



**MARKETING STRATEGIES AND SUSTAINABLE TOURISM: AN ASSESSMENT OF
THE ZAMBIA TOURISM AGENCY**

BY

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DEDICATION

I dedicate this to my family and friends for their unwavering support and encouragement throughout my study.

ABSTRACT

The study investigated the relationship between marketing strategies and sustainable tourism development in Zambia. The aim of the study was to enhance knowledge on the marketing strategies that affect tourism sustainability. The purpose of the study was to establish whether a relationship exists between marketing strategies and sustainable tourism. The study was conducted on employees at Zambia Tourism Agency in Lusaka. The specific objectives of the study were to determine marketing strategies adopted by Zambia Tourism Agency for sustainable tourism, establish key indicators of sustainable tourism and determine the relationship between marketing strategies and sustainable tourism. The theories that helped to guide the study were the Maslow's Hierarchy of Needs, Consistency theory, Extended Self, Four Network and the Input Output theory. The mixed study design of both quantitative and qualitative was used with primary and secondary sources of data. The research targeted a population of 200 from ZTA and other agencies of the Ministry of Tourism that collaborate with ZTA to fulfill its mandate. Purposive and simple random sampling methods were used. Data collected was analyzed with the help of the Statistical Package for Social Sciences (SPSS). Statistical findings ($0.005 < 0.05$, reject H_0), revealed that there was sufficient evidence of a relationship between tourism Service and or product development, tourism market development, tourism Service and or product Diversification, being the core marketing strategies at ZTA, and sustainable tourism. Sustainability in isolation will not bring the desired outcomes of destination promotion. It was concluded that sustainable tourism development was influenced by the marketing strategies. To achieve this sustainable tourism status of destination Zambia requires concerted effort from ZTA and central government to create collaborative and networking platforms with other agencies of tourism and experts in tourism. The Ministry of tourism should therefore increase funding for tourism marketing and implement policies after wide consultation with key stakeholders in the tourism sector if sustainable tourism development is to be realized.

Key words: Market strategy and Sustainable Tourism Development.

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God bless you all.

LIST OF ACRONYMS

B2B: Business to Business

B2C: Business to consumer

GSTC: Global Sustainable Tourism Criteria

ICT: Information Communication Technology

ISO: International organisation for standardization

MTA: Ministry of tourism and Arts

NHCC: National Heritage and Conservation Commission

NMB: National Museums Board

PMRC: Policy Monitoring and Research Center

PPP: Public Private Partnership

SPSS: Statistical Package for Social Sciences

U.K: United Kingdom

UNEP: United Nations Environmental Program

UNWTO: United Nations World Tourism Organisation

UNZA: University of Zambia

WECSZ: Wildlife and Environmental Conservation Society of Zambia

WTTC: World Tourism Travel Council

ZAWA: Zambia World Life Authority

ZDA: Zambia Development Agency

ZEMA: Zambia Environmental Agency

ZITHS: Zambia Institute for Tourism and Hospitality Studies

ZTA: Zambia Tourism Agency

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This Chapter presents the background to the study, Statement of the Problem, Purpose of the study, study objectives, Research hypothesis, Significance of the study, theoretical framework, and scope of the study, Limitation of the study, operational definitions and a summary.

1.1 Background of the Study

The Zambian government has for a long time made pronouncements on the need to diversify the economy from the long time dependence on copper mining, to Tourism and Agriculture. Positive strides have been made towards the attainment of this goal; however, funding for marketing activities has been on the decline in the past five years (ZTA, 2017).

The world over is now looking at sustainability as a mandatory form of development which should be responsible and future oriented working on an economic, environmental and social balance. The United Nations General Assembly affirmed the importance of sustainability in the tourism sector by declaring 2017 as an International year of Sustainable tourism development. Sustainable development is people focused and aims at ending poverty, protection of the planet and ensuring peace and prosperity for all (www.undp.org). Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs (UNWTO, 2011). Development in this light seeks to not only fulfill the profit motive, but also consider the impact it will have on the people and the planet. The aims of sustainable tourism, as identified by the United Nations World Tourism Organisation (UNWTO) and United Nations Environmental Program (UNEP) 2005, are economic viability, local prosperity, employment equality, social equity, visitor fulfillment, local control, community wellbeing, cultural distinction, physical integrity that will entail developing strategies in tourism to make this happen. A sustainably developed tourism sector therefore ensures positive development for the locals as well as the tourism companies and tourists themselves.

Tourism marketing is no different from other forms of marketing where the main aim is to meet the needs of the consumer in the most satisfactory manner, but can however be quite complex in that it involves putting together a combination of products and services in the form of

accommodation, attractions, amenities and accessibility to destination. Marketing has over the centuries evolved from being product, to sales and now more market oriented. Businesses have thus become more sophisticated in the processes and tools they use to add value to customers experiences and in keeping the consumers loyal to their products and or services. The “ green movement “ is one such concept that has shifted both consumer attitudes and behavior due to increased awareness of growing global environmental concerns(Lee et al, 2011). Marketing has thus become a costly endeavor, which requires continuous research and must be well planned and executed to yield the desired outcomes. If not well planned and executed, marketing, even for a large corporation with the financial muscle, can fail. The business environment due to globalization and other ever-changing market factors, make it challenging businesses to maintain and grow the demand for their products. Consumer tastes and preferences are not constant and go beyond the price and quantity elements of demand, all things being equal. Knowing ones would be competitors in a particular segment is a prerequisite before undertaking a costly venture of creating the tourist product. Creating the product is therefore no easy task in tourism where several products need to be offered together to create a wholesome experience. Market research and marketing activities can help an establishment to effectively achieve its competitive vision and goals in accordance with current trends in the business environment.

Tourism has been recognized as an economic sector with the potential to contribute to national development and stimulation of economic growth through employment creation and entrepreneurship opportunities (PMRC, 2017). Zambia’s vision is “To become a Prosperous Middle Income Nation By 2030” with a particular sector resolve to be a major destination of choice with unique features by 2030. The overall tourism development strategy for Zambia is based on developing a tourism industry that is sustainable. The Zambia Tourism Agency’s mission statement is “To market Zambia as a tourist destination of choice and regulate the Tourism and Hospitality industry in order to contribute to sustainable development” (ZTA, 2016)

The desirable way to operate in the 21st century puts emphasis on sustainable development and consumers have shifted their focus towards supporting establishments that inculcate these development principles in their practices. Sustainable development puts emphasis on organizations striking a balance between their profit motive and the effects that their business growth will have on the planet and its people. Sustainability development thus puts emphasis on a balance of its three pillars, namely economic, environmental and socio-cultural.

According to UNEP (2005) sustainable tourism is a concept in which respect for the local resources, culture, environment and people of a locale is emphasized in a way that is also beneficial for travelers

According to Batra (2006), sustainable tourism has five characteristics namely, it benefits the local community; ensures tourism benefits both the community and the environment; meets both profitability and viability; becomes part of the local culture and reinvests in local region.

Zambia has seen an increase in tourism activity in terms of infrastructure development and desires to be the destination of choice and to be able to attract and retain adequate tourist inflows for the sector to contribute effectively to economic development. The Ministry of tourism and Arts (MTA) through its tourism policy and legislation, the Tourism and Hospitality Act No 13, 2015, has set guidelines on what is meant by sustainable tourism. In fulfilling its mandate, MTA works through its various departments and agencies. The Zambia Tourism Agency is one of the agencies specifically mandated to fulfill the promotion and marketing of Zambia as a destination as well as regulate the tourism industry. A well-defined strategy on how desired goals will be achieved should be put in place without which the consequences may be failure to compete favorably, monitor and respond to the changing business environment. According to Pender et al (2005), it is difficult for an organisation to formulate strategy without a clear idea of its overall aim. Formulating a marketing strategy, among other things, requires knowledge of one's product and its unique features as well as market research to know how your product will fair on the market given the current and future conditions that may affect its demand. Keller et al, 2006 suggest that increasing global competition has changed the way consumers think and live requiring corporate entities and indeed nations to be more caring and responsible towards people and the environment if they are to consume their products and services.

The purpose of Tourism marketing is to raise the demand for the destination products and services, which in effect is increasing tourist arrivals. Sustainable tourism is the desired state of development, which according to Swisscontact (2017) is only possible within a responsible, future-oriented, and stable political framework.

Sustainable tourism development should also be viewed from the point of view of the quality of the product, that is, the tourist destination. In marketing terms, according to Batra (2006), sustainability is primarily an issue of product quality, as it is the product quality that attracts the consumers and not the high environmental standards.

Batra(2006) does however state that consumers of tourism products and services do shun away from an overcrowded, polluted environment that have allowed the erosion of environmental quality due to over development.

A well-developed and well-marketed tourism sector has the potential to achieve the desired sustainable tourism development goals. According to Chance (2016), before you ever consider developing a brochure, running an advertisement, implementing a direct mail campaign, joining an organization for networking or even conducting sales call, begin by mapping a path to success through the development of a consistent, focused marketing strategy. With so much opportunity in tourism, many destinations are still struggling to reach desired success. Marketing can be a major part of the solution with the correct combination of marketing strategies, tools and technologies.

Sustainable tourism is thus a very complex concept which planners should pay close attention to the uniqueness of each destination. What may be considered as being sustainable in one community may not be considered as such by another. However it should all point towards economic viability, environmental protection and socio-cultural preservation for both the current and future generations. According to the Zambian tourism regulation framework, sustainable tourism should be promoted through the encouragement of quality tourism experiences for both hosts and tourists; addressing environmental sustainability and nature tourism; allowing locals and wildlife access to land resources which are required for their survival; promoting competitive form of land use by the locals; sustainable waste disposal and bio-degradable packaging; protection of water sources, public awareness on the link between tourism , the environment and climate change, approving projects that adhere to globally recognized sustainable tourism certification standards, research and monitoring of emerging trends. (Tourism and Hospitality Act No 13 of 2015 Section 8 of the Laws of Zambia).

Planning does however require long-term consideration of the ever-changing business environment, if strategies are to be successful. Economies fluctuate, the environment is subject to change based on natural and unnatural occurrences and culture evolves mainly as a result of human interactions and exchanges.

Since the liberalization of the economy, Zambia has been working towards economic diversification. Over reliance on one main economic activity signifies an unhealthy nation in the event that the ever-changing business environment no longer favours the growth and competitiveness of the one product, making it unable to adequately contribute and sustain economic development. Tourism has been earmarked as one of the sectors to bring about economic viability. It is one of the world's fastest growing sectors and contributes 1 in 10 jobs worldwide. 6.6% of the world's exports are from tourism, contributing 3.1% GDP growth in 2106 (World Travel & Tourism Council, 2017). The tourism sector has shown a remarkable capacity to adjust to the changing market conditions, fuelling growth and job creation around the world, despite the lingering economic and geopolitical challenges (UNWTO, 2014, P.1). According to a UNWTO newsletter (2017), tourism business can be equal to or even surpasses oil, food and automobile exports. International tourism arrivals grew by 5% in 2013, reaching a record 1,087 million from 1,035million in 2012 (WTO, 2014) and by 4.6% in 2015 to 1,184 million. In Africa, international arrivals grew by 6% in 2013 reaching a record 56 million arrivals while the Southern Africa region recorded over 22 million arrivals (ZTA, 2013). Zambia recorded a 6.7% growth in international tourist arrivals in 2013 reaching 914,576 from 859,088 in 2012 and aims to reach one million tourists per year.



SOURCE: WORLD TOURISM ORGANISATION (UNWTO July, 2017)

Zambia is considered as one of the safest countries in the world and offering unforgettable holiday experiences from its awe inspiring natural wonders, wildlife and huge water bodies. Efforts are being made by government through the ZTA to promote and develop tourism and see it contribute to the growth of the economy. Zambia has however focused mainly on nature and wildlife tourism without much effort being made to develop and promote alternative forms. Investment in the sector is dominated by foreign companies most of that tend to disregard a number of regulations in the industry. The sector has opened up job opportunities but the quality of the jobs leaves much to be desired. Heritage tourism dominates in many parts of the world (Bonaru, 2011), but we have very little information dissemination on our heritage and little development at most heritage sites. The budgetary allocation for marketing has been declining for the past five years thus negating the marketing efforts being made to increase tourist arrivals and develop the sector (ZTA 2017).

The tourism sector in Zambia is still not a significant income earner for the economy and has not been able to attract the much-needed investors for investment in targeted areas such as the northern circuit, lower Zambezi and other areas of the country. Direct tourism in Zambia only contributed 4.2 % to GDP in 2016 with a projection of 5.2 % for 2017 (WTTC, 2017). According to a World Bank and U.K aid report (2011), poverty levels remain high despite the sustained macro-economic growth. Tourist arrivals in Zambia remain comparatively low in the region. A 2015 study by the Zambia tourism Agency shows that the significant developments in the sector are owned by foreigners, with business generated abroad and most of the profits externalised.

The Zambia tourism Agency has a mandate to market and promote Zambia's tourism products and services as well as regulate the sector. Through its mandate, ZTA is expected to contribute to the achievement of the overall national vision, "To become a Prosperous Middle Income Nation By 2030" with a particular sector resolve to be a major destination of choice with unique features by 2030. Marketing according to Whalley (2010), is vital to understanding any sort of business as it involves marketers helping to design products; marketers distributing and promoting products. Issues of marketing have become increasingly important in all functional areas of entities.

Meeting the needs and wants of customers are the fundamental aims of marketing, however, sustainable tourism development brings in the aspect of ensuring that development takes place taking into consideration the needs of both the current and future generation as they put together the marketing plan, while maintaining a balance between increasing the tourist arrivals and the effect of mass tourism on the environment and the locals. Marketing has the ability to raise demand for a particular brand, however it is a good quality product or service, marketed using appropriate tools and strategies, that has the ability to motivate consumers to purchase (Whalley, 2010). Current and future impacts of tourism on the economy, the environment and society can thus not be ignored in the journey towards sustainable tourism development.

ZTA as a statutory body of the Ministry of Tourism and Arts (MTA), under the amended Tourism and Hospitality Act, 2015, now has the mandate to control and regulate the product and service quality, as opposed to previously marketing and promoting products and services whose quality they had no control of. With their broadened mandate, they will be marketing a product whose quality they can now control in line with the standards that will be set in a statutory instrument.

1.2 Statement of the Problem

Zambia is one of the countries in Sub-Sahara Africa that has seen a stagnated growth in the tourism sector, despite having an abundance of tourist attractions and being a peaceful destination. Zambia is for instance, host to one of the Seven Wonders of the World that is the Victoria Falls and has an abundance of other natural resources, wildlife and rich cultural heritage (Ministry of Tourism and Arts, 2017).

According to the Ministry of Tourism and Arts (2017), there exists a gap between the objectives of the tourism marketing strategies and the existing positive influence of marketing strategies on sustainable tourism (Ministry of Tourism and Arts, 2017).

Current developmental trends globally have shown a shift towards sustainability in various forms and Pomeroy et al (2011) suggested that tourism and sustainability should not be considered separately as all forms of tourism need to move towards more sustainable outcomes. Agyeiwaah et al (2017) does however indicate that the tourism industry is overwhelmed with choice of what the indicators of sustainable tourism are and keeping it simple is the way forward.

Agyeiwaah also recognizes that the measures of sustainability are site, context and enterprise specific. The overall aim should, according to the UNWTO, be people focused while striking a balance on economic (profitability), the environment (the planet) and culture (people).

A look at various economic indicators showed minimum improvement, as most tourism marketing strategies in Zambia were not yielding expected results. For example, Zambia recorded 931,782 international arrivals in 2015 compared to 946,969 arrivals in 2014, showing a decline of 1.6 per cent (Times of Zambia, 2016). Foreign direct investment was on the increase but was mainly dominated by investors that formed price cartels to cut off the locals and formed associations that had little regard for the laws. The quality of lifestyle of the industry workers showed no improvement as wages were lower than prescribed minimum wage by the labour laws (ZTA, 2017). On the environmental aspect more positive trends towards environmental conservation are being exhibited. Establishments have put in place environmental policies for waste management reuse and recycle of resources. With the growth and development of industries, tourism inclusive, there has been a noticeable cultural change especially from the younger generation. Exposure to different cultures has seen a change in dress, languages spoken; food preferences that have had both positive and negative impacts on culture (PMRC, 2017). These are some of the challenges that the Zambia Tourism Agency's is faced with as it aims to fulfill its mandate to promote and market Zambia as a tourist destination as well as regulate the sector.

