conclusion

At the beginning of this study, three questions were asked that needed to be answered. Firstly, how do the crisis management practices of tour operators in Addis Ababa looks like. Secondly, what were the major challenges facing tour operators in Addis Ababa during Covid-19. Thirdly, what measures were taken by the tour operators in Addis Ababa to overcome the crisis. All the questions are answered in different sections above. The researcher observed that from all crisis management practices, marketing and cost control were practiced moderately. Some tour operators have reduced prices of office services, tried to market and promote new services on different media channels including social media to attract new customers and to follow up their old customers. Besides, some tour operators tried to minimize their costs by using different mechanisms such as; postponing office and system maintenance, closing less used facilities, postponing payments, etc. Based on the result, majority of tour operators were disagree about human resource practices and government support. Most of them did not laid off employees but they reduced the number of working days per week. Moreover, few tour operators agreed on, government provided tax and other benefits for them but the rest were not agree.

Almost all respondents under this study stated that, in addition to the crisis caused by Covid-19, the current political instability in the country is another big challenge for them not to start their business because tourists always prioritize safety and security. They stated that safety is very crucial in the tourism industry.

5.3. Recommendation

Based on the findings and conclusions, the following recommendations have been proposed;

- Tour operators should actively engaged in crisis management system by trying to apply the four crisis management practices (marketing, human resource, cost control and governmental support) and have the preparedness even within a normal situation. It will reduce the risk of unforeseen circumstances to some extent and will help the business to easily recover.
- It is crucial for businesses to partially move customer service and communication to digital platforms in order to maintain their ability to provide customer service and safeguard any potential future revenue. Apps, websites, and webchats are essential platforms for facilitating effective communication between tourists and tour operators, and to provide up to date information during crisis.
- Tour operators should give emphasis on domestic tourists by promoting local attractions, providing information about the location, seasonality etc. Creating new market segments for instance by age group, tour type, region etc. is also important in terms of diversifying customers.
- It will be good that the Ethiopian government to take experiences from other countries especially from neighbor countries in terms of attracting tourists. For instance, Rwanda has a partnership with famous European soccer team to promote “Visit Rwanda” on their T-shirt. It is a great strategy because millions of people can watch it while they are playing. For a developing country with a low-income economy, it will help in building a lucrative tourism business specially when hit by such kind of crisis. Ethiopia can use this kind of strategy by using our famous athletes or similar methods.
- Even though the tourism business revived in other countries at the moment, the political unrest in Ethiopia is another challenge. Tourism is a smokeless industry and generates high revenue for a country. Thus, government should give emphasis on peace and security because the instability in Ethiopia made tourists to turn their faces to other neighbor countries such as; Kenya, Zanzibar, Rwanda, Tanzania (Serengeti national park, Kilimanjaro) etc. and they generates high revenue even after Covid-19. Many historical places, churches and mountains are found in Northern part of Ethiopia and the war also is

in the northern part. Until security become better to those areas, other safe parts of Ethiopia should be promoted and visited.

5.4. Areas of Further Research

Based on limitation of the study, the researcher suggests that more broad study should be undertaken to incorporate more number of tour operators and also recommends to extend the research to other industries that have gone through different crises.

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ANNEX I
St. Mary's University
School of graduate studies
Department of Business Administration
Questionnaire

Dear Respondents,

I, Hanna Tekalign, a post graduate student, conducting a research entitled “Assessment of crisis management practices and challenges of tour operators in Addis Ababa amid Covid-19 pandemic”. To this end, questionnaire is used for collecting pertinent data to achieve the research objectives. The study is conducted in partial fulfillment of the requirements for the Degree of Masters of Business Administration at St. Mary's University. The questionnaire has four parts. Part one is designed to collect general information, part two includes questions in relation to crisis management practices, part three contains questions related to challenges faced by tour operators amid Covid-19 and part four comprises questions about measures taken by tour operators during Covid-19. I kindly request you to respond to all questions and be assured that there is no right or wrong answer. Your honest and full responses are invaluable for the success and accuracy of this study. I am very grateful for taking 25 minutes from your precious time and I would like to assure you that your response will be kept confidential and will only be used for this research purpose.

