# Destination Branding: Marketing Dire Dawa as an Appealing Tourist Destination

Mulugeta Girma      Belay Adissu

Lecturer, Department of Marketing Management, Dire Dawa University, Dire Dawa, Ethiopia

**Abstract**

The purpose of study is to find Branding strategies to market Dire Dawa as an appealing tourist destination. Mixed approaches with 345 usable samples were used to collect data from respondents purposively and relevant data were gathered, presented and analyzed using descriptive and inferential statistical techniques. The finding reveals the city image and perceptions is developed through word of mouth communication   rather than attributes themselves and personal experience .Also it find out that the most influential attributes in determining destination choices is over all assuredness of being safe from physical harm and the major challenges for marketing Dire Dawa includes *,lack of effort to rejuvenate tourists perception, failure to segment the market, shortage of recreational place and brand illusion with Harrar. So, the administration needs to work on safety and re-build ongoing brand* by encompassing the strategy with flagship destination brand and slogan.

**Keywords**: Destination Marketing; Destination Branding; City Marketing; Brand Ambassadors; brand illusion

## Introduction

In today's globalized world, every city has to compete with other cities for the share of different kinds of audiences including tourists (Kampshulte A., 1999) And tourists' interest to visit destination depend on image [1] which defined as consumer perceptions of a place as reflected by the brand associations and asset owned on the areas and held in consumer's memory (Girma, M.2016) Whereas tourism is the activities of persons travelling to and staying in places outside their usual environment for not more than one year for leisure, business and other purposes (Middleton, V. T .et.al.,2009)  and recognized as one of the key sectors of development in all countries and a major source of income, jobs and wealth creation in addition to its wider role in promoting the image and international perception a given destination (Hankinson, G.,2005).

Nowadays the competition among tourist destination is fierce due to the increasing international tourism and each destination has an image; some can have a stronger image than others so, it is important to understand how tourists perceive these places, as well as how their images influence final choice (Vaughan, R.D., 2007 and Pike, S. 2009) destination positioning effort (Vaughan, R.D., 2007 and Blichfeldt, B. S. 2003) which finally leading to the concept of destination marketing (Middleton, V. T .et.al., 2009) .It has been proven that positive brand images of cities have helped destination to building reputation (Juan A. García.,2012) Understand destination image and visitors' perceptions(Sirakaya Eet.al. 2001) helps to reinforce positive images already held by the target audience, correct negative images, or create a new image (Pike, S., & Ryan, C.2004).

Having the above, understanding destination based on tourism attributes helps to insight tourism practitioners for effective and efficient destination promotion to the target consumers and on creating destination image by understanding of the images held by consumers(Alcaniz, E. B.,et.al., 2005 and , Gartner, W. C.1993). On this regard, Previous 28 studies conducted on tourist destination branding shows, the cognitive, affective and unique image components have great contribution to the overall image formation and destination branding (Woodside, A. G., 1989). And his study focus on the marketing of the Dire Dawa as an appealing tourist destination by emphasizing on the most widely accepted influential indicators of destination image component.

## Problem Statement

Consumers these days perceive that world to be a smaller place, with international travel more accessible than ever. As global tourism competition rises, it is important that the city invest in this industry and make focused marketing efforts in order to compete with other destinations worldwide (Morgan, N., & Pritchard, A.2002) and to cope up with such competition, destinations need to build the best possible image by identifying points that the city should enhance or on which segment of the market it needs to focus (Lacerda, António 2012). Although the world has so many beautiful place, some of these destinations with more captivating locations are not chosen by visitors(Gartner, W. C.1993) and this lead to increase interest of researchers to conducted on destination marketing (Pike, S.,2008) and they argue that a unique and appealing image of a destination needs to be regarded as an important brand association to influence the image of a destination brand by creating a differentiated destination image in competitive marketplace where various destinations compete intensely(Gartner, W. C.1993).

Having the above, destinations branding depend on their image on success in attracting tourists and even if the image is frozen in time and no longer represents a true picture of the place city like Dire Dawa fail  to market its destination though the administration is known by its trading centers, and has its own numerous cultural and historical heritages assets (Bekele, S.,1989)As to the preliminary study conducted by the researchers, in Dire Dawa,

the development of the tourism is still at infant stage and the flow of both domestic and international tourists is not sizeable as compare to other cities .i.e. Hawasa ,Bahardar ,Mekele ,Gondar ,even Harrar. According to the statistical data from the tourism bureau of the city, the total number of domestic and international tourist arrival for the last four years is less than 200,000 .which is not significant as compared with other major cities, and still, no comprehensive study has been conducted on destination branding with specific reference to Dire Dawa on how to sell the administration as an appealing tourist destination. Therefore, researchers find it noteworthy to market the city tourist destination sites as an appealing one by understanding tourists overall image of the administration destinations and further plan to;

- ❖ identify ways to market Dire Dawa as an appealing destination for tourists
- ❖ point out the current prevailing images of Dire Dawa administration
- ❖ Examine the influence of information sources on tourists' destination image.
- ❖ Assess the most important attribute tourists consider while visiting a destination.
- ❖ determine the most significant attribute that influence tourist's overall image
- ❖ Identify the attributes that has strong association overall image of a destination.
- ❖ examine the major hindrance for the growth of the sector
- ❖ Recommend the concerned body how to design appropriate destination marketing strategy.