Pomering et al (2011) also indicated that tourism and sustainability are not supposed to be considered separately because all forms of tourism need to move towards more sustainable outcomes. The marketing and promotion of tourism products and attraction has not been well planned and implemented due to weak marketing and market research capable of facilitating effective understanding of the needs of the different niche markets. Further, the sector does not have a marketing strategy that includes appropriate branding of the supply and segmentation of the demand (Zambia National Tourism policy, 2015).

A tourism sector study conducted indicated that the sector is faced with a number of other challenges, which inhibit the implementation of planned activities and ultimately its growth. It showed the declining budgetary allocation to the sector over the past five years, with less than 50% of the allocation being actually disbursed as one of the major challenges (PMRC, 2017).

The fact that these challenges outlined above exist at a time that Zambia is in urgent need of foreign direct investment, to keep up with the global market trends calls for critical examination of the marketing strategies for sustainable tourism in the Zambian. Zambia should be marketed as a destination of choice and attract players that will ensure vision 2030 aims and objectives are achieved.

The specific problem is that the relationship that existed between marketing strategies and sustainable tourism was not clearly known. This is because there was no formal study that was done and documented in this area (PMRC, 2017). Further, the magnitude and nature of the problem was not known. This has created an information gap in knowledge that required conducting a study.

It was in view of the problem outlined above that the study was conducted in order to determine marketing strategies adopted by Zambia Tourism Agency for sustainable tourism, establish key indicators of sustainable tourism and determine the relationship between marketing strategies and sustainable tourism.

1.3 Purpose of the study

The purpose of the study sought to establish the relationship between marketing strategies and sustainable tourism.

1.4 Objectives

1.4.1 General Objectives

- To assess marketing strategies and sustainable tourism in the Zambian context.

1.4.2 Specific Objectives

- a) To determine marketing strategies adopted by Zambia Tourism Agency for sustainable tourism
- b) To establish key indicators of sustainable tourism
- c) To determine the relationship between marketing strategies and sustainable tourism

1.5 Research Questions

- a) What are the marketing strategies that are used in bringing about sustainable tourism?
- b) What are the elements of sustainability in Zambian Tourism?
- c) What is the relationship between marketing strategies and sustainable tourism?

1.6 Significance of Study

The significance of the study is to come up with measures that will ensure that marketing strategies are developed and implemented with a view to sustainable tourism. By so doing, develop a more positive image of Zambia as a tourist destination and be able to compete favorably on the global market. The benefits of this will be to see a tourism sector that is so viable that it becomes one of the economic mainstays in Zambia apart from mining and agriculture.

The study is important as it will help both the promoters of Zambia as destination of choice and be a middle-income nation by 2030, to adopt the best strategies that should be pursued if tourism development is to be sustainable. Potential investors and visitors will benefit by learning the best practices expected of them now and in the future as well as be aware of the underlying sustainable developmental principles and practices behind tourism growth in Zambia. The government will also benefit and will use the document in policy formulation regarding how best to market tourism for its sustainable development from both the production and consumption perspective.

Furthermore, it is a partial fulfillment of the requirement by the researcher to obtain a Master's in Business Administration from the University of Zambia in collaboration with Zimbabwe Open University.

1.7 Theoretical and Conceptual Framework

The rationale behind marketing strategies and sustainable tourism has been of interest for many scholars. Understanding the underlying principles behind buying and selling is the purpose of this chapter. From the literature review it has been demonstrated how key elements are important in the study of tourism marketing and sustainability. The elements have been identified as low price strategy, product differentiation, diversification, and aggressive marketing as being key players in sustainable tourism. This will entail the understanding of buying forces in customer behavior for tourism customers.

These are enshrined in various marketing theories that are discussed in this chapter. From this understanding, a conceptual framework will be developed that will define the dimensions of the study by coming up with hypotheses that will mark the boundary of the study. Since sustainable tourism is influenced and contingent on marketing strategies, variables on marketing strategies will form the independent variable while variables on sustainable tourism will be the dependent variables.

1.7.1 Theory One - Maslow's Hierarchy of Needs

The first theory is the hierarchy of needs theory that explains how customer needs are the driving force of the marketing strategies. The theory is made up of five stages presenting a model that can be divided into the hierarchy of need. These are arranged in order of importance and they include: physiological needs that are responsible for many bodily needs, safety that address many security needs, love needs that are responsible for needs of socialization and belonging, esteem needs that are responsible for self-image needs and prestige and eventually self-actualization needs responsible for self-fulfillment. The theory explains that needs must be satisfied starting with lower level which are also called basic needs before progressing on to meet higher level needs also known as growth needs. Furthermore, when these have been reasonably satisfied, they create a sense of self-actualization, which is the highest need. This theory has been used as basis for many marketing strategies where demand becomes synonymous with needs that should be satisfied.

Motivation is an important factor towards destination choice as different destinations have different offerings that have the ability to satisfy the different needs for travel. It is for this reason why this theory was linked to the study as tourists travel due to various motivations, among which are business, leisure, education, adventure and relaxation. Motivation being an underlying factor to need satisfaction according to Maslow should thus be seen as key to a marketing strategy formulation. Today's business world is very customer centric and marketers should help in building and maintaining customer relationships. Marketers should clearly understand what needs motivate people to travel and channel their resources towards satisfying the recognized needs. Competitive advantage can be attained if resources are channeled towards building core competencies that will enable the establishment deliver better products and services in the tourism industry, better than their competitors will.

When marketers find out what the customers need and want according to Whiley (2010), they help design products. Therefore apart from what comes to our minds first when we think of marketers, that is product advertising and promotion, marketers will also among other things, distribute, price and most importantly help design the product based on an understanding of the customers need arising from what motivates them a particular point in life. Customers differ in age, sex, status, needs are many, thus marketers must formulate strategy on which needs to satisfy and how best they can satisfy these needs better than their competitors. According to Whiley (2010), establishments do not influence the consumer needs but the product demand, by producing products that are not only attractive, but also work well to satisfy the needs, are affordable and available.

1.7.2 Theory Two - Consistency Theory

The second theory is the consistency theory that basically discusses the inner person as being made of beliefs, attitudes, values that should support each other to provide comfort and contentment to a person. . The theory explains that the person is like a system made up of the parts that should not be out of alignment and hence supporting each other thereby sustaining the whole person and prevent discomfort of cognitive dissonance. Grawe (2007) considers consistency to be a core of mental functioning and describes consistency as “compatibility of many simultaneously transpiring mental processes” which is predominantly regulated unconsciously. Defense mechanisms, coping strategies , affect regulation are some of the mechanisms human mental systems use to move from inconsistent to states of psychological harmony. Marketing strategies then should be consistent with social norms. This inner system prevents inner dissonance and provides customer desire to “fit in.”

1.7.3 Theory Three-The Extended Self Theory

The third theory is the theory of extended self that basically states that there is a relationship between possessions and personal identify and that possessions do in fact reflect the identity of the possessor (Cohen, 2009). The consequence of this ultimately is that, the possessions greatly contribute to personal identity. This means that to effectively market a product it is important to understand how these shape the identity of the consumer. The marketing strategies then should use the concept of fit to bring out the desired identity in the clients. Tourism packages then should be made with a view of attaining the client fit from whatever perspective they see fit.

This way of thinking of the consumer as an extended self can help marketers to understand why tourists go where they go and what they do when they are on vacation, business, leisure or other type of tour. The marketers can also make a decision as to whether they need a certain type of tourists that behaves in a particular manner and concentrate their energy and resources to promote their products and services to a target market.

1.7.4 Theory Four Network Theory

The fourth theory is the network theory, which is very broad in that it basically talks about business relationships. The theory explains that success in business lies in relationship building (Castell, 2011). It explains the patterns and motives of people's interactions, which lead to the relationships they create. This kind of behavior is significant in formulating marketing strategies as it will the buying and selling. A business needs also to make positive relationships with the environment by acting responsibly.

Businesses operations have become complex with globalization. According to Krzakiewicz et al (2013), researchers have differentiated between two basic types of network structures: internal networks and interorganizational networks with the latter type, referring to the concept of outsourcing. Krzakiewicz also stated that with networking, new products can be developed and introduced faster and at lower investment cost thus taking advantage of an opportunity to effectively use limited financial resources in the processes of creating and maintaining competitive advantage. According to Jones et al (2007), the network model is based on the assumption that companies will be purposefully selected are a permanent and structured grouping of autonomous companies which co-exist based on an implicit and open-ended agreement.

National marketing organizations such as ZTA should therefore purposefully select its collaborating partners, to achieve the countries overall mission with as much expertise as possible and less utilization of financial resources. The use of appropriate distribution channels, either direct or indirect, that will yield positive results will be important strategies for success. The use of intermediaries from international markets has yielded positive results for many destinations as information distributed by such intermediaries can be more trusted by the locals.

1.7.5 The Input-Output theory

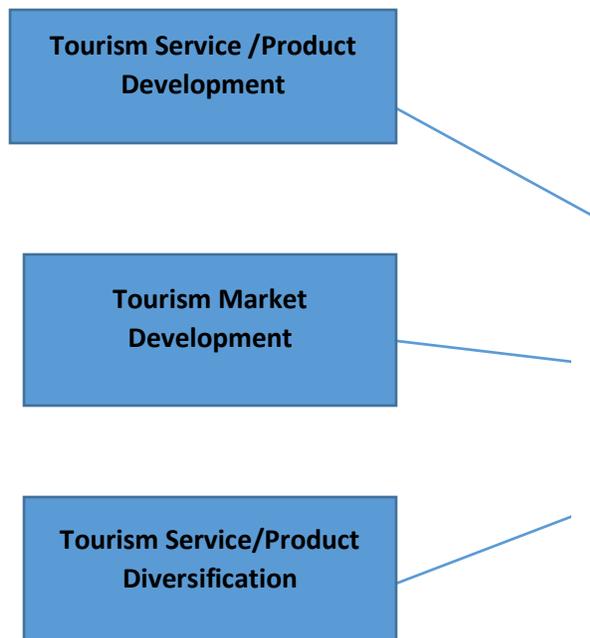
The last theory is the input-output theory that predicts the level of production for each of several types of goods or service that an organization is producing. The levels of production make sure that there is enough products to meet the demand and that there should be no leftovers in terms of unused goods. The output comes as a result of marketing interventions such as using strategies such as Market penetration, Market development, Product development, product diversification to meet the demand.

ZTA marketing strategies are implemented through market penetration, market research, market intelligence, collaboration and management of information, product development seen in promotion of quality products and services with specific standards, product diversification through their various advertising and promotion as well as collaboration. The ultimate aim is to produce positive demand for destination Zambia, seen through an increase in tourist arrivals. The environment through which production in tourism takes place includes issues such as government regulation, technology, competitors and economic issues such as inflation, some of which ZTA has no control of. Transforming these marketing efforts into actual demand requires many efforts in research, product quality monitoring and control, networking and collaboration with various stakeholders and adequate funding of the marketing activities. The efficiency and effectiveness of the marketing tools also plays a major role in building actual demand. The impact of technology has also made the world a more interconnected place, compressing time and place and intensifying connections, with enterprises able to access and do business with global consumers via the internet (Pender et al, 2005). Marketing communication tools are now more diverse and are capable of communicating to a diverse range of target groups and build higher levels of interactive customer service.

1.8 Development of the Conceptual Framework

The conceptual framework has been developed using the input and output relationship adapted from the theory. In the framework, the inputs represent the independent variables that are affecting the outputs or the dependent variables. By this theory, it is postulated that when there are good marketing strategies in the tourism sector there is sustainability.

Independent Variables



Dependent Variables



Figure 1.1: Tourism Sustainability Model

Source: Field research, 2018

The Tourism Sustainability Model is based on the premise that sustainable tourism is influenced by tourism service/product development, tourism market development and tourism service diversification.

1.9 Development of Hypotheses

The preceding section forms a platform for the formulation of hypotheses in this section. Basically, the main objective is to assess marketing strategies in tourism sustainability. This being the case, the hypotheses have been developed as follows:

H₀ Tourism Service and or product development does not positively affect Tourism Sustainability

H₁ Tourism Service and or product development positively affect Tourism Sustainability

H₀ Tourism Market development does not positively impact Tourism Sustainability

H₂ Tourism Market development positively impacts Tourism Sustainability

H₀ Tourism Service and or product Diversification does not impact Tourism sustainability

H₃ Tourism Service and or product Diversification positively impact Tourism Sustainability

1.10 Limitations of the Study

In conducting the research, a number of factors limited the study. The nature of the jobs of some of the respondents was such that they were usually out of office and this made it rather difficult to access them. Data collection instruments were however distributed well in advance and participants given time to fill them in. Accessibility of data was another limitation to the study due to the sensitive nature of some the data required for the study. Participants were however assured of anonymity, confidentiality, and use of other research ethics.

Responses from participants were expected to be close and thus the interpretations of the data may be affected. In the data collection method and analysis used, data cleaning served as a remedy.

1.11 Scope of the Study

The study was conducted at ZTA of the Ministry of Tourism and Arts where respondents were drawn from management both senior and junior members of staff who are involved in tourism marketing, promotion and regulation. The study focused on tourism marketing strategies and sustainable tourism by studying the two variables. It further reviewed secondary sources from

ZTA that are directly involved in tourism marketing. Issues of sustainable tourism were dealt with at length. The study assessed marketing issues from 2014 to 2018.

1.12 Definition of Concepts

This part defines the key terms used in the study

Key terminologies:

Tourism, Marketing Strategy, Sustainable tourism

1.12.1 Tourism

Tourism- means the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year, for leisure, business and other purposes and includes cultural tourism, family tourism, health tourism, sports tourism, education tourism, mining tourism, heritage tourism, eco-tourism and wildlife tourism.

1.12.2 Marketing strategy

Marketing strategy: is a long-term, forward-looking approach to planning with the fundamental goal of achieving a sustainable competitive advantage.

1.12.3 Sustainable Tourism

Sustainable Tourism - means tourism that attempts to make a low adverse impact on the environment and local culture while helping to generate future opportunities for the local people and which aims to ensure that development brings about a positive experience for the local people, business enterprises and tourists.

1.13 Chapter Summary

Chapter one has introduced the study by highlighting the background of the history of the marketing of tourism industry with a focus on marketing strategies. The chapter focused on information leading to determining the relationship between marketing strategies and sustainable tourism. The information given includes the statement of the problem, the three research hypotheses, the aim, objectives and research questions. The scope and limitations of the study including an outline and a discussion of the significance of the study have been provided. In this chapter, all sections have been introduced. In the following chapter, the literature relevant to this particular topic are reviewed and discussed.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews relevant literature guided by the research objectives and following the global, regional and local model. Having understood the problem, it is important to appreciate what other scholars have said on the subject of marketing strategies and sustainable tourism. An inverse triangle method is used in analyzing the literature that means starting from the general to the specific perspectives. Global works in this case represent the general perspective while the Zambian case is the specific. The whole interest of this review is to look at marketing strategies and sustainable tourism from the different views, which are presented. The review therefore looks at America, Canada, Costa Rica, Botswana and finally Zambia, which is the main focus of the study and also looks at other secondary sources of data.

2.1 Global Perspective

Literature relevant to the study was sampled at global level

2.1.1 America

In a study entitled *Marketing of tourism: a paradigm shift toward sustainability* by Jamrozy (2010) the tourism marketing paradigm away from economic profit priorities toward sustainability was studied. The study adopted a holistic, integrated view of marketing, considering social equity, environmental protection, and economic viability. The paradigm shift was studied by tracing the evolution of marketing approaches from production, sales, and a consumer orientation toward marketing alternatives such as societal, causal, green, responsible, and relationship marketing. Adapting a living system theory to tourism marketing, a sustainable tourism marketing model integrates tourism into a larger holistic context and focuses on marketing a quality of life for all stakeholders in the system. The finding of this study was that alternative approaches to tourism marketing include societal consideration such as tourism impacts and environmental segmentation strategies, this paper considers the triple bottom line as more sustainable objectives in tourism marketing and adopts an integrated view on tourism marketing.

