

THE UNIVERSITY OF ZAMBIA  
SCHOOL OF NATURAL SCIENCES  
DEPARTMENT OF GEOGRAPHY

G 421 PROJECT

THE ROLE OF AIRLINES IN TOURISM:  
A CASE OF ZAMBIA AIRWAYS

BY

CHITUNDU, PASCALINA, CHABATENI

MAY, 1989.

THE UNIVERSITY OF ZAMBIA  
SCHOOL OF NATURAL SCIENCES  
DEPARTMENT OF GEOGRAPHY

G 421 PROJECT

THE ROLE OF AIRLINES IN TOURISM:  
A CASE OF ZAMBIA AIRWAYS

BY

CHITUNDU, PASCALINA, CHABATENI

MAY, 1989.

This Research Paper was submitted in the Department of  
Geography, School of Natural Sciencies, University of Zambia,  
Lusaka for the partial fullfilment of a Batchelor's Degree in  
Education with Geography.

May, 1989

DECLARATION

I, Pascalina Chabatani, declare that the work submitted in this paper has been compiled by me alone. All maps and diagrams are drawn by me. All quoted information has been appropriately acknowledged. This work has not been previously submitted for any academic award.

Signed... *P. Chabatani* .....

Date... *09-06-89* .....

DEDICATION

To my dear father and Mother, I love you both.

## ACKNOWLEDGEMENTS

For the success of this paper, I'm indebted to the following people:

Dr. Raban Chanda, My supervisor who helped and encouraged me and supervised my work from beginning to end.

My sincere gratitude to personnel who helped me with the collection of data; At Zambia Airways; Mr. Salasini of Strategic Planning and Yields department, Mr. Matululu of Market Research Department, Mr. Chisoko, Mr. Patel of Advertising Department and Mrs E.C. Manda of Africa Bound Holidays.

At British Airways; Mr. A. Ziba and Mrs. M. Malwani.

At Zambia National Tourist Board; Mr. L.N. Kanene who also provided me with the literature I needed.

Mr. A. Oshika of Pamodzi Hotel, Mr. K. Lungu of Ridgeway Hotel and Miss I. Lubinda of Intercontinental Hotel who helped me get in touch with the tourists.

I'm also grateful to my friends, Brenda Yamba and scholastica Mulenga for all the fun and laughter after school work. And also to my roommate Jesephine Mpishi for providing an easy atmosphere in which I did my work.

Finally, to Mr. Shevwanti for helping me with the maps and to Mrs Angele Simaunda Hamwami and Ernest Chuma of PD,MACO for typing and compiling the manuscript.

Thank you very much to you all.

## CONTENTS

	Page
Declaration .....	iii
Dedication .....	iv
Acknowledgements.....	v
List of contents .....	vi
List of tables .....	vii
List of Figures.....	ix
Abstract.....	x
CHAPTER 1: INTRODUCTION .....	1
1:1 The study.....	1
1:2 Aims of the project.....	2
1:3 The administrative location of Zambia Airways.....	3
1:4 Rationale.....	3
CHAPTER 2: LITERATURE REVIEW.....	4
2:0 Introduction.....	4
2:1 Air transport in Tourism.....	4
2:2 The impact of foreign airlines in tourism...	6
2:3 Regional Tourism Demand Study Southern Africa	7
2:4 Air transport in the SADCC Region: Key issues.....	8
2:5 Air access capacity supply.....	8
2:6 Air access capacity within the region.....	10

2:7	Internal links.....	10
2:8	Air fares and Tarrif Structure.....	11
2:9	Fares within the region.....	12
1:10	Domestic Fares.....	13
2:11	Flect composition.....	13
2:12	Operations Management of Airlines.....	14
2:13	Air Transportation Policies.....	15
2:14	Conclusion.....	16

CHAPTER 3: THE SCOPE OF THE STUDY AND METHODOLOGY Page

3:1	Introduction.....	17
3:2	Methodology.....	18
3:3	Problems faced when collecting data.....	19

CHAPTER 4: The Study Findings..... 20

4:1	Introduction.....	20
4:2	The National Airline.....	21
4:3	The Tourists' Sample.....	22
4:4	The Airlines's Major Role: Accessibility.....	23
4:5	Advertising.....	31
4:6	Ancillary Services.....	34
4:7	Linkages.....	34

CHAPTER 5: CONCLUSION 38

5:1	Conclusion.....	38
5:2	Suggestions.....	40

<u>Appendix</u>	.....	43
-----------------	-------	----

LIST OF TABLES

		page
Table 1	Age distribution of the tourists.....	22
Table 2	Distribution of tourists by place of origin.....	23
Table 3	Contingency table of tourists of Zambia and their origins.....	25
Table 4	Distribution of tourists by airline.....	26
Table 5	Flight frequencies on domestic routes...	28
Table 6	Distribution of tourist by airline when connecting to other countries from Zambia.....	30
Table 7	Tourists response to advertisements.....	31
Table 8	Tourists rating of same general aspect of Zambia Airways.....	36

LIST OF FIGURES

After page

Figure 1	Location of Lusaka.....	3
Figure 2	Location of Z.N.T.B British Airways, Ndeke House and the International Airport.....	3
Figure 3	SADCC countries: Existing Regional Air Network.....	10
Figure 4	Zambia Airways: Intercontinental network .....	25
Figure 5	Zambia Airways: Domestic network.....	27
Figure 6	Zambia Airways: Regional network.....	30
Figure 7	Graph showing kwacha spent on Advertising in Relation to inbound Passengers.....	33

### ABSTRACT

Zambia Airways, the country's national airline has a major role to play in the tourism industry in that it makes the country and its tourist resorts accessible to the tourists. Zambia Airways serves other kinds of markets too and the tourist market is only a very small sector of the airline's total potential market. But through its general operations management, Zambia Airways in some ways works towards the promotion of tourism in the country.

Thus, for this study, four major aspects of the airline's general operations management were examined. These are transport, advertising, ancillary services provided by the airline and linkages that the airline forges with other sectors of the tourism industry in the country. With regard to transport, this study sought to find out whether most tourists to Zambia come from countries to which Zambia airways operates flights frequently. Out of all the major gateways to Europe, Zambia's major tourist market, Zambia Airways only operates flights to London, Frankfurt, Rome and Larnaca.

The study findings showed that tourists do not predominately come from countries that Zambia Airways serves.

CHAPTER ONE  
INTRODUCTION

1:0 INTRODUCTION

This research is aimed at assessing the role played by Zambia Airways, the national airline in promoting tourism in Zambia. It should be noted that unlike most components of the tourism industry, Zambia airways is a national holding. The study covers general aspects of the operations of the airline which are directly or indirectly oriented towards the promotion of tourism in the country.

1:1 THE STUDY

Tourism is one of the few rapidly growing industries in Zambia. In 1986 for which there are latest statistics, Zambia received a total of one hundred thousand, two hundred and nineteen (100 219) tourists from abroad who brought into Zambia an estimated total of K50 million in foreign exchange. (Z.N.T.B. Annual Report, 1986)

It is quite obvious that the role of airlines is to provide transport but in as far as tourism is concerned, the important aspect of transport is to make tourist attractions accessible and thus available. Some tourists use other modes of transport but air transport still remains the major mode of travel especially for international tourists. In 1986 for example, 46.9% of tourists to Zambia came by air, 2.9% by rail, 43.7% by road and 6.5% by ship. (Z.N.T.B. Annual Report, 1986). Apart from bringing tourists into the country, the national airlines also serves to take tourists

to destinations of interest.

The national airline links the country with the outside world. Therefore, it has the role of opening up the country to the outside world. As such, the number of destinations which the airline serves will determine the size of the market for the tourism industry in the country. Could the nature and number of links of the national airline be Zambia's problem in the development of tourism industry?

Tourism is a very competitive business and it is of vital importance that the airline should not only open up Zambia but let the highlights of the country catch the imagination of potential tourists in distant overseas countries and create in them a vivid interest to visit Zambia. The critical issue here is that, Zambia airways through market advertising may promote one sector of its total potential market and not so much of the tourist market. Could this be an impediment on the potential volume of tourists the country could receive?

The airline is but one sector of the tourism industry. However, its position in relation to other sectors will greatly influence the development of tourism in the country. Such is the nature of the study; to make a critical assessment of the position of the national airline in the development of tourism in the country.

## 1:2 AIMS OF THE PROJECT

The aims of the project are:-

- a) to investigate how the airline is involved in

tourism; either directly or indirectly.

- b) to determine whether or not a large proportion of tourists to Zambia come from regions with which Zambia airways has direct links or operates frequently.