## Literature Review
### Introduction
The travel and tourism sector is considered to be one of the fastest, growing industries in the world (Caldwell, N., 2004) and defined as the activity of people who are leaving their home for more than 24 hours to stay at a destination for leisure or recreation before they return home (Gonth, j. 2002) Tourism marketing implies attracting visitors or potential tourists and considered as international activity (Francois V., 1999)

**Destination branding: -** The concept of branding expand into tourist destinations and became noticeable as a topic of examination in the late 1990's (Tasci, AD, K., 2006: , Pike S.,2004and , Wagner, O. & M.2009), the field has gain increasing attention over the last decades (Buhalis, D.,2000). They argue that a destination can be everything that people visit for a one day trip, a shorter stay or a longer holiday (Moilanen &Rainisto, 2009)The term "destination branding" is the method of creating a unique identity for a destination that enables potential visitors to differentiate one destination from another and even consider post trip perceptions of experience (Ritchie, J. R. B,1998 and , Graves, N., & Skinner.,2009) and its objective is  to build a positive image that identifies and differentiates the destination by selecting a consistent brand element mix (Cai, A. 2002) and destination image also regarded as a pre-existing concept corresponding to destination branding (Pike, S. 2009) and considered as totality of what a person already knows or perceives about that destination from different   sources (Gunn, C.A.,1997)

**Destination Image Components:** There are three destination image components where each have a pair of bipolar extremes to make up six .i.e. functional-psychological, common-unique, and attribute-holistic (Echtner, C. M., 1993).Functional characteristics include price levels and types of accommodation, while psychological characteristics represent more intangible features like safety and friendliness. The common-unique continuum is based on the idea considering as common or differentiated destination and, the attribute holistic representing inclusive picture or impression of the destination along with its atmosphere (Obenour, W,, 2005). According to Gnoth (2007), functional, experiential, and symbolic are the major component of destination attributes. Others, such as Caldwell and Freire (2004), describes being "representational and functional are the major component of destination image (Reynolds M., 2009 and Beerli, A.2004).

**Image Formation**: -The formation of a destination image was described as a "mental construct developed by the consumer on the basis of a few selected impressions among a flood of total impressions (Ritchie, J. R. B.,1998).This "flood of information" includes numerous information sources, as well as personal factors (Beerli, A.2004).and influence tourists' perceptions and evaluations of destinations (Fakeye and Crompton.,1991 and Awaritefe, O.,2004) .Word of mouth and actual visitation(Leisen, B,2001: , Govers, R.,2007 and , Dinnie, K., 2004), advertisements on , newspapers, magazines, and television, travel guides, brochures, billboards, and direct mail ,endorsements, newspaper articles that appear as impartial reports (Pike S, 2004, and Dinnie, K., 2004).

**Factor affecting tourist's perception and image communication**: Tourist's previous experience and the intensity of their visit have largely affect tourist perception [Um, S., 1990 and Reynolds M., 2009]. Pearce (1982) Also Perceived destination image and actual condition, media and its coverage of issues pertaining to the destination, and stereotyping on the destination ( Rojek, C.,1999)are the major one and this will affect the overall performance of the destination on attracting tourist by creating illusion. On such moment, by understanding how they are seen by publics around the world and citizen itself; and how their achievements and failures, their assets and their liabilities, their people and their products are reflected in their brand image, they need to reduce or alleviate the shadow that tackles branding practices.

**Common Attractive Destination Attributes:-** There are different destination attributes  but this are the major

one this are; price(Antolovic,J.,1999)culture(Shenkar, O, 2001 : Kavaratzis M, 2005 and , *Formica, S.,2000*) entertainment and relaxation (Lohmann, M., 1999) landscape(Hu, Y.,1993 and , Klenosky, D. B.,2002), weather and climate (McKercher, B.,1998), accessibility (Pizam, A.,1996 and , Ritchie, J. R. B.,1998), safety (Dwyer, L., Kim, C.2003: , Hunt, J.D,1975:  Goodrich,J.,1978: Andriotis, K.,2003 and Haber, S. 1998) local people's attitude toward tourists(Goodrich, J,1978 and Chadee, D.et.al, 1996) and service(Quelch, J., 2005 and Chadee, D.et.al, 1996) are commonly used as attractive attributes for a destination to attract tourists. However, each destination will be visited for its own set of attributes.

**Brand positioning:** Positioning involves creating the appropriate image of the product in the minds of the consumers in the targeted markets with no exception to tourism destinations that includes states, regions and countries (Cai, A.2002). And it began with the stakeholder defining a superiority declaration for others to believe with reasons (Anholt S., 2004) Unambiguous positioning helps nations to succeed. A good positioning platform can help carry the core brand identity, brand essence and image across to the receivers without distorting the message.

**The challenge destination branding:** There are four major challenges in destination branding limited budget little management control, and political pressures with consideration to stakeholders. External environment factors such as economic downturn, natural disasters and pandemics (DDTD, 2007) and the lack of objectivity (Hair J.et.al, 2007) can affect the tourism industry drastically.