2.1.2 Canada

Fraga (2010) in a study entitled *Tourist destination Azores Perspectives and strategies to overcome less favorable conditions* where he looked at overcoming the challenges and less favorable conditions arising from the economic crisis. The study used desk review to study information drawn from official national and regional sources. The findings were that the positive change was taking place in the Azoren tourism of Canada that was naturally affected by the financial and economic crisis. The tourist destination started to stand out as a unique destination due to its natural and landscape heritage, capable of captivating the most demanding tourists in terms of environmental quality as a result of using different marketing strategies that highlighted its tourism potential.

The research by Fraga is relevant to the current study because it has brought out information that even amidst economic challenges there was a positive change in tourism. Fraga argued that Canada was using existing tourism policies and explored its natural resources to foster tourism growth regardless of the economic challenges. The implication is that, Zambia, just like Fragas findings is affected by economic challenges but can still attain tourism sustainability to more acceptable levels if it effectively utilized existing natural resources and put in place workable tourism policies. Nevertheless, the study by Fraga was limited in scope because its focus was on tourist destination perspectives and strategies arising from the economic crisis in Canada. This made it limited in scope as it did not specifically focus on establishing the relationship between marketing strategies and sustainable tourism. The desk research may not have taken current issues into consideration.

2.1.3 Canada

Chandi J.(2010) wrote a study paper entitled *Trends and sustainability in the Canadian tourism and hospitality industry* to address the key sustainability issues in Canada's tourism and hospitality industry. The paper is a focus group design of industry leaders and hospitality educators. The findings are that the paper provided information on the concept of sustainable development by outlining key sustainability issues and trends in the Canadian tourism and hospitality industry.

The paper by Chandi is important to this current study because it has revealed the concept of sustainable development through bringing out main sustainability issues and trends in the Canadian tourism and hospitality industry.

However, the study was limited because it was based on concepts of sustainable tourism and did not focus on establishing a relationship between marketing strategies and sustainable tourism. This has created an information gap.

2.1.4 Costa Rica

In studying *sustainable medical tourism*, Bristow et al (2011) addressed the issue of the relative importance of sustainable tourism practices to medical tourists. The study looked at unsustainable management practices that have become accepted and provided the appropriate model for tourism. The study sampled Medical tourists who visit a foreign country for a medical procedure unavailable at home due to high costs, timeliness or local laws and customs. These were interviewed on the importance of a set of sustainable management practices in their experiences. The practices that were the Global Sustainable Tourism Criteria (GSTC). These criteria have been designed to be the minimum practices to ensure sustainability for the business as well as protect the natural and cultural resources. The study used an online survey that was employed to gather the travel patterns, motivations and socio-demographics of medical tourists and to test their ranking of the GSTC on a five-point Likert scale. The findings were that Medical tourists who travelled to Costa Rica, a recognized ecotourism destination, are more likely to support some of the sustainable criteria designed to maximize social and economic benefits to the local community and minimize negative impacts, than those who travelled elsewhere.

The study by Jamrozky was relevant to the current study because it brought out suggestions that tourists that travelled to Costa Rica, a recognized eco-tourism destination, were more likely to support some of the sustainable criteria designed to maximize social economic benefits to the local community and minimize negative impacts than those who travelled elsewhere. The study was however limited as it did not provide empirical evidence of the actual findings as only suggestions were made from the study. Jamrozky's study was also limited in scope as it was biased towards medical tourism and not specifically focused on establishing a relationship between marketing strategies and sustainable tourism. This has created an information gap in literature.

2.1.5 Czech Republic

Kiralova (2014) , in a study on the *Development of Social Media Strategies in Tourism Destination*, looked at how social media can have an effect on the demand and supply of tourism through the direct interaction of visitors on various internet platforms and the visitors opinions and reactions are also monitored through the internet platforms. The paper gives a summary of the main characteristics of social media in relation to destination communication strategy and changes in visitor's behavior that affects destination marketing. The main objective of the paper was to show that strategies aligned with social media can help destinations to remain competitive.

The study by Kilarova is o significance to this study as it gave a summary of the main characteristics of social media in relation to destination communication as a marketing strategy and changes in visitor behavior that affects destination marketing. The study was however limited as it did not reveal how this was achieved. The study was also limited as it was based on development of social media strategies in tourism destination marketing but did not specifically focus on establishing a relationship with sustainable tourism.

2.2 Regional Perspective

Relevant literature was consulted within the Southern African Region where Zambia is a member.

2.2.1 Botswana

Mbaiwa (2015) studied *Hotel Companies, poverty and sustainable tourism in the Okavango delta*, where he looked at a sustainable tourism framework to examine the relationship between the hotel industry and the wildlife-based tourism in the Okavango Delta. The paper further examined the socio-economic and environmental impacts of the hotel industry in the Delta. Data was collected from primary and secondary sources that showed that the hotel tourism industry in the Okavango Delta is lucrative. The study showed that the industry relies on multinational hotel tourism companies originating from rich countries and South Africa. Services offered by the Hotels and lodges in Delta offer game drives, walking safaris, boating, accommodation and restaurant services. Furthermore these have socio-economic impacts include employment, income and infra-structure development. Negative impacts include: revenue leakages, poor jobs for citizens and the failure to alleviate rural poverty.

Sustainable tourism approaches that were found included citizen participation in tourism that is reducing the negative impacts of the hotel industry.

The study by Mbaiwa is significant to the current study because it has revealed that multinational tourism companies result in social economic impacts that have a bearing on sustainable tourism. Nevertheless, the study was limited because it was based on sustainable tourism to examine the relationship between the hotel industry and wildlife based tourism. It did not specifically focus on establishing a relationship between marketing strategies and sustainable tourism.

2.3 Local Perspective -Zambia

In the working paper entitled *Value perception of world heritage sites and tourism sustainability matters through content analysis of online communications: the case of Victoria Falls world heritage site* by Garbelli et al (2016) the challenge is to reconcile the preservation of WHSs and tourism, to communicate sites' heritage value both online and off and to foster responsible and respectful behavior among visitors. The paper presents a strategy to achieve these goals involves the sustainable commitment of the authorities, the economic system and the local community. The paper also found that there is an impact on sites and tourists are to be informed as to how to behave properly to play their fundamental role in local sustainable development. The paper was able to suggest the best way to achieve this is through sustainable tourism that takes advantage of both online and offline tools. The paper found that there is need for more research on how ICT can help to reach sustainable tourism goals generally, and in connection to WHSs specifically.

The Policy Monitoring and Research Center (PMRC) published its findings on “efficient and effective marketing of Zambia as a globally recognized leading tourist destination,” in its Tourism and Wealth Series of October 2013. The PMRC recognized the fact that there are several challenges being faced by the tourism sector, which inhibit it from contributing to the country’s social and economic development. The PMRC also found that Ministry of Tourism through ZTA, then ZTB, should address its marketing strategy, which was mainly focused on wildlife and the Victoria Falls. Key performance indicators for the tourism sector were recognized as tourist arrivals and budgetary allocation with an inclusion of infrastructure and marketing.

An increase in tourist arrivals should amount to an improvement in economic performance and an increase in budgetary allocation is an indicator of the government's recognition of the potential in tourism. The lack of implementation of strategies and inefficient monitoring systems for marketing as well as delayed and insufficient budgetary allocation; Management of Public Private Partnership's; Need for improved infrastructure and high destination costs compared to competitors in the region were cited as some of the reasons for inefficiency. Competitors in the region, namely Botswana, Kenya, South Africa and Zimbabwe have managed to maintain vibrant tourism sectors as a result of effective customized marketing strategies. Strategic characteristics of a vibrant marketing plan according to the publication are evidence based marketing, diversification, improved infrastructure, greater collaboration with private sector (PPP's) and sector linkages which not only have the potential to increase tourist arrivals but also increase their length of stay and thus multiplying tourism earnings. Recommendations for linkages with other sectors, product diversification, capacity building, and establishment of permanent missions abroad, improved PPPs, use of sports icons and celebrities, exhibitions and research as tools to enhance marketing performance.

2.4 Review of other secondary sources of data

2.4.1 Certification of Tourism products

Certification can be described as the process of assuring industry and consumers that the assessed company has met a set of minimum standards. The purpose of certification has been to achieve voluntary standards which meet or exceed baseline standards or legislation (Joppe et al,2005). A number of certification schemes have been developed in the tourism industry such as the international organisation for standardization(ISO) under which mainly large hotels and tour operators have been certified for environmental or quality assurance.

Bien (2006), in his publication in The International Eco-tourism Society newsletter did allude to the fact that consumer demand takes time to develop. Industry decision makers and intermediaries often come up with standards to improve the quality of a product or service, that are often only appreciated , by both suppliers and consumers, long after the start of implementation. Biens research showed that consumer demand for certified products does not increase prior to the setting of standards but develops after the certification program which has set credible standards is well-established.

Government and other large purchasers initiate the need or demand for standards and certification because they understand that through compliance to the norms of best practices the product quality is likely to improve. Research has also shown better staff performance and improved morale when involved in the implementation of sustainability policies at the workplace. Therefore, simply adding a logo depicting a certain standard will not increase demand but will require the efforts of those implementing the certification programs and advertising to increase demand for the brand. Tourist in the global business environment want to be assured of their safety and quality standards in a destination, apart from the good price offers. Therefore, issues of health, safety and quality standards should be incorporated in certification programs to assure tourists of their safety at destinations. Growing numbers of tourists have indicated the need for environmental and social responsibility to be practiced at destinations, meaning if all other factors are equal, and a tourist would rather go for a sustainability certified destination.

2.4.2 Collaborative marketing approach

Jamrozy(2008), in his *Sustainable tourism development: ingenuity in marketing strategy* publication proposes that a collaborative network marketing approach is a more sustainable strategy. Jamrozy suggests that the collaborative networking approach occurs at various levels with an inclusion of all country or regional agencies and tourism organizations and businesses either interested in sustainable development or are engaging in sustainable tourism development as well as all agencies promoting the destination with a sustainability identity. Marketing has over the past decades evolved from production and sales orientation towards consumer and stakeholder relationship marketing. Building quality tourism attractions revolved around marketing strategies to build more sales volumes in the past. In more competitive business environments of the 21st century, smaller tourism enterprises only hope for survival is through country and regional networks and collaborations and stakeholder involvement. Marketing is therefore seen more as relationships, networks and interaction .

Matson (1997) explained how the traditional marketing mix approach as a result of the “relationship marketing” and the “markets-as-networks” approaches , have evolved into the

networking approach based on factors such as the character and systems within which exchanges occur and the implication on marketing management .

Matson referred to the traditional marketing mix as being monopolistic and simple dyadic economic exchanges as a result of transactions or exchanges occurring within a specific time period and within clearly divided market segments. Network marketing on the other hand is more complex and interdependent. The exchanges are viewed as taking place through transactions that are interdependent and create valuable long term relationships and the boundaries of the markets are not clear. Prahalad et al (2003) suggested through a model of “experience environments and networks” that countries and regions work best if they are integrated into a country’s network of economies and regards them as very complex tourism environments. The approach dwells on the triple bottom line as a means to sustainable development as opposed to pure economic exchanges due to tourism a multiplier effect which makes its boundaries with other forms of sustainable development unclear. National tourism agencies such as ZTA therefore go beyond their marketing and promotion mandates to getting involved in sustainable development projects with other government agents. This has the potential to improve the lifestyles of the locals by encouraging investments that will take social services such as electricity, water, roads and tourist amenities such as shopping malls and banks to areas with tourism potential that will improve the economic welfare and livelihoods of the locals, with manageable disturbances to the natural environment.

Stakeholder involvement in decision and policy making processes can thus not be underscored in the success of a destination. Morgan et al (2003) examined public and private sector synergies created by political processes and concluded that a vision founded on intensive stakeholder, consumer and competitor research communicates a brands personality. Morgan explained that mere rational marketing activities will not create the desired country brand, but political acts based on local or community pride. Morgan also acknowledges that the stakeholder vision if utilized can be extended to more integrated and sustainable marketing strategies. In the global village, traditional destination branding as a marketing strategy is no longer as effective a tool due to the fact the complexity of the place or destination is connected to branding hence the need to put emphasis on stakeholder involvement in the process.

The paradigm shift creates more sustainable outcomes with goals such as the quality of life of the locals being incorporated , in a just and diverse society.

The principle behind the Sustainable marketing network (figure 3) is that marketing decisions will influence each other in a dynamic manner and are based on the networks and collaborations with the locals and the shared vision of sustainability. The more sustainable approach creates a macro view of marketing which integrates the three pillars of sustainable development namely economic viability, social equity and environmental responsibilities. In the sustainable marketing strategy model sustainable development and sustainable marketing strategy do not work against each other but instead create synergies.

The Zambia tourism agency should actively contribute towards policy formulation and amendment and strengthen regulation of the sector for improved product quality. Improved product quality will coupled with efficient and effective strategies by the Zambia Tourism Agency in collaboration with other government agencies has the potential to give a destination competitive advantage. ZTAs broadened mandate in the amended tourism legislation to not only market and promote Zambia as a tourism destination of choice, but to also regulate the industry through licensing and standards provides this leverage. Policy making and implementation occur in complex political and social settings which requires a careful selection of actors. It is through the selected actors and their capacity and willingness to achieve the desired goals that marketing strategies could influence sustainable tourism.

2.4.3 Sustainability and the 5P's

The marketing mix is the heartbeat of marketing. This is the combination of variables / elements which are under the control of the marketing managers. The manager has the ability to make decisions on these elements to enhance competitiveness of the firm.

Batra (2006) in his publication *Tourism Marketing for Sustainable Development* suggested that harmonizing all the elements of the marketing mix that is product; place; price and promotion and people, increases the chances of success. Marketers need therefore to consider a broader mix of the elements that are associated with a particular market.

Product refers to the physical product or service offered to the customer . it also refers to services or conveniences that are part of the offering. Product decisions include aspects such as function, appearance, packaging, service, warranty (Kotler et al , 2010).

The product is the main focus of the marketing exchange therefore if the product fails to deliver to customer expectations then all has been in vain.

Self interest and profit maximization are the basic guidelines for a market based system. When the product motive is used to achieve more sustainable tourism Batra(2006) suggests that it should involve developing products which are more sustainable in nature and moving away from products that are intrinsically not sustainable. The use of public transport as opposed to private cars will for instance reduce the carbon footprints at destinations. If for instance a tour operator organizes a trip for 20 families to lower Zambezi and all families are encouraged to use public transport, is one way of reducing the negative environmental impacts such as air pollution and littering. Putting up a golf course in an area such as Shiwangandu, in the northern part of Zambia, where water resource is scarce will consume too much water to maintain the greens.

With globalization and fast changing consumer preferences and trends, continuous market research, product diversification, product developments are some of the broad based marketing strategies to apply in today's competitive business environment. Zambia tourism offerings are culture, wildlife, nature and adventure based. Research conducted by the PMRC (2017) indicates the need to enhance the existing product benefits, having a vision of what the product could be like in the next decade and diversifying the products for particular niche markets.

Price is inversely related to demand and is thus used to influence high sales volumes and ensure high profit levels for the entrepreneurs (Jobber,2010). Price is however a very complex element and is of fundamental importance to the successful implementation of a marketing strategy. Price affects demand, profit, and perception and also reflects on its brand positioning, influences the choice of marketing channel In a market based system where consumer preferences are based on ability to pay, represents lack of concern for those that cannot afford the holiday. In tourism, the pricing emphasis is on low prices to encourage high sales volumes. For tourism to be sustainable however, the price paid by the consumers should be able to cover the full holiday cost. The holiday cost should be able to offer satisfaction based on expectations, generate profits, cover costs of environmental damage by the consumers, allow employees to be remunerated well and should benefit the host community (Bhat,2009).

