



**REMODELLING A COMPANY'S MARKETING STRATEGY TO INCREASE
REVENUE: A CASE STUDY OF ZAMBIA AIRPORTS CORPORATION LIMITED**

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**A Dissertation submitted to university of Zambia in collaboration with
Zimbabwe Open University in partial fulfillment of the requirements for
the award of the degree of Master of Business Administration**

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DECLARATION

I, Mwape Lungo, hereby declare that this dissertation represents my own work, and that it has not previously been submitted for a degree, diploma or other qualification at this or any other university. I also declare that all published work or material incorporated in this report has been acknowledged through a detailed list of references

Signature of Author _____

Date: _____

DEDICATION

This paper is dedicated to all the workers at Zambia Airports Corporation Limited who have contributed significantly to ensure the Company survives the Internal and external dynamics amidst the challenging business world. Above all I dedicate to my family and friends that have always encouraged me and supported during my study.

ACKNOWLEDGEMENTS

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Further, I am grateful to the Management of Zambia Airports for giving me an opportunity to conduct the research at the institution and also to the employees that willingly provided the information which made this research possible.

Finally, I express my deep gratitude to my wife Mwila, children; Mwape Lungo Jr, Michelle, Salma and Blessings for the endurance over the last three years during which I have had to spend most of my time away from them. Their understanding, encouragement and patience was crucial during my study period at The University of Zambia

APPROVAL

This dissertation by Mwape Lungo has been approved as partial fulfilment of the requirement for the award of Masters of Business Administration by the University of Zambia in collaboration with Zimbabwe Open University.

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ABSTRACT

This study investigated the marketing strategies of Zambia Airports Corporation Limited (ZACL) and their impact on revenue generation. Employed a mixed-methods approach, the research integrates both qualitative and quantitative data to provide a holistic understanding of ZACL's marketing dynamics. The interpretivist research philosophy underpinned the study, aligning with the qualitative nature of the investigation into the subjective realities of marketing strategies and their effectiveness.

The research was conducted across ten Zambian airports, with a target population of 1049 Zambia Airports Corporation Limited (ZACL) employees. A stratified sampling technique was utilized, reflecting the employee distribution across the airports. The sample size was 282 employees distributed as follows: Kenneth Kaunda International Airport: 138, Harry Mwaanga Nkumbula International Airport: 45, Simon Mwansa Kapwepwe International Airport: 53, Mfuwe International Airport: 14, Chipata Airport: 14, Kasama Airport: 3, Mansa Airport: 6, Mongu Airport: 3, Solwezi Airport: 6 and Mbala Airport: 1. Data collection methods included an extensive literature review, interviews with key personnel, and analysis of air transport records. Quantitative data were gathered through structured questionnaires, while qualitative insights were obtained via interviews with management staff. This comprehensive approach ensured a thorough understanding of the situation at each airport. Data analysis employed thematic and content analysis for qualitative data and statistical techniques such as multinomial/binary logistic regression analysis, omnibus test, likelihood ratio test, chi-square tests, and z-tests for quantitative data. The study aimed to examine the existing marketing strategy, establish reasons for the lack of significant revenue gains, and propose an ideal marketing strategy for competitive advantage.

The findings revealed that despite ZACL's emphasis on digital engagement and customer experience, the current marketing strategy had not led to significant revenue gains. High operational costs, increased competition, and market volatility were identified as key barriers. The study concluded that ZACL requires a more integrated marketing approach, focusing on innovation, adaptability, and customer-centricity to achieve sustainable growth and maintain a competitive edge. To ensure the rigor of the research, reliability and validity were addressed through standardized data collection procedures, pilot testing, and the application of statistical tests. The study contributes to the strategic planning process of ZACL by providing valuable insights into the optimization of marketing strategies within the aviation industry.

Key Words: *Marketing Strategy, Profitability, Revenue Gains*

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LIST OF ACRONYMS

ANS Air Navigation Services

AOC Airline Operator Certificate

ASSP Aviation Sector Support Programme

CAA Civil Aviation Authority

IATA International Air Transport Association

ICAO International Civil Aviation Organization

MTL (Zambian) Ministry of Transport and Logistics

UPND United Party for National Development

UNZA University of Zambia

ZACL Zambia Airports Corporation Limited

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CHAPTER ONE

1.0 INTRODUCTION

Chapter one presents the background to the study, Statement of the Problem, Study objectives, Research hypothesis, Significance of the study, Conceptual framework, scope of the study, Limitation of the study, operational definitions, and a summary.

1.1 BACKGROUND

With the globalization and the Airline Deregulation Act in 1978, the airports have entered a period of great change (Kim & Shin, 2001). In 2015, 3,545 billion passengers travelled by air around the world (IATA, 2015). It is predicted that this figure will increase by around 4% every year (Boeing, 2015). These developments in aviation are also taking place at airports to meet increasing demand. Along with this change, airports need to increase capacity and improve infrastructure activities. Therefore, to meet their costs and contribute to future investments, airports need to generate revenues (Halpern & Graham, 2013).

Zambia Airports Corporation Limited (ZACL) was established in 1989 by an act of parliament no. 16 of 1989 and has now been repealed and replaced by the Civil Aviation Act No. 5 of 2016 of the laws of Zambia. (Strategic Plan 2017-2021). The Corporation is also incorporated under the Companies Act Chapter 388. It is responsible for the development, maintenance and management of the four designated international airports, namely, Kenneth Kaunda (Lusaka), Harry Mwaanga Nkumbula (Livingstone), Simon Mwansa Kapwepwe (Ndola), Mfuwe International Airport as well as seven (07) provincial and three (03) strategic aerodromes and to provide air navigation services across the entire Zambian airspace. The Corporation is structured into four Directorates namely: Corporate Head Office, Airport Services, Commercial Services and Air Navigation Services. The Corporate Head Office consists of the departments namely: Managing Director's Office, Legal and Administration, Human Resources, Finance, and Corporate Planning and Strategy.

The Corporation is mandated to enhance safety and improve standards of service provision at these airports and in the Zambian air space. The Corporation recognizes that the changing demands of airlines, passengers and the general public can only be met if facilities and services are modernized through refurbishment, rehabilitation, replacement and new construction. Performance of the Corporation was reviewed relative to its mandate and

targets as elaborated in the 2017 – 2021 Strategic Plan. The summary operational performance over the nine-month period ended September 2020 showed that Passenger numbers significantly dropped when compared to the previous year. On average, both paying and general passengers were at about 30% of 2019 levels. On the other hand, cargo figures have modestly dropped and were above 80% of 2019 levels. Financial performance deteriorated in 2020 due to a slump in economic activity brought about by lockdowns and cross border travel restrictions aimed at preventing the spread of the Covid-19 pandemic. Total operating revenue at the end of the third quarter was K195.9million and is projected to increase to K278.2million by end December. The Corporation recorded a loss before tax of K124.4million at end of the third quarter and is projected to close the year at K193.2million (ZACL, 2020)

Zambia Airports Corporation strategic plan hasn't so far given any credibility with regards to archiving its objectives. The year 2020 saw the company witness great losses, unforeseen changes to the way the company conducts its business, and it certainly was a year of deep reflection on an individual as well as corporate level. Further Government recently transferred 10 (Ten) Provincial and strategic aerodromes to be run by the corporation. With this development, the corporation has an increased responsibility. It is against this background that the study has been formulated with the call for the corporation to remodel its marketing strategies to gain competitive advantage as the current situation demands not conducting business as usual. It is imperative that solutions are found.

1.2 STATEMENT OF THE PROBLEM

Zambia is a steadily growing and developing country, with growth recorded at an average 5% in the past 7 years. Zambia's economic base has grown and developed, with the emergence of many businesses with capacity to produce and supply the country with various products and services. Among the many industries that has noted some growth over the past 10 years, is the Aviation industry. However, the COVID-19 pandemic had an acute impact on the global economy in 2020. COVID-19 surpassed all previous crises in the air transport sector, particularly with its impact on the global economy. With nearly 100% of all worldwide tourists' destinations having introduced travel restrictions, the Aviation and tourism sector was worst affected by the pandemic. Arising from the foregoing, the Zambia Airports Corporation Limited experienced a sharp downturn in passenger numbers in 2020.