### 1:3 THE ADMINISTRATIVE LOCATION OF ZAMBIA AIRWAYS

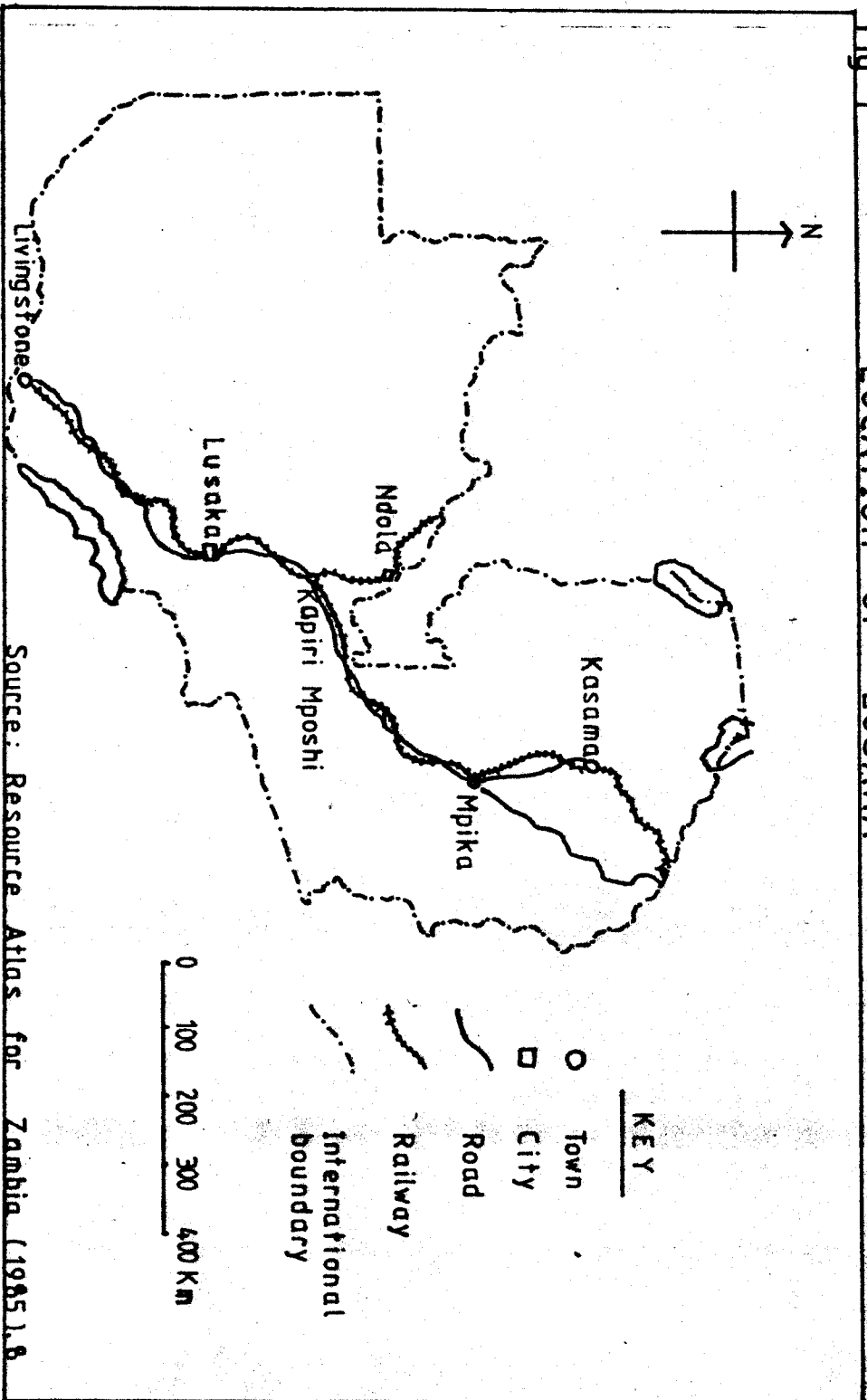
The study was carried out in Lusaka where the International Airport and the headquarters for Zambia airways are (fig 1). The headquarter for Zambia Airways is Ndeke House along Haile Selasie Avenue. Zambia National Tourist Board (Z.N.T.B) head office is also in Lusaka at Lusaka square and the British Airways Office, the major foreign airline that services Zambia is in Findeco House along Cairo road at the South end roundabout. The International Airport is located on the eastern fringe of the city off the Great East Road. (fig 2).

### 1:4 RATIONALE

Tourism is heterogenous in character and its development therefore depends on many other economic and social sectors of the country. Tourism is above travel and for Zambia, since the main market for the tourism industry is concentrated overseas in Europe and North America, the most important mode of transport is by air. The national airline is thus a crucial sector in the country's tourism industry. Air transport in the country is therefore one sector that needs research with regard to the tourism potential of the country.

Fig 1

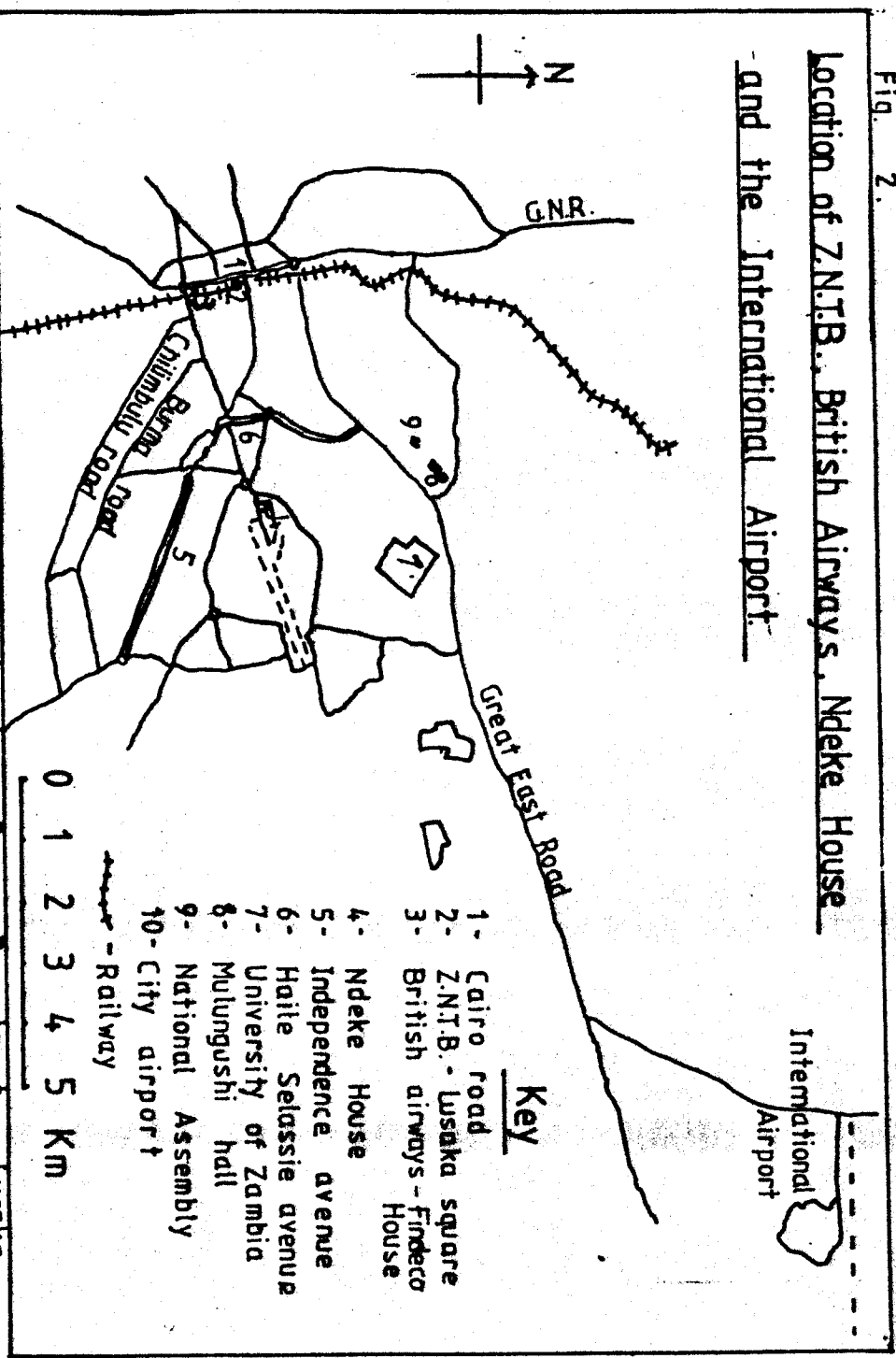
LOCATION OF LUSAKA



Source: Resource Atlas for Zambia (1985), 8

Fig. 2

Location of Z.N.T.B., British Airways, Ndeke House and the International Airport



Source: Extracted from Map of Greater Lusaka. Survey Department. Lusaka.

CHAPTER TWO  
LITERATURE REVIEW

2:0 INTRODUCTION

Between 1950 and 1974, global international tourist arrivals rose from 25 million to 213 million (Britton 1982). The growth of international tourism in recent years can be explained by the general growth of income of people in the developed countries combined with their increasing leisure time. (Bryden 1973). Popular education too creates an opportunity for people to develop an interest in other areas. But above all, technological improvements in transportation has enabled people to move quickly, easily and comfortably and has also enabled large numbers of people to move.

Tourism is about being elsewhere and a such a major component of any tourist activity must be an element of transportation. (Britton 1981) Specifically, technological progress in air transport has made tourism a big industry because it has enabled people to travel longer distances. With new aircrafts of up to 560 seats, air transport has become even less expensive.

2:1 AIR TRANSPORT IN TOURISM

The role of transport factors in as far as tourism is concerned is to make tourist products accessible and thus available. With regard to international tourism, the only practical mode of transport for the tourists is air transport. The case study on Eastern Africa, Zambia

inclusive, by Popovic (1972) looks at some of the major aspects concerning air transport in tourism.

International tourism in Eastern Africa depends on the European and North American markets and practically, the only mode of transport for the tourists is air transport. The operations of Eastern African national airlines have therefore a great influence on tourism in the region.

With regard to planning holidays in the Eastern African region, adequate air access capacity and frequency of service are of great importance. The access capacity will determine the volume of tourists that can be transported considering that the air industry also caters for other kinds of market too. Most Eastern African airlines have jet aircraft with maximum capacity of 180 seats which is not enough especially during the peak period of tourist arrivals.

Flight infrequencies make it rather difficult to plan tour packages and the same goes for inadequate regional connections. A package is a ticket inclusive of fare, lodging, tour charges and other touristic products and packages including visits to a number of countries are more attractive and economical to the tourists. Planning of such packages can only work well when the countries involved have adequate regional connections and adequate flight frequencies.

Air fares can also be restrictive as to the attractiveness of tourist destination. This is a crucial issue for Eastern African countries which are far away from their potential

tourist market and high fares are inevitable. The region could be seen as an expensive destination and it is therefore necessary to consider the implications of such long distances on the competitive position of Eastern Africa. Thus competitive fares have to be worked out and this is when promotional fares come in such as Individual inclusive tour fares (IT X) and Group Inclusive tour fares (GIT) for individual and group tourists respectively.

Most places of interest in Eastern Africa would remain inaccessible if scheduled flights are used. It is for this reason that charter flights are important. Usually charters are used by group tourists and they are relatively cheaper than package tours. Overall, charters are less inconveniencing than commercial airlines but their use is restricted by civil aviation authorities to protect national airlines with scheduled services who must operate on a timetable regardless of the traffic available for any particular flight. But this is not really necessary since scheduled flights carry only a small number of tourists compared to the volume of tourist traffic which charter flights bring.

## 2:2 THE IMPACT OF FOREIGN AIRLINES ON TOURISM

Foreign airlines greatly influence the volume and direction of tourist flows through their ability to offer competitive discounts to tour companies for any one destination, to vary the allocation of seats on scheduled flights, to discriminate against stop over tourists, to

overfly intermediate destinations and to promote or demote a destination by changes in market advertising (Britton 1981). A foreign airline by virtue of introducing a flight to a particular destination introduces and opens up a market in its country of origin for that destination. It will promote that destination through promoting its service to the destination e.g. British Airways introduction of a flight to Zambia opened up a market in the U.K. for Zambia as a holiday destination. British Airways promotes Zambia as a holiday destination by promoting its route to Zambia. As such, a large proportion of European tourists to Zambia come from the U.K.