For some establishments, the cost should have an element of exclusivity and discourage large visitor numbers that may exceed a destination's carrying capacity. Sustainability also entails that consumers receive value for their money rather than leaving them with a feeling of having been exploited (Seth, 2008).

Place refers to location and the information channels used to disseminate the message. Agents often distort and exaggerate tour packages in the minds of people. Ethical issues should therefore be emphasized where an agent is used, to avoid unrealistic visitor expectations. The objective in today's marketing environment is to move the goods and services efficiently with the lowest possible number of intermediaries between the producer and the end user.

Hotels, Airlines, tour operators and other tourism and hospitality enterprises, have created online reservation systems which consumers can utilize from the comfort of their homes to do direct transactions. Producers supplying mass markets do however find it impracticable to exchange products directly between them and the consumer. In tourism, the physical distances between the producers and consumers makes it necessary for producers to engage intermediaries or agents to complete the movement of goods associated with the transaction.

Promotion decisions are aimed at communicating and selling to potential consumers. Promotion decisions involve advertising, public relations, media types, personal selling and many others. Images to promote the traditional sun, sea and sand often shock and offend some tourists. Promoting sustainability should depict a destination as accurately as possible and not focus on attracting the tourist's attention using images with sexual connotation that may shock and discourage some potential tourists (Halloway, 2006). A destination promotion of Samfya Beach for instance should not have brochures with almost half nude pictures of visitors lying on the nice sandy beaches, but should instead focus on the awe-inspiring beauty of the location and its unique features. Promoters should avoid both physical and visual pollution as they try to promote a destination (Thomas, 2007). Promoting sustainability should be done through more sensitive means and emphasize on the uniqueness of the destination. Eco-tourism has in the past few years become a fashionable awareness-catching word and some promoters may be tempted to abuse the term just to gain the attention of tourists.

A destination may achieve great strides in creating a sustainable destination brand, but marketing on a sustainability basis alone will not bring in the desired outcomes in terms of demand.

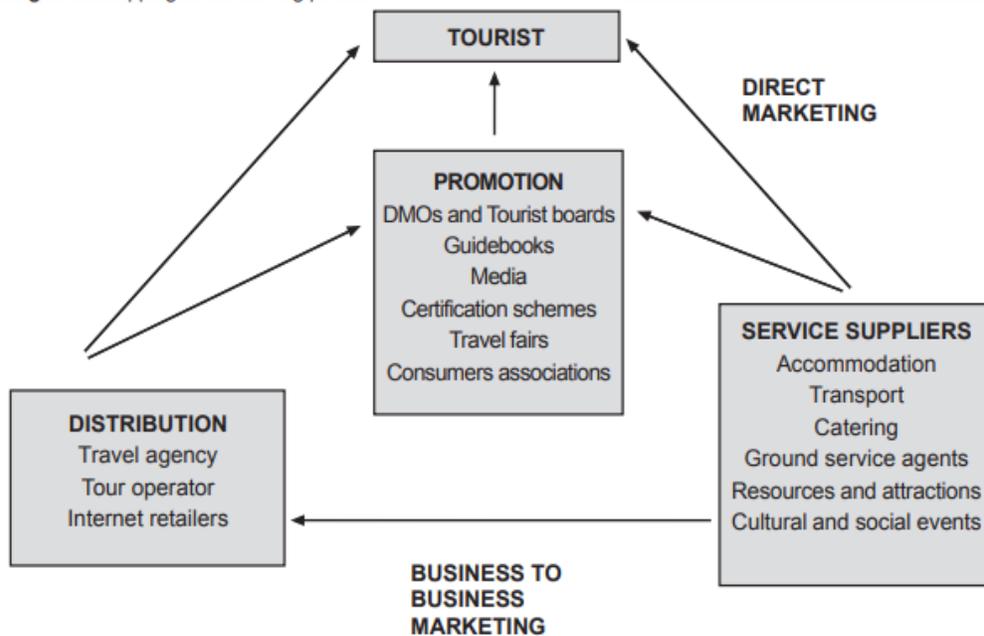
Even with sustainability at the core of the products and services, most tourists will still look for a location that suits their travel motivation and need, price suitable for their income and suitable activities within the sustainable package, to be satisfied. The basic product quality must be met and sustainability should be part of the overall quality as an added value (Jobber,2010). Those that are more likely to appreciate the unique added value to the destination are repeat clients and are more likely to recommend the destination to others.

People in tourism are considered as the most basic and important resource. Tourism is largely a service industry and requires a lot of staff and guest interaction. Therefore what will make the business thrive are the people, be it the staff or consumers that are buying the product(Halloway,2006). Richard Branson said: *“Customers do not come first. Employees come first. If you take care of your employees, they will take care of the clients.”* Therefore it is important to hire capable staff who will be your ambassadors. Customers are equally important and relationship management works best for repeat business.

2.4.4 Distribution channels for promotion

Suppliers of tourism service products and services are many, with most merging and integrating in order to reach more tourists and remain competitive. There are some organizations that produce the products and services like the hotels and resorts, hunting and safari companies, adventure companies, while others like ZTA do the promotion and distributing of tourism products. Inevitably there are other organizations that do both and often partner with agents that are capable of selling a wide array of products and services that are tailored to the needs of a particular market. Direct selling of tourism products and services is also preferred as the message sent out through means such as the internet and other direct marketing channels, is not distorted or exaggerated by intermediaries. This distribution channel does however require the tourism enterprise to invest a lot in marketing and can potentially be high at start up. Indirect selling can also be done where tourism enterprises outsource the cost and risk of marketing. The intermediaries take up the marketing role and benefit from diversifying into markets they themselves may not understand but are fully understood by the intermediaries. The tourism product and services suppliers will however need to pay the intermediaries a commission for doing the work on their behalf. Chaminuka lodge and game reserve in Zambia can for instance engage tour operators such as Thomas Cook to sell their range of products on their behalf.

The disadvantage of this distribution channel is that they may not have full control of the market and messages that the operator is sending out. So very often tourism enterprises do both the direct selling (Business to consumer – B2C) and the indirect selling (Business to Business – B2B) in order to have some control of the markets and income streams. The Zambia Tourism Agency, being the national tourism promoters bring on board the intermediaries as part of their market strategy. When conducting trade shows and exhibitions, most intermediaries are encouraged to exhibit and be part of promoting Zambia as a destination of choice.



Distribution Channels: Source: Jamrozy,2008

2.4.5 Tourism development and the quality of life in rural areas

Kachinewska (2015), in the study of *Tourism development as a determinant of quality of life in the rural areas*, brought out how the advantages of tourism are both a result and a determinant of the quality of life in the rural areas. The study monitored changes in the quality of life of residents in a rural set up in Poland and also measured how they perceived rural tourism. . Interviews and direct observations were used to gain an understanding of the residents. The study showed that the planning stage is very crucial and findings attributed to negligence and errors during planning stage as the causes of apathy and negativity towards tourism.

Negligence and errors have a potential to hinder future development of tourism and can have intolerable material, financial and social costs attached. Social and technical infrastructure, ecology and lifestyle were identified as the three types of factors influencing tourism which are important to local policy makers and rural tourism business.

The implication of the study was that rural tourism can be used as a tool to enhance the quality of life of rural residents and is a viable means to attract tourists to a destination. Findings revealed that there was a positive outcome on the attitude of rural tourism by the rural Polish residents in the study as a result of detailed planning and communication efforts by the destination management organizations. Further investigations do however need to be investigated for the findings to be generalized as the study was carried out on a clearly determined sample and specific sample.

The perceptions however were dependent on the internal marketing and proper communication with the destination management organisation, residents and other participants.

2.4.6 Marketing sustainable products and services

Businesses and governments alike through their various agencies nowadays are working towards incorporating sustainability into the core of their products. Many a times they come up with products which are a result of a well thought out sustainability concepts, and yet the entrepreneurs and destination management companies and marketing agents behind it fail to reach the marketplace simply because they lack marketing expertise and do not understand the tourism destinations distribution channels. Underestimating the challenge, as well as the cost of distributing tourism products is a key reason why new tourism ventures fail, and why many donor projects do not survive beyond the initial subsidized period (UNEP, 2005).

Companies and government agencies like ZTA alike, should gain a thorough understanding of the market and to be able to adopt the best distribution channels for the destination. A thorough market analysis, resources, its competitors regionally and globally and the business environment is a first step in the right direction. Strategic choices should be made on how the markets will be segmented in order to determine the target markets and to plan on an appropriate positioning of the product. How the product will be offered to the tourists, the price to be charged, and how the product will be communicated and distributed to the tourists should come in the latter stages of planning and determining the marketing mix.

After the thorough examination of requirements of these promotion and distribution channels then only will businesses and government agencies face the reality check of what the market really wants.

Many marketing companies and entrepreneurs fail to understand the nature of the tourist industry as a marketplace, and many a times want to work on the premise and assumption that they have an authentic and exciting tourism product and clients will definitely get attracted to it and will find them one way or another.

Donors and policy makers alike, think that by funding wildlife and environment conservation programs such as the “operation Noah” project by the wildlife and environmental conservation society of Zambia(WECSZ). The WECSZ project was intended to rescue animals that were stranded by the flooding of the Zambezi gorge area by the karaka dam as well as conduct aerial wildlife census and mapping and conserving a number of species in the Luangwa valley. The government and its ministries make the mistake of assuming that because of such works , which have yielded positive and notable results such as the creation of creation of Lochnivar and Blue Lagoon national parks, tourists will find their way to Zambia and expect sufficient revenues for long term survival of tourism.

Tourism firms, particularly the small ones from developing nations and National Tourism marketing companies like ZTA , and particularly small firms from developing countries, suffer from poor targeting, market segmentation and positioning as well as lack of knowledge of the products on offer by the consumers. ZTA needs to increase the exposure and create more awareness of sustainable suppliers through networking and collaborative efforts in order to capture the latent market demand for sustainability. A change in behavior of non-sustainable enterprises and investors is required by showcasing those that are compliant with being sustainable tourism products and services suppliers.

Policies and regulation should encourage industry to introduce sustainability criteria in operations like the revised Tourism Policy and newly enacted Statutory Instrument No.14 of 2018 for accommodation establishments which both set sustainability criteria to be maintained by the suppliers. The tourism companies need to step up on aspects of sustainability which will have great importance and long term effects for the destination. Large and small tour operators alike regionally and globally are setting sustainability standards for their suppliers as well as support mechanisms.

ZTA's role has been strengthened through the regulation and implementation of minimum required standards as set out in the Tourism and Hospitality Act No.18 of 2015, which will be useful in the long run in creating a destination brand. The reintroduction of the star grading scheme by the Zambian government in which sustainability is addressed should have far reaching positive influence on the destinations demand. Sustainability has thus become a national issue and additional promotion will be accorded to those enterprises that will comply and be given a star grading certificate.

Measuring sustainability is however a complex issue and the criteria vary according to the product type and local conditions (UNEP,2005). Therefore in deciding what will be ultimately considered as sustainable for a particular destination and community should be able to strike a balance between local circumstances and expectations and best practice in technology and environmental management

2.5 Lessons Learnt

The American studies present lessons that are key to this research firstly the placing of marketing strategies the overall context of tourism sustainability creating a correlation relationship between the two variables. The use of alternative approaches that included societal considerations in form of tourism and environmental segmentation strategies integrates marketing in the overall tourism sustainability. This is because proceeds from tourism will be applied in environmental impacts of tourism activities. This idea should then auger well with the study which necessitates the further need for the study.

The study done at Azore in Canada brings out significant lessons that are key to this study. Important to this are that there is a pickup in terms of tourism numbers resulting from the change in strategies of marketing especially by adopting the ones that are environmentally friendly and engaging in robust advertising. These indicate the relationship between the marketing strategies hence making the tourism sector sustainable. The relationship can be expressed as a correlation between the marketing strategies and sustainable tourism.

In the studies in Costa Rica, medical tourism is able to sustain itself because of the marketing strategy being employed by the marketers in Costa Rica that of being low price strategy for medical services and product development of coming up with different new ways of attending to any complex medical condition. The result of this is a correlation of strategies and the numbers of tourists making medical tourism sustainable.

Studies in Botswana are significant as the set is similar to the Zambian environment being in the same region. The diversity of tourism in Botswana is interesting to study. Again the correlation relationship is seen between marketing strategies used and the sustainability of the tourism sector seen in the employment creation and other incentives provided.

The working paper in Zambia becomes the resource for the study.

Being a work paper means it is using the methodology of a paper and hence not enough to be used in this study that is examining both primary and secondary data. What is key is the noticing of the correlation between marketing strategies and sustainable tourism. The PMRC publication is an evidence of findings of a research conducted on efficient and effective marketing of Zambia as a destination for social and economic benefits in tourism development as evidenced by customized marketing, diversification, infrastructure development, sufficient funding and greater collaborations.

2.6 Lessons learnt from secondary literature sources

Sustainability certified destinations are likely to get more tourists demand than those that are not, all things being equal. Tourists want to ensure their safety at destinations will rather opt for an international certification for a destination as an added value to its quality, price, attractions and other motivating factors. Sustainability can thus be used as a unique selling point. The promotion of a sustainability conscious destination on its own is not enough, it should be coupled with other marketing tools and techniques embedded in the traditional four (4) P's of marketing being the product, price, place and promotion as well as the traditional four A's of tourism being accommodation, amenities, activities and accessibility of a destination.

The publications by various authors on the use of a collaborative marketing approach shows how marketing has over the past decades evolved from production and sales orientation towards consumer and stakeholder relationship marketing.

Marketing is no longer a mere tool to promote a product and make profit out of the high sales realized, but seen more of relationships building, networking and interaction between the businesses and the consumers. The global business environment has become rather complex and very competitive and the survival of marketing entities, especially the smaller ones, is largely dependent on networking and collaboration at different levels in the chain of supply. The approach dwells on the triple bottom line as a means to sustainable development as opposed to pure economic exchanges.

Sustainable tourism has become a global issue. Sustainability is now being considered as an added value to the core tourism products and services at destination. Focusing on marketing sustainability alone will however not bring in the desired outcomes as tourists will also be looking for other motivating factors such as the location of the product, pricing and trusted distribution intermediaries and channels. The government should implement policies and regulation that will encourage industry to introduce sustainability criteria in their operations. Focus should be on those aspects of sustainability that will have great importance and long term effects for the destination. Therefore to this effect, tourism development and the people (social responsibility), planet (environmental impacts) and profits(economic value) should overlap if tourism development is aimed at being sustainable. Sustainable tourism has to a great extent provided solutions to the many negative impacts of tourism and also enabled continuous improvement to development approaches and regulation.

Batra also brings in the element of harmonizing the basic marketing elements , popularly known as the 4ps, in order to increase a destinations chance of success. In other words a destination that has a good price for its offerings overlooking issues of product quality that motivates clients, is not easily accessible or visible in terms of brand communication, may not attract as much demand.

Appropriate distribution channel is a marketing strategy highlighted by Jamrozy. He brought out the aspect of some tourism enterprises or destinations having a laid back mindset of thinking they have the best of products and consumers will definitely find it. The business environment is very competitive and therefore marketing companies and entrepreneurs need to put in more effort to sell their products and services either directly to the markets themselves or through intermediaries such as the airlines, travel agencies, tour operators and other such tourism entrepreneurs that have more knowledge and ability to penetrate particular markets.

Batras and Jamrozys studies have brought out key issues for consideration as marketing strategies are being formulated. Harmonization of the product, place, price and promotion factors increase a destinations chance at success, other than looking at each in isolation.

Attempts to use tourism as a tool for destinations rejuvenation should be well planned from the onset by policy makers, destination management organizations, the locals and other stakeholders. The plans should aim at, among other things ensure the quality of life of the locals is enhanced. Negligence of important aspects, and indeed errors in the planning stage may lead to a tourism project being rejected by the locals or negativity and apathy towards tourism.

More efficiency and effectiveness in tourism product marketing can be achieved through a collaborative marketing approach where sustainability, simply because it is an upcoming trend in business, cannot be marketed alone. Sustainability should be built into the core product as an added value to the product quality.