Following the lift of the suspension from the Covid 19 pandemic, Zambia Airports Corporation Ltd had still not recorded its peak in terms of passenger volumes and air traffic levels. Despite the company investing so much in marketing strategy, this had however, has not translated into projected revenue earning, and growth projected. Therefore, the study was undertaken with the view to remodel the corporation's marketing strategy as a point of reference to ensure profitability.

1.2.1 PURPOSE OF THE STUDY

The purpose of the study was to remodel a marketing strategy for Zambia Airports Corporation Limited (ZACL) that safeguarded minimum operational costs while maximizing sales to increase revenue. It would be useful to the organization because of the economic situation in the country dictates that companies should carry out effectively their marketing strategies.

1.3 GENERAL OBJECTIVE

The main objective of the study was to remodel a marketing strategy for Zambia Airports Corporation Limited that safeguarded minimum operational costs while maximizing sales and customer service to increase profitability.

1.3.1. SPECIFIC OBJECTIVES

The study attempted to address the following specific objectives

1. To examine the existing Marketing Strategy at Zambia Airports Corporation Limited
2. To establish why the corporation had not recorded significant revenue gains despite implementing strategies.
3. Establish an ideal marketing strategy that could be implemented at Zambia Airports Corporation Limited to gain competitive advantage.

1.3.2. RESEARCH QUESTIONS

The study was guided by the following research questions

1. What was the current marketing strategy at Zambia Airports Corporation Limited
2. Why had the corporation not reached its peak in terms of revenue generation despite implementing its strategies to realize revenue gains

3. Which ideal marketing strategy could be implemented at Zambia Airports Corporation Limited to gain competitive advantage?

1.4 HYPOTHESIS

1. **Objective 1: To examine the existing Marketing Strategy at Zambia Airports Corporation Limited**

Null Hypothesis (H_0): The current marketing strategy at Zambia Airports Corporation Limited had no significant impact on overall performance.

Alternative Hypothesis (H_1): The current marketing strategy at Zambia Airports Corporation Limited positively affected overall performance.

2. **Objective 2: To establish why the corporation had not recorded significant revenue gains despite implementing strategies**

Null Hypothesis (H_0): There was no significant relationship between the implemented strategies and revenue gains at Zambia Airports Corporation Limited.

Alternative Hypothesis (H_1): The implemented strategies had a significant impact on revenue gains at Zambia Airports Corporation Limited.

3. **Objective 3: Establish an ideal marketing strategy that can be implemented at Zambia Airports Corporation Limited to gain competitive advantage**

Null Hypothesis (H_0): There was no difference in competitive advantage between the proposed ideal marketing strategy and the current strategy.

Alternative Hypothesis (H_1): The proposed ideal marketing strategy provided a competitive advantage over the current strategy at Zambia Airports Corporation Limited.

1.6. SIGNIFICANCE OF THE STUDY

The study is immensely significant in the Zambian Aviation industry. It would give an insight on how to effectively implement a remodeled marketing strategy that would be used by the organization to increase revenue amidst a challenging and dynamic environment. The study would provide a more reliable scientific measure and perspectives for describing and evaluating the marketing strategy that affects revenue, brand loyalty and customer service experience

The study will immensely add to the emerging body of knowledge as propounded by other distinguished scholars regarding the remodeling of marketing strategies in most institutions to become competitive.

To the researcher, the study was critical as it was a requirement for the partial fulfillment of for the award of the degree of Master of Business Administration at the University of Zambia. It was also an opportunity for the researcher to explore and get much insight to the study

1.7 SCOPE OF THE STUDY

The study covered Four International Airports and Six Provincial Airports thereby making a total of 10 airports under Zambia Airports Corporation Limited. This was due to the fact that Zambia Airports Corporation was the study case and the key respondents were the directors, managers, competent employees easily accessible for data gathering.

1.8. ETHICAL CONSIDERATION

Ethical considerations are norms for conduct that distinguish between acceptable and unacceptable behavior (Creswell, 2014). There are several reasons why it is important to adhere to ethical norms in research. First, norms promote such things as knowledge, truth, and avoidance of error.

Because of the nature of the research topic for the proposed study, informed consent and confidentiality were among the major research ethics that were observed in undertaking the proposed study. Specifically, the ethical approval was acquired from the University of Zambia Ethics Committee before embarking on the study. Also, considering that the study was undertaken to workers and office bearers who were very busy and committed to other engagements, the researcher endeavored to schedule appointments at a time that was convenient in order not to interfere with company operations. Additionally, no participant was coerced into the study. The researcher sought the consent of every participant by explaining the purpose of the study to them. At the same time, the researcher applied the principle of confidentiality by withholding the names of the participants. In addition, the interview schedule did not have any questions requiring the name of the participant.

1.9. LIMITATION OF THE STUDY

The limitations came in because the researcher is an employee of the company hence some respondents perceived the researcher as hired by management. The other limitation was that participants were not given extra time to answer the questionnaires. Travelling to all provincial airports also proved to be a challenge.

CHAPTER TWO

2.0. LITERATURE REVIEW

This section presents the literature review for the study. The objective of conducting literature review was to obtain background information relating to the topic of discussion and to understand how previous researchers conducted similar studies in this regard. Therefore, the initial part of the section discusses previous studies conducted from a global perspective, followed by those conducted within the regional context. The concluding section of this chapter discusses studies that were conducted in Zambia.

2.1. STUDIES CONDUCTED IN AIRPORT REVENUE SOURCES

Airport is a field that includes land or water-based installations and facilities intended for the use of aircrafts in whole or in part, for the landing, take-off and surface movements (ICAO, 1999). At the same time, the facilities are complex structures designed to serve aircrafts as well as passengers, cargo facilities and other vehicles (Wells & Young, 2004). Airports are generally divided into two components depending on the functions and facilities involved. These are the air side and the land side. Air side is an area allows for the loading and unloading of aircrafts and is not allowed to enter without permission and the land side is an area that remains out of the air side (ICAO, 2008). While aeronautical revenues are related to aircraft operations, the passenger and freight transport process, non-aeronautical revenues consist of revenues such as ground allocation revenues, leases, parking fees, commercial activities and so on which are not directly related to aircraft operations, mainly at the airport and terminal (Graham, 2009).

2.1. STUDIES CONDUCTED IN AIRPORT REVENUE SOURCES GLOBAL PERSPECTIVE

Airport is a field that includes land or water-based installations and facilities intended for the use of aircrafts in whole or in part, for the landing, take-off and surface movements (ICAO, 1999). At the same time, the facilities are complex structures designed to serve aircrafts as well as passengers, cargo facilities and other vehicles (Wells & Young, 2004). Airports are generally divided into two components depending on the functions and facilities involved. These are the air side and the land side. Air side is an area allows for the loading and unloading of aircrafts and is not allowed to enter without permission and the land side is an

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The section provides the motivation and justification for studying the airport industry for this research study. According to Florida et al. (2015), airports are usually the first entity that travelers see when they visit a new place. Therefore, this provides motivation for studying the airport industry within the context of revenue generation. The airport industry is of importance because in many parts of the world airports have become more commercially orientated (Halpem & Graham, 2015). This research seeks to explore the commercial potential of nonaviation revenues generated by airports. Therefore marketing has become a core function of numerous airports, and one that is considered to be essential for success (Halpem & Graham, 2013).

There have been many studies done about airport revenues and revenue resources (Wells & Young, 2004; Doganis, 1992; De Neufville et al., 2013; Graham, 2009; Asford et al., 2011). The revenue structure also varies in the continents, even in countries and even at airports. From the studies so far conducted, approximately ninety percent of the research was carried out in developed countries. Not much has been done on this topic locally. Therefore, this study has been designed to address this gap of regional difference and make policy recommendations on how the corporation can remodel its strategies in an attempt to increase profits.