### 3.0. Material and method
### 3.1.  Description of the study area
Dire Dawa is second capital and populous city of Ethiopia. It located between 9º27N and   9 º49 S longitude and Between49 38 E and 42 19 W latitude (SCA, 2013/14).A number of Ethiopian Languages including Oromiffa, Amharic, Somali, Guragigna, Tigrigna, Harari, etc… are widely spoken in Dire Dawa. Arabic also serves as a medium of communication in some sectors of the city (DDTD, 2007).

Dire Dawa has a rich wealth of pre-historic cave paintings some of which have achieved international recognition through the efforts of the French and American Geologists that have studied them several times in the last 75 years, while there are still other caves that have never been studied so far (DDTD, 2007).

### 3.2. Sampling, Data Collection and Analysis
The study implemented descriptive research design together with mixed research approach (Proctor, 2000, and.Sekaran, 2009) to triangulate data and map out the characteristics respondents' perception, expectation and preference destination to visit.

The target populations of the study were all tourists who come to Ethiopia for the purpose of visiting the country's endowed resources, doing business and other purposes considered as target population of the study. On this regard, According to Ethiopian cultural and tourism minister, the total estimated number international tourist arrival was 593,000 (MCT2013/14) [j]taking populations whose age groups are greater or equal to eighteen year old with 95% confidence interval , the total sample become 368 when it calculated using  Morgan sample size determination techniques(Krejcie, R.V. & Morgan, D.W.1970) .

$$n = \frac{x^2 \times N \times P(1-P)}{(ME^2 \times (N-1)) + x^2 \times P(1-P)}$$

$$368 = \left( \frac{3.84^2 \times 593,000 \times .05(1-.05}{(.05^2 \times (593,000-1)) + 3.84^2 \times .05(1-.05)} \right)$$

On this regard, sample size 30-500 is already adequate for most of the research, in multivariate research (Janet M. Ruane., 2009) Comrey & Lee also noted that samples of size 100 can give more than adequate reliability correlation coefficients (U. Sekaran, 2009) Non random sampling was used to distribute the questionnaires by selecting three hotels purposively at most tourist destination cities of the country namely Addis Ababa, Bahardar and Hawasa.

Trend Analysis on occupancy rate of bed rooms in all selected hotels (from December 17-22 2015) were conducted to reduce non response and ensure appropriateness of the hotels in terms of tourist traffic especially international one. Analysis shows in all three hotels many bedrooms occupied by foreigners than the domestic guests and the maximum and minimum occupied bad rate in percent for the one week  from December 17 to 22 was (87%) and (57%) at Ghion, 88% and of 56% at Lewi and 83% and  45% at Dib Hotel. And when we calculate and compared with the z value of 1.96 against the hotel it was 1.64, 1.39 and 1.51for Ghion, Lewi, Dib hotels respectively were all beds occupancy difference across days within a week was insignificant when calculated value using the following formula shows

$$\frac{difference\ btween\ sample\ proportion\ in\ percent}{(standerd\ error\ of\ P1 - P2)} = Z\ or\ \frac{P1 - P2}{\frac{P1Q1}{n} + \frac{P2Q2}{n}}$$

Although there were 26 five scaled items of questionnaires for the first part which intended to analysis the tourists

perceived image and important factor to be considered in choosing destinations. *All interview and questionnaires were collected from* December 23, and January 08, 2015/16.The primary data collected was organized and analyzed using latest version of SPSS by applying both descriptive and inferential statistical techniques supplemented with thematic analysis for interview section.

## 4.0. DATA PRESENTATION AND ANALYSIS OF FINDINGS
**Table 4.1 Demographic Analysis of Respondents**

|  |  | Frequency | Valid Percent | Cumulative Percent |
|---|---|---|---|---|
| Gender | Male | 203 | 58.8 | 58.8 |
|  | Female | 142 | 41.2 | 100.0 |
| Total |  | 345 | 100.0 |  |
| Age | >=55 | 64 | 18.6 | 18.6 |
|  | 45-54 | 160 | 46.4 | 64.9 |
|  | 35-44 | 62 | 18.0 | 82.9 |
|  | 25-34 | 53 | 15.4 | 98.3 |
|  | 18-24 | 6 | 1.7 | 100.0 |
|  | Total | 345 | 100.0 |  |
| Education | above second degree | 3 | .9 | .9 |
|  | second degree | 38 | 11.0 | 11.9 |
|  | Degree | 238 | 69.0 | 80.9 |
|  | Diploma | 56 | 16.2 | 97.1 |
|  | High school complete | 10 | 2.9 | 100.0 |
|  | Total | 345 | 100.0 |  |

**Source: Primary Data from survey    2015/16.**

As table 4.1.shows 58.8% of the respondents were male where as the rest 41.2 % are female of the total respondent nearly half of the respondents are categorized under age group of 45-54. Also from the total respondents 69 % have bachelor degree.