The UNEP study brought in the dimension of understanding the market well and conducting a thorough market analysis, available resources (core competencies) and knowing who the competitors are for the market, in order to make the best strategic choices in terms of distribution channel. The internet may be considered as very efficient and effective but may not be the best marketing channel. Radio and television may work well for some and may be a failure in some destinations. Direct selling may work for some marketing organizations with the expertise, but others may prefer using intermediaries to gain more sales. The result is that only after a thorough examination of capabilities and requirements to enter a market, will businesses and governments really know what it takes to enter a particular market. sustainability as part of a tourism products quality is a complex issue to measure as different destinations it may vary according to the product type and local conditions.

2.7 Critique of the literature

The methodology applied in the American studies is insufficient as it does not specify the specifications of the sample used for the study and how the sample was designed. Part of its methodology of desk review can be used in the current study.

The desk review used in the Azorean studies is like the American studies that lack the benefit of the data collected from the respondents. However, like the American studies, this study methodology will be adopted in the current study as it will work with other methods to make the study.

The concentration of the studies in Costa Rica only in medical tourism makes the study to be limited and hence cannot cover all aspects of tourism as medical tourism mostly originate from necessity rather than desire and can be easy to advertise as there is little persuasion.

Foreign investment in hotels and safari camps in Zambia's situation is still a big problem especially in the Northern Circuit of the country. This investment is crucial in sustainability making the study difficult.

The use of ICT's in marketing and promotion is an effective tool but must be combined with other strategies to yield better results. Increase in tourist arrivals and budgetary allocation increase will help develop the tourism sector, however there is a lack of consideration of the key stakeholders, the community, to make it more sustainable. There is also a bias towards social and economic development, forgetting the all important environmental factor.

2.8 Chapter summary

From the other above discussion, it can be concluded that the marketing strategies have been identified as research, aggressive advertising, product development, market development and product diversification. It can also be concluded that marketing strategies have a correlation with sustainable tourism. Marketing strategies should be more collaborative in nature and harmonize a number of factors if they are to be successful. Marketing strategies should therefore be understood from the theoretical perspective so as to understand underlying principles. Sustainability is a complex issue to measure but should however be understood from a broad perspective of being the utilization of resources in an environmentally responsible, socially fair and economically viable way, so that users of the product, in this case a tourist destination, can meet their current needs without compromising future generations from being able to use the same resources. The next chapter presents the methodology used to answer research questions.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The chapter highlights the research design, target population, sample size, sampling techniques, instruments for data collection, data analysis and ethical consideration

3.1 Research Design

The design adopted a correlation and descriptive design. The correlation design helped analyzing the relationship between the variables marketing strategies and sustainable tourism by testing the independent and dependent variables in the hypotheses while the descriptive described the relationship from the values obtained.

3.2 Study area

Being a study on a specific organization namely ZTA, the study adopted the case study design using a mixed research design. The data collected was both quantitative in the statistics of sales of the tourism product and qualitative in the descriptive information of the current strategies.

3.3 Study Population

The sample was drawn from ZTA and other agencies the Ministry of Tourism and the government that collaborate to help fulfill ZTA's mandate.

3.4 Study Sample

According to Langridge (2004) for a sample to be representative it must be at least 75% of the population. It was on this basis that the sample was determined (75% of population of 267 is 200). The specific person from which respondents were purposively selected were predetermined by the researcher.

3.5 Sampling techniques

Being an assessment of a specified organisation, purposive sampling was used to select ZTA and other stakeholders. On the other hand, simple random sampling was employed to select respondents from individual entities. This gave the target population each a chance to participate in the study.

3.6 Data collection instruments

Due to the characteristics nature of data the study used both quantitative and qualitative data collection tools in form of questionnaires and interviews. It means subjects were allowed to fill out questionnaire and interviews were administered for specific groups.

3.7 Data Collection Procedure and Time

The data was collected in the periods as specified in the schedule of activities. Questionnaires and Interviews were used to collect the required data for the research.

3.8 Data Analysis instruments and procedure

The study used SPSS because of the correlation and descriptive design of the study. The data collected will be analysed using qualitative and quantitative methods. Data will be presented in tables and graphs. The data will be analysed using the Statistical Package for Social Sciences (SPSS). The justification for using SPSS is that is less error prone efficient and speed (Everitt, 1995). The statistical techniques in any research are largely influenced by the objectives of the study, the nature of the data, and the measurement level of the variables. Considering this fact, descriptive statistics will be used for describing basic sample characteristics in this study.

Chi-square test of independence was employed to check the weather tourism marketing strategies influence sustainable tourism. According to (Vincent, 1995) a Chi-square is a non-parametric statistical technique for determining the significance of the difference between frequency counts on nominal data. In this study, A P-value of 0.05 or less will be considered significant. The justification for using Chi square is that categorical variables such as sustainability and marketing strategies will be tested for independence.

3.9 Ethical Considerations

In order to protect the sensitivity of the information gathered from this research, the research used a number of ethical considerations in conducting the research.

The research used voluntary participation that entails that people were not forced into participating in the research. All the levels of participants in this research were selected on the principle that they voluntarily participate. This ethical principle was chosen especially for lower levels employees to protect their interests.

Informed Consent is another ethical principle used which means that research participants were fully informed about the procedures and risks involved in participating in the research and based on that gave their consent. The study on marketing strategies unearthed anomalies and mistakes and were therefore not used to report individuals affected but for the purpose of analyzing the data as it is presented. To obtain informed consent, employees were explained to when it came to these discoveries.

Confidentiality meant that the participants in the research were assured that the information they gave was not made available to anyone who was not directly involved in the study. This meant therefore that the information gathered from the participants was treated with utmost confidentiality. Information on personal data of employees is always confidential and also information on working systems used in different organizations. The research guarded and utilized such information for the purpose of the study only. The principle of anonymity worked with confidentiality by making sure that the researcher did not to reveal the actual identity of participants in the study. Again, the sensitivity of the information made it necessary that the identity of the employees was protected to avoid being singled out and in some cases investigated. Lastly, safety of the participants was another principle that the study utilized by making sure that no harm came to the subjects as a result of the information they disclosed. In other words, no participant was put in a situation where they might be at risk of harm as result of their participation in the study.

Before any information was obtained from any respondent, the researcher ensured that clearance was obtained from the UNZA Ethics clearance committee. Clearance reference number, July-2018- 012 was obtained.

Chapter Summary

This chapter has presented and analysed the sections of the methodology that assisted to answer the research questions. The sections include Research Design, Study area, Study Population, Study Sample, Sampling techniques, Data collection instruments, Data Collection Procedure and Time, Data Analysis instruments, procedure, and Ethical Considerations. The methodology that has been used is objective because it has satisfied all necessary requirements to achieve the overall objective of the study.

The results, focusing on presentation of descriptive and inferential statistics, are outlined in chapter four.

CHAPTER FOUR

PRESENTATION OF RESEARCH FINDINGS

4.0. Introduction

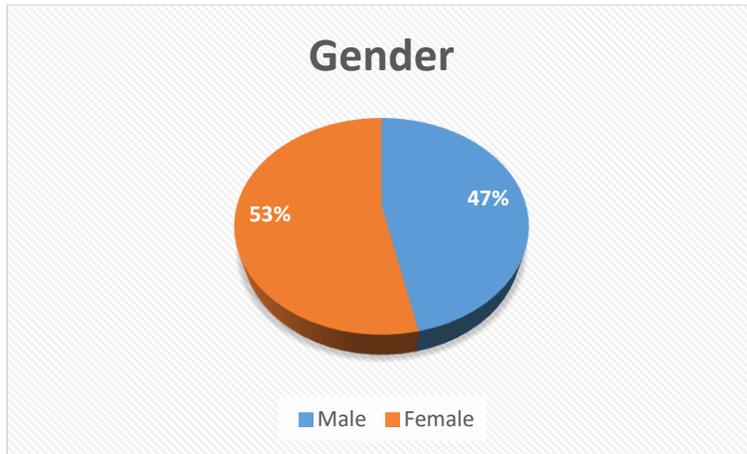
In this chapter, the researcher presented and interpreted data as it was collected from the field. Tables, charts were used to form the quantitative aspect and also give a clearer picture of the findings for analysis. The data are presented and interpreted using the Chi-Square test with the use of charts and tables. In this section, three main research hypotheses on the relationship between marketing strategies and sustainable tourism development in Zambia are presented. The first hypothesis (H1) tests the relationship between Tourism Service and or product development and sustainable tourism and the second hypothesis (H2) tests the relationship between Tourism Market development and sustainable tourism. The third hypothesis (H3) tests the relationship between Tourism Service and or product Diversification and tourism sustainability. It is upon these hypotheses that the discussion in chapter five is based

4.1 Social Demographic Variables

This section shows the social demographic characteristics of respondent in terms of gender and management position.

Figure 4.1 below shows the distribution of respondents by their gender. Out of a total of 180 respondents, the majority were females with a frequency of 96 as compared to males accumulating 84. This is represented as 53% and 47% females and males respectively.

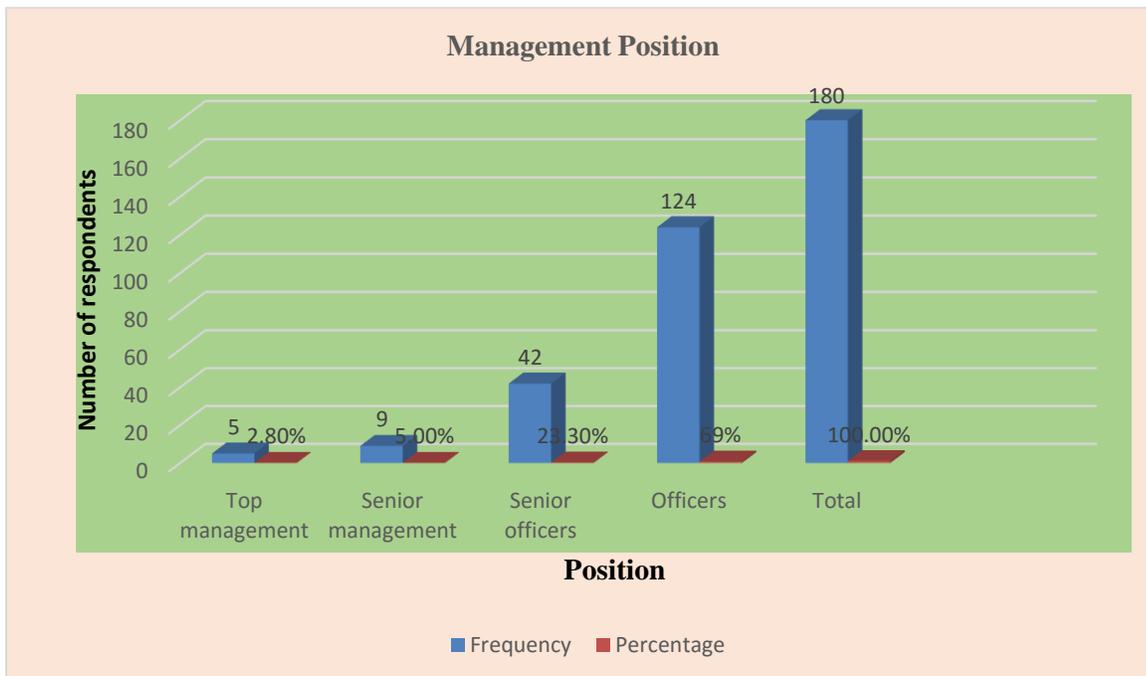
Figure 4.1: Distribution of respondent by gender



Source: Field Data 2018

The Figure below shows distribution of respondents as per their positions at ZTA and other organizations. From the total 180 who that were interviewed, 124 were officers as majority representing 68.9% followed by senior officers 42 accumulating 23.3%. While those senior and top management scored 9 and 5 representing 5% and 2.8% respectively.

Figure 4.2: Management position of respondents at ZTA



Source: Field Data 2018

4.2 Tourism Marketing Strategies and Sustainable Tourism

Table 4.1: Table Marketing Strategies for Sustainable Tourism

Marketing strategy	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Total
1. Tourism products	10(5.6%)	20(11.1%)	50(27.8%)	60(33.3%)	40(22.2%)	180(100%)
2. Accommodation	10(5.6%)	11(6.1%)	14(7.8%)	53(29.4%)	92(51.1%)	180(100%)
3. Collaboration among local and international tour operators	5(2.8%)	7(3.9%)	5(2.8%)	86(47.8%)	77(42.8%)	180(100%)
4. Transport system	5(2.8%)	9(5%)	8(4.4%)	51(28.3%)	107(59.4%)	180(100%)
5. Traditional ceremonies	8(4.4%)	7(3.9%)	9(5%)	48(26.7%)	106(58.9%)	180(100%)
6. Collaboration with other tourism bodies, such as the National Heritage	5(2.8%)	7(3.9%)	9(5%)	46(25.6%)	113(62.8%)	180(100%)

7. Collaboration with relevant authorities such as the ZDA	5(2.8%)	8(4.5%)	15(8.3%)	42(23.3%)	110(61.1%)	180(100%)
8. Product diversification	10(5.6%)	20(11.1%)	50(27.8%)	60(33.3%)	40(22.2%)	180(100%)
9. Improvement in technology	8(4.4%)	7(3.9%)	9(5%)	48(26.7%)	106(58.9%)	180(100%)

Source: Field Data 2018

In Table 4.1, most respondents 33.3% agreed that tourism products were marketing strategies for sustainable tourism.

The majority of respondents 51.1% strongly agreed that accommodation was a marketing strategy for sustainable tourism.

Most respondents 47.8% agreed that collaboration among local and international tour operators were marketing strategies for sustainable tourism.

The majority of respondents 59.4% strongly agreed that the transport system was a marketing strategy for sustainable tourism.

Most respondents 58.9% strongly agreed that traditional ceremonies were marketing strategies for sustainable tourism.

The majority of respondents 68.2% strongly agreed that collaboration with other tourism bodies, such as the National Heritage was a marketing strategy for sustainable tourism.

Most respondents 61.1% strongly agreed that collaboration with relevant authorities such as the ZDA was a marketing strategy for sustainable tourism.

The majority of respondents 33.3% agreed that product diversification was a marketing strategy for sustainable tourism.

Most respondents 58.9% strongly agreed that Improvement in information communication technologies were a marketing strategy for sustainable tourism.

4.3 Key Indicators of Sustainable Tourism

Table 4.2: Table Indicators of Sustainable Tourism

Indicators of Sustainable Tourism	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
1. Economic factors such as GDP	7(3.9%)	8(4.4%)	7(3.9%)	97(59.3%)	61(33.9%)	180(100%)
2. Budgetary allocation	12(6.7%)	15(8.5%)	5(2.8%)	90(50%)	58(32.2%)	180(100%)
3. Foreign investment	30(16.7%)	22(12.9%)	9(5%)	30(16.7%)	89(49.4%)	180(100%)
4. Local investment in tourism sector	6(3.3%)	9(5%)	5(2.8%)	68(37.8%)	92(51.1%)	180(100%)
5. Infrastructure development	5(2.8%)	6(3.3%)	5(2.8%)	80(44.4%)	84(46.7%)	180(100%)
6. Involve local communities	12(6.7%)	14(7.7%)	20(11.1%)	63(35%)	71(39.4%)	180(100%)
7. Continuous market research	9(5%)	7(3.9%)	10(5.6%)	72(40%)	82(45.6%)	180(100%)
8. Policy formulation	5(2.8%)	6(3.3%)	5(2.8%)	57(31.7%)	107(59.4%)	180(100%)
9. Regulation of tourism industry	5(2.8%)	5(2.8%)	5(2.8%)	49(27.2%)	116(64.4%)	180(100%)
10. Preservation of culture	10(5.6%)	20(11.1%)	50(27.8%)	60(33.3%)	40(22.2%)	180(100%)
11. Public Private	6(3.3%)	5(2.8%)	7(3.9%)	75(41.7%)	87(48.3%)	180(100%)

Partnerships						
12. Domestic tourism	9(5%)	13(7.2%)	17(9.4%)	72(40%)	69(38%)	180(100%)
13. Conservation of nature	10(5.6%)	20(11.1%)	50(27.8%)	60(33.3%)	40(22.2%)	180(100%)

Source: Field Data 2018

In Table 4.2, most respondents 33.9% strongly agreed that economic factors such as GDP were indicators of sustainable tourism.