Saounatsos (2007) examined aeronautical revenues of 70 airports around the world. Based on IATA fare schedules, the costs for a flight operation with a Boeing 777-200 were evaluated taking into account each charge rate. This study emphasized the need to cooperate with airports and airlines and concluded that airports needed to improve their non-aeronautical revenues while aeronautical charges need to remain at a certain level for competition. Aeronautical activities are activities that take place in areas such as airports and terminals where airlines operate. Traditionally aeronautical revenues include landing fees, passenger

service charges, parking and hangar fees, ground service charges if provided and cleaning fees (Doganis, 1992). Non-aeronautical revenues are all commercial revenue sources operating on terminal and airport land, which are not directly related to aircraft operations (Doganis, 1992). They are rental incomes, ground allocations, retail sales incomes (gained from Duty-Free sales, catering etc...), car park, renting car, electricity-water-natural gas charges and other commercial incomes.

In terms of the research gap, the study investigated aeronautical revenues but did not specify which sectors comprise non-aeronautical revenue streams from which the Corporation can pick to remodel its business strategy. This will be the focus of the study to examine which sectors can be utilized to increase revenues. Furthermore, the study by Saounatsos was cross-sectional and targeted seventy different airports. However, this study will only target Ten airports because it is aimed at remodeling the marketing strategy. This will allow for more insights into the topic under study.

In a study conducted by Kramer (2010), it was observed that many airports experienced an increase in non-aeronautical revenues. This is due to the fact that many general aviation airports experienced declines in flight numbers and fuel sales, and therefore they tried to create new opportunities to increase their revenues, as a result of the current of globalization and commercialization, the emergence of low cost airlines and the fall of aeronautical revenues with state regulations There are some transitions in the airport business model. In the 1970s, airports provided infrastructure services to support services and airlines, while in the 1980s and 1990s, airports developed a wide range of activities including retail outlets, restaurants, and ground allocation for customer service activities. In the present case, the airports are diversified and turned into airports which have their revenue stream in their portfolio (Kramer, 2010).

Airports have advanced over the past decades from being purely basic terminals that serve as transit points into complicated market entities that comprise a multipoint service provider firm (Du Plessis et al., 2014). Airports have developed into enterprises, capable of rendering various services and an array of different value propositions, such as attractions for tourists and aviation enthusiasts, logistic facilities, and shopping venues (Jarach, 2001). The airport industry encourages trade and tourism, provides essential global connections, and contributes

significantly to employment, with an estimated global economic impact of at least 8% of the world's GDP (Luke & Walters, 2010).

Though the studies pointed out a diversified portfolio and a shift in the paradigm in relation to a business model, however, the studies were more generic in approach and did not specify which model was ideal to generate profits. Therefore this study will attempt to identify which business model can best suit the corporation to increase its revenues.

Gillen and Martin(2014) in their publication The importance of concession revenues in the privatization of airports, examined the balance between airport non-aeronautical revenues and aeronautical revenues in a study where the importance of non-aeronautical revenue of specialized airports was emphasized. If the potential for non-aeronautical (commercial) revenues was not sufficient, airport operators should proceed to improve aeronautical revenues. Though the study did not show clearly the research approach used and the study sample indicated, but the findings are worthy researching to ascertain how the corporation can tap into this study to generate revenue.

Graham (2009) in his publication How important are commercial revenues today's airports? pointed out that the share of non-aeronautical revenues in all revenues has increased over the years in the study that focused on the importance of non-aeronautical revenues today. In this study he examined 20 European airport data, it was determined that non-aeronautical revenues reached 41% in 1983 and 50% in 1998. The research gap in this study is that it was purely based on European countries and not localized to our regional setup. further there was a time lag as the study was conducted in 1998 and there has been a lot of changes in the Aviation Industry. Therefore this study will examine the findings and ascertain whether the corporation can pick some insights and remodel its strategies.

Heyes and Carlisle (2015) in their publication Airport business resilience established that fluctuations of the global economy, terrorism, destructive weather, and viral outbreaks create economic uncertainty. The study recommended that Airport managers must have a resilient strategy to manage risk and take advantage of evolving economic opportunities. The findings of this research are a subject that needs further examination as the Covid 19 pandemic clearly showed how businesses were seriously affected. Therefore this research will attempt to build on these valuable insights on how businesses can remodel through a resilient strategy. The

research approach used, data collection instruments and how the data was analyzed to arrive at the conclusion was not indicated in the study.

Everett (2014) in his publication reconsidering the airport business model described diversification, differentiation, innovation, and agility as essential elements to the success of an airport. Diversification provides a way for airport management to meet consumer needs without relying on one source of revenue. Adding non-aeronautical revenue helps with airport diversification. This research will investigate these elements and assess their impact to the organization. The research gaps noted in the study indicates that it was generic in nature and not specific there is need to examine to what extent these strategies can lead to revenue generation and how the corporation can benefit. The Sample size, research design was unknown.

Carlisle (2015) identified some airports that have unique ways of generating revenue. At the Dallas-Fort Worth airport, natural gas extraction generates revenue; McCarran International Airport in Las Vegas has slot machines at the airport. Airports in cities with major sports teams generate income for the sale of team gear. The study was limited to developed societies and the local setup was not included. The study will attempt to establish what unique methods can be explored.

Associated with the importance of airport studies is understanding the complaints that airport customers have, and studies such Chang, Liu, Wen and Lin (2008) and Fodness and Murray (2007) emphasize the importance of air travel customers' complaints. These complaints at airports are briefly discussed in this section of the study, however they discussed in greater detail later in this thesis. Chang et al. (2008) discuss issues that include airport receptionists' attitudes, airline timetables, passenger check-ins, information broadcasting at the airport, security, access to public transportation, and the hygiene levels of airport washrooms. The issues formed the basis of customer complaints at the airport. In addition, Fodness and Murray (2007) also considered airport customer complaints regarding issues such as customer expectations concerning the response time of airport staff to customer complaints, waiting for services, baggage delivery, and check-in. The study attempted to explore this customer related complaints and find out what measures the corporation could put in place to address the concerns. This was important as part of the Marketing Strategy relies on

satisfying the needs and wants of potential customers who were the frequent users of the Airport.

Prior airport research, such as that of Halpem (2010), examined sources, capabilities, and consequences of marketing innovation at airports in Europe's bordering regions, whereby a form-based feedback survey was administered to airport executives (Halpem, 2010). It was then established that independently ran airports demonstrated more innovation in comparison to regional or national airports (Halpem, 2010). According to Halpem (2010), big airports were seen to have a greater deal of innovation in comparison to the relatively smaller airports. As stated in Ucler and Martin-Domingo (2015), air travel has been on an upward trajectory over the past decades, increasing by 5.9 % on average in terms of passenger-kilometre performed, and by 6.1 % in terms of ton-kilometer performed.

According to Concession revenue and optimal airport pricing by Zhang & Zhang (2015), Findings of his study indicated that Focusing on non-aeronautical revenues as a strategy led to increased airport revenues and the subsidization of aeronautical revenues through non-aeronautical revenues have been proposed many times. Though the study showed this strategy but it was not supported by numbers or figures for empirical evidence. Therefore the study will employ statistical analysis to examine the relationship between strategy and revenues.

2.2. STUDIES CONDUCTED IN AIRPORT REVENUE SOURCES AFRICAN REGIONAL PERSPECTIVE

Eric Tchouamou Njoya (2013) in his research paper Air Transport and Destination Performance. A case study of three African countries (Ethiopia, Kenya and South Africa) undertook a study to (1) investigate the relationship between air transport and tourism growth especially in selected African countries and (2) highlight ways and means of capturing and strengthening air transport and tourism industry's contribution. To achieve these objectives the research used a combination of literature review and case study analyses. The Paper was presented at the Aviation Research Workshop 2013 14.-15. February 2013, the paper reviewed the literature on the role of air transport in the development of tourism and compiled current market trends of the African commercial aviation and tourism industry with a special focus on the cases of Ethiopia, Kenya and South Africa. One key factor within the control of

governments that can significantly influence air traffic flows, costs and competitiveness is the decision on liberalization of air transport. This research showed that other things being equal, open skies policy was more likely to play a prominent role in strengthening the interdependence between air transport and tourism development in Africa. Thereby having a national carrier was not a necessary precondition for the development of the tourism industry. Uganda, for example, had developed an open skies policy without having a strong carrier to benefit from liberalization. Liberalization has resulted in the continued growth of air services expressed in passengers and cargo carried. The study concluded that efficient air transport can act as a facilitator in the development of more diversified export-based industries, away from over-reliance on natural resources, which in the presence of linkages with other domestic economic sectors can act as a stimulus for broadly based growth. The study will examine these findings and assess how they could contribute to a remodeled marketing strategy to increase revenue. The study will employ statistical data analysis to establish how the interdependence between air transport and tourism sector within a liberalized economy can increase revenue for the airport.