Fig 4.  Shows, of 345 respondents that were asked regarding to their origin, (53.3%) are from Africa, respondents (19.4%) from Europe and (17.4%) respondents from Asia and this show there is still gaps on attracting tourist form the different corner of the world.
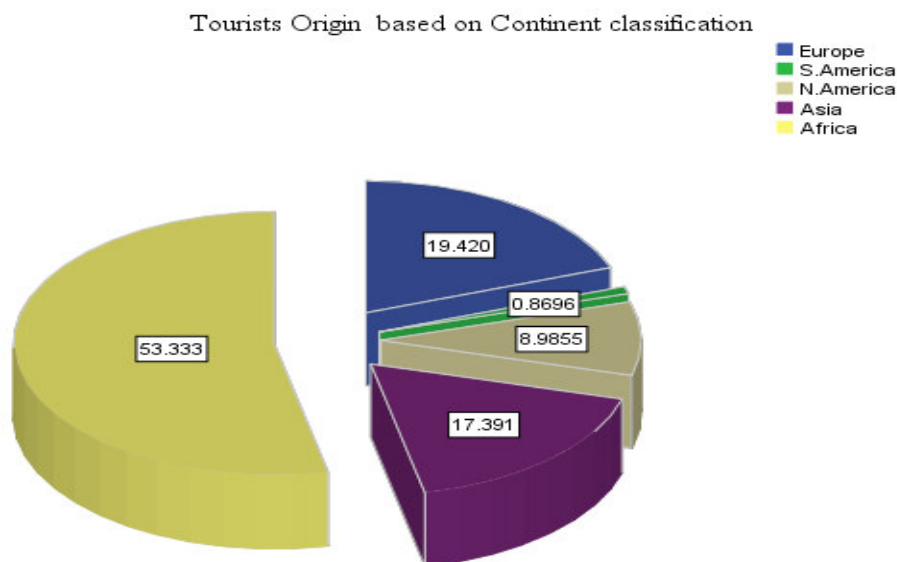


Fig. 4.1. Tourist Origin Based on Continent Classification
**Source: Primary Data from survey    2015/16.**

**Reliability Analysis**

In order to ensure the reliability of the study, 20 questionnaires were distributed randomly which is 5% of the total sample (345) and a Cronbach's alpha coefficient was computed. The rules of thumb provided by George and Mallery (2003) that putted as > .9 Excellent, > .8 – Good, > .7 Acceptable, > .6 Questionable, _ > .5 Poor, and < .5 Unacceptable were used to test the reliability [(]Gleam & Rosemary) and the following result were found.

**Table 4.2: Measurement of internal consistency—Cranach's alpha**

| Dimensions | Number of Items | Cronbach's alpha (α) | |
|---|---|---|---|
| | | Pilot Test | Actual Test |
| Quality of experiences | 7 | 0.832 | 0.941 |
| Touristic attractions | 6 | 0.891 | 0.921 |
| Environment and infrastructure | 6 | 0.728 | 0.872 |
| Entertainment in/outdoor activities | 5 | 0.924 | 0.902 |
| Cultural traditions | 2 | 0.721 | 0.756 |

**Source: Primary Data from survey    2015/16.**

      Therefore, as it is shown in the above table 4.2 all dimensions' Cronbach's Alpha for both the pilot and actual test was by far above the cut point of 0.7.
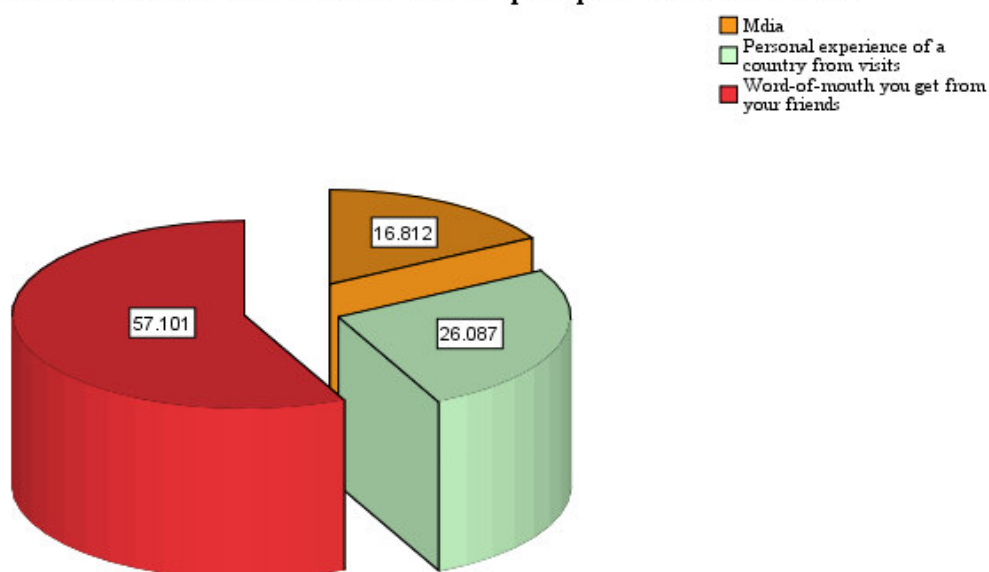


Fig2. Sources of information that help to build current perception of tourist on Dire Dawa
**Source: Primary Data from survey    2015/16.**