The majority of respondents 50% agreed that budgetary allocation was an indicator of sustainable tourism.

Most respondents 49.4% strongly agreed that foreign investment was an indicator of sustainable tourism.

The majority of respondents 51.1% strongly agreed that local investment in tourism sector was an indicator of sustainable tourism.

Most respondents 46.7% strongly agreed that infrastructure development was an indicator of sustainable tourism.

In Table 4.3, most respondents 39.4% strongly agreed that involving the local communities were indicators of sustainable tourism.

The majority of respondents 45.6% strongly agreed that continuous market research was an indicator of sustainable tourism.

Most respondents 59.4% strongly agreed that policy formulation was an indicator of sustainable tourism.

The majority of respondents 64.4% strongly agreed that regulation of tourism was an indicator of sustainable tourism.

Most respondents 33.3% strongly agreed that preservation of history, traditions and culture was an indicator of sustainable tourism.

Most respondents 48.3 % strongly agreed that Public Private Partnerships were indicators of sustainable tourism.

The majority of respondents 40% agreed that domestic tourism investment was an indicator of sustainable tourism.

Most respondents 59.4% strongly agreed that conservation of nature was an indicator of sustainable tourism.

4.4 Relationship between marketing strategies and sustainable tourism

Table 4.3: Tourism Service and or product development and Tourism Sustainability

H₀ Tourism Service and or product development does not positively affect Tourism Sustainability

H₁ Tourism Service and or product development positively affect Tourism Sustainability

The tourism products marketed by ZTA bring in enough revenue to ensure sustainability * Do you think the tourism industry in Zambia can be sustainable? Cross tabulation

			Do you think the tourism industry in Zambia can be sustainable					Total
			very strongly disagree	strongly disagree	agree	strongly agree	very strongly agree	
the tourism products marketed by ZTA bring in enough revenue to ensure	very strongly disagree	Count	0	7	20	16	7	50
		% of Total	0.0%	3.9%	11.1%	8.9%	3.9%	27.8%
	strongly disagree	Count	10	20	32	10	15	87
		% of Total	5.6%	11.1%	17.8%	5.6%	8.3%	48.3%
	Agree	Count	0	9	3	7	2	21

sustainability	% of Total	.0%	5.0%	1.7%	3.9%	1.1%	11.7%
strongly disagree	Count	2	3	3	2	6	16
	% of Total	1.1%	1.7%	1.7%	1.1%	3.3%	8.9%
very strongly disagree	Count	1	3	1	1	0	6
	% of Total	.6%	1.7%	.6%	.6%	.0%	3.3%
Total	Count	13	42	59	36	30	180
	% of Total	7.2%	23.3%	32.8%	20.0%	16.7%	100.0%

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35.944 ^a	16	.003

Source: Field Data 2018

In response to the hypothesis that Tourism Service and or product development does not positively affect Tourism Sustainability, the table above shows that 50 (27.8%) very strongly disagreed that tourism industry in Zambia can be sustainable, 97(48.3%) strongly disagreed to the statement as compared to 21(11.2%) who agreed to the statement while 16(8.9%) and 6(3.3%) strongly agreed and very strongly agreed respectively.

Further, 13(7.2%), 42(23.3%) very strongly disagreed and strongly disagreed to the statement that the tourism products marketed by ZTA bring in enough revenue to ensure sustainability. In contrast, 59(3.8%) agreed to the statement, while 36(20.0%) and 30(16.7%) very strongly and strongly agreed to the statement.

Therefore, there is a statistically significant relationship between the tourism products marketed by ZTA and self-sustenance of the tourism industry in Zambia because the P-value, 0.003 is lesser than the level of significance of 0.05. Hence, the hypothesis which stated that Tourism Service and or product development does not positively affect Tourism Sustainability in Zambia has been rejected. This means that there is a relationship between tourism service and or product development in Zambia and tourism sustainability.

Table 4.4: Tourism Market development and Tourism Sustainability

H₀ Tourism Market development does not positively impact Tourism Sustainability

H₁ Tourism Market development positively impacts Tourism Sustainability

The government of Zambia supports tourism sector in the country * collaboration and networking among local and international tour operators can create awareness of and desire for destination offerings Cross tabulation

		collaboration and networking among local and international tour operators can create awareness of and desire for destination offerings					Total
		very strongly disagree	strongly disagree	Agree	strongly agree	very strongly agree	
The government of Zambia supports tourism sector in the country	very strongly disagree	Count 2	Count 2	Count 0	Count 5	Count 0	Count 9
		% of Total 1.1%	% of Total 1.1%	% of Total .0%	% of Total 2.8%	% of Total .0%	% of Total 5.0%
	strongly disagree	Count 3	Count 3	Count 0	Count 0	Count 0	Count 6
		% of Total 1.7%	% of Total 1.7%	% of Total .0%	% of Total .0%	% of Total .0%	% of Total 3.3%
	Agree	Count 0	Count 0	Count 1	Count 3	Count 2	Count 6
		% of Total .0%	% of Total .0%	% of Total .6%	% of Total 1.7%	% of Total 1.1%	% of Total 3.3%

strongly agree	Count	0	4	2	30	33	69
	% of Total	.0%	2.2%	1.1%	16.7%	18.3%	38.3%
very strongly agree	Count	1	0	11	40	38	90
	% of Total	.6%	.0%	6.1%	22.2%	21.1%	50.0%
Total	Count	6	9	14	78	73	180
	% of Total	3.3%	5.0%	7.8%	43.3%	40.6%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.035E2 ^a	16	.000

Source: Field Data 2018

In testing the hypothesis above, government support to the tourism industry was used as dependent variable against market development efforts such as collaboration and networking amongst the international and local tour operators. The research findings show that, majority of the respondents very strongly agreed and strongly agreed to the statement that government supports the tourism industry and this is shown by 90(50.0%) and 69(38.3%) respectively. While 6(3.3%) and 6(3.3%) either agreed or disagreed to the statement. Finally, 9(5.0%) very strongly disagreed to the statement.

In assessing the collaboration and networking amongst local and international tour operators as a way to create awareness of and desire for destination, the research findings showed that, out of 180 respondents, 73(40.6%) very strongly agreed, followed by 78(43.3%) who strongly agreed and they were the majority. While 14(7.8%) agreed in contrast to 9(5.0%) and 6(3.3%) who opposed the statement.

Therefore, there is a statistically significant relationship between government support to tourism industry and collaboration and networking efforts realized by both local and international tours in creating awareness and desire of destination because the p-value (0.000) is less than the level of significance of 0.05. However, the research hypothesis which stated Tourism Market development does not positively impact Tourism Sustainability is rejected.

Table 4.5: Tourism Market development and Tourism Sustainability

H₀ Tourism Service and or product Diversification does not impact Tourism sustainability

H₁ Tourism Service and or product Diversification positively impact Tourism Sustainability

**Product diversification with a focus on culture and heritage to raise demand for sustainable tourism *
Exploring alternative forms of tourism , sports, medical, can contribute to sustainable tourism Cross
tabulation**

			Exploring alternative forms of tourism , sports, medical, can contribute to sustainable tourism					Total
			very strongly disagree	strongly disagree	agree	strongly agree	very strongly agree	
product diversification with a focus on culture and heritage to raise demand for sustainable tourism	very strongly disagree	Count	2	1	2	1	9	15
		% of Total	1.1%	.6%	1.1%	.6%	5.0%	8.3%
	strongly disagree	Count	0	0	3	2	2	7
		% of Total	.0%	.0%	1.7%	1.1%	1.1%	3.9%
	Agree	Count	0	0	0	0	8	8
		% of Total	.0%	.0%	.0%	.0%	4.4%	4.4%

strongly agree	Count	1	0	6	4	43	54
	% of Total	.6%	.0%	3.3%	2.2%	23.9%	30.0%
very strongly agree	Count	1	4	7	22	62	96
	% of Total	.6%	2.2%	3.9%	12.2%	34.4%	53.3%
Total	Count	4	5	18	29	124	180
	% of Total	2.2%	2.8%	10.0%	16.1%	68.9%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	34.200 ^a	16	.005

Source: Field Data 2018

In response to the hypothesis that Tourism Service and or product Diversification does not impact on tourism sustainability. The table above shows that a total of 180 respondents, majority very strongly agreed that product diversification with a focus on culture and heritage to raise demand for sustainable tourism scoring 96(53.3%), followed by 54(30.0%) strongly agreed and 8(4.4%) agreed to the statement. 7(3.9%) and 15(8.3%) disagreed to the statement very strong and strongly.

The research findings also shows that, majority of the respondents (124) very strongly agreed that exploring alternative forms of tourism such as sports, medical, can contribute to sustainable tourism represented by 68.9% and 29(16.1%) strongly agreed while 18(10.0%) agreed to the statement. 5(2.8%) and 4(2.2%) opposed the statement.

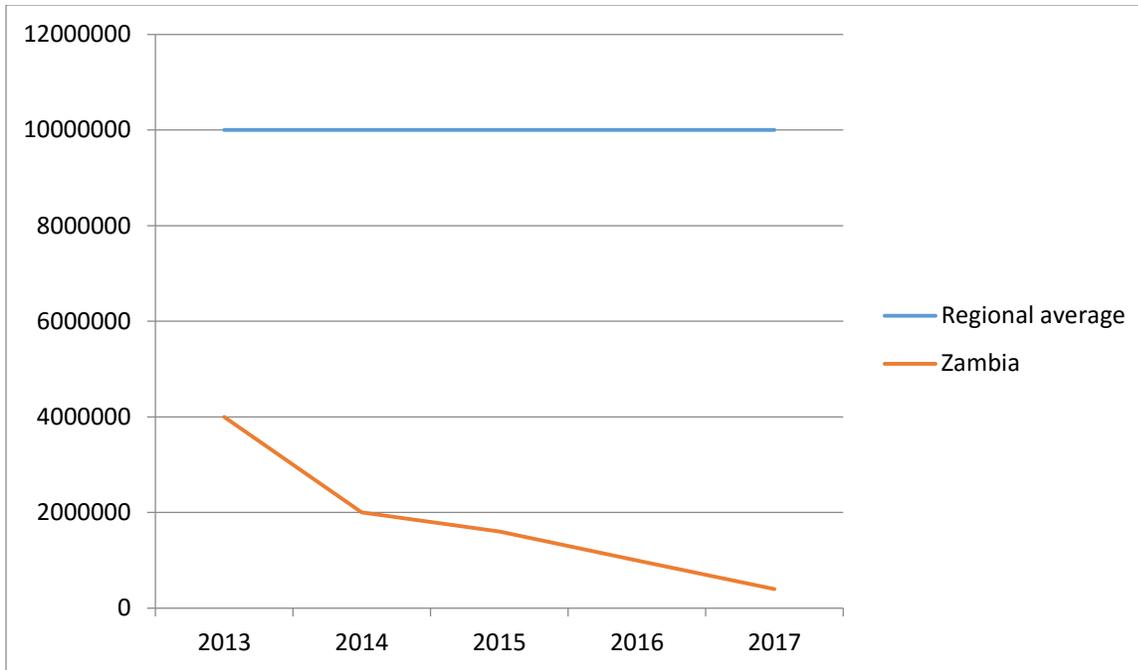
Therefore, there is a significant relationship between product diversification and exploration of alternative forms of tourism because the P-value, 0.005 is lesser than the level of significance of 0.05. Hence, the hypothesis which stated that Tourism Service and or product Diversification does not impact Tourism sustainability has been rejected.

4.5 Findings from key informants

Interviews were conducted on purposefully selected respondents, the majority of whom were senior management and senior officers.

With regards to marketing strategies, respondents B1 affirmed, “*A good strategy will yield the best results only with a good product,*” in this case destination Zambia. It was also agreed that the aims and objectives of the marketing strategies were not only to promote the product but to also help design the product, among other activities. In trying to achieve the marketing objectives, the government saw it necessary to combine the marketing functions of the Ministry of Tourism with the regulatory function, which are to be executed by the Zambia Tourism Agency. Zambia has immense tourism resources which are nature based, cultural based as well as heritage and adventure based. However, Zambia is under marketed due to insufficient funding. It was noted however that funding for tourism marketing has been declining over the years. On a comparative note, it was stated by the respondents that Zambia has the lowest funding in the Southern African region.

Zambia’s Tourism Marketing Funding Vs Regional Average



Source: ZTA 2018

Sustainability conscious investors will be more preferred. It was however noted by B1 that *“more funding for the marketing and regulatory activities is required for Zambia to reposition itself and be a more preferred destination in not only the southern region of Africa but also globally.”* It was also noted by B3 that *“there is need to improve on the basic infrastructure and networking and collaboration with other stakeholders that are experts in areas such as wildlife, culture and heritage to yield more positive results.”*

In light of preferred marketing strategy channels, local and international trade shows, radio and television programs, brochures/flyers/posters, social media and both local and international market research take prominence. Public-private partnerships are also advocated for, however foreign investment in the sector dominates, with low compliance levels to set regulation. Other reasons given by B4 for low local investment was that *“the cost of borrowing for Zambians was too high and that borrowing incentives and thresholds set by agencies such as the Zambia development Agency are beyond the reach of the average Zambian.”* Pricing of the tourism goods and services by the entrepreneurs is also not attractive to the low income categories. ZTA does however have a programme with the corporate world to encourage domestic tourism through negotiated holiday packages.

They also have plans to create a nationwide structure for marketing domestic tourism which will be rolled out in partnership with the provincial administration and local government structures.

In relation to embracing alternative forms of tourism, both the private and public sectors have embarked on a number of programs aimed at entertaining, educating and exciting the tourist. An integration of sectors, as opposed to working in silos, is encouraged by the government through the Seventh National Development plan. Government ministries and its agencies shall contribute towards a common goal if economic diversification is to be achieved efficiently and effectively. Some agencies of the Ministry of Tourism currently feel they could contribute more to creating unique selling points for Zambia as a destination with more expert and stakeholder involvement in strategy formulation and implementation. Zambia current unique tourism products according to B1 are the Victoria falls- Africa's only natural wonder, the Kasanka bat migration- being the largest mammalian migration in the world, lake Tanganyika- being the longest, deepest fresh water lake in Africa by volume, the Thorncroft giraffe – found only in Zambia, wildebeest migration and having 40 percent of the fresh water resources in southern Africa.

Respondents also alluded to the fact that foreign investment in tourism in Zambia has not yielded the desired positive results for many areas, with minimal local community involvement. Research showed that employees are subjected to low wages and long working hours. B3 stated that *“the livelihood of host communities in some areas has been taken away from them through the restriction of river frontages and game parks to in-house guests only. Investors have taken ownership of the land up to the shores of some rivers and lakes and game parks”*. B1 also stated that *“compliance levels to regulation by foreign owned companies was low and in some instances some foreign investors do not feel obliged to avail actual numbers of tourists at their resorts, thus making it difficult to monitor activities at such enterprises.”* According to B1, *“most of the tourists pay in advance for their visit and all activities abroad. There have been reported cases of segregation of the locals through restrictive pricing which most locals cannot afford and restricted entry. Some of the Lower Zambezi and South Luangwa investors have been cited for such practices.”* Respondents indicated that marketing strategies could play their role in attracting the much needed economic, environmental and socio-culture conscious investors and tourists, but policies and regulation must be put in place to ensure compliance to the set standards. More government control is thus required if the desired sustainable development results are to be achieved.