2:3 REGIONAL TOURISM DEMAND STUDY:  
SOUTHERN AFRICA.

The "Regional Tourism Demand Study" was undertaken by Steigenberger Consulting GmbH, Frankfurt in 1986 on behalf of the Southern African Development Co-ordination Conference (SADCC) to identify the potential for expansion and diversification of European tourism to the SADCC region. Member countries of SADCC are Angola, Botswana, Lesotho, Malawi, Mozambique, Swaziland, Tanzania, Zambia and Zimbabwe. In this study, particular attention was paid to the role of air transport in developing the tourism potential of Southern Africa. The region was then compared to Kenya and South African, the major competitor destinations.

## 2:4 AIR TRANSPORT IN THE SADCC REGION: KEY ISSUES

Air access transport is a crucial factor in the development of tourism in the SADCC region because of the long distances between the European Service market and the SADCC countries, the relatively long distances within the region and the relative inaccessibility of the "tourist" areas within the SADCC countries by other means of transport.

The main factors impeding the development of European tourism to the individual SADCC countries and the region as a whole are, inadequate air access capacity, high air fares, inadequate regional and internal air links, inadequate operational management of SADCC airlines, inadequate airport facilities, inappropriate SADCC airline fleet configuration and inadequate and highly priced ground transportation (Steigenberger consulting GmbH July, 1986 Vol.1).

## 2:5 AIR ACCESS CAPACITY SUPPLY

The main weakness identified in the supply of air access capacity from Europe to the individual SADCC countries and the region as a whole is that there is no seasonal variation in the volume of access capacity provided. Any way, this can be accounted for by the lack of high tourism demand for the region. Also, the frequency of service is very, very low. For 6 countries within the SADCC region ie Botswana, Angola, Malawi, Tanzania, Zambia and Zimbabwe, there are in total 45 flights per week from 9 European gateways; an average of less than one flight weekly to each SADCC country per European gateway. London is the only gateway where frequency of

service is high. In contrast, Kenya as a single tourist country has an average of 5 flights weekly per European gateway. Of the 9 main European gateways ie Amsterdam (Netherlands), Brussels (Belgium), Copenhagen (Denmark) Frankfurt (West Germany), Lisbon (Portugal), London (U.K), Paris (France) Rome (Italy) and Zurich (Switzerland) Zambia airways provides scheduled flights to only 4 of them ie Frankfurt, London, Rome and Lanarca.

In comparison, Kenya provides schedules flights to all of them except Lisbon, with 3 flights per week to Amsterdam, 3 to Brussels, 2 to copernhagen, 6 to Frankfurt, 13 to London, 6 to Paris, 7 to Rome and 3 to Zurich. However, for Zambia, the change to wide bodied aircraft (DC 10) has compesated for low frequencies.

On the whole, SADCC national airlines provide 44% of seat capacity between Europe and the SADCC region. The rest is provided by foreign airlines e.g. British Airways and Lufthansa. But here the problem is that these foreign airlines do not serve in all SADCC countries e.g British Airways only serves Zambia. So, if individual SADCC countries are considered, foreign carriers do not solve the problem at all.

80% of European tour operators rate access capacity between Europe and the SADCC region to be "good" or "sufficient". However, 15% of the European tour operators consider that the air access capacity to the SADCC region is insufficient especially from the British, Scandinavian, Italy

and French markets (Steigenberger consulting GmbH July 1986, Vol. 2) On flight frequencies to the SADCC region, 90% of European tour operators considered that flight frequencies to the SADCC region were "good or sufficient." (Steigenberger consulting GmbH July, 1986, Vol. 2)

#### 2:6 AIR ACCESS CAPACITY WITHIN THE REGION

As in international air access capacity supply, there is no seasonal variation in air access capacity supply within the region and frequency of service is also very low.

From Lusaka, there are 16 weekly flights serving 7 SADCC countries and 4 weekly flights to Nairobi. Overall, the regional network is not well developed. Figure 3 shows the SADCC regional network.

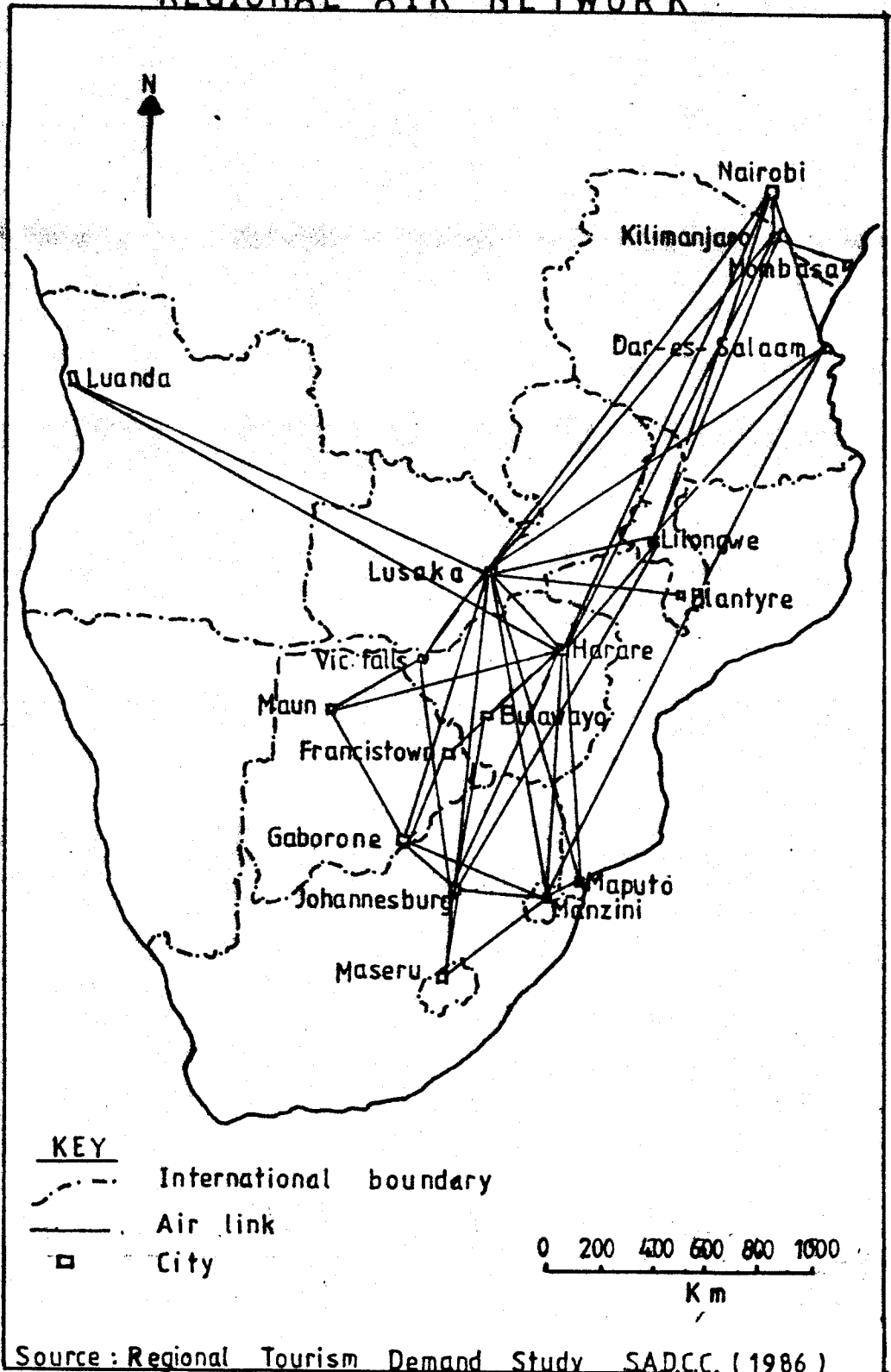
A significant proportion of all European tour operators considered that the existing air links within the SADCC region were insufficient. The insufficient routes to various countries within the region makes it difficult to combine destinations and the arrangement of balanced tour programmes is crippled by insufficient frequencies. Also, inadequate timing of connections mean lengthy transits which can involve one- or even two - night stopovers.

(Steigenberger consulting GmbH July 1986)

#### 2:7 INTERNAL LINKS

The volume and standards of capacity on "tourist routes" can be a crucial determinant factor in the development of tourism in a country. SADCC national airlines do not have sufficient aircraft to meet the increasing demands of air

**Fig. 3. SADCC. COUNTRIES: EXISTING REGIONAL AIR NETWORK**



access capacity. Most tourist centers in Zambia for example, are located at considerable distances from Lusaka, the gateway, and since access by road is not a realistic option, the adequacy of the air access capacity is of crucial importance. This is a major constraint on the potential for developing tourism in individual SADCC countries.

## 2:8 AIR FARES AND TARIFF STRUCTURE

Air fares are one of the crucial factors determining a country's share of international tourism. Fares should not only be seen in absolute terms but also in comparison with fares to competing destinations.

Apart from normal first and economy class fares, the International Air Transport Association (IATA) fare structure on scheduled services include Excursion fares which are mostly used for individual travel and have specified length of stay at the destination with a restricted number of stop-overs enroute, Tour basing fares which include individual inclusive Tour (I.T.X) and Group inclusive Tour (G.I.T) fares and promotional fares which cover a wide range of tariffs usually with special conditions attached to them such as the number of stop-overs en-route, a specified period during which the fare must be used.

The important issues relating to tariff structure in the SADCC region are that the range of published fares from European source markets is inadequate and that the tariff structure is uncompetitive. Published fares to Nairobi or Johanensburg are either lower or have very little difference

with comparable fares to the different SADCC countries. Although group fares are offered, they are either not available from the source markets or the minimum number of a group is high e.g. only GIT - 16 group fare to the SADCC is available in London, the GIT - 6 fare is not offered.

There is considerable flexibility of fares to East and Southern Africa. Special offers or discounts are regularly promoted. A potential tourist group can bargain with the tour operator and airline to get attractive discounts. However, this flexibility means that in some markets discounts, promotional fares, special offers and group fares are not available. Also, a potential tourist making independent travel arrangements may receive different fare quotations for travel to the same destination.