**Table 4.3. Over all perception of tourists to ward Dire Dawa**

| Descriptive Statistics | | | | | |
|---|---|---|---|---|---|
| | N | Min | Max | Mean | SD |
| Perception on city has Restful and relaxing atmosphere. | 345 | 1.00 | 5.00 | 2.6406 | 1.37823 |
| Perception on existence of  Scenery/natural wonders. | 345 | 1.00 | 5.00 | 1.8493 | .88292 |
| perception on  existence of Local cuisine State/ parks | 345 | 1.00 | 5.00 | 1.8290 | .90366 |
| perception on  existence of  Good place for children | 345 | 1.00 | 5.00 | 1.9739 | .98057 |
| perception on  existence of Clean/unspoiled environment | 345 | 1.00 | 5.00 | 1.9101 | .99448 |
| perception on  existence of  travel information | 345 | 1.00 | 5.00 | 2.2145 | 1.15654 |
| perception on  existence of  Good shopping | 345 | 1.00 | 5.00 | 2.0754 | .95546 |
| perception on  existence of  Safe environment | 345 | 1.00 | 5.00 | 3.9304 | 1.10539 |
| perception on  existence of  good Nightlife | 345 | 1.00 | 5.00 | 2.1275 | 1.10809 |
| perception on  existence of variety of outdoor activities | 345 | 1.00 | 5.00 | 1.8986 | 1.05303 |
| perception on   Dire Dawa as Good place to spend capital | 345 | 1.00 | 5.00 | 3.2522 | .79435 |
| perception on  the  Nightlife's convince and safety | 345 | 1.00 | 5.00 | 2.7449 | 1.47415 |

**Source: Primary Data from survey    2015/16.**

      Except for safety and security ( Mean= 3.9304); Good place to send capital ( Mean = 3.2522); night life convenience and safety  ( Mean=2.7449) and atmospheric condition( Mean = 2.6406) , majority of the mean value is very low showing there is a poor perception on the rest of the tourist attractive dimension that used to choice a destination for visit.

**Statistics indicating important variables for destination branding**
Five point scales with eighteen variables were used to measure the importance factors tourists consider in choice of destination. Mean score were calculated to determine the importance factor in relation to tourist choice  so as to

develop strategies and branding and marketing Dire Dawa as pealing tourist destination . With five point scales, the intervals for breaking the range in measuring each variable are calculated as follows:

$$\frac{\text{Max.-Min.}}{5} = 5\text{-}1/5 = 0.8 \quad = \text{Importance Level}$$

It means that the scores falling between the following ranges can be considered as:  Score 1.00 – 1.80 Means Unimportant at all,  Score 1.81 – 2.60 Means Somewhat Unimportant, Score 2.61 – 3.40 Means Fair, Score 3.41 – 4.20 means somewhat important and Score 4.21 – 5.00 Means Extremely Important (Best, J. W.  1977)

**Table 4.3.  Important variables for destination branding**

| | N | Min | Mix | Mean | St.d | **Importance Level** |
|---|---|---|---|---|---|---|
| *The city  action on environmental protection* | 345 | 3 | 5 | 4.69 | .499 | Extremely Important |
| *Richness cultural heritage and historical monuments* | 345 | 3 | 5 | 4.52 | .640 | Extremely Important |
| *existence of  exciting contemporary culture* | 345 | 2 | 5 | 4.26 | .792 | Extremely Important |
| *existence of Facilities on the cites* | 345 | 3 | 5 | 4.38 | .721 | Extremely Important |
| *Richness in natural beauty* | 345 | 3 | 5 | 4.52 | .676 | Extremely Important |
| *Safety ,material or service cost* | 345 | 2 | 5 | 4.50 | .735 | Extremely Important |
| *existence of unique peoples* | 345 | 3 | 5 | 4.54 | .657 | Extremely Important |
| *existence of Friendly, hot, and    modern peoples* | 345 | 2 | 5 | 4.28 | .763 | Extremely Important |
| *Nightlife's availability ,convince and safety* | 345 | 1 | 5 | 4.34 | 1.037 | Extremely Important |
| *existence of Clean and attractive  places* | 345 | 1 | 5 | 4.23 | .992 | Extremely Important |
| *existence of vibrant city life and urban attraction* | 345 | 2 | 5 | 3.86 | 1.040 | Somewhat important |
| *existence of  safety* | 345 | 3 | 5 | 4.76 | .911 | Extremely Important |
| *Transportation availability and cost* | 345 | 1 | 5 | 4.33 | .700 | Extremely important |
| *Restaurants service convinces are good* | 345 | 3 | 5 | 4.48 | .652 | Extremely Important |
| *existence of Conservative and Sophisticated peoples* | 345 | 1 | 5 | 3.51 | .995 | Somewhat important |
| *Accommodation accessibility and affordability* | 345 | 1 | 5 | 4.22 | .857 | Extremely Important |
| *Availability of information on the tourist sites* | 345 | 1 | 5 | 4.23 | .796 | Extremely Important |
| *clearly, identification , easily accessibility of cites* | 345 | 1 | 5 | 4.20 | .973 | Extremely Important |

Source: Primary Data from survey    2015/16.