Finally, research findings from key informants from B1, B3 and B4 indicated that more could be done by the Zambia Tourism Agency using electronic marketing as opposed to expensive marketing trips abroad. The government has a number of tourism attaches in various missions abroad that should be able to execute the function. We live and operate in a global village and 21st century business demands that we invest in technology. Respondents also stated that “*the world is big and we need to identify our key source markets unlike having meetings and cocktails all over the world that will not yield the desired results.*” Like everything, the speed of change is unprecedented and the use of social media and other electronic channels is one way of changing the way we used to do things many years ago. To emphasize this point reference was made to a You Tube video showing tourists swimming in the devils pool on the Victoria Falls in Livingstone that has had 14, 000,000 hits just to emphasize how effective electronic media can be. This was termed as *the largest number of hits of anything that has come from Zambia but we are not selling ourselves as the video has no link to capture these potential adventure tourists.*

4.6 Chapter summary

This chapter has presented the actual findings of descriptive and inferential statistics using tables, figures, Chi-square and PCA tests. Sustainable development is seen as the contemporary trend in all forms of development. Tourism is only considered as sustainable when it balances on its three pillars namely the economic, environmental and cultural. The objectives of the Marketing strategies of ZTA should thus be aligned towards achieving this balance. Nature tourism has dominated Zambia’s tourism for a long time thus without more products being discovered, developed and diversified to other forms such as medical, sports, heritage, destination Zambia may stagnate in terms of tourists inflows. Sustainable tourism should be encouraged and marketed as part of the destination offerings as it contributes to managing the potential negative impacts of tourism. Trends have shown that tourists would prefer a destination with sustainability as an added value to the products and potentially increases the length of stay and expenditure. Technology, electronic marketing, networking and collaboration have proved to be effective tools in creating awareness and if used well have the potential to increase investment, tourist numbers to sustainable levels. However, adequate government funding and support and mindset change of all stakeholders is required to achieve these goals.

The marketing efforts of ZTA should therefore be in tandem with these objectives. Creativity and innovation will however be required to create and maintain a unique and competitive product/destination.

The following chapter discusses the findings in line with objectives and literature review.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.0 Introduction

This chapter discusses the findings presented in Chapter four on the relationship between marketing strategies and sustainable tourism development in Zambia. The specific objectives of the study were to determine marketing strategies adopted by Zambia Tourism Agency for sustainable tourism, establish key indicators of sustainable tourism and determine the relationship between marketing strategies and sustainable tourism. The first hypothesis (H1) tested the relationship between Tourism Service and or product development and sustainable tourism. The second hypothesis (H2) tested the relationship between Tourism Market development and sustainable tourism and the third hypothesis (H3) tested the relationship between Tourism Service and or product Diversification and sustainability tourism. The Maslow's Hierarchy of Needs, Consistency, Extended Self and Four Network Theories including the Input Model in Figure 2.1 have been used to confirm the findings from this study and some literature review findings. It is upon the results from the stated objectives and findings above that the discussion in this Chapter is based.

In this study, 200 questionnaires were self-administered to respondents and 180 were fully answered. This represents 90% response rate which is representative of the population from which the sample was drawn.

5.1 Marketing Strategies for Sustainable Tourism

In Table 4.3, most respondents 33.3% agreed that tourism products were the marketing strategies for sustainable tourism. The majority of respondents 51.1% strongly agreed that accommodation were the marketing strategies for sustainable tourism. Most respondents 47.8% agreed that collaboration among local and international tour operators was the marketing strategies for sustainable tourism. The majority of respondents 59.4% strongly agreed that the transport system was the marketing strategies for sustainable tourism. Most respondents 58.9% strongly agreed that traditional ceremonies were the marketing strategies for sustainable tourism.

The majority of respondents 68.2% strongly agreed that collaboration with other tourism bodies, such as the National Heritage were the marketing strategies for sustainable tourism.

Most respondents 61.1% strongly agreed that collaboration with relevant authorities such as the ZDA was the marketing strategies for sustainable tourism. The majority of respondents 33.3% agreed that product diversification was the marketing strategies for sustainable tourism. Most respondents 58.9% strongly agreed that Improvement in technologies were the marketing strategies for sustainable tourism.

5.2 Indicators of Sustainable Tourism

In Table 4.3, most respondents 33.9% strongly agreed that economic factors such as GDP were indicators of sustainable tourism. The majority of respondents 50% agreed that budgetary allocation was an indicator of sustainable tourism. Most respondents 49.4% strongly agreed that foreign investment was an indicator of sustainable tourism. The majority of respondents 51.1% strongly agreed that local investment in tourism sector was an indicator of sustainable tourism.

Most respondents 46.7% strongly agreed that infrastructure development was an indicator of sustainable tourism. In Table 4.3, most respondents 39.4% strongly agreed that involving the local communities were indicators of sustainable tourism. The majority of respondents 45.6% strongly agreed that continuous market research was an indicator of sustainable tourism. Most respondents 59.4% strongly agreed that policy formulation was an indicator of sustainable tourism.

The majority of respondents 64.4% strongly agreed that regulation of tourism was an indicator of sustainable tourism. Most respondents 33.3% strongly agreed that preservation of history, traditions and culture was an indicator of sustainable tourism. Most respondents 48.3 % strongly agreed that Public Private Partnerships were indicators of sustainable tourism. The majority of respondents 40% agreed that domestic tourism investment was an indicator of sustainable tourism. Most respondents 59.4% strongly agreed that conservation of nature was an indicator of sustainable tourism.

5.3 Relationship between variables

5.3.1 Tourism service and or product development and sustainable tourism

The results of the Chi-Square Model demonstrated efficacy in testing the research hypotheses. The first hypothesis is supported because there is very strong evidence of a relationship tourism service and or product development and sustainable tourism as shown in Table 4.1 of the Chi-Square test of independence. The main hypothesis tested the relationship between tourism Service and or product development and sustainable tourism. The specific hypothesis tested the relationship between accommodation and continuous market research. Since $\text{Pearson } X^2 = 35.944$; $P < 0.05$, the null hypothesis H_0 is not accepted, implying that the relationship is not statistically significant. This means that there is very strong evidence of a relationship between accommodation and Continuous Market Research. More generally, there is sufficient evidence of the relationship between tourism Service and or product development and sustainable tourism.

This finding is consistent in parts to (Jamrozy, 2010) study on *Marketing of tourism: a paradigm shift toward sustainability* whose findings revealed that alternative approaches to tourism marketing included societal consideration such as tourism impacts and environmental segmentation strategies. Jamrozy also considered the triple bottom line as more sustainable objectives in tourism marketing and adopted an integrated view on tourism marketing.

In a sustainable tourism environment, marketing strategies could offer quality findings in order to explore methods of achieving sustainability of tourism development. One of the clearest indicators of sound marketing research is the revenue generated from tour packages made from ZTA, accommodation, collaboration, transport facilities, ceremonies performed, collaboration with other tourism bodies, collaboration with ZDA and collaboration with relevant authorities. These factors were evaluated in this study. The findings showed that these factors were related to sustainable tourism.

5.3.2 Tourism market development and sustainable tourism

The relationship between tourism market development and sustainable tourism development was evaluated by the Chi-Square test of independence. The sub-hypothesis that showed the relationship between shift of focus from Victoria False to Northern circuit and Continuous Market Research was the sub-hypothesis that represented the main hypothesis showing the relationship between tourism market development and sustainable tourism development.

The results indicated a statistically significant relationship between shift of focus from Victoria Falls to Northern circuit and Continuous Marker Research. More generally, there was sufficient evidence of the relationship between tourism market development and sustainable tourism $\text{PearsonX}^2 = 1.035$; $P < 0.05$. This information is presented in Table 4.2.

The finding is in conformity in parts with (Mbaiwa, 2015) study on *Hotel Companies, poverty and sustainable tourism in the Okavango delta*, whose results revealed that the industry relied on multinational hotel tourism companies originating from rich countries and South Africa. Services offered by the Hotels and lodges in Delta offer game drives, walking safaris, boating, accommodation and restaurant services. Furthermore, these had socio-economic impacts include employment, income and infra-structure development. The study also showed Negative impacts are: revenue leakages, poor jobs for citizens and the failure to alleviate rural poverty. Sustainable tourism approaches that were found included citizen participation in tourism that is reducing the negative impacts of the hotel industry. This could imply that tourism market has the potential to impacts positively on sustainable tourism as found by Mbaiwa's study in Okavango.

It could also be assumed that sustainable tourism is linked to local participation within the community. This is supported by (Garbelli et al 2016) working paper on the *Value perception of world heritage sites and tourism sustainability matters through content analysis of online communications: the case of Victoria Falls world heritage site*. Garbelli et al found that there was an impact on sites and tourists are to be informed as to how to behave properly to play their fundamental role in local sustainable development. The paper suggested the best way to achieve this is through sustainable tourism that takes advantage of both online and offline tools. The paper recommended need for more research on how ICT could contribute to sustainable tourism goals.

The finding in this study is further supported by the Policy Monitoring and Research Center (PMRC) (2013) findings on "efficient and effective marketing of Zambia as a globally recognized leading tourist destination in its Tourism and Wealth Series of October 2013. The PMRC revealed that the tourism sector was facing several challenges which prevented it from contributing to the country's social and economic development. The PMRC recommended that the Ministry of Tourism through needed to address its marketing strategy which was mainly focused on wildlife and the Victoria Falls.

In the publication, key performance indicators for the tourism sector were recognized as tourist arrivals and budgetary allocation which includes infrastructure and marketing. The PMRC's findings indicated that the main inhibitors of tourism development were lack of research and data; Delayed and insufficient budgetary allocation; Management of Public Private Partnership's; Need for improved infrastructure and high destination costs compared to competitors in the region. The publication also showed how competitors in the region, namely Botswana, Kenya, South Africa and Zimbabwe have managed to maintain vibrant tourism sectors as a result of effective customized marketing strategies. The PMRC came to a conclusion that the sector cannot do without research based marketing for effective implementation, monitoring and evaluation of its marketing plan for sustained tourism development. Strategic characteristics of a vibrant marketing plan according to the publication are evidence based marketing, diversification, improved infrastructure, greater collaboration with private sector (PPP's) and sector linkages which not only have the potential to increase tourist arrivals but also increase their length of stay and thus multiplying tourism earnings. Recommendations for linkages with other sectors, product diversification, capacity building, and establishment of permanent missions abroad, improved PPPs, use of sports icons and celebrities, exhibitions and research as tools to enhance marketing performance. The implication of this finding is that the ministry of tourism was not doing enough to address the challenges facing the sector in order to have a sustainable tourism environment.

5.3.3 Tourism Service and or product Diversification and sustainability tourism

The main hypothesis tested the relationship between tourism Service and or product Diversification and sustainability tourism. The specific hypothesis tested the relationship between alternative forms of tourism and Continuous Marker Research. Since $\text{PearsonX}^2 = 34.2000$; $P < 0.05$, the null hypothesis H_0 is not accepted, implying that the relationship between relationship between alternative forms of tourism and Continuous Marker Research is not statistically significant. This means that there is very strong evidence of a relationship between relationship between relationship between alternative forms of tourism and Continuous Marker Research. More generally, there is a relationship between tourism Service and or product Diversification and sustainability tourism.

It could be suggested that economic crisis influences product diversification. This in conformity with (Fraga, 2010) study on *Tourist destination Azores Perspectives and strategies to overcome less favorable conditions whose results showed that* positive change was taking place in the Azoren tourism of Canada that was naturally affected by the financial and economic crisis. The tourist destination started to stand out as a unique destination due to its natural and landscape heritage, capable of captivating the most demanding tourists in terms of environmental quality as a result of using different marketing strategies that highlighted its tourism potential. This could imply that diversification plays an important role in sustainable tourism especially in situations of economic challenges. Chandi (2010) further supports this finding Chandi in the study on the *Trends and sustainability in the Canadian tourism and hospitality industry* to address the key sustainability issues in Canada's tourism and hospitality industry. Chandi's findings provided information on the concept of sustainable development by outlining key sustainability issues and trends in the Canadian tourism and hospitality industry.

5.5 Chapter Summary

In this chapter, the findings on the marketing strategies and sustainable tourism of the Zambia tourism agency have been assessed. The theories of Maslow's Hierarchy of Needs, Consistency, Extended Self and Four Network Theories including the Input Model in Figure 2.1 empirical literature and the Input Model have confirmed the objectives of the study. The summary of the analysis is presented in the following hypotheses:

H1: There was a relationship between Tourism Service and or product development positively and Tourism Sustainability. This means that there was enough evidence to support the claim that Tourism Service and or product development positively affected Tourism Sustainability

H2: The relationship between Tourism Market development positively impacts Tourism Sustainability. This means that there was enough evidence to support the claim that Tourism Market development positively impacts Tourism Sustainability

H3: There was a relationship Tourism Service and or product Diversification positively impact Tourism Sustainability. This means that there was enough evidence to support the claim that Tourism Service and or product Diversification positively impact Tourism Sustainability

The analysis of the results in this chapter have clearly confirmed that the market strategy that affected the impact of the relationship between employee satisfaction and customer experience on business success in the hotel industry. Therefore, the information gap has been bridged, creating fertile ground for further study in this area.

Tourism Service and or product development, Tourism Market development and Tourism Service and or product Diversification positively impact Tourism Sustainability. The next chapter concludes and recommends based on the findings.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.0 Introduction

The aim of the study was to enhance knowledge on the marketing strategies that affect tourism sustainability. The purpose of the study was to establish whether a relationship exists between marketing strategies and sustainable tourism. The study was conducted on employees at Zambia Tourism Agency in Lusaka. The specific objectives of the study were to determine marketing strategies adopted by Zambia Tourism Agency for sustainable tourism, establish key indicators of sustainable tourism and determine the relationship between marketing strategies and sustainable tourism. The theories that helped to guide the study were the Maslow's Hierarchy of Needs, Consistency, Extended Self and Four Network Theories. The Model framework that helped to guide the study was the Input Model.

The findings of the study indicate a relationship does exist however, the tourism sector in Zambia is faced with a challenge of formulating the right marketing strategies that will build upon sustainable development of tourism as is expected by most consumers of tourism. Consumer attitude and behavior has shifted towards the more sustainable destinations. A gap exists between the marketing strategies and sustainable tourism development. The tourism development strategy must be right from the beginning otherwise resources will be spent on developing and promoting inappropriate forms of tourism, using inappropriate channels of marketing for the 21st century consumer.

6.1 Conclusion

The findings of the study indicate a relationship does exist however, the tourism sector in Zambia is faced with a challenge of formulating the right marketing strategies that will build upon sustainable development of tourism as is expected by most consumers of tourism. Consumer attitude and behavior has shifted towards the more sustainable destinations. A gap exists between the marketing strategies and sustainable tourism development. The tourism development strategy must be right from the beginning otherwise resources will be spent on developing and promoting inappropriate forms of tourism, using inappropriate channels of marketing for the 21st century consumer.

The findings of this research relate to the fact that most of the respondents from questionnaires administered agreed that understanding what is to be sustained in the tourism sector becomes a significant question in the pursuit of various avenues to thrive on marketing strategies. In addition, sustainable tourism is recognized to be the best approach to promote the tourism in Zambia and globally to both local and international tour operators in order to achieve the objective of leading sustainable tourism across borders.

Further, among the questionnaire respondents and those interviewed, most agreed that tourism is confronted with so many sustainability constraints, key among which are funding and the inability to embrace more efficient and effective marketing strategies and tools. Results from the study findings showed that sustainable tourism development entails protecting the resource base, cultural, heritage and natural environment must be conserved at all cost and not just concentrate on bringing in high spending tourists. As destination Zambia is being marketed, a niche could be developed from our unique culture and heritage. The unique aspects of our 73 tribes in Zambia could become a unique selling point and how a nation with such ethnic diversity has managed to live in peace and harmony. It requires concerted effort from government and collaboration and networking among the experts in the field of culture and heritage with the promoters of destination Zambia. It was therefore agreed that product diversification with a focus on cultural heritage preservation is paramount in sustainability of the industry as this is what makes us unique and differentiates us from others. Product diversification should also include areas such as sport, medical and other forms that are attracting tourists to destinations.

Majority of the respondents also agreed to the fact that both public and private agencies must engage and collaborate towards sustainable tourism development as this will result in achieving more to socially desirable goals, such as increased jobs, higher labour income, reduced crimes, greater protection of natural resources or cultural heritage and enhanced quality of life.