On the air fare structure between Europe and the SADCC region, about 70% of European tour operators considered that the fare levels to SADCC countries were uncompetitive with fares to competing destinations. (Steigenberger Consulting GmbH, July, 1986 Vol. 2).

#### 2.9 FARES WITHIN THE REGION

Excursion fares are available usually at about 30% below the normal economy fare. However, promotional fares are absent but there is a large number of preferential fares available to specific categories of travellers e.g. students and sportsmen. A large proportion of European tour operators considered that the range of promotional fares is inadequate and uncompetitive.

## 2:10 DOMESTIC FARES

Published air fares for domestic tourist destinations within the SADCC the competitiveness of the tariff structure because although competitive fares are available on domestic routes, they cannot be purchased outside the country. Also, group fares on domestic routes are negotiable with the airline. In most cases, different domestic destinations have the same fare from Europe for economy and excursion fares e.g the London - Lusaka additional cost is only US\$ 4 lower than the London-Livingstone excursion fare. Most European tour operators considered that the range of promotional fares on domestic routes were adequate.

## 2:11 FLEET COMPOSITION

The extent to which an airline can provide adequate access capacity and an efficient and reliable service depends on the size and composition of its aircraft fleet for Zambia Airways, the fleet consists of one DC - 10, four Boeing 707's (two passenger and two cargo), one Boeing 737, two Hawker Siddeleys' and two ATR 42s. Recently, the two passenger Boeing 707s have been replaced by two DC-8s. The DC 10 is used on intercontinental routes but it will soon be restricted from flying to Europe due to the introduction of noise regulations. This will reduce access capacity to the country and the SADCC region as a whole.

The fleet of the SADCC region as a whole is inadequate and inappropriate. It is inadequate in terms of capacity; most aircrafts are 44 seaters. This implies that the average

number of tourists has to be small considering that other categories of travellers use the same planes. It is also inappropriate where there is a mismatch of demand and supply e.g Zambia airways at one time dropped the Lusaka-Kasaba Bay tourist route because of uneconomic load factors on the HS 748 (44 seater) A smaller aircraft could have been appropriate.

## 2:12 OPERATIONS MANAGEMENT OF AIRLINES

Operations Management involves standards of inflight service, punctuality, ground handling and general service standards. These factors have a great influence on the volume of access capacity available in determining tourist demand because if an airline has a bad reputation for service standards, potential tourists will not want to travel with the airline and tour operators will not book their clients on that airline.

Tour operators considered airline management on routes between Europe and the SADCC region to be either very good or good. On service most European tour operators considered the standards as sufficient and good but the general view about inflight service, punctuality and reservations were that they were insufficient. With regard to punctuality, flight delays and changes of schedules are found to occur more frequently on domestic rather than on regional and international flights. Reservation systems were found to be wanting except for airlines with computerised reservations e.g Zambia Airways. (Steigenberger Consulting GmbH, July

1986 Vol. 2).

## 2.13 AIR TRANSPORTATION POLICIES

These policies are determined by national governments in conjunction with national airlines and are concerned with such issues as landing rights, route capacity, aircraft configuration, air fares and airport charges concerning foreign airlines. It is for this reason that countries enter into Bilateral agreements with other countries to enable them access to their markets.

Most important among air transportation policies are the 5th and 8th freedom rights.

The 5th freedom right allows a foreign airline to pick up passengers in a second country and carry them to a third country: The eighth freedom right allows a foreign carrier to pick up passengers on the domestic routes of a second country. SADCC countries offer the 5th right but not the 8th right because it threatens the interests of the national airlines.

Conflicts exists between national air transportation policies and tourism development. The tourism industry looks for cheap and easy transport and the airliner used is not important, while the national government is concerned with the commercial viability of its airline. A tariff structure which satisfies both objectives has yet to be determined. (Steigenberger consulting GmbH July 1986 Vol. II).

## 2:14 CONCLUSION

In this worldwide economic recession which has continued to most industries either remain static or decline in growth, the tourist industry registered an average annual growth rate of 5% in the number of global tourist arrivals. However, in spite of this growth trend, Africa's share declined, accounting for less than 2% of the total world figure of international tourist arrivals. Zambia's tourist industry's performance during the period under review, 1985/1986, was also quite poor. There was a decline of 26.7% in the number of tourist arrivals compared to the preceding year. (Z.N.T.B Annual Report 1986).

Zambia has great tourism potential, so a decline in the tourism industry world only reflect inappropriate choice and implementation of policies by the various sectors of the tourism industry. Zambia Airways, the country's national airline is only one sector of the tourism industry and it does not only cater for tourists but also other market categories. But since the whole essence of tourism is travel and the most popular mode of travel is air transport, airlines should be seen as the driving force of the tourism industry. Therefore, the operations of the national airline is of crucial importance to the tourism industry.

## CHAPTER THREE

### THE SCOPE OF THE STUDY AND METHODOLOGY

#### 3.1 INTRODUCTION

This study examines some general aspects of the operation of the Zambian national airline and how they, indirectly or directly relate to tourism development in the country. In this respect, four major aspects of the airline were studied. These were transport, ancillary services, the airline's linkages with firms in the tourism industry and the airline's marketing strategies.

Tourism in Zambia is promoted by the Ministry of Tourism with the Zambia National tourism Board (Z.N.T.B) as its major executive organ. Z.N.T.B is concerned with development, promotion and marketing of tourism in Zambia. It integrates all sectors of the tourism industry and it monitors the development of projects such as hotels and other tourist products to ensure international standards. In this respect Z.N.T.B authorises and licences hotels, restaurants, discoteques and night clubs, travel agencies, air charters, lodges, cafes, Luxury coaches, car hires and tour operators. Thus, information on tourism patterns in Zambia was provided by Z.N.T.B.

British Airways, the British national airline is the major foreign airline that serves Zambia. This airline was approached and asked to compare its operations with those of Zambia Airways. British Airways promotes Zambia as a tourist

destination through its marketing strategies on its London - Lusaka route. The main tourism products it highlights on Zambia are wildlife, the Victoria Falls and also Cultural attractions. It also has links with some sectors e.g hotels and tour operators.

### 3.2 METHODOLOGY

Four sets of questionnaires were prepared for Zambia Airways, British Airways, Zambia National Tourism Board (Z.N.T.B) and the tourists. (see appendix).

The questionnaire for Zambia Airways was divided into four parts namely; Transport, Advertising, Linkages and Ancillary services. Each part was filled in by the appropriate department. The questionnaire for British Airways was designed to make a few general comparisons with Zambia Airways in the operations of the airline with regard to tourism promotion. For Z.N.T.B. the questionnaire was designed to get information on some aspects of tourism patterns in the country. The questionnaire for the tourists was designed to find out whether the airline's efforts towards the promotion of tourism have the intended effect on the target population. It was also directed at testing the hypothesis that a significant number of tourists come from countries that the airline has direct links with and serves regularly. Tourists (50) were randomly selected from a list of visitors from the immigration offices.

### 3.3 PROBLEMS FACED WHEN COLLECTING DATA

When collecting data from Zambia Airways, it was very difficult to make appointments with personnel in the various departments. Most of the time, they were out of the country, and when they came back, they would only stay for a few days before flying out again. So appointments kept on being cancelled and reset which slowed down the process of data collection. One other major problem faced was to get the tourists return the questionnaires. This was especially so with tourists staying in hotels. The guest-relations desk at hotels had to be relied on to distribute and collect questionnaires from the guests. To make things worse, the hotels usually had their own sets of questionnaires that they wanted their guests to fill in, so it was a bit taxing on the part of the guests to fill in so many questionnaires. As a result, only 33 questionnaires were collected.

## CHAPTER FOUR

### THE STUDY FINDINGS

#### 4.1 INTRODUCTION:

Zambia has great tourism potential and it is for this reason that there is a Ministry of Tourism with Z.N.T.B as its major executive arm. Like many third world countries, Zambia attaches great importance to tourism as a potential foreign exchange spinner. The Victoria Falls is the main attraction followed by Wildlife in the country's national parks. In terms of Wildlife, Zambia has an advantage over competitor countries, like Kenya where national parks are highly commercialised. Zambia's parks are still natural and wild. Walking and hunting Safaris are offered and this is what tourists mainly look for; a feeling of discovery. Adventure products are also popular particularly river rafting on the lakes and rivers of Zambia. Other products include cultural and historical attractions, sport such as golf and soccer and special interest programmes such as geographical and mining expeditions. Zambia is further favoured because of the fact that despite all the disturbances in Southern Africa, Zambia has continued to enjoy peace and stability. And to crown it all, Zambia has a reputation of being a friendly country with friendly people. However, many other potential tourism products still remain undeveloped.

#### 4:2 THE NATIONAL AIRLINE

Zambia Airways was established in September 1967 equipped with only two Beavers and four DC 3s acquired from the defunct Central African Airways. In the early stages it operated as a wholly domestic airline. In the following year, the airline dropped the less spacious Beavers and acquired two BAC 1-11s. It was thus able to appear on the regional scene serving East Africa, Zaire and Malawi. In 1969, the airline acquired a DC 8 aircraft and it started operating international flights to Europe serving cities such as London, Rome, Frankfurt, Malta and Belgrade. Progress continued as they acquired the Boeing 707 and Boeing 737 aircrafts which enabled it to forge more international links for instance to Bombay, to increase frequency on the existing routes and to serve more remote parts of the country. In 1984, Zambia airways went a huge step forward by purchasing the ultra modern DC 10 aircraft which increased the countries <sup>ys</sup> ~~ies~~ access capacity and made up for reduced frequencies. From 1987 up to now, it remains the only airline in Southern Africa which serves New York. Zambia airways further increased its fleet in 1988 by purchasing two ATR 42 aircrafts. It hopes to increase its fleet further by purchasing another DC 10 aircraft. It also plans to open new routes to Entebbe, Jeddah, Beijing and Tokyo and to increase frequency on the existing routes to London, Bombay and New York.

Zambia airways is directly involved in tourism and this is evident in the establishment of its own tour operating firm, Africa Bound Holidays. The Objectives of Africa Bound Holidays are to promote tourism in the country, to promote traffic in form of tourists for Zambia Airways and to market for Zambia Airways. Zambia Airways also operates flights to remote tourist destinations, for instance, to Mfuwe and Kasaba Bay. In addition, it also offers a range of promotional fares for tourists.