The mean scores show that the most important destination branding variables were safety ( Mean= 4.76) ,environmental protection (Mean =4.69), historical and cultural asset richness of the nation   (Mean=4.52) , natural beauty(Mean =4.52), safety and cost of  shopping  (mean=4.50), facilities on the tourist sites and infrastructure in general  (mean=4.38), quality of service, food & beverage in restaurant/ bar (mean=  4.48), general safety in all area and vicinity of the city  (Mean=4.33), accessibility of sites  (Mean=4.20), over all accommodation availability and cost for the service (mean=4.22) respectively. These attributes are the elements of a destination that attract tourists; for example, Beerli and Martin (2004) delineate it in terms of natural/cultural resources, infrastructures, atmosphere, social setting/environment, and tourist leisure/recreation(Leisen, B.,2001).Such attractions provide the motivations and the magnetism necessary to persuade an individual to visit a specific place (Alhemoud, A., 1996)

### Table 4.4. Factor Analysis for Dimensions destination image

| Attributes | Factor loading | | | | | Commonality |
|---|---|---|---|---|---|---|
| **Factor 1: Quality of experiences** | **F1** | | | | | |
| Easy access to the area | .988 | | | | | .976 |
| Restful and relaxing atmosphere | .995 | | | | | .990 |
| Friendly local people | .999 | | | | | .998 |
| Beautiful scenery/natural wonders | .988 | | | | | .996 |
| Reasonable cost of hotels/restaurants | .981 | | | | | .962 |
| Lots of open space | .995 | | | | | .990 |
| A wide choice of accommodation | .992 | | | | | .984 |
| **Factor 2: Touristic attractions** | | **F2** | | | | |
| Theme park | | .998 | | | | .996 |
| Cultural events | | .995 | | | | ..990 |
| Interesting cultural/historical attractions | | .992 | | | | .984 |
| Good shopping facilities | | .998 | | | | .976 |
| Good place for children/family | | .998 | | | | .976 |
| Local cuisine | | .993 | | | | .986 |
| **Factor 3: Environment and infrastructure** | | | **F3** | | | |
| Availability of travel information | | | .813 | | | .660 |
| Reasonable cost of shopping | | | .803 | | | .644 |
| Readily available travel information | | | .988 | | | .976 |
| Clean/unspoiled environment | | | .998 | | | .843 |
| Safe and secure environment | | | .995 | | | .990 |
| Infrastructure | | | .899 | | | ..808 |
| **Factor 4: Entertainment/outdoor activities** | | | | **F4** | | |
| Availability of facilities for football | | | | .678 | | .459 |
| Lots of things to do in the evening | | | | .857 | | .734 |
| Water sports  and gymnasium | | | | .578 | | . 334 |
| A wide variety of outdoor activities | | | | .564 | | .318 |
| A wide variety of entertainments | | | | .695 | | .483 |
| **Factor 5: Cultural traditions** | | | | | **F5** | |
| Ethiopia  culture | | | | | .931 | .866 |
| A taste of Dire Dawa life & culture | | | | | .995 | .990 |
| KMO Test | Bartlett's Test | | | | | |
| Kaiser-Meyer-Olkin(kmo)=.620 | Chi-Square=3194.274  p=.000 | | | | | |

Source: Primary Data from survey    2015/16.

By scrutinizing this factor loading matrix  for  quality of experience  that have seven elements,   all  items have the  value of loading close to one specially  Friendly local people  has loading factor  of .999 with commonality  of .996.meanwhile factor two, three  and five have  loading factor of close to one . However as compare to the four factors factor four have values that is not as such close to one though they are still significant with minimum value of .564 and commonality of 3.13.