Thank you in advance,

Hanna Tekalign

Email: htekalign22@gmail.com

Part One: Background Information

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

| I. Firm level data (tour operation level) | |
|---|--|
| Age of the organization | <ul style="list-style-type: none"> a) Less than 5 years b) 5-10 years (including 5 years) c) 10-15 years (including 10 years) d) 15-20 years (including 15 years) e) 20 years and above |
| Firm size (Total number of employees) | <ul style="list-style-type: none"> a) Less than 10 employees b) 10-19 employees c) 20 -29 employees d) 30-39 employees e) 40-49 employees f) 50 employees and more |
| Scale of Operation | <ul style="list-style-type: none"> a) Micro Enterprise (<5 employees and total asset not greater than 50,000 birr) b) Small Scale Enterprise (6 – 30 employees and total asset is between 50,000 – 500,000) c) Medium Scale Enterprise: (31 – 60 employees and total asset is between 500,000 – 1million) d) Large scale enterprise: (>60 employees and total asset > 1 million birr) |
| Form of Ownership | <ul style="list-style-type: none"> a) Local Ownership b) Foreign Ownership c) Joint Ownership |
| Type of Business | <ul style="list-style-type: none"> a) Private Limited Company b) Share Company c) Corporation d) Sole Proprietorship |
| II. Individual level data (tour operation managers/owners) | |
| Sex | <ul style="list-style-type: none"> a) Male b) Female |
| Age Group | <ul style="list-style-type: none"> a) 18-29 b) 30-39 c) 40-49 d) 50 and above |
| Academic Qualification | <ul style="list-style-type: none"> a) Certificate and below b) Diploma c) Bachelor degree d) Masters and above |
| | <ul style="list-style-type: none"> a) Owner/General Manager |

| | |
|--|---|
| What is your position in the organization? | b) General Manager/Employed c) Deputy manager/Employed d) Supervisor/Employed e) Department Head/Employed f) Other, please specify_____ |
| How long have you been working at the company? | a) Less than 3 years b) 3-6 years c) 6-9 years d) More than 9 years |

Part Two: Questions Related to Crisis Management Practices

Below are several statements on crisis management practices divided into four categories (marketing, human resource, maintenance or cost control and, government support). Kindly indicate the extent of your agreement with each statement. Please put “X” mark with the answer you choose. Please note that 1 represents for “**Strongly Disagree**”; 2 for “**Disagree**”; 3 for “**Neutral**”; 4 for “**Agree**” and 5 for “**Strongly Agree**”.

| S. No | Crisis management practices during Covid-19 | 1 | 2 | 3 | 4 | 5 |
|-------|--|---|---|---|---|---|
| A. | Marketing | | | | | |
| | Reducing prices on special offers | | | | | |
| | Reducing list prices of office services | | | | | |
| | Marketing and promoting new products or services | | | | | |
| | Marketing to new segments | | | | | |
| | Marketing to domestic tourists | | | | | |
| | Advertising on different media channels including social media | | | | | |
| B. | Human Resource | 1 | 2 | 3 | 4 | 5 |
| | Laying off employees to reduce labor force | | | | | |
| | Using unpaid vacation to reduce labor force | | | | | |
| | Reducing the number of workdays per week | | | | | |
| | Freezing pay rates | | | | | |
| | Replacing high- tenure employees with new employees | | | | | |
| | Increased reliance on outsourced human resources | | | | | |
| | Provide voluntary early retirement or resignation plan | | | | | |

| C. | Maintenance/Cost Control | 1 | 2 | 3 | 4 | 5 |
|----|---|----------|----------|----------|----------|----------|
| | Cost cuts by postponing office maintenance | | | | | |
| | Cost cuts by postponing systems' maintenance | | | | | |
| | Cost cuts by purchasing lower-cost office supplies | | | | | |
| | Cost cuts by closing less used facilities | | | | | |
| | Extending credit or postponing scheduled payments | | | | | |
| D. | Government Support | 1 | 2 | 3 | 4 | 5 |
| | The government provides tax benefits | | | | | |
| | The government provides subsidies to tour operators | | | | | |
| | The government holds international events to attract customers to Addis Ababa | | | | | |
| | The government provides subsidies to customers who use tour operation service | | | | | |
| | The government provides subsidies to local residents who consume tour operator's facilities | | | | | |