#### 4:3 THE TOURISTS' SAMPLE

In this study, tourists have been defined as people who are travelling specifically for a holiday. The sample size of the tourist respondents was 33 of which 57.6% (19) were male and 42.4% (14) were female. Table 1 shows their age distribution.

TABLE 1

AGE DISTRIBUTION OF THE TOURISTS

AGE GROUP	FREQUENCY	PERCENTAGE
20 - 30	2	6.1
31 - 40	9	27.3
41 - 50	13	39.4
51 - 60	7	21.1
Above 60	2	6.1
Total:	33	100.0

Most tourists in the sample were of high socio-economic status. Sixty-four percent of the tourists were self-employed thirty four percent were professionals and only four

percent had clerical jobs. This is probably because Zambia is very far from the major markets ie North America and Europe so that it is seen as an expensive destination and only those that can afford come.

THE AIRLINE'S MAJOR ROLE: ACCESSIBILITY

Table 2 shows the distribution of tourists by place of origin.

Table 2: Distribution of Tourists by Place of Origin.

ORIGIN	FREQUENCY	PERCENTAGE
1 Africa	3	9.1
2 Asia	5	25.2
3 Europe	16	48.5
4 Middle East	1	3.0
United States of America	8	24.2
Total:	33	100.0

1. Zimbabwe, Nigeria, South Africa.
2. Japan, Pakistan, India
3. Britain, Finland, Belgium, Netherlands, Sweden, Germany, Norway, Italy.
4. Saudi Arabia.

All the tourists in the sample came by air because it is the most practicable mode of transport considering their places of origin. Most tourists came from Europe and United States of America and only a few came from within Africa. It

has been hypothesised that a large proportion of tourists to Zambia come from regions with which Zambia airways has direct links and operates frequently. Out of all the places that the tourists came from, Zambia Airways only operates flights to Britain, Germany, India, Italy, South Africa, the United States of America and Zimbabwe. A chi - Square test was used to determine whether the number of tourists in the sample who came from places where Zambia Airways operates flights frequently was significantly different from that of tourists from countries which Zambia Airways does not serve.

HYPOTHESES:

- H 0: The number of tourists from countries linked by Zambia Airways is not significantly different from that of tourists coming from countries not linked by Zambia Airways.
- H 1: There is a significant difference between the number of tourists from countries linked by Zambia Airways and that of tourists from countries not linked by Zambia Airways.

Table 3 presents the data used in the Chi - Square analysis.

TABLE 3

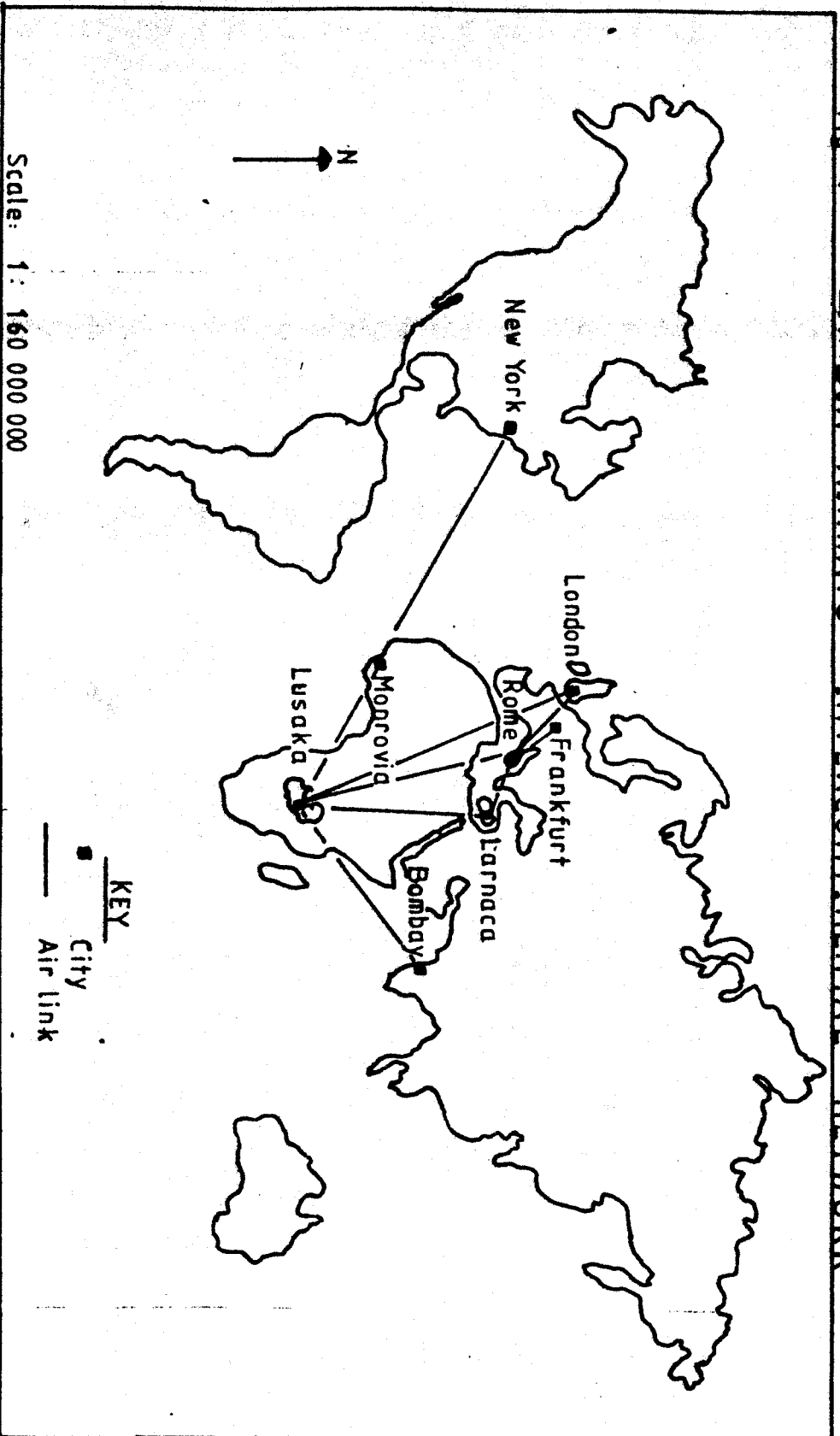
## CONTINGENCY TABLE OF TOURISTS TO ZAMBIA AND THEIR ORIGINS

	Frequency of Tourists from places linked by Zambia Airways	Frequency of Tourists from places not linked by Zambia Airways	Totals
Africa	2	1	3
America	8	0	8
Asia	2	3	5
Europe	6	10	16
Middle East	0	1	1
Totals:	18	15	33

At the 0.05 level of significance, the null ( $H_0$ ) hypothesis of no difference cannot be rejected. It is therefore concluded that whatever difference observed in the frequency of tourists from countries linked and these not linked by Zambia Airways was purely due to sampling error. (see Appendix - for calculations).

However, this finding does not tally with Popovic's (1972). analysis of the tourism potential of Eastern Africa, Zambia inclusive. In this study he explained that a large proportion of tourists to the Eastern African region would come from countries with which the airlines in the region have direct links and serve frequently. If in this case the airline is seen as the link between the potential market and the destination country, then it can be concluded that there are other means by which the airline and other sectors of the tourism industry get in contact with their potential market.

Fig 4 ZAMBIA AIRWAYS INTERCONTINENTAL NETWORK



Scale: 1 : 160 000 000

Source Zambia Airways Timetable 26th March to 28th October 1969

One such way is advertising. This aspect will be discussed later in the chapter.

Tourists in the sample came mainly by Zambia Airways and British Airways (Table 4).

TABLE 4  
DISTRIBUTION OF TOURISTS BY AIRLINE

AIRLINE	NUMBERS	PERCENTAGE
Zambia Airways	16	48.5
British Airways	11	33.3
Others	6	18.2
Total:	33	100.0

As can be seen from the table most tourists in the sample came by Zambia Airways. British Airways provides additional access capacity. Only a very small percentage of tourists came by other airlines besides British Airways and these airlines serve Zambia only as a stop-over en-route to other destinations.

However, it is not a matter of preference that some tourists came by Zambia Airways and others by British Airways. The case was that one airline or the other was not available at the date they wanted to travel. As such, Zambia Airways does not stand competition with other airlines on its routes. This is a critical situation because the airline would be less mindful of the standards of its services. This can affect the tourism potential of the country in that the

airline, being the flag-carrier of the country will give a poor impression of the country to potential tourists.

As for the mode of transportation to places of interest, 72.7% of the tourists in the sample went or intended to go by air and the remaining 27.3% preferred to go by road. Reasons given by these who used air transport to go to places of interest were that:-

- i) it was the most practicable mode of transport and
- ii) that it was more comfortable and faster.

Reasons given by these who preferred to go by road were that:-

- i) they wanted to see more of the country.
- ii) and that local air transport was unreliable.