With regard to Africa's share of the global aviation industry, African Airlines Association (AFRAA, 2010) showed that the continent had only two percent share of the global air traffic flow which was attributed largely to inadequate airlines and over reliance on foreign airlines. During the period 2000 - 2012 about 65 percent of the air traffic operating to and from Africa were foreign carriers (AFRAA, 2010). The dominance of foreign airlines reflects African airlines' capacity constraints. In 2006, Africa for instance, operated a total of 639 aircrafts, fewer than the total aircraft owned by one American or European Airline. Despite Africa's dismal share of this global industry however, there has been an above average growth over the past 10 years. According to AFRAA (2010), passenger traffic measured in revenue passenger kilometers rose 88.8 percent in 2003-2013 while air cargo demand measured in freight ton kilometers grew 54 percent. This growth signifies that there is potential in Africa for a number of airports to fully exploit the aviation industry and record significant revenue increase. The report however, did not indicate whether Zambia was among the countries that might have also benefited from this growth and tap into the business. The study however, hopes to examine further how the corporation could tap into this market and remodel its strategies to boost revenue.

2.2 PERSPECTIVES FROM THE LOCAL ZAMBIAN CONTEXT

At national level here in Zambia, it is evident that following the liberalization of the aviation industry in 1991, Zambia's local airlines performance has generally been poor, which has had a negative impact on the sustainable development particularly of the tourism sector. The survival rate of new entrants at both domestic and International levels declined. Competition led to a drop-in fare early in 2015, and carriers grappled with shrinking margins making it difficult for them to operate profitably (NACL, 2016). However, Boeing Forecast Report (2012) showed prospects of the African air industry in the coming decades, estimating, a robust international passenger annual growth rate of seven percent which was expected in the 2011 to 2031 period which is higher than the global average of 5 percent. This forecast was based on sustained Gross Domestic Product (GDP) growth, the rise of the African middle-class consumers and urbanization on the entire continent of Africa. If indeed this happens, one would expect a boost in sustainable development of the continent at large. To promote the realization of this optimistic outlook, Boeing Forecast Report (2012) further advised African countries to have functional and efficient regulatory regimes that would foster a productive aviation industry. A crosscutting challenge in Africa still remains the ability to sustain and expand the air travel growth on the one hand and overcoming challenges associated with high jet fuel prices and promoting sustainable development through improved transport and communication.

Nakazwe and Chomba (2016) in a Journal Article Factors Characterizing the Underperformance of Airlines Registered in Zambia: An Analysis of the Importance of Air Transport in Sustainable Development indicated that During the period 1967 – 2017, a total of nine (9) airlines were registered in Zambia. The average number of years a locally registered airline operated in Zambia was nine (9) years. Of the total nine airlines, seven (78%) closed down and only two (22%) were still operational by March 2019. This study was carried out during the period 2016 – 2017 to determine factors characterizing the underperformance of locally registered airlines. The objectives of the study were to establish; i) operational length of each airline, ii) local and international routes operated, iii) major operational cost areas, and iv) influence of policy on operations. Questionnaire survey, personal interview with key staff and intensive review of literature were used to primary and secondary collect data. Results obtained showed that change in government policy and government interference in the operations of the national airline was the main factor

influencing the liquidation of Zambia Airways in 1994, while fuel costs was the main factor in the general operational costs of other locally registered airlines. It was concluded that a thorough study of the industry is required by government or the private sector before registering an airline. Since fuel was found to be the major factor in operational costs, purchasing or leasing fuel efficient aircrafts was encouraged. Formulation of policy to incentivize locally operated airlines would buttress costs and promote the development of tourism. The study also indicated that, of the 23 airports in Zambia, four could land international flights, and only eight are paved. Unpaved airfields could increase aircraft maintenance costs. Scheduled flights operating domestic routes have few passengers as most citizens prefer to travel by road. High cost of air tickets is the major complaint except for sponsored travelers such as government officials, chief executives of parastatals and corporations, employees of Non-Governmental Organizations (NGOs) and UN agencies. Building on the study undertaken, the research intended to establish how the corporation would remodel its strategies to reap an increase in revenues through establishing marketing partnerships.

The impact of air transportation on economic activity and as an important tool in the sustainable development of any economy is demonstrated in its distinctive characteristics of; speed, cost, flexibility, reliability and safety (Ishutkina and Hansman, 2008). Air transport is currently the only viable long-distance transportation means for high-value and perishable freights and time sensitive individuals and is often the only mode of access for geographically isolated areas. On short haul distances however, Ishutkina and Hansman (2008) showed that air transportation offered little advantage over surface transportation modes, especially in places or countries with high-speed rail. At the macroeconomic level, however, air transportation impacts the economy by providing employment and enabling effects including access to; markets, people, capital, ideas and knowledge, labour supply, skills, opportunity, and resources all of which are critical elements in the sustainable development of an economy. The economy in turn, provides capital and generates demand for passenger and freight travel (Ishutkina and Hansman, 2008). With regard to the Zambian air travel landscape, it is evident that most domestic routes are within two hours flight, and the places which are relatively isolated do not have airfields. Additionally, ordinary citizens seem to prefer road travel, perhaps due to high cost of air tickets and this coupled with other factors may accentuate the low traffic volumes on domestic routes.

Demirsoy (2012) further analyzed the effect of air transport on the economic development represented by various sectors in Indonesia. Firstly, he examined sectors that had an effect on air transport and how air transport affected economic development. He showed that only tourism sector had a significant effect on air transport, while other sectors did not. Indonesia being a tourism-oriented country, this finding explains why it was the most important sector influencing air transport. He then concluded that the interaction between air transport and economic development was of a two-way mutual benefit relationship. This could be applicable to Zambia as well as most charted flights peaked during the tourism season. The current low visitor levels in the country could therefore, be an important factor negatively affecting the domestic operations.

Ishutkina and Hansman, (2008) showed that demographic factors were the second most widely mentioned group of factors influencing air transport demand after economic factors. As the population increases it continues to stimulate part of the growth in the air passenger demand by increasing the number of passengers. This is supported by the fact that passenger demand and the location of airport facilities are shown to be heavily influenced by the location of population and economic activities. As a consequence, air transportation demand concentrates on densely populated and urbanized areas. Urban areas have the most crucial factors affecting the operations of air transport. Geographic factors such as location, size and distances also play a pivotal role in determining air transportation demand (Ishutkina and Hansman, 2008). With regard to Zambia, it is evident that the most densely populated areas are Lusaka and Copperbelt which are about 400km apart and are also serviced by the efficient road transport, and this combined with low incomes disadvantages air transport on domestic routes. One would argue though that since Zambia has many National Parks (20 in total) distributed across the country, these could act as pull factors for the urban population. This sounds logical from the business sense, but it is not the case with Zambia, where most of the National Parks lack infrastructure, are poorly funded and animal numbers are low due to high levels of poaching. This makes them unattractive leaving only two places, the Luangwa and Mosi oa Tunya as being the most popular.

Zambia Airports Corporation Limited (2021) Annual Report presented a situation analysis and reported as follows; 2020 had been a challenging year following disruption to business activities brought about by the COVID - 19 pandemic. Aviation was one of the hardest-hit global industries since the very beginning of the global health crisis. According to the

International Monetary Fund (IMF), the global economy was projected to contract by 4.9% in 2020 due to adverse effects of the coronavirus pandemic and grow by 5.4% in 2021. Advanced economies were expected to contract the most by 8% in 2020 compared to the growth of 1.4% in 2019. Emerging markets and developing economies were forecast to decline by 3% after growing by 3.7% in 2019. China was the only economy expected to register a growth of 1% in 2020 compared to 6.1% in 2019.