Part III: Challenges faced by tour operators amid COVID-19

How would you rate the list of possible challenges for tour operation business during COVID-19? A total of ten challenges are listed below which might affect the tour operation businesses in Addis Ababa amid COVID 19. Thus, you are kindly requested to rank these challenges from the most serious (1st) to the least serious challenge (10th) affecting your tour operation business.

| Rank (1 st , 2 nd , 3 rd , etc.) | Challenges |
|---|---|
| | Economic challenges: business shutdown, employee layoff, bank loan, etc. |
| | Legal challenges: government policy and guideline to maintain hygiene and sanitation, health protocol, etc. |
| | Socio-cultural challenges: changing choice of the visitors, attitude and behavior of the people towards visitors, etc. |
| | Technological challenges: ability to use latest technologies, increase cashless payments |
| | Lack of research and development activities |
| | Lack of financial resources |

| | |
|--|---------------------------------|
| | Lack of skilled manpower |
| | Marketing problems |
| | Lack of preparedness |
| | Absence of tourists |

Part IV: Measures taken by tour operators during COVID-19

1. Do you have a crisis management system? Yes/ No

2. What actions did you take to get control of the effect of Covid-19 crisis on your business?

3. How do you rate the effectiveness of the measures you have taken to recover from crisis?

4. How do you suggest government cooperation with tourism sectors in the alleviation of such kind of crisis?

Thank you for your time and assistance!!

ቅድስት ማርያም ዩኒቨርሲቲ
የድህረ ምረቃ ፕሮግራም
ቢዝነስ አድሚኒስትሬሽን ዲፓርትመንት
መጠይቅ

ውድ ምላሽ፣

እኔ ሃና ተካልኝ የድህረ ምረቃ ተማሪ ስሆን “በኦ.ዲ.ስ አበባ የኮቪድ-19 ወረርሽኝ በተከሰተበት ወቅት የቀውስ አስተዳደር አሰራሮችን እና የአስጎብኚ ድርጅቶችን ተግዳሮቶች ግምገማ” በሚል ርዕስ ጥናት እያደረግሁ ነው። ለዚህም መጠይቁ የምርምር ዓላማዎችን ለማሳካት አግባብነት ያላቸውን መረጃዎች ለመሰብሰብ ጥቅም ላይ ይውላል። ጥናቱ የሚካሄደው በቅድስት ማርያም ዩኒቨርሲቲ የቢዝነስ አድሚኒስትሬሽን ማስተርስ ዲግሪ የሚጠበቅባቸውን መስፈርቶች በከፊል በማሟላት ነው። መጠይቁ አራት ክፍሎች አሉት። ክፍል አንድ አጠቃላይ መረጃን ለመሰብሰብ የታቀደ ነው። ክፍል ሁለት ከቀውስ አስተዳደር አሰራር ጋር የተያያዙ ጥያቄዎችን ያካትታል ፣ ክፍል ሶስት በአስጎብኚ ድርጅቶች በኮቪድ-19 ወቅት የሚያጋጥሟቸውን ተግዳሮቶች ያካተተ ሲሆን ክፍል አራት ደግሞ በኮቪድ-19 ወቅት አስጎብኚዎች ስለወሰዱት እርምጃዎች ጥያቄዎችን ያካትታል። ለሁሉም ጥያቄዎች መልስ እንድትሰጡኝ እና ትክክለኛ ወይም የተሳሳተ መልስ እንደሌለ እርግጠኛ እንድትሆኑ በአክብሮት እጠይቃለሁ። የእርስዎ ታማኝ እና ሙሉ ምላሽ ለዚህ ጥናት ስኬት እና ትክክለኛነት በጣም ጠቃሚ ነው። ከውድ ጊዜዎ 25 ደቂቃዎችን ስለወሰድኩ እያመሰገንኩ ምላሽዎ በሚስጥር እንደሚጠበቅ እና ለዚህ የምርምር ዓላማ ብቻ እንደሚውል ላረጋግጥልዎ እወዳለሁ።