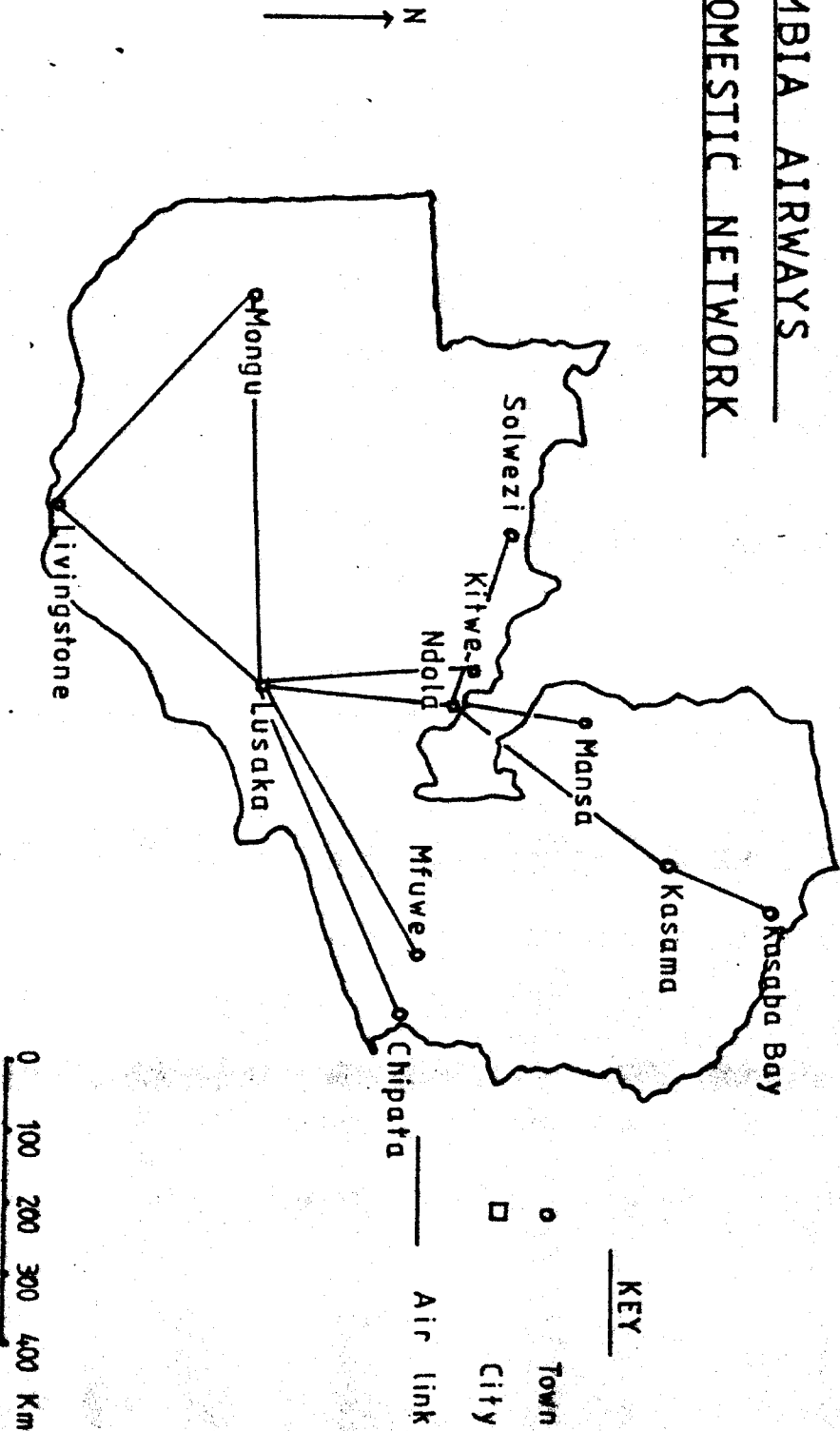
Steigenberger Consulting GmbH (1986) in their regional tourism demand study of southern Africa also gave the latter reason. They found out that planes especially for local flights were usually delayed or re-scheduled.

This inconveniences travellers because sometimes this results in missing connecting flights and as such re-scheduling their holiday plans.

Zambia Airways operates flights to all major tourist destinations and offers promotional fares on these routes to make them more attractive. Figure 5 shows Zambia Airways's domestic network. The frequency of flights on domestic routes depends on the amount of traffic on the routes. Table 5 shows the frequency of flights on each of the domestic routes.

Fig 5

ZAMBIA AIRWAYS  
DOMESTIC NETWORK



Source : Zambia Airways Timetable ; 1989

TABLE 5

## FLIGHT FREQUENCES ON DOMESTIC ROUTES

ROUTE FROM LUSAKA TO:	FREQUENCY FLIGHTS PER WEEK
Chipata	3
Kasaba Bay	3
Kasama	3
Livingstone	6
Mansa	2
Mfuwe	4
Mongu	2
Ndola	24
Solwezi	1

The busiest domestic route is the Lusaka - Ndola route with twenty-four flights a week. This is so because a lot of commercial activities take place between the two cities; Ndola being an industrial centre and Lusaka an industrial - administrative centre. This is followed by the Lusaka-Livingstone route with six flights a week. Livingstone is the tourist capital of Zambia and this could account for its being a busy route. However, Mfuwe is a better indicator of high frequency of flights due to tourist traffic. Mfuwe is strictly a tourist destination and Zambia Airways operates four non-stop flights to Mfuwe per week. It is the third busiest route after Ndola and Livingstone. Kasaba Bay is another tourist destination serviced by Zambia Airways with three flight a week. Kasaba Bay and Mfuwe are not easily accessible by road. The high frequency of flights to these tourist destinations show that there is a large volume of traffic to these destinations which must logically be tourist

traffic. Zambia Airways further promotes these destinations by offering promotional fares on their routes and providing more access capacity by increasing frequency of service.

One major problem on domestic tourist routes is that there is no seasonal variation in the volume of access capacity provided to tourist destinations. From Africa Bound Holidays and Z.N.T.B, it was found out that the peak period in the number of tourist arrivals was July to mid- November. But during this peak period, Zambia Airways does not increase frequency of flights nor change to wide-bodied aircraft on tourist routes. As such most tourists are denied access to tourist destinations. This factor was also observed by Steigenberger consulting GmbH in the regional tourism demand study of Southern Africa. They also observed that this factor made it very difficult for tour operators to include some of these tourist destinations in packages.

All tourists in the sample visited other countries too before or after visiting Zambia. Of these, 45.5% connected to other countries from Zambia by road while the remaining 54.5% connected to other countries by air. Table 6 shows the distribution of tourists by airline when connecting to other countries.

TABLE 6

DISTRIBUTION OF TOURISTS BY AIRLINE WHEN CONNECTING TO OTHER COUNTRIES FROM ZAMBIA.

AIRLINE	FREQUENCY	PERCENTAGE
Zambia Airways <sup>1</sup>	10	55.56
British Airways <sup>2</sup>	1	5.56
Others <sup>3</sup>	7	38.88
Total:	18	100.00

1. To Kenya, Mauritius, South Africa, Swaziland, Tanzania and Zimbabwe.
2. To Botswana
3. To Botswana, Kenya, Lesotho and Malawi

From Table 6, we can see that, most tourists connected to other countries by Zambia Airways. Again, it is not a matter of preference that most tourists travelled by Zambia Airways. Other airlines were not available at the date the tourists wanted to travel. As such there isn't much competition amongst the regional airlines. This therefore shows that Zambia Airways has very good regional connections. Figure 6 shows Zambia Airways regional network.

Apart from British Airways the other airlines that the tourists used to connect to other countries were national airlines of African countries with the region and these were Air Botswana, Kenya Airways and Air Zimbabwe. British Airways offered very little access capacity within the

optimal volume of tourists with high spending power taking into consideration the restrictive size of the hotel industry of the country and also the limited access capacity of the national airline. Z.N.T.B. also advertises through major airlines and travel and tour agencies by supplying them with its brochures for distribution. It also advertises in foreign press. In addition, Z.N.T.B. markets for all sectors of the tourism industry in the country.

Zambia Airways on the other hand markets two products; its services and tourist products. Zambia Airways also advertises for hotels, travel and tour agencies and other sectors of the tourism industry. Concerning tourist attractions, Zambia Airways widely advertises wildlife and the Victoria Falls. All the tourists in the sample were mainly interested in wildlife and the Victoria Falls and almost all of them were also interested in adventure products and cultural attractions.

Zambia Airways advertises through its own foreign offices and through other foreign airlines by supplying them with its brochures and posters for distribution. Zambia Airways advertises for other sectors of tourism industry in its inflight magazines and by distributing their posters and brochures through its local and foreign offices. Despite having to advertise for its own services and for other sectors of the tourism industry at the same time with the tourism potential of the country, a good 25% of the tourists out of the sample had responded to advertisements by Zambia

Airways.

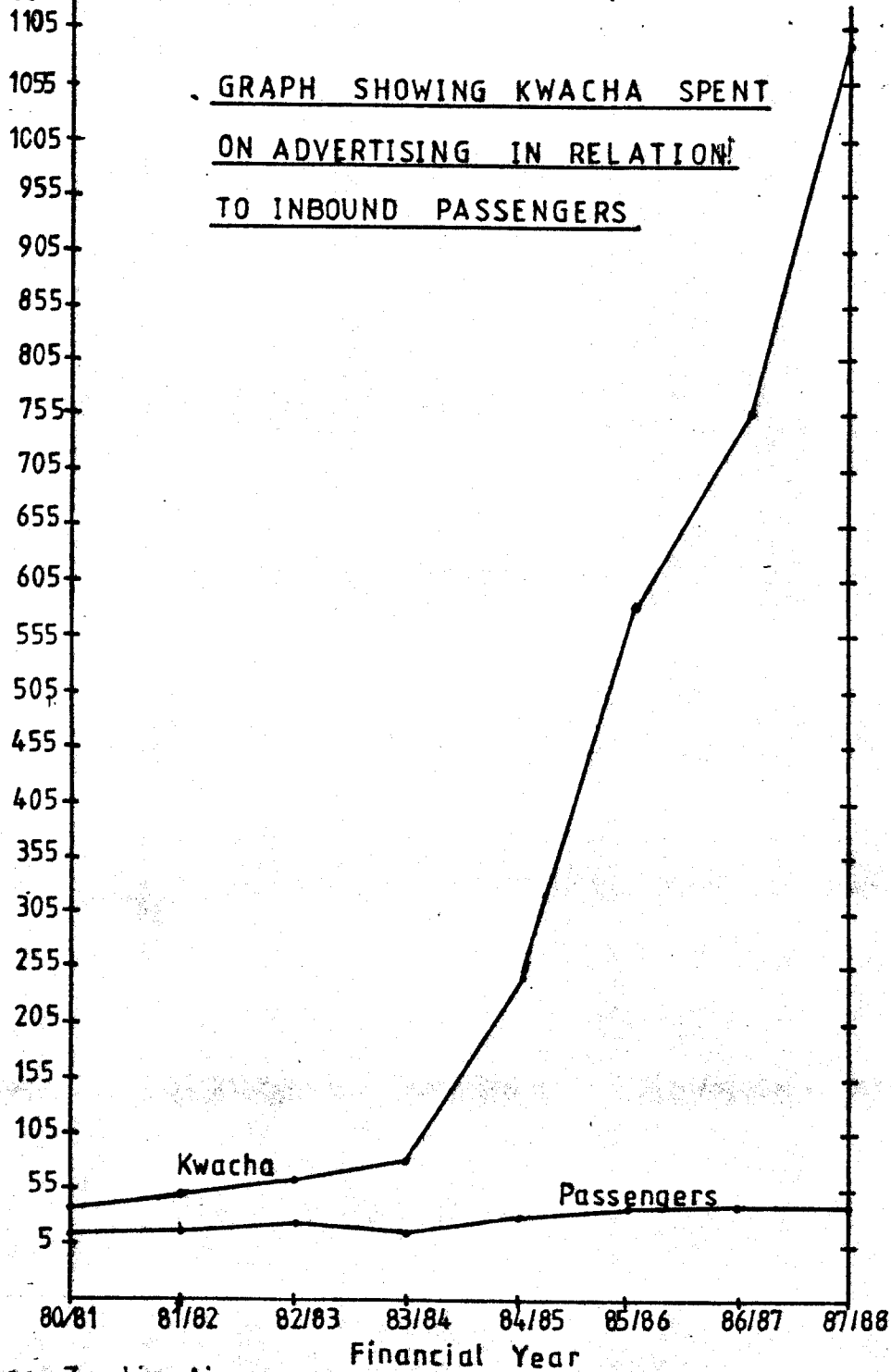
British Airways in its attempts to draw traffic on its London - Lusaka route also markets Zambia as a tourist destination. On Zambia, British Airways advertises the Victoria Falls and Wildlife attractions. Travel and Tour agencies make travel arrangements for tourists and as such they market various destinations.