Economic activity in Sub-Saharan Africa was projected to contract by 3.2% in 2020 and grow by 3.4% in 2021. The larger economies of Nigeria and South Africa were projected to contract by 5.4% and 8.0% in 2020 and grow by 2.6% and 3.5% in 2021, respectively. According to the Ministry of Finance, the Zambian economy was projected to contract by 4.2% in 2020. Other than agriculture, health, information and communication, all sectors are projected to contract. This was largely on account of deterioration in economic activity with the economy projected to record a deep recession - the first in more than 20 years. This had been further evidenced by company shutdowns, job and income losses, declining business output and a weakening in consumer demand in the wake of the COVID -19 pandemic. Passenger number dropped when compared to the previous year. On average, both paying and general passengers were at about 30% of 2019 levels. On the other hand, cargo figures modestly dropped and were above 80% of 2019 levels. Financial performance deteriorated in 2020 due to a slump in economic activity brought about by lockdowns and cross border travel restrictions aimed at preventing the spread of the Covid-19 pandemic. Total operating revenue at the end of the third quarter was K195.9million and was projected to increase to K278.2million by end December. However, the Corporation recorded a loss before tax of K124.4million at end of the third quarter (Annual Report, 2020) The study will attempt to explore how other marketing strategies could raise revenue and this will be done by the use of statistical analysis to arrive at a conclusive decision.

2.3 SUMMARY

Chapter two has discussed empirical evidence of different research done from a global perspective, the regional and Zambian Local context. There has been a lot of research done on airport revenues some focusing on aviation. Most of these studies are pointing to developed countries. However, there has never been an exact study (at least to the best knowledge of the researcher) that sought to analyze the relationship and remodeling of

Marketing Strategy at Zambia Airports Corporation Limited. That is why there is a need for research on this particular topic. This study may help law makers and managers in the aviation industry understand the status quo, and how the corporation can best remodel its business strategy.

CHAPTER THREE

3.0. RESEARCH METHODOLOGY

In this section, the materials and methods that was used to conduct this study are presented. The section specifies and defines the philosophical underpinning aspects, the methods, tools and techniques that was used in the sampling, collection and analysis of information. It outlines the research design, population samples, data collection instruments, tools and data collection procedures, techniques and data storage packages that were used for the final analysis.

3.1 RESEARCH PHILOSOPHY

Creswell (2014) defines research philosophy a belief about the way in which data about a phenomenon should be gathered, analysed and used. Thus, there are two main research philosophies that are applied in research; namely positivism and interpretivism. (Clandinin, 2013). Positivism understands reality to be stable and can be observed and described from an objective viewpoint without interfering with the phenomena being studied (Creswell, 2014). On the other hand, interpretivism understands reality through the subjective interpretation of an intervention in reality (Creswell, 2014). Therefore, the study of phenomena in their natural environment is key to the interpretivist's philosophy, together with the acknowledgement that scientists cannot avoid affecting the phenomena under study.

Based on the foregoing discussion on research philosophy and the nature of this study, the research used interpretivism, which informs qualitative research. This philosophy suits well with the study because it will be aimed at interpreting the reality of marketing strategy and its links to revenue generation.

3.2. STUDY DESIGN

According to Girden (2011), Research study design is a framework, or the set of methods and procedures used to collect and analyze data on variables specified in a particular research problem.. A design can be descriptive, survey, correlational, semi-experimental, experimental, review, and case study, longitudinal and meta-analytic. This study was conducted by way of Convergent parallel design. Mixed Methods both qualitative and quantitative approaches were used to get a comprehensive, holistic, and in-depth investigation of a complex issue

3.4. STUDY AREA LOCATION AND DESCRIPTION

The study was conducted at the four International Airports namely, Kenneth Kaunda International Airport, Harry Mwaanga Nkhumbula International Airport, Simon Mwansa Kapwepwe, Mfuwe International Airport and the Six Provincial Airports that is Chipata, Kasama, Mansa, Mongu, Solwezi and Mbala Airports.

3.5. TARGET POPULATION

According to McLeod (2014), target population refers to the group of people from which a sample size is to be drawn from. It is the part of the entire population which the researcher chooses to study in order to obtain the needed information as per attached developed research questions. In this study the target population was 1049 comprising all employees at Zambia Airports Corporation Ltd (*Zambia Airports Corporation Limited Annual Report, 2022*)

3.6 SAMPLING TECHNIQUE

In this study, a sub group from the target population formed as a representative to the entire population was studied. This group carried a representative information that the entire target population would deliver if the whole population was involved. This sub group is well known as a sample. Recognizing that this study is about marketing strategy, the inclusion criterion was determined by including staff who are competent to articulate issues related to Aviation industry and who are responsible for strategy formulation for the organization and customers. The Sampling technique adopted was stratified sampling based on the percentages of the employees at each airport where Kenneth Kaunda International Airport, Harry Mwaanga Nkhumbula International Airport, Simon Mwansa Kapwepwe, Mfuwe International Airport and the Six Provincial Airports that is Chipata, Kasama, Mansa, Mongu, Solwezi and Mbala Airports have percentages as follows, 49%,16%,19%,5%,5%,1%,2%,1%,2% and 0.3% respectively.

For the purpose of this study therefore, the sample size will be obtained through the formula below

$$n = \frac{\frac{z^2 \hat{p}(1 - \hat{p})}{\epsilon^2}}{1 + \frac{z^2 \hat{p}(1 - \hat{p})}{\epsilon^2 N}} = \frac{\frac{1.96^2(0.5)(0.5)}{0.05^2}}{1 + \frac{1.96^2(0.5)(0.5)}{0.05^2(1049)}} = 282$$

n is the sample size for limited population of size (N=1049)

$\hat{p} = 0.5$ is the estimated proportion of employees that are direct and indirectly involved in the marketing strategy

$z = 1.96$ is the normal critical value at 95% confidence level with 5% margin of error (\mathcal{E})

Kenneth Kaunda International Airport: 138	Chipata Airport: 14
Harry Mwaanga Nkumbula International Airport: 45	Kasama Airport: 3
Simon Mwansa Kapwepwe International Airport: 53	Mansa Airport: 6
Mfuwe International Airport: 14	Mongu Airport: 3
	Solwezi Airport: 6
	Mbala Airport: 1

3.7. DATA COLLECTION METHODS

Data collection techniques will involve an intensive literature review of the documentation relating to Marketing Strategies and, air transport policies, their evolution and impact on airline operations thereby giving the researcher the secondary data for decision making, followed by several interviews with key personnel at Zambia Airports Corporation Limited, Air transport records domiciled at the national archives will also be examined. Purposive and expert based sampling will be used to select respondents for personal interviews that will be deemed to have sufficient and relevant knowledge on airline operations this will present the primary data. Interviews will be used with management staff to explore their views, experiences, beliefs and motivations on the remodeling of the marketing strategy.

3.8. DATA COLLECTION INSTRUMENTS

Data both primary and secondary was collected by the following research instruments:

3.8.1 Quantitative Data Collection

For questionnaire based participants there was 20 respondents from all the Airports

3.8.1.1 Instrument: Questionnaire

A structured questionnaire based on the specific objectives of the study was generated which included closed-ended questions to examine the existing marketing strategies and their effectiveness.

3.8.1.2 Distribution Method

Online surveys via google form was used to reach all participants efficiently. In-person distribution at ZACL offices for those who prefer paper-based questionnaires was applied.

3.8.1.3 Qualitative Data Collection

Key Informants: 4 (e.g., Marketing Director, Commercial Services Director, Strategy Analyst, Customer Service Manager)

3.8.1.4. Instrument: Interview Guide

An interview guide with open-ended questions to explore insights into the marketing strategies' performance and potential improvements was used which will probe to delve deeper into the reasons behind the lack of significant revenue gains despite strategy implementation. Interviews will be recorded with consent for accurate data analysis.

3.8.1.5 Interview Method

One-on-one interviews was conducted in a quiet and private setting. Virtual interviews via video conferencing if in-person meetings are not feasible will also be applied.

3.8.1.6 Secondary Data Collection

Secondary data was collected from the Marketing Department and will include the following; Financial reports to analyze revenue trends and the impact of marketing strategies on financial performance, Marketing campaign materials to review the content and reach of past campaigns and Customer feedback surveys to understand customer satisfaction and areas for improvement.