በቅድሚያ አመሰግናለሁ

ሃና ተካልኝ

ኢ-ሜይል: htekalign22@gmail.com

ክፍል አንድ፡ አጠቃላይ መረጃ

መመሪያ፡ እባኩትን በሣጥኑ ውስጥ "✓" ምልክት በማድረግ ስለ ድርጅቱ እና ስለ ራስዎ ትክክለኛውን መረጃ ይምረጡ።

| 1. የድርጅት መረጃ | |
|--|---|
| የድርጅቱ ዕድሜ | <p>ሀ) ከ5 ዓመት በታች</p> <p>ለ) 5-10 ዓመታት (5 ዓመትን ጨምሮ)</p> <p>ሐ) 10-15 ዓመታት (10 ዓመትን ጨምሮ)</p> <p>መ) 15-20 ዓመታት (15 ዓመትን ጨምሮ)</p> <p>ሠ) 20 ዓመት እና ከዚያ በላይ</p> |
| የድርጅት መጠን (ጠቅላላ የሰራተኞች ብዛት) | <p>ሀ) ከ10 በታች ሰራተኞች</p> <p>ለ) 10-19 ሰራተኞች</p> <p>ሐ) 20 -29 ሠራተኞች</p> <p>መ) 30-39 ሰራተኞች</p> <p>ሠ) 40-49 ሠራተኞች</p> <p>ረ) 50 ሰራተኞች እና ከዚያ በላይ</p> |
| የሰራ ደረጃ | <p>ሀ) ጥቃቅን ድርጅት (<5 ሠራተኞች እና ጠቅላላ ሀብት ከ50,000 ብር የማይበልጥ)</p> <p>ለ) አነስተኛ ድርጅት (6 - 30 ሰራተኞች እና አጠቃላይ ንብረቱ ከ50,000 - 500,000 መካከል ነው)</p> <p>ሐ) መካከለኛ ደረጃ ድርጅት፡ (31 - 60 ሠራተኞች እና አጠቃላይ ንብረቱ ከ500,000 - 1 ሚሊዮን መካከል ነው)</p> <p>መ) ትልቅ ደረጃ ድርጅት ፡ (>60 ሰራተኞች እና አጠቃላይ ንብረቱ ከ1 ሚሊዮን ብር በላይ ነው)</p> |
| የባለቤትነት ዓይነት | <p>ሀ) የሀገር ውስጥ ባለቤትነት</p> <p>ለ) የውጭ ባለቤትነት</p> <p>ሐ) የጋራ ባለቤትነት</p> |
| የግዴታ ዓይነት | <p>ሀ) ኃላፊነቱ የተወሰነ የግል ኩባንያ</p> <p>ለ) የአክሲዮን ማህበር</p> <p>ሐ) ኮርፖሬሽን</p> <p>መ) የግል</p> |
| 2. የግለሰብ መረጃ (የጉብኝት ሥራ አስተዳዳሪ/ባለቤት) | |
| ፆታ | <p>ሀ) ወንድ</p> <p>ለ) ሴት</p> |

| | |
|-------------------------------|--|
| የእድሜ ክልል | ሀ) 18-29 ለ) 30-39 ሐ) 40-49 መ) 50 እና ከዚያ በላይ |
| የትምህርት ደረጃ | ሀ) የምስክር ወረቀት እና ከዚያ በታች ለ) ዲፕሎማ ሐ) የመጀመሪያ ዲግሪ መ) ማስተርስ እና ከዚያ በላይ |
| በድርጅቱ ውስጥ ያለዎት ኃላፊነት ምንድን ነው? | ሀ) ባለቤት / ዋና ሥራ አስኪያጅ ለ) ዋና ሥራ አስኪያጅ/ተቀጣሪ ሐ) ምክትል ሥራ አስኪያጅ/ተቀጣሪ መ) ተቆጣጣሪ/ተቀጣሪ ሠ) የመምሪያው ኃላፊ/ተቀጣሪ ረ) ሌላ ፣ እባክዎን ይግለጹ |
| በኩባንያው ውስጥ ምን ያህል ጊዜ እየሰሩ ነው? | ሀ) ከ3 ዓመት በታች ለ) 3-6 ዓመት ሐ) 6-9 ዓመት መ) ከ9 ዓመት በላይ |