Advertising is one of the important factors that determines the success of a tourist destination. A destination has to be publicized; it must be portrayed in a way that can be appealing from the point of view of the market segment. As such, the general experience has been that there is always an anomaly between what is advertised and what is actually offered. This accounts for why Friends and Relatives are the best media for portraying a destination. Their message has a greater impact because they convey what they have experienced.

Figure 7 shows the amount of money spent on advertising by the airline in relation to inbound passengers who travelled by the airline for the period from 1980 to 1988. Specific data on how much money was spent on advertising tourist products and how many tourists travelled by the airline in the same period were not available. The graph shows that the number of passengers travelling by the airline rose steadily with the amount of money spent on advertisements until 1984 when money spent on advertisements shot up to alarming levels without a similar increase in the

Fig 7

Kwacha/  
Passengers in  
'0,000



Source: Zambia Airways:

Market Research Dept and Advertising Dept

number of inbound passengers. This was due to the auctioning of the kwacha and its subsequent devaluation. However, as a result of the devaluation of the kwacha, Zambia became a cheaper destination and the number of tourist arrivals in the country rose from 129,197 in 1984 to 136,760 in 1985 though it dropped sharply in 1986 to 100,219 (Z.N.T.B. Seventh Annual Report, 1986). These figures cannot be reflected on the graph because it is not known what proportion of them travelled by air, let alone by Zambia Airways, nor what proportion of them responded to advertisements by Zambia Airways.

#### 4:6 ANCILLARY SERVICES

Apart from transport, Zambia Airways provides a variety of other services to visitors who come into the country. These are directed at making things easier for visitors to a foreign country. For instance at the request of customers, Zambia Airways arranges visas and also hotel accommodation and airport transfers. And through its subsidiary company, Africa Bound Holidays, Zambia Airways offers package holidays that include a stay in a number of countries to which Zambia Airways flies. British Airways also offers the same services although it has no subsidiary company dealing with tourism here in Zambia.

#### 4:7 LINKAGES

The tourism industry has many sectors all of which have

links with Zambia Airways since it is the airline that brings in customers for all the other sectors of the industry.

At the airport, for instance, Zambia Airways provides a chance for other tourist oriented organisations to get at their target market. Thus, we find curio shops, duty free shops and restaurants and bars at the airport to serve the visitors.

Out of all the tourists in the sample, 34.4% (12) of them were travelling on packages of these, 45.5% of them had travelled by Zambia Airways. This high percentage of package tourists travelling by Zambia airways indicates strong linkages between the airline and other sectors of the tourism industry. This is so because packages bring economies of scale to the organising agents. Thus the airline industry, Hotel industry and the tourist product operators liaise to organise a package tour. This liason starts with the airline as it makes the tourist destination accessible and thus available.

Despite having its own tour operating company (Africa Bound Holidays) and its own hotel (Ndeke Hotel) Zambia Airways markets for all tour and travel agencies, hotels, tourist products and all other sectors of the industry. Travel and Tour agencies also promote traffic on the airline by drawing in their customers. Zambia Airways also works with the hotels by arranging accommodation for its passengers on request. Zambia Airways also links up with tourism agencies abroad. The most important aspect though is that Zambia

Airways provides flights to otherwise inaccessible tourist resorts e.g. to Mfuwe and Kasaba Bay. British Airways also links up with all tourism agencies in the country in the same lines as Zambia Airways but it does not operate local flights to tourist destinations.

Table 8 shows the tourists rating of some aspects of the general operations management of Zambia Airways.

TABLE 8

TOURISTS'S RATING OF SOME GENERAL ASPECTS OF ZAMBIA AIRWAYS (PERCENT)

Rating Aspect	Very Good	Above Average	Average	Below Average	Poor
Efficiency	18.2	9.1	36.4	27.3	9.1
Services	0.0	36.4	45.5	18.2	0.1
Disposition of the crew	0.0	63.6	27.3	10.0	0.0
General conditions of plane	9.1	27.3	45.5	18.2	0.0
General conditions of Airports	0.0	27.3	0.0	45.5	27.3

Out of the few selected aspects of Zambia Airways, the disposition of the crew, that is the way the crew relate themselves to the passengers was voted by the majority of the tourists in the sample as above average while the general condition of the airports was voted by the majority as below average and poor. The general efficiency of the airline which is one of the key factors was voted by the majority as

average and by a few as very good and by a substantial proportion as below average and poor. It seems therefore that the airports are the poorest aspect of the airline. This was also noted in the Regional tourism demand study of Southern Africa by Steigenberger Consulting GmbH which also suggested that they be improved and expanded to cater for wide bodied aircraft and also the increasing volume of tourists. Airports are a very important factor because they are the first places that visitors see in the host country. Thus if they are in bad shape, they would give a very poor impression of the host country to the visitors. Therefore it is important that they are improved and kept in good shape.

Airlines however, play a very ambiguous role in tourism because they cater for a wide variety of markets whose interests are liable to clash. Thus for example, the interests of a business traveller and a tourist are incompatible because for the businessman time is important whereas a tourist is at leisure and wouldn't mind a few stop-overs en-route which could even enable them see more of the world. As such, there are very few services that the airline offers exclusively for tourists. Otherwise, most aspects mentioned in this study are directed at the entire Zambia Airways target market.

## CHAPTER 5

### CONCLUSION

#### 5:1 CONCLUSION

The first question a potential tourist to Zambia will ask is "How am I going to get to Zambia?" The answer is predominantly "By air" because air transport is the only practicable mode of transport from Zambia's potential tourism markets of Europe and North America. Zambia Airways and British Airways are the two major airlines that provide access capacity to Zambia. However, the two airlines are at present far from meeting travel demand taking into account the fact that tourists constitute only a very small segment of the market that the airlines serve. Despite using wide-bodied aircraft on international routes, frequency of service still remains very low. (2 flights per week to London and 1 flight per week to New York by Zambia Airways and 1 flight per week to Lusaka by British Airways). Many potential tourists have been disappointed with a holiday to Zambia by finding the airline fully booked at the date they are prepared to travel. Added to this problem is the inadequate number of gateways to Europe and North America that Zambia Airways serves. Although this study found out that tourists do not predominantly come from countries that Zambia Airways serves, the acceptance of this general hypothesis remains questionable. This is so because Zambia Airways has got Sales and Bookings offices in all countries from where the tourists in the sample came. So the potential tourists from

countries that Zambia Airways does not serve have still got direct links with the airline and Zambia as a destination through these offices. However, it still remains important that Zambia Airways strives to serve most of the potential market countries because it is cheaper and less inconveniencing for the tourists to use a direct flight to the destination than to connect through another country.

The domestic network is quite sufficient although services are not reliable. Most tourists have been disappointed by the domestic schedules which are insufficient. The major complaint has been that domestic flights are never on time and this is very critical because tourists have to re-schedule their plans and sometimes miss connecting flights. So most tourists prefer to use the roads and this reduces traffic on the airline making flights to some destinations uneconomical. This leads to flights on some routes being suspended every now and then.

The regional network is excellent and Lusaka is even viewed as the gateway to southern Africa (Steigenberger Consulting GmbH 1986 Vol. II). Again here the problem is unreliability of services. Thus most tourists opt to go by road and this eventually will put the airline out of business.

On advertising, the airline spends quite substantial amounts of money on advertising although it does so mostly for marketing its services. But it seems the best media for publicity are relatives and friends who have experienced this

country. Here, the efforts of the airline to portray a good image of the country will be nullified if tourists get disappointed with the other sectors of the industry e.g the Hotels. However, it is still very important that the airline should paint a good picture of Zambia since it is the flag - carrier for the country.

Linkages between the airline and other sectors in the industry are very important. This is so because the airline is first to get into contact with visitors by its role of bringing them into the country. As said earlier on the tourist sector is only but one sector of the airline's target market. therefore strong linkages between the airline and other sectors of the industry are of vital importance if the needs of the industry have to be fully represented by the airline.

The role of Zambia Airways in the development of tourism in the country is thus not a minor one. From the findings of this study, what the airline has contributed so far has been considerable.

#### 5:2 SUGGESTIONS

Based on the observation that Zambia Airways still has direct links with most of the market countries through its sales and Bookings offices though it does not serve most of them, it is still advisable that it introduces flights to these major markets. Zambia by virtue of its distance from the major markets is viewed as an expensive destination and having tourists to connect to Zambia through other countries

makes it an even more expensive destination. If Zambia Airways could introduce direct flights to these countries, it would be cheaper for potential tourists to travel to Zambia and will thus make the country a competitive tourist destination.

A major weakness that has been noted in the operations of the airline is the unreliability of domestic schedules. This greatly inconveniences visitors. Zambia Airways should therefore improve on the efficiency of its local schedules. Flights to tourist destinations should be arranged in such a way that tourists are able to spend a convenient time at the resort before they are due to fly back again. Also domestic flights to Lusaka should be scheduled in a way that travellers who are connecting to other places are able to catch their flights.

Most tourists who come visit more than one resort in the country and usually visit other countries too. The airline could take advantage of this factor and make more profits by introducing flights between tourist resorts e.g between Kasaba Bay and Mfuwe or between Livingstone and Musungwa. The airlines in the Southern African region as a whole could also co-operate in the operating of flights between tourist resorts in the region e.g Kilimanjoro to Mfuwe to Okavango delta. This would make the Southern African region much cheaper for the tourists.