Table 4.5. **Factor Analysis for destination branding**

Total Variance Explained

| Variable | Comp | Initial Eigen values | | | Extraction Sums of Squared Loadings | | | Rotation Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| PESQ | 1 | 1.464 | 24.398 | 24.398 | 1.464 | 24.398 | 24.398 | 1.001 | 16.677 | 16.677 |
| | 2 | 1.153 | 19.221 | 43.618 | 1.153 | 19.221 | 43.618 | 1.001 | 16.676 | 33.353 |
| | 3 | 1.017 | 16.958 | 60.576 | 1.017 | 16.958 | 60.576 | 1.000 | 16.672 | 50.025 |
| | 4 | .893 | 14.883 | 75.459 | .893 | 14.883 | 75.459 | 1.000 | 16.671 | 66.696 |
| | 5 | .840 | 14.001 | 89.460 | .840 | 14.001 | 89.460 | 1.000 | 16.669 | 83.364 |
| | 6 | .632 | 10.540 | 100.000 | .632 | 10.540 | 100.000 | .998 | 16.636 | 100.000 |
| PTA | 1 | 1.292 | 25.848 | 25.848 | 1.292 | 25.848 | 25.848 | 1.000 | 20.002 | 20.002 |
| | 2 | 1.061 | 21.212 | 47.060 | 1.061 | 21.212 | 47.060 | 1.000 | 20.002 | 40.003 |
| | 3 | .956 | 19.123 | 66.183 | .956 | 19.123 | 66.183 | 1.000 | 20.001 | 60.005 |
| | 4 | .894 | 17.883 | 84.066 | .894 | 17.883 | 84.066 | 1.000 | 20.001 | 80.006 |
| | 5 | .797 | 15.934 | 100.000 | .797 | 15.934 | 100.00 | 1.000 | 19.994 | 100.000 |
| POTINE | 1 | 1.266 | 31.660 | 31.660 | 1.266 | 31.660 | 31.660 | 1.000 | 25.001 | 25.001 |
| | 2 | .994 | 24.842 | 56.503 | .994 | 24.842 | 56.503 | 1.000 | 25.001 | 50.003 |
| | 3 | .900 | 22.511 | 79.014 | .900 | 22.511 | 79.014 | 1.000 | 25.000 | 75.003 |
| | 4 | .839 | 20.986 | 100.000 | .839 | 20.986 | 100.000 | 1.000 | 24.997 | 100.000 |
| PEII | 1 | 1.446 | 28.913 | 28.913 | 1.446 | 28.913 | 28.913 | 1.000 | 20.007 | 20.007 |
| | 2 | 1.138 | 22.752 | 51.666 | 1.138 | 22.752 | 51.666 | 1.000 | 20.007 | 40.014 |
| | 3 | .996 | 19.923 | 71.589 | .996 | 19.923 | 71.589 | 1.000 | 20.005 | 60.019 |
| | 4 | .774 | 15.474 | 87.062 | .774 | 15.474 | 87.062 | 1.000 | 19.998 | 80.017 |
| | 5 | .647 | 12.938 | 100.00 | .647 | 12.938 | 100.000 | .999 | 19.983 | 100.000 |
| PATPIA | 1 | 2.730 | 22.754 | 22.754 | 2.730 | 22.754 | 22.754 | 1.907 | 15.892 | 15.892 |
| | 2 | 1.784 | 14.866 | 37.619 | 1.784 | 14.866 | 37.619 | 1.007 | 8.394 | 24.286 |
| | 3 | 1.323 | 11.024 | 48.644 | 1.323 | 11.024 | 48.644 | 1.006 | 8.385 | 32.671 |
| | 4 | 1.095 | 9.126 | 57.770 | 1.095 | 9.126 | 57.770 | 1.006 | 8.384 | 41.054 |
| | 5 | 1.068 | 8.904 | 66.674 | 1.068 | 8.904 | 66.674 | 1.004 | 8.363 | 49.417 |
| | 6 | .940 | 7.831 | 74.504 | .940 | 7.831 | 74.504 | 1.003 | 8.361 | 57.778 |
| | 7 | .796 | 6.632 | 81.136 | .796 | 6.632 | 81.136 | 1.002 | 8.350 | 66.128 |
| | 8 | .722 | 6.013 | 87.149 | .722 | 6.013 | 87.149 | .999 | 8.327 | 74.455 |
| | 9 | .687 | 5.725 | 92.874 | .687 | 5.725 | 92.874 | .995 | 8.293 | 82.749 |
| | 10 | .404 | 3.366 | 96.239 | .404 | 3.366 | 96.239 | .987 | 8.224 | 90.973 |
| | 11 | .350 | 2.916 | 99.156 | .350 | 2.916 | 99.156 | .980 | 8.169 | 99.142 |
| | 12 | .101 | .844 | 100.00 | .101 | .844 | 100.00 | .103 | .858 | 100.000 |

PTDDE  value of KM0= .715: $X^2$= 69.854 : Sig.=.000 and PTA  value of  KMO= .840: $X^2$= 23.440 : Sig.=.000

PEII value of KM0= .791: $X^2$= 67.799: Sig.=.000 and PPTAPIA  value  of KM0= .756: $X^2$= 1091.593: Sig.=.000

Extraction Method: Principal Component Analysis.

**Source: Primary Data from survey   2015/16.**

Where, PESQ = Perception of tourists on Dire Dawa's environment and service quality, PTA= perceived tourist attraction, POTINE= perceived outdoor and indoor entertainment, PEII =perceived environment and infrastructures and PATPIA =perception on accommodation, transport, peoples and infrastructural accessibility. When we see the factor loading for perception on environment and service quality experiences, which encompasses 6 items, three items are found to be significant with greater than one Eigen values which together accounted for 60.576 of total variance however according to Stevens (1992) a loading of .722 can also acceptable when sample size is greater than 50 thus the rest two variables also acceptable for this research (Barry K., 1992). Moser whereas perceived tourist attraction factor loading for five items were 1.292, 1.061, .956, .894and .797 respectively which all are greater than .722that are considered as significant (Barry K., 1992). Based on these results, we can conclude that the high factor loadings obtained are relatively significant. Similarly, factor loadings for perceived outdoor and indoor entertainment availability   that have high loading values which indicates strong association between the variables and according to Stevens, (1992) greater than .722 loading factors that are considered significant which is also justified with all value greater than the cut of point with minimum engine-values of .839 showing greater significant and association between the four variables (Gleam & Rosemary, 2003). Also By observing the factor loading  of   perceived environment and infrastructural development of the city with a minimum loading of .774 meanwhile the main loading in factor was factor one with total variance of 28 .913% followed by 22.752% . This shows that except factor five all the rest are significant each other and have relationships. Finally factor

loading for Perception on accommodation, transport, peoples and infrastructural accessibility shows of 12 variable lists  nine of them are significant with value greater than cutoff point of .722 but the rest three are fail to meet the threshold value.