ክፍል ሁለት: ከቀውስ አስተዳደር ተግባራት ጋር የተያያዙ ጥያቄዎች

ከዚህ በታች በአራት ምድቦች የተከፋፈሉ የቀውስ አስተዳደር ተግባራት (ላይ በርካታ መግለጫዎች (የግብይት/ማርኬቲንግ፣ የሰው-ሃይል ፣ የጥገና ወይም የወጪ ቁጥጥር እና ፣ የመንግስት ድጋፍ) ተቀምጠዋል። እያንዳንዱ መግለጫ ላይ ያለዎትን ስምምነት መጠን ያመልክቱ። እባኩትን የመረጡት መልስ ላይ “X” ምልክት ያድርጉ። 1 የሚወክለው "በጣም አልሰማም" ፣ 2 "አልሰማም" ፣ 3 "ገለልተኛ" ፣ 4 "እስማማለሁ" እና 5 "በጣም እስማማለሁ" ነው።

| | | | | | | |
|-----|------------------------------|---|---|---|---|---|
| ተ.ቁ | በኮቪድ-19 ወቅት የቀውስ አስተዳደር ልምዶች | 1 | 2 | 3 | 4 | 5 |
|-----|------------------------------|---|---|---|---|---|

| | | | | | | |
|----|---|---|---|---|---|---|
| ሀ. | ግብይት/ማርኬቲንግ | | | | | |
| | በልዩ አገልግሎቶች ላይ ዋጋ መቀነስ | | | | | |
| | የቢሮ አገልግሎቶች ዝርዝር ላይ ዋጋ መቀነስ | | | | | |
| | አዳዲስ ምርቶችን ወይም አገልግሎቶችን ማሻሻል እና ማስተዋወቅ | | | | | |
| | ለአዳዲስ የአገልግሎቱ ተጠቃሚዎች ስለ አገልግሎቱ ማስተዋወቅ | | | | | |
| | ለአገር ውስጥ ቱሪስቶች አገልግሎቱን ማስተዋወቅ | | | | | |
| | ማህበራዊ ሚዲያን ጨምሮ በተለያዩ የሚዲያ ቻናሎች ላይ ማስተዋወቅ | | | | | |
| ለ. | የሰው ኃይል | 1 | 2 | 3 | 4 | 5 |
| | የሰው ኃይልን ለመቀነስ ስራተኞችን ማሰናበት | | | | | |
| | የሰው ኃይልን ለመቀነስ ያለ ክፍያ እረፍት እንዲወጡ ማድረግ | | | | | |
| | በሳምንት ውስጥ የስራ ቀናትን ቁጥር መቀነስ | | | | | |
| | ክፍያዎችን መያዝ/ማቆየት | | | | | |
| | በሥራው ላይ ብዙ የቆዩ ስራተኞችን በአዲስ ስራተኞች መተካት | | | | | |
| | ጊዜያዊ የውጭ የሰው ኃይልን መጠቀም/ outsourcing | | | | | |
| | የፈቃደኝነት የቅድመ-ጠረታ ወይም የመልቀቂያ ዕቅድ ማቅረብ | | | | | |
| ሐ. | የጥገና / ወጪ ቁጥጥር | 1 | 2 | 3 | 4 | 5 |
| | የቢሮ ጥገናን በማዘግየት ወጪ መቀነስ | | | | | |
| | የሲብተም ጥገናዎችን በማዘግየት ወጪ መቀነስ | | | | | |
| | እቃ ግዢ ላይ አነስተኛ ዋጋ ያላቸው የቢሮ መገልገያዎችን በመግዛት ወጪ መቀነስ | | | | | |
| | ብዙም ጥቅም ላይ ያልዋሉ አገልግሎቶችን መቀነስ | | | | | |
| | ብድር ማራዘም ወይም ክፍያዎችን ለሌላ ጊዜ ማስተላለፍ | | | | | |
| መ. | የመንግስት ድጋፍ | 1 | 2 | 3 | 4 | 5 |

| | | | | | |
|---|--|--|--|--|--|
| መንግሥት የታክስ ጥቅሞችን ይሰጣል | | | | | |
| መንግሥት ለአስጎብኚ ድርጅቶች ድጎማ ያደርጋል | | | | | |
| መንግሥት ደንበኞችን ወደ አዲስ አበባ ለመሰብሰብ ዓለም አቀፍ ዝግጅቶችን ያካሂዳል | | | | | |
| መንግሥት ለደንበኞች ድጎማ ያደርጋል | | | | | |
| መንግሥት የአስጎብኚ ድርጅቶችን አገልግሎት ለሚጠቀሙ ለአካባቢው ነዋሪዎች ድጎማ ያደርጋል | | | | | |