Finally, it seems Z.N.T.B receives many responses from it's target market. But Z.N.T.B has a big problem because it

only has offices in London, New York and Milan in Italy. Thus it is only in contact with a very small portion of it's potential market. It is advisable therefore that Z.N.T.B could use Zambia Airways' offices which are widely spread on all continents. It will thus be assured of getting at a wider market. In this way, Zambia Airways's potential role in tourism development will be more fully utilised.

APPENDIX I

QUESTIONNAIRE: ZAMBIA AIRWAYS

TRANSPORT

1. On the average, what proportion of your passengers travel to Zambia for holidays each month?  
  
a) 10-20%      b) 21-30%      c) 31-40%  
d) 41--50%    e) 51-60%      f) above 60%
  
2. What time of the year do you experience a peak period in the number of travellers coming to Zambia on holiday?  
  
a) October - December      b) January - March  
c) April - June              d) July - September.
  
3. Which one of the domestic routes is the busiest?  
-----  
Why is it so busy?  
  
a) There's a lot of trade between the two places.  
b) It leads to a tourist destination.  
c) Other (specify)-----  
5. How many flights do you operate on this route per week?  
a) 1    (b) 2    (c) 3    (d) 4    (e) 5    (f) 6  
g) 7    (h) above 7.
  
6. How do you make flights to tourist resorts attractive?  
-----  
-----  
-----  
-----
  
7. Has the airline had any expansion in the past five years?



15. Concerning tourist attractions; what aspect is widely advertised?
- a) Wildlife
  - b) Victoria Falls
  - c) Sport
  - d) Geographical expeditions
  - e) Historical attractions
  - f) Cultural attractions
  - g) Other (Specify)-----  
-----

16. How much money was spent on advertising for the years given below?
- a) 1980      b) 1981      c) 1982      d) 1983
  - e) 1984      f) 1985      g) 1986      h) 1987

17. How many tourists travelled with you to Zambia in the years given below?
- a) 1980      b) 1981      c) 1982      d) 1983
  - e) 1984      f) 1985      g) 1986      h) 1987

18. The airline does more advertising about
- a) its services              b) tourist attractions
  - c) Other (Specify)-----  
-----

LINKAGES

19. Does the airline organise for visitors
- a) Transport              b) Accommodation
  - c) Tours                  d) Other (Specify)-----  
-----

20. What firms does the airline work in conjunction with in the tourism industry?

- a) Hotels
- b) Travel agencies
- c) Tour Operators
- d) Other (Specify)-----

-----

21. In what lines does the airline co-operative with these firms?

-----  
 -----

22. Do you have any linkages with tourism agencies abroad?

- a) Yes .....
- b) No.....

ANCILLARY SERVICES

23. What other services do ty offer to visitors apart from transport?

-----  
 -----

24. Why do you offer these particular services?

-----  
 -----  
 -----  
 -----

Thank you!

APPENDIX II

QUESTIONNAIRE: BRITISH AIRWAYS

1. In what ways do you help visitors that you fly to Zambia?
  - a) You arrange ground transport for them.
  - b) You arrange them with necessary
  - c) You supply them with necessary information about the country.
  - d) Other (Specify)-----  
-----
  
2. Do you have any links with tourism agencies in Zambia?
  - a) Yes .....
  - b) No.....
  
3. If ye to Q 2, in what lines do you cooperate with these agencies?  
-----  
-----  
-----
  
4. Do you advertise tourist products of the countries that you serve?
  - a) Yes.....
  - b) No.....
  
5. If yes to Q 4, what things do you advertise about Zambia?
  - a) Wildlife
  - b) Victoria Falls
  - c) Sport
  - d) Geographical expeditions
  - e) Historical attractions
  - f) Cultural attractions
  - g) Other (Specify)  
-----

---

6. Do you sell package tickets to Zambia?

a) Yes..... b) No.....

7. If yes to Q 6, do you give some form of payment to Zambia National Tourist Board for selling package tickets to Zambia?

a) Yes ..... b) No.....

8. On the average, how many tourists do you bring into Zambia from different parts of the world each year?

---

---

Thank you!

APPENDIX III

QUESTIONNAIRE: ZAMBIA NATIONAL TOURIST BOARD. (Z.N.T.B).

1. What firms fall under the wing of Z.N.T.B  
-----  
-----
  
2. What is the main function of Z.N.T.B?  
-----  
-----  
-----
  
3. Do you carry out any foreign advertising for tourist products in the country?  
a) Yes..... b) No.....
  
4. If yes to Q 3, through which agencies do you advertise abroad?  
a) Zambia Airways offices  
c) Your own offices abroad  
d) Other (Specify)-----
  
5. Do you sell any holiday packages abroad?  
a) Yes ..... b) No.....
  
6. If yes to Q 5, through which agencies do you sell your packages abroad?  
a) Zambia Airways Offices abroad  
b) British Airways Offeces  
c) Your own Offices abroad  
d) Other (Specify)-----

7. What airline do you recommend for Zambia - bound tourists?
- a) Zambia Airways
  - b) British Airways
  - c) (Specify) -----  
-----

8. Do you also sell packages in countries that are not served by Zambia Airways?
- a) Yes-----
  - b) No-----

Thank you!

APPENDIX IV

QUESTIONNAIRE: TOURISTS

1. Age
  - a) 20-38
  - b) 31-40
  - c) 41-50
  - d) 51-60
  - e) Above 60 years.
  
2. Sex
  - a) Male -----
  - b) Female-----
  
3. Marital status
  - a) Single-----
  - b) Married-----
  
4. Occupation
  - a) Professional
  - b) Clerical
  - c) Self-employed
  - d) Other (Specify  
-----  
-----
  
5. Nationality-----  
-----
  
6. What is the purpose of your trip?
  - a) Holiday .....
  - b) Business.....
  
7. What mode of transport did you use to come to Zambia?
  - a) Air.....
  - b) Road.....
  - c) Rail.....
  - d) Sea.....
  
8. If by air, what airline did you fly with?
  - a) Zambia Airways
  - b) British Airways
  - c) Other (Specify)-----  
-----
  
9. For the places you intend to visit/have visited what mode of transport will you/did you use?
  - a) Air
  - b) Road
  - c) Rail
  - d) Other (Specify)

10. If not by air why not?
- a) It's not available
  - b) It's too expensive
  - c) Other (Specify)-----  
-----
11. Are you travelling on a package?
- a) Yes..... b) No.....
12. If yes in Q 11, who organised the package?
- -----
13. Where did you buy the package from?
- a) In Zambia
  - b) Country of Origin (State)
  - c) Other (Specify)  
-----  
-----
14. Who sold you the package?
- -----
15. Does your tour include a visit to other neighbouring countries in Africa?
- a) Yes..... b) No.....
16. If yes to Q 15, how do you intend to/did you connect to other countries?
- a) By Air                      b) By Road                      c) By rail
17. If by air, what airline do you intend to/did you use?
- a) Zambia Airways

- b) British Airways
  - c) Other (Specify)
- 
- 

18. What have you did you mainly come to see/do in Zambia?

- a) Wildlife
  - b) Victoria Falls
  - c) Sport
  - d) Geographical expeditions
  - e) Historical attractions
  - f) Cultural attractions
  - h) Other (Specify)
- 
- 

(tick where appropriate)

19. How did you come to be particularly interested in the item you are mentioned in Q 18?

- a) Friends
  - b) Advertisements
  - c) Education
  - d) Other (Specify)
- 

20. If your interest in the item you mentioned in Q 18 came as a response to an advertisement, who advertised it?

- a) Zambia Airways
  - b) British Airways
  - c) Zambia National Tourist Board
  - d) Other (Specify)
- 

21. How was this same item you mentioned in Q 18 advertised?

- a) On Radio and/or Television

b) Newspapers

c) Magazines

d) Brochures

e) Posters

f) Other (Specify)-----

-----  
-----  
-----  
-----  
-----

23. How do you rate the following aspects of Zambia Airways?

	Very Good	Above Average	Below Average	Poor
1. Efficiency				
2. Services				
3. Disposition of the Crew				
4. General conditions of planes.				
5. General conditions of Airports				

(tick where appropriate)

24. Is the Zambia Airways fare to Zambia by air?

a) Too high?

b) Just Average?

c) Low?

26. With which other airlines's fares are you comparing?

-----

APPENDIX V

HYPOTHESIS TESTING  
CHI SQUARE ANALYSIS

Hypotheses

Ho: The number of tourist from countries linked by Zambia Airways is not significantly different from that coming from other countries not linked by Zambia Airways.

Hi: There is a significant difference between the number of tourists coming from countries linked by Zambia Airways and that from countries not linked by Zambia Airways.

$$\alpha = 0.05$$

$$\begin{aligned} \text{degrees of freedom} &= (r-1) (c-1) \\ &= (2-1) (2-1) \\ &= 1 \end{aligned}$$

$$\chi^2_{\text{critical}} = 3.841$$

If  $\chi^2_{\text{calculated}} > \chi^2_{\text{critical}}$ , Reject Ho

If  $\chi^2_{\text{calculated}} < \chi^2_{\text{critical}}$ , Accept Ho

Cells with the value of 0 were eliminated so as not to inflate the  $\chi^2$  value and those with values less than 5 were combined with adjoining cells to get a more accurate  $\chi^2$  calculated value. What remained was a 2 x 2 contingency table.

Sub-Totals

	A		B		
	8		10		18
	C		D		
	10		5		15
Sub-Totals	18		15		13 Total

$$\begin{aligned}
 & \times 2 && N (AD - BC)^2 \\
 & = && \frac{A+B}{C+D} \quad \frac{A+C}{B+D} \\
 & = && \frac{30 (8 \times 5) - (10 \times 10)}{(8+10) (10+5) (8+10) (10+5)} \\
 & = && \frac{33 (40 - 100)}{33 \times 3600} \\
 & = && \frac{72900}{118800} \\
 & = && 72900
 \end{aligned}$$

$$\chi^2 = 1.63$$

=====

$$1.63 < 3.841$$

Therefore accept  $H_0$ .

Thus, there is no significant difference between the number of tourists coming from countries linked by Zambia Airways and that from other countries not linked by Zambia Airways.