Most respondents also strongly agreed that exploration of various tourism forms and such sports, and medical and can enhance sustainability of the sector as opposed to relying on nature and wildlife to sustain the sector.

6.1.1 Marketing strategies adopted by Zambia Tourism Agency for sustainable tourism

Government needs to play a key role in facilitating the growth of the tourism sector through policies and adequate funding of marketing and other activities. The current marketing strategies that the Zambia Tourism agency is utilizing are not as efficient and effective as they should be due to among other factors the declining funding for the activities. The Zambia tourism agency has for a long time relied on trade exhibitions, road shows, information dissemination through various media. The Zambia tourism agency does however need to invest in electronic marketing and technology if it is to make an impact in the current business environment, regionally and globally, which dictates the need to go electronic. The 21st century consumers are using various online platforms to search for holidays, make reservations for travel, accommodation and other facilities. The response on you tube video showing the devils pool on the Victoria Falls could not over emphasis this point more.

In a sustainable tourism environment, marketing strategies could offer quality findings with regards to consumer preferences, motivation and other factors that draw tourists to destinations, in order to explore methods of achieving sustainability of tourism development. One of the clearest indicators of sound marketing research is the revenue generated from tourism products and services marketed and promoted by ZTA in line with the elements of accommodation, amenities, accessibility and attractions.

Zambia has for a long time been known for nature tourism and more than 80% of the tourists come for the Victoria Falls and wildlife. Product diversification efforts should be made by encouraging and promoting other forms as well product differentiation to be able to create a niche in the various forms of tourism to be promoted.

Collaboration and networking with other stakeholders, which should include the local communities, brings in the quality and value from expert knowledge and experience. Other collaboration and networking should be with the other agencies of the Ministry of Tourism to provide their expert knowledge and advice in their areas of specialization such as culture and heritage, wildlife, training and history of Zambia.

Marketing has evolved from mere economic exchanges and thus for any destination should survive through local, regional and global networking and collaborations, relationship building and community involvement. A more futuristic approach to marketing of tourism is required to enable even generations to come enjoy the benefits.

There is a need therefore to understand and embrace the new and more efficient and effective ways of doing things by using channels of marketing such as you tube and other social media as tools to strengthen networking and collaboration among the various players and stakeholders.

6.1.2 Key indicators of sustainable tourism

Sustainable development points towards taking care of the needs of the future generation, whilst also putting into consideration the needs of the current generation. In achieving sustainable development a balance must be struck on economic, environmental and socio-economic sustainability. Concentrations on only one of these pillars will entail that sustainability has or will not be achieved.

The aims of sustainable tourism point towards economic viability, local prosperity, employment equality, social equity, visitor fulfillment, local control, community wellbeing, cultural distinction and physical integrity. The ZTA has been embarking on raising the tourist arrivals to surpass the one million mark per year.

Sustainability should however not be considered in isolation of other elements of tourism which include accommodation, amenities, accessibility and attractions and the quality of products and services falling under the categories of the elements. Sustainability can be achieved through the use of marketing as a tool to attract the right investors and tourists that will enhance the quality of life of locals at a destination. Investors and tourists alike should be conscious of sustainability of the tourism product from the economic, environmental and social cultural point of view, through their actions.

6.1.3 Relationship between marketing strategies and sustainable tourism

The study found that there was a significant relationship between product diversification and exploration of alternative forms of tourism. This implied that product diversification played an important role in sustainable tourism especially in situations of economic challenges.

However, focusing on sustainability alone as a unique destination feature will not bring in the tourists. Tourists view sustainability as an additional quality after their need and motivation to travel to a particular location which is within their budget is fulfilled. Repeat clients are more likely to travel to a sustainability conscious destination than first timers. Destinations need therefore to work on the product quality with regards the various elements of tourism such as accommodation, amenities, attractions and most importantly accessibility.

6.2 Recommendations

- ZTA should embark on marketing strategies that are more collaborative and create networks locally, regionally and globally. In order for these marketing strategies to be accomplished, the Zambia Tourism Agency should build trust relationships with suppliers, intermediaries and consumers of tourism products and services.
- ZTA should invest in electronic technology though costly in the short run but in the long run has the potential to raise the demand if utilized effectively. Social media videos have clearly shown the potential to attract potential demand which can be channeled into actual demand.
- ZTA should create awareness to local communities, local and foreign tourists and businesses of what sustainable tourism is in order to attract consumers that will add economic value to Zambia during their stay, without degrading our culture and environment.
- Product diversification and differentiation should be the main objectives of the competitive marketing strategies towards a better destination Zambia. The ZTA in collaboration with the central government and other government agencies of tourism should spearhead the product diversification and differentiation strategies.
- There is more need to utilize the tourism attaches by ZTA working abroad in various destinations for the purpose of marketing and creating actual demand for Zambia. This would not only be cost effective but also get more detailed marketing research details of particular destinations.
- There is need for the central government to enhance the protection of human resource, man-made and natural resources base within the tourism industry through various interventions such as strict labour laws, conservation programs and culture preservation programs.
- The central government should have a deliberate policy on community involvement in gainful activities such as the engagement of locals in the supply of goods and services. This has the potential to reduce levels of apathy from the locals towards growing tourism activity in an area.
- The central government should ensure that there is more local investment through profits made by foreign investment than channeling their profits out to their countries of origin.

Foreign investors should be monitored closely through investment regulation to ensure actual declaration of financial activities.

- ZTA should lobby for more government funding for the marketing and development of the tourism sector.

6.3 Areas for future research

Recommendations for future research include:

Investigate the factors influencing sustainable tourism in other tourism related agencies not only ZTA but also comprehensive study on tourism market viability in the Tourism industry.

To make recommendations to ZTA on how to identify and implement workable marketing strategies on sustainable tourism development in Zambia.

6.4 Chapter Summary

The aim of the study was to enhance knowledge on the relationship exists between marketing strategies and sustainable tourism. Although a structured questionnaire and interviews were administered and self-administered respectively, to 200 respondents, 180 answered. The findings from the study can easily be extrapolated to other similar establishments in the country or region.

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**THE UNIVERSITY OF ZAMBIA IN COLLABORATION WITH ZIMBABWE OPEN
UNIVERSITY**

INSTITUTE OF DISTANCE EDUCATION

DEPARTMENT OF POST GRADUATE STUDIES

TITLE: Marketing Strategies and Sustainable Tourism Development: An Assessment of Zambia Tourism Agency.

Dear Respondent,

I am a final year post graduate student at the University of Zambia undertaking the course Master of Business Administration. I am conducting a research on the topic: **Marketing Strategies and Sustainable Tourism Development: An Assessment of Zambia Tourism Agency.**

With reference to the above topic, you have been randomly selected to help in this research by completing this questionnaire. The information you provide will be purely for academic purpose and treated with maximum confidentiality.

Please **DO NOT** indicate your name on the questionnaire.

Section (A) Personal Profile

Introduction: Personal Profile (Please Tick in the Appropriate Box and State where it says Specify)

10. Gender

Male	Female

11. Position at ZAMBIA TOURISM AGENCY/ OTHER

Top Management	Senior Management	Senior officer	Officer	Any Other (Specify)

Instructions: Cross out the answer using (X)

Key to the questionnaire

Very strongly disagree	Strongly disagree	Agree	Strongly Agree	Very strongly Agree
1	2	3	4	5

Section A: Marketing Strategies for Sustainable Tourism

Research Questions	1	2	3	4	5
1. The tour packages made from ZTA provides enough revenue to ensure sustainability					
2. The accommodation offered in the tourism sector can generate enough revenue for tourism sustainability					
3. Collaboration and networking among local and international tour operators can create awareness of and desire for destination offerings					
4. Faster, reliable and cheaper transport system to all tourism destinations will increase tourists flow to more areas					
5. Traditional ceremonies performed in their authentic environment and setup can be more attractive for tourists					
6. Collaboration with other tourism bodies, such as the National Heritage and conservation commission, the Zambia wildlife and conservation commission, the Zambia institute for tourism and hospitality studies					
7. Collaboration with the Zambia Development Agency , local authorities to empower locals					
8. Collaboration with relevant authorities to bring about a balance of economic , social and environmental development for sustainability					

Section B: Key Indicators of Sustainable Tourism

Research Questions	1	2	3	4	5
1. Economic factors such as GDP impact on sustainable tourism					
2. Higher budgetary allocation for tourism product development and marketing impacts on sustainable tourism					
3. Increase in foreign investment in the tourism sector impacts on sustainable tourism					
4. Increase in local investment in tourism sector impacts on sustainable tourism					

5. Infrastructure development in both urban and rural areas impacts on sustainable development					
6. Involvement and respect for the local communities impacts on sustainability					
7. Continuous market research and management of information impacts on sustainable tourism development					
8. Policy formulation to guide development impacts on sustainable development					
9. Regulation of tourism industry impacts on sustainable development					
10. Preservation of history, traditions and culture impact					
11. Public Private Partnerships impact on sustainable development					
12. Domestic tourism is more sustainable than international tourism					

Section (C): Marketing Strategies Impact on Tourism Sustainability

Research Questions	1	2	3	4	5
1. The shift of focus from the Victoria falls to the Northern Circuit Tourism is viable for tourism sustainability					
2. The promotion of domestic tourism can make tourism sustainable in Zambia					
3. Empowering more locals to provide tourist facilities can make tourism sustainable					
4. The efficient and effective promotion of tradition and culture can make tourism sustainable					
5. The improvement of chiefs palaces to add to the traditional attractions of traditional ceremonies can contribute to tourism sustainability					
6. Development of tourist facilities and infrastructure around national heritage sites can help to boost tourism					
7. Animal conservation programmes can contribute to tourism sustainability					
8. Promotion and maintenance of the destination as eco-friendly destination can attract sustainable investment					
9. Deliberate policy to include tourism education and tourism clubs in schools can contribute to domestic tourism growth and sustainability					
10. Exploring alternative forms of tourism , sports, medical, can contribute to sustainable tourism					
11. Promotion of indigenous art talent can contribute to sustainable tourism					

12. Efficient and effective use of social media marketing can contribute to sustainable tourism					
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Thank you for your valuable time and contribution.

INTERVIEW GUIDE - ZTA

TITLE: Marketing Strategies and Sustainable Tourism Development: An Assessment of Zambia Tourism Agency.

Dear Respondent,

I am a final year post graduate student at the University of Zambia undertaking the course Master of Business Administration. I am conducting a research on the topic: **Marketing Strategies and Sustainable Tourism Development: An Assessment of Zambia Tourism Agency.**

With reference to the above topic, you have been randomly selected to help in this research by completing this questionnaire. The information you provide will be purely for academic purpose and treated with maximum confidentiality.

Please **DO NOT** indicate your name on the questionnaire.

1. As a government body mandated to promote and market Zambia as a destination of choice both locally and internationally why do you think it is important to have a marketing strategy in place?
2. What are some of the aims and objectives of the marketing strategies for
 - i) Domestic tourism
 - ii) International tourism
3. What plans do you have in place to ensure the achievement of these objectives?
4. Mention some particular marketing strategies that have yielded particular results in the tourism sector (performance indicators)?
5. When planning and implementing these marketing plans, do you think of the possible impacts such strategies may have on the economy, the environment and indeed the stakeholders (communities, investors, tourists, current and future generations).

(Mention the impacts that some of the strategies have had – economic, social, environmental.

6. Have you in the past had any proposed investment rejected by the locals?
 - i) Yes
 - ii) No
 - iii) (if yes) What were the reasons

7. There has been a steady increase in tourist inflows for the past five years. What factors could you attribute this growth to

8. Zambia is well known for nature tourism, what plans are in place to embrace alternative/ other forms tourism.

9. The government has made it very clear on the need to diversify the economy and tourism has been earmarked as one of those sectors that have the potential to contribute significantly to economic development. What plans, short and long term, are in place to realize this development agenda?

10. What role do you as ZTA play in bringing in foreign investment and are partnerships with locals encouraged? (Some partnership examples).

11. In any sector, tourism inclusive, foreign investment has yielded both positive and negative results. The more significant negative results are the externalization of profits abroad. Should we then not encourage more indigenous investments to allow profits to circulate within our economy?

12. The functions of the agency in accordance to Section 12, Of the Tourism and Hospitality Act No. 13 of 2015, are quite broad and also require collaboration with relevant regulatory agencies and bodies responsible for arts, heritage and culture, encourage the development and preservation of Zambian arts and cultural values as a tourist attraction;

Which regulatory bodies are key to this function and have the collaborations (if any) yielded any positive results.

(NHCC, NMB, ZAWA, ZITHS, ZEMA etc)

13. The Agency shall liaise, consult, collaborate and cooperate with relevant regulatory agencies and other authorities in regulation and marketing of the tourism industry and may, for such purposes, have joint programmes, plans, strategies and policies, taking into account the national decentralization policy.

What are some of the joint programmes, plans, strategies and policies that you have undertaken with the other agencies and authorities to fulfill the tenets of sustainable tourism in accordance to the Tourism and Hospitality Act and other International Agreements?

(ZDA, ZEMA, CHIEFS AND TRADITIONAL AFFAIRS, LANDS etc)

THANK YOU FOR YOUR TIME AND VALUABLE CONTRIBUTIONS.

INTERVIEW GUIDE (ZITHS, NHCC, PMRC, OTHER)

TITLE: Marketing Strategies and Sustainable Tourism Development: An Assessment of Zambia Tourism Agency.

Dear Respondent,

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Please **DO NOT** indicate your name on the questionnaire.

1. The Tourism has potential to contribute to economic development. As an agency with potential to directly influence tourism development, do you have the capacity to do so?
 - i) YES
 - ii) NOIf yes how?
If no, what are the shortcomings?
2. Can you say that the MTA agencies have an effective and efficient collaborative relationship?
3. Is there a benefit of foreign investment over local investment in tourism?
4. Do the current marketing strategies have the potential to sustain tourism economically, environmentally as well as socially?
5. What potential does your agency have to be able to contribute to tourism product diversification?

6. Have you in the past had any proposed investment rejected by the locals?
 - iv) Yes
 - v) No
 - vi) (if yes) What were the reasons

7. There has been a steady increase in tourist inflows for the past five years. What factors could you attribute this growth to

8. Zambia is well known for nature tourism, what plans are in place to embrace alternative/ other forms tourism.

9. The government has made it very clear on the need to diversify the economy and tourism has been earmarked as one of those sectors that have the potential to contribute significantly to economic development. What plans, short and long term, are in place to realize this development agenda?

ACTIVITIES SCHEDULE

	TASK TO BE PERFORMED	months (DURATION)	RESPONSIBLE STAFF
1	Proposal writing and editing	3	Researcher and Research Assistance
2	Preparing interview guides and questionnaires.	1	Researcher and Research Assistance
3	Sampling	6 days	Researcher
4	Data collection	14 days	Researcher
5	Checking for accuracy and consistency in responses	7 days	Researcher
6	Data analysis and interpretation of findings	2months	Researcher
7	Report writing and typing	2months	Researcher

BUDGET

	DESCRIPTION OF ITEMS	No. OF ITEM/ PERSONNEL	PERSONAL DAY	COST PER ITEM	TOTAL COST
1.	Personal cost				
(a)	Researcher	1	22	K50.00	K1,100.00
(b)	Research assistance	2	12	K30.00	K720.00
		SUBTOTAL			K1,820.00
2.	Stationary				
(a)	Ream of papers	2		K60.00	K120.00
(b)	Storage devices	1			K150.00
(c)	Pens and pencils	1 box			K50.00
(d)	Printer cartridges	2		K 250.00	K 500.00
	SUBTOTAL				K 820

3.	Report	80 pg * 4		K 2.50	K 800
(a)	Printing	80 pg * 4		K 2.50	K 800
(a)	Report binding	80 pg * 4		K 5.00	K 1600
	SUBTOTAL				K 3200
4.	Transport	3	34	K	K 1200
5.	Contingent cost				K 1200
	GRAND TOTAL				K 8240