3.8.1.7 Collection Method

The study reviewed the document of the marketing department's archives. Meetings with departmental staff to understand the context and insights behind the data will be arranged.

3.9 DATA ANALYSIS PLAN

Using qualitative data, thematic and content analysis was performed in ATLAS.ti. Thematic analysis (TA) and content analysis (CA) will be selected as methods that would enable the researcher to capture the themes within the responses from the four key informants. The two techniques provided a strategy for organizing and interpreting qualitative data to create a narrative understanding that brings together the commonalities and differences in participants' descriptions of their subjective experiences.

Data analysis for quantitative data was done by computer based software SPSS version 27 and Microsoft Excel using the following statistical analysis:

Hypothesis 1:

Objective: Examine the existing Marketing Strategy at Zambia Airports Corporation Limited.

Null Hypothesis (H_0): The current marketing strategy has no significant impact on overall performance.

Alternative Hypothesis (H_1): The current marketing strategy positively affects overall performance.

Statistical Analysis:

Multinomial logistic Regression Analysis was used to determine the impact of various components of the marketing strategy on overall performance.

Hypothesis 2:

Objective: Establish why the corporation has not recorded significant revenue gains.

Null Hypothesis (H_0): There is no significant relationship between the implemented strategies and revenue gains.

Alternative Hypothesis (H_1): The implemented strategies have a significant impact on revenue gains.

Statistical Analysis:

Binary logistic regression analysis was used to explore the relationship between different strategies and revenue gains.

Hypothesis 3:

Objective: Establish an ideal marketing strategy for competitive advantage.

Null Hypothesis (H_0): There is no difference in competitive advantage between the proposed ideal marketing strategy and the current strategy.

Alternative Hypothesis (H_1): The proposed ideal marketing strategy provides a competitive advantage.

Statistical Analysis:

Binary logistic regression analysis was used to establish an ideal marketing strategy that can be implemented at Zambia Airports Corporation Limited to gain competitive advantage

3.10 RELIABILITY AND VALIDITY

Reliability and validity are two concepts mostly used in quantitative research to ensure the rigor. However, they are also factors that any qualitative research is concerned with while designing a study, analyzing results and evaluating the quality of the study (Creswell, 2010).

3.8.1 Reliability

Reliability refers to the consistency and stability of the research findings over time. To ensure reliability in this study, we:

- Used standardized procedures for data collection to minimize variations.
- Pilot tested the instruments, such as surveys or interview questions, to check for consistency.
- Applied statistical tests to measure the reliability of the instruments.
- Documented all research methods thoroughly so that the study can be replicated.

3.8.2 Validity

Validity pertains to the accuracy and truthfulness of the research findings. To enhance the validity of this study, we considered the following:

- **Content Validity:** Ensure that the survey or assessment tools adequately cover all aspects of the marketing strategies you're examining.
- **Construct Validity:** Used established theories and frameworks to support the design of this study and the interpretation of data.
- **Criterion Validity:** Compared the results with other established measures or outcomes, if available, to see if they align.
- **Internal Validity:** Control extraneous variables that might influence the results to ensure that the changes in the dependent variable are truly due to the independent variable.
- **External Validity:** Evaluated how well the findings will be generalized to other settings or groups beyond the ZACL context.

By addressing both reliability and validity in this research design, we strengthened the credibility of this study and the confidence in the conclusions regarding ZACL's marketing strategie

CHAPTER FOUR

4.0 PRESENTATION OF FINDINGS

In this chapter, we delve into the empirical analysis of Zambia Airports Corporation Limited's (ZACL) marketing strategies and their impact on the company's performance. Utilizing multinomial and binary logistic regression analyses, we aim to dissect the intricate relationship between marketing initiatives and organizational outcomes. This analytical journey is guided by a series of hypotheses rooted in the objectives that framed the study.

Objective 1 sets the stage by scrutinizing the influence of ZACL's existing marketing strategies on its overall performance. We confront the Null Hypothesis (H_0), which posits that these strategies are inconsequential to the company's performance, with the Alternative Hypothesis (H_1), suggesting a positive correlation between strategic marketing efforts and enhanced performance metrics.

Moving to Objective 2, we probe the enigma of ZACL's stagnant revenue growth despite the implementation of various marketing strategies. Here, the Null Hypothesis (H_0) challenges the effectiveness of these strategies, denying any significant linkage to revenue gains. In contrast, the Alternative Hypothesis (H_1) advocates for a meaningful relationship, implying that strategic marketing decisions are indeed instrumental in driving revenue.

Lastly, Objective 3 embarks on a quest to conceptualize an ideal marketing strategy that could propel ZACL to a vantage point of competitive advantage. The Null Hypothesis (H_0) maintains that there is no discernible difference in competitive edge between the current and proposed strategies. Meanwhile, the Alternative Hypothesis (H_1) champions the proposed strategy as a superior contender, capable of securing a competitive stronghold for ZACL.

Through rigorous statistical testing and data interpretation, this chapter aims to illuminate the pathways through which marketing strategies can either forge a trail to success or lead to a plateau of performance. The findings herein will not only address the stated hypotheses but also offer strategic insights that could reshape ZACL's approach to marketing in the dynamic landscape of the aviation industry. We will present findings from primary data collection using questionnaire on 20 respondents and interview guide on 4 key informants.

4.1 PRESENTATION OF FINDINGS FROM QUESTIONNAIRE

In this section we present the descriptives and inferential statistical analysis for data collected using a questionnaire on 20 respondents with knowledge about the marketing strategy for ZACL.

4.1.0 Social Demographic Information of 20 Respondents

		Count	Column N %
Sex	Male	124	44.0%
	Female	158	56.0%
Age	20-30	32	11.3%
	31-40	165	58.5%
	41-50	77	27.3%
	51 and Above	8	2.8%
Education	Diploma	48	17.0%
	Degree	193	68.4%
	Postgraduate	41	14.5%
Occupation	Top Management	14	5.0%
	Middle Management	100	35.5%
	Unionized Workers	163	57.8%
	Others	5	1.8%
Experience	Less than 3 years	26	9.2%
	4-7 years	54	19.1%
	8-11 years	111	39.4%
	More than 11 years	91	32.3%

Table 1. Demographic information (Source questionnaire, 2024)

Table 1 shows demographic breakdown that provides insights into the composition of the study's participants, indicating a diverse representation across gender, age, education, occupation, and experience. The majority of respondents were female, held a degree, and were either unionized workers or had significant work experience (8 years or more). This diversity contributed to a well-rounded understanding of the marketing strategies at Zambia Airports Corporation Limited from various perspectives within the organization.

4.1.1 Examination of the existing Marketing Strategy at Zambia Airports Corporation Limited

In this subsection we present the findings about examination of the existing marketing strategy at Zambia Airports Corporation limited. A multinomial logistic regression analysis

was used on effectiveness of the existing marketing strategy of ZACL regressed on most impactful aspects, strengths and weaknesses.

4.1.1.0. Nominal Regression

Multinomial logistic regression analysis aims to examine the effectiveness of the existing marketing strategy at Zambia Airports Corporation Limited (ZACL). The effectiveness of the marketing strategy is regressed on the most impactful aspects, strengths, and weaknesses of the strategy.

Case Processing Summary

		N	Marginal Percentage
Effectiveness Rating	Not effective at all	5	1.8%
	Slightly effective	72	25.5%
	Moderately effective	150	53.2%
	Very effective	47	16.7%
	Extremely effective	8	2.8%
Most Impactful Aspect	Promotion	120	42.6%
	Social media presences	138	48.9%
	Customer service	19	6.7%
	Pricing Strategies	5	1.8%
Strength of Current Strategy	Brand recognition	126	44.7%
	Customer loyalty	5	1.8%
	Strong online presence	69	24.5%
	Strategic partnership	82	29.1%
Weakness of Current Strategy	Lack of clear messaging	18	6.4%
	Insufficient use of analytics	72	25.5%
	Inadequate market research	80	28.4%
	Poor adaptability o market changes	112	39.7%
Valid		282	100.0%
Missing		0	
Total		282	
Subpopulation		13 ^a	

a. The dependent variable has only one value observed in 9 (69.2%) subpopulations.