ክፍል III: በኮቪድ-19 ወቅት አስጎብኚ ድርጅቶች ያጋጠሟቸው ተግዳሮቶች

በኮቪድ 19 ወቅት በአዲስ አበባ የሚገኙ የአስጎብኚ ድርጅቶችን ሊጎዱ የሚችሉ አስር ተግዳሮቶች ከዚህ በታች ተዘርዝረዋል። በመሆኑም እነዚህን ተግዳሮቶች ከከባድ (1ኛ) እስከ አነስተኛ ተግዳሮት (10ኛ) በንግድ ስራዎ ላይ ተፅዕኖ ያደረጉትን በቅደም ተከተል እንዲያመለክቱ በትህትና እጠይቃለሁ።

| | |
|---------------------------|---|
| ደረጃ (1 ኛ፣ 2 ኛ፣ 3 ኛ፣ ወዘተ.) | ተግዳሮቶች |
| | ኢኮኖሚያዊ ተግዳሮቶች:- የንግድ ሥራ መዘጋት ፣ ሰራተኛ ማሰናበት ፣ የባንክ-ብድር ፣ ወዘተ. |
| | የህግተግዳሮቶች:- የመንግስት ፖሊሲ እና የንፅህና ጥበቃ መመሪያ ፣ የጤና ፕሮቶኮል ፣ ወዘተ. |
| | ማህበራዊ እና ባህላዊ ተግዳሮቶች:- የንብኚዎችን ምርጫ መለወጥ ፣ የሰዎች አመለካከት እና ባህሪ በጎነት ላይ መቀየር ፣ ወዘተ. |
| | የቴክኖሎጂ ተግዳሮቶች:- ዘመናዊ ቴክኖሎጂዎችን የመጠቀም ችሎታ ፣ ገንዘብ አልባ ክፍያዎችን ማሳደግ ፣ ወዘተ. |
| | የጥናትና እና ምርምር እንቅስቃሴዎች ማነስ/አለመኖር |
| | የገንዘብ እጥረት |
| | የሰለጠነ የሰው ሃይል እጥረት |
| | የግብይት/ማርኬቲንግ ችግሮች |
| | የዝግጁነት ማነስ/አለመኖር |
| | የቱሪስቶች አለመኖር |

ክፍል IV: በኮቪድ-19 ወቅት በአስተባባሪ ድርጅቶች የተወሰዱ እርምጃዎች

1. የቀውስ አስተዳደር ስርዓት አለዎት? አዎ/አይ

2. በንግድዎ ላይ ኮቪድ-19 ያመጣቸውን ችግሮች ለመቆጣጠር ምን እርምጃዎችን ወስደዋል?

3. ከችግሩ ለማገገም የወሰዱቸውን እርምጃዎች ውጤታማነት እንዴት ይገመግማሉ?

4. ይህን መሰል ቀውስ ለመቀነስ መንግስት ከቱሪዝም ዘርፎች ጋር ያደረገውን ትብብር እንዴት ይገልፁታል?

ስለትብብርዎ አመሰግናለሁ !!

ANNEX II – Interview Questions

I am Hanna Tekalign. I am conducting a research on Assessment of crisis management practices and challenges of tour operators in Addis Ababa amid COVID-19 pandemic. Can I continue my interview? Thank you.

- 1. What challenges did you face during Covid-19 regarding tour operators?

- 2. What actions did you take to support tour operators to recover from Covid-19 crisis?

- 3. Do you have data about tour operators who were actively operating and who were out of the business during Covid-19? How many are they in number?

Thank you for your time and assistance!!