**Qualitative analysis**

Dire Dawa uses a composite approach to differentiate its tourism market from other cities because Dire is proud of its time honored civilization and trade zone and modern train development. There for people seeking authentic experience or explorative adventures are the main target for Dire Dawa tourism. Having the above, as competition is becoming a fierce in the travel and tourism industry it would be necessarily for Dire Dawa as destinations to focuses on the product that differentiate Dire Dawa from other competitive offering .Because expert suggest that Dire Dawa should provide a more cultural approach to divide its tourism market from other cities located in Ethiopia i.e. Addis Ababa, Hawasa, Harrar etc… the interview show  still the city did not form any relationship with external stakeholder to market Dire Dawa as appealing tourist destination.

Dire Dawa as a tourist destination  are not promoting the asset  to the international  market  which done by centralized level, but at local level the bureau use  promotion tools such as trade fair attendance representatives officer, broachers and public relation under restrained marketing budget.  Even if the bureau sign memorandum of understanding with different governmental, private and none governmental sectors still there is gap on coordinating that task among groups of stakeholder.  Still now the bureau haven't done a lot on the customer data base management, poor service handling in hospitality and tourism industry lack of open space to attract segment, lack of outdoor entertainment, sporting filed and enough sport gymnasium and conference hall including museum and fail to build community base tourism are the major challenge that hinder to market Dire Dawa administration as appealing destination.

**5.0. Conclusions and Recommendations**

**5.1. Conclusion**

*The* finding show that majority of the respondents didn't previously visiting the city however the city image is heavily constructed on attribute perceptions that is developed through word of mouth family and friends rather than attributes themselves or personal experience which will have its own impact marketing of the city as unappealing tourist destination since there act tend to be on perceptions rather than on facts.

Not all destinations' attributes, however, are equally important in influencing the decision to travel (Crompton, J. L., 1997 and 1900), the most influential or highest importance, and destination attributes in determining destination choices are over all assuredness of being safe from physical harm with mean of 4.76. followed by environmental protection with mean of 4.69 natural, historical areas existence and knowing something of a city's history , infrastructure which also includes safe drinking water and clean sanitary facilities; finding real scenic beauty of the people characterized with friendly and welcoming people ;  cost of trip ; good weather and climate; good quality food; chance to see how people really live.

Over all, the cost of accommodation, transportation and others are not fair where Dire Dawa could lose competitive advantage from it. There is no significant effort made to rejuvenate the local people perception toward their administration. Also, the poor and delusional image supplemented with brand cannibalization of Dire Dawa by Harrar that have strong brand generated through UNSCO registration as historic place and the musical effect that create illusion the name of the two neighboring cities consideration as a one and use of the name interchangeably  supplemented with weak promotion effort of the administration as challenge the administration to market Dire Dawa as appealing destination and  in addition to lack of tourist segmentation as well as targeting and positioning strategy.

**5.2. Recommendation**

Destination promotion is like "dream selling" and selling one's dream depends on the brand identity and image. Therefore, to alleviate the poor and illusion image of Dire Dawa, to keep tourism development and to avoid the possibility of presenting Dire Dawa as a distressful zone, Dire Dawa administration, any concerned body and all organizations work on tourism and cultural development should have to promote for, strengthen and re-build ongoing brand of unique culture, life style, history and adventure using place promotion, which is the conscious use of publicity and marketing to communicate selective image of specific geographic localities or areas to a target audience (Ward SV.,1998),not only involves advertising and publicity, but also encompasses flagship develop and spotlight, events in the arts, media, leisure, heritage a, retailing or sports industries (Holloway.,2008).As result, Dire Dawa need to find out certain event that can truly explain to what extent it makes unique compare to that of other destination. Secondly Branding is perhaps the most powerful marketing weapon available to marketers of destination. Every country or city claims a unique culture, landscape and heritage, each place describes itself as having the friendliest people and high standard of customer services and facilities are now expected. As a result, the Dire Dawa as city need to find out an inimitable positioning strategy thorough discovering city's identity that potentially attract tourists and even encourage spending more time and result in brand preference. Furthermore,

the city had 61 registered immovable historical assets that can potentially create its own tourism segment .i.e. the African cemetery which can have potential of attracting dark or land escape tourism which is not common in Ethiopia as well in Africa but need to work with those countries that loss their soldiers and need to be effectively promoted using communication tool.

Since destination image is a total perception of a product that is formed by processing information from various sources over time  it need to be  understand  by destination marketer  and developing a positive overall impression, without breaking it into separate, more evaluative elements through development of branding and marketing strategies. Finally As the interview shows, Dire Dawa administration tourism bureau does not use any type of tourism market segment so, and the researchers recommend it is better to use destination market segmentation because. It helps categorize the customers by using basic behavioral variables, helps to understand how to serve those customers and how to communicate to them; enable to identify profit potential of each segment and how these segments can be served [Ward SV., 1998: Hooley, John A2004 and Crompton, J. L.1990).And the following tourist segments are developed so that the administration can use to attract more tourists.



**5.1. Recommend destination segmentation model for Dire Dawa.**

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