Table 2: Case Summary of Variables of Multinomial Logistic Regression Analysis

Table 2 shows a case summary of a multinomial logistic regression analysis examining the effectiveness of the existing marketing strategy at Zambia Airports Corporation Limited

(ZACL). The effectiveness of the marketing strategy is regressed on the most impactful aspects, strengths, and weaknesses of the strategy.

The dependent variable, “Effectiveness Rating”, has five categories: Not effective at all (1.8% of cases), Slightly effective (25.5% of cases), Moderately effective (53.2% of cases), Very effective (16.7% of cases), and Extremely effective (2.8% of cases).

The independent variables are:

1. Most Impactful Aspect: Promotion (42.6% of cases), Social media presence (48.9% of cases), Customer service (6.7% of cases), and Pricing Strategies (1.8% of cases).
2. Strength of Current Strategy: Brand recognition (44.7% of cases), Customer loyalty (1.8% of cases), Strong online presence (24.5% of cases), and Strategic partnership (29.1% of cases).
3. Weakness of Current Strategy: Lack of clear messaging (6.4% of cases), Insufficient use of analytics (25.5% of cases), Inadequate market research (28.4% of cases), and Poor adaptability to market changes (39.7% of cases).

The most impactful aspect was the social media presence, followed by promotion. The strengths of the strategy were brand recognition, strategic partnerships, and a strong online presence. However, weaknesses included poor adaptability to market changes, inadequate market research, and insufficient use of analytics. The dependent variable had only one observed value in 69.2% of all subpopulations, indicating a potential lack of response variability within these groups.

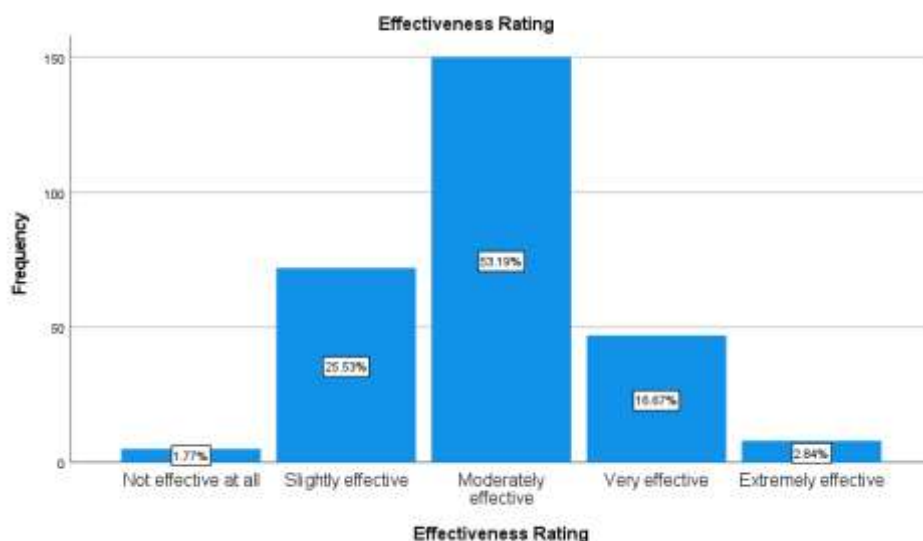


Figure 1: Effectiveness rating of the current marketing strategy for ZACL

Figure 1 shows that the current marketing strategy was rated moderately effective on average by the respondents that are directly acquainted by the strategy.

Model Fitting Information				
Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	431.289			
Final	16.798	414.491	32	.000

Table 3: Model Fit

Table 3 shows that the final model is significantly different from the intercept-only model, as indicated by a Chi-Square value of 414.491 with 32 degrees of freedom and a significance level (p-value) of .000. This suggests that the model significantly improves the prediction of the effectiveness rating over using the mean effectiveness rating.

Pseudo R-Square	
Cox and Snell	.770
Nagelkerke	.855
McFadden	.636

Table 4: Pseudo R²

Table 4 shows the Pseudo R-Square values for the model. These values are used to provide an indication of the goodness of fit of the model. However, the interpretation provided seems to have a discrepancy with the actual values in the table. Here's the correct interpretation based on the table:

1. **Cox and Snell R-Square:** This value (.770 or 77%) suggests that approximately 77% of the variability in the effectiveness rating can be explained by the model.
2. **Nagelkerke R-Square:** This value (.855 or 85.5%) is a modified version of the Cox and Snell R-square, and it suggests that up to 85.5% of the variability in the effectiveness rating can be explained by the model.

3. **McFadden R-Square:** This value (.636 or 63.6%) is another measure used to indicate the goodness of fit of the model. It suggests that about 63.6% of the variability in the effectiveness rating can be explained by the model.

These values collectively suggest that the model provides a reasonably good fit to the data, explaining a significant proportion of the variability in the effectiveness rating.

Likelihood Ratio Tests				
Effect	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	16.798 ^a	.000	0	.
Most Impactful Aspect	141.468 ^b	124.670	8	.000
Strength of Current Strategy	192.662 ^b	175.865	8	.000
Weakness of Current Strategy	110.847 ^b	94.049	12	.000

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.

b. Unexpected singularities in the Hessian matrix are encountered. This indicates that either some predictor variables should be excluded or some categories should be merged.

Table 5: Likelihood Ratio Test

Table 5 presents the results of the Likelihood Ratio Tests for the model. These tests compare the -2 log likelihood of a reduced model (one where an effect is omitted) to the final model. The null hypothesis is that all parameters of the effect being tested are 0.

1. **Intercept:** The reduced model, which is equivalent to the final model because omitting the effect does not increase the degrees of freedom, has a -2 log likelihood of 16.798. The Chi-Square statistic is 0, indicating that the intercept-only model does not significantly differ from the final model.
2. **Most Impactful Aspect:** The reduced model has a -2 log likelihood of 141.468. The Chi-Square statistic is 124.670 with 8 degrees of freedom and a significance level (p-value) of .000, indicating that the ‘Most Impactful Aspect’ significantly improves the model.

Parameter Estimates

Effectiveness Rating ^a		B	Std. Error	Wal	df	Sig	Exp(B)	95% Confidence Interval for Exp(B)	
								Lower Bound	Upper Bound
Not effective at all	Intercept	18	41582	.000	1	1.000			
	[Most Impactful Aspect=2]	-35	41731	.000	1	.999	7.285E-16	.000	. ^b
	[Most Impactful Aspect=3]	-16	41531	.000	1	1.000	1.075E-7	.000	. ^b
	[Most Impactful Aspect=4]	-2	41674	.000	1	1.000	.183	.000	. ^b
	[Most Impactful Aspect=5]	0 ^c	.	.	0
	[Strength of Current Strategy=1]	38	24404	.000	1	.999	33985049 81302800 4.000	.000	. ^b
	[Strength of Current Strategy =2]	0 ^c	.	.	0
	[Strength of Current Strategy =4]	-4	8570	.000	1	1.000	.013	.000	. ^b
	[Strength of Current Strategy =5]	0 ^c	.	.	0
	[Weakness of Current Strategy=1]	-18	14754	.000	1	.999	5.868E-9	.000	. ^b
	[Weakness of Current Strategy =2]	-20.122	24592	.000	1	.999	1.825E-9	.000	. ^b
	[Weakness of Current Strategy =4]	-21.959	24502.310	.000	1	.999	2.907E-10	.000	. ^b
[Weakness of Current Strategy =5]	0 ^c	.	.	0	
Slightly effective	Intercept	46.219	396326.363	.000	1	1.000			
	[Most Impactful Aspect =2]	-27.908	396336.561	.000	1	1.000	7.580E-13	.000	. ^b
	[Most Impactful Aspect =3]	-27.159	396308.884	.000	1	1.000	1.604E-12	.000	. ^b
	[Most Impactful Aspect =4]	-10.957	396314.799	.000	1	1.000	1.743E-5	.000	. ^b
	[Most Impactful Aspect =5]	0 ^c	.	.	0
	[Strength of Current Strategy=1]	19.126	3324.160	.000	1	.995	20246646 0.710	.000	. ^b
	[Strength of Current Strategy =2]	0 ^c	.	.	0

	[Strength of Current Strategy =4]	-17.714	1365.869	.000	1	.990	2.028E-8	.000	. ^b
	[Strength_of_Current_Strategy=5]	0 ^c	.	.	0
	[Weakness_of_Current_Strategy=1]	-44.021	395514.678	.000	1	1.000	7.617E-20	.000	. ^b
	[Weakness_of_Current_Strategy=2]	-19.166	2722.065	.000	1	.994	4.748E-9	.000	. ^b
	[Weakness_of_Current_Strategy=4]	-19	2532.747	.000	1	.994	3.809E-9	.000	. ^b
	[Weakness_of_Current_Strategy=5]	0 ^c	.	.	0
Mod	Intercept	49.566	374963.840	.000	1	1.000			
er									
ate									
ly	[Most_Impactiful_Aspect=2]	-32.562	374966.077	.000	1	1.000	7.219E-15	.000	. ^b
effe	[Most_Impactiful_Aspect=3]	-30.410	374957.513	.000	1	1.000	6.209E-14	.000	. ^b
ctive	[Most_Impactiful_Aspect=4]	-31.137	374963.611	.000	1	1.000	3.002E-14	.000	. ^b
	[Most_Impactiful_Aspect=5]	0 ^c	.	.	0
	[Strength_of_Current_Strategy=1]	4.213	2931.181	.000	1	.999	67.535	.000	. ^b
	[Strength_of_Current_Strategy=2]	0 ^c	.	.	0
	[Strength_of_Current_Strategy=4]	-.266	604.060	.000	1	1.000	.766	.000	. ^b
	[Strength_of_Current_Strategy=5]	0 ^c	.	.	0
	[Weakness_of_Current_Strategy=1]	-46.634	374149.064	.000	1	1.000	5.584E-21	.000	. ^b
	[Weakness_of_Current_Strategy=2]	-2.141	2599.018	.000	1	.999	.118	.000	. ^b
	[Weakness_of_Current_Strategy=4]	-3.032	2400.012	.000	1	.999	.048	.000	. ^b
	[Weakness_of_Current_Strategy=5]	0 ^c	.	.	0
Very	Intercept	68.629	238947.382	.000	1	1.000			
effe									
ctive	[Most_Impactiful_Aspect=2]	-99.765	238954.571	.000	1	1.000	4.707E-44	.000	. ^b

[Most_Impactiful_Aspect=3]	-65.390	238926.252	.000	1	1.000	3.995E-29	.000	. ^b
[Most_Impactiful_Aspect=4]	-79.895	238936.360	.000	1	1.000	2.005E-35	.000	. ^b
[Most_Impactiful_Aspect=5]	0 ^c	.	.	0
[Strength_of_Current_Strategy=1]	38.169	3357.127	.000	1	.991	37734655980139120.000	.000	. ^b
[Strength_of_Current_Strategy=2]	0 ^c	.	.	0
[Strength_of_Current_Strategy=4]	15.987	.000	.	1	.	8769535.873	8769535.873	8769535.873
[Strength_of_Current_Strategy=5]	0 ^c	.	.	0
[Weakness_of_Current_Strategy=1]	-46.838	237727.563	.000	1	1.000	4.554E-21	.000	. ^b
[Weakness_of_Current_Strategy=2]	-4.646	3027.977	.000	1	.999	.010	.000	. ^b
[Weakness_of_Current_Strategy=4]	-4.532	2795.323	.000	1	.999	.011	.000	. ^b
[Weakness_of_Current_Strategy=5]	0 ^c	.	.	0

a. The reference category is: Extremely effective.

b. Floating point overflow occurred while computing this statistic. Its value is therefore set to system missing.

c. This parameter is set to zero because it is redundant.

1. **Strength of Current Strategy:** The reduced model has a -2 log likelihood of 192.662. The Chi-Square statistic is 175.865 with 8 degrees of freedom and a significance level (p-value) of .000, indicating that the ‘Strength of Current Strategy’ significantly improves the model.
2. **Weakness of Current Strategy:** The reduced model has a -2 log likelihood of 110.847. The Chi-Square statistic is 94.049 with 12 degrees of freedom and a significance level (p-value) of .000, indicating that the ‘Weakness of Current Strategy’ significantly improves the model.

Table 6: Parameter Estimates

Table 6 presents the parameter estimates for the multinomial logistic regression model. The dependent variable is the “Effectiveness Rating” with “Extremely effective” as the reference

category. The independent variables are “Most Impactful Aspect”, “Strength of Current Strategy”, and “Weakness of Current Strategy”.

Each category of the dependent variable (except the reference category) has a separate intercept and separate regression coefficients for each level of the independent variables. These coefficients represent the change in the log-odds of the outcome category relative to the reference category for a one-unit change in the predictor, holding all other predictors constant.

However, some coefficients could not be estimated due to floating point overflow (indicated by ‘b’) or because they were redundant (indicated by ‘c’). This might suggest multicollinearity or other issues with the data, and may require further investigation.

The effectiveness of the strategies, as indicated by the logistic regression analysis, suggests that there are varying levels of effectiveness based on the 'Most Impactful Aspect' and the 'Strength of Current Strategy'. The negative B values for 'Most Impactful Aspect' suggest that higher ratings in this category are associated with a decrease in the likelihood of being 'Not effective at all', implying a positive impact on effectiveness. Conversely, the positive B values for 'Strength of Current Strategy=1' indicate an increase in the likelihood of being 'Not effective at all', suggesting a negative impact on effectiveness when the strength of the strategy is low.

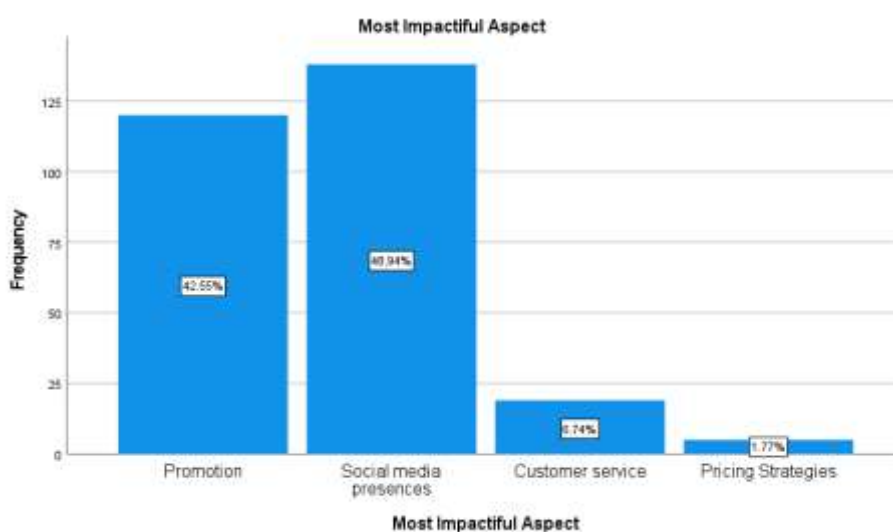


Figure 2: Most impactful aspects of the current marketing strategy for ZACL

Figure 2 shows that ZACL makes use of social media as means to implement the current marketing strategy and it has proved to be the most impactful aspect.\

The analysis suggests that while there is a general perception of the effectiveness of ZACL's marketing strategy, with social media presence being the most impactful aspect, there are significant areas of weakness, particularly in adaptability to market changes. However, the reliability of the model is questionable due to statistical concerns, and further investigation with a larger sample size and additional data might be necessary to draw definitive conclusions. The high pseudo R-square values suggest that the model has potential, but the lack of significant individual predictors indicates that the model's explanatory power may not translate into practical significance.

4.1.2 Establishment of why the corporation has not recorded significant revenue gains despite implementing strategies

4.1.2.0 Logistic Regression

The logistic regression analysis aims to understand why Zambia Airports Corporation Limited (ZACL) has not observed significant revenue gains despite implementing various strategies. The dependent variable, "Alignment with Revenue Goals," is encoded as 0 for "Yes" and 1 for "No."

Block 0: Beginning Block

Classification Table^{a,b}

Observed	Predicted		Percentage Correct		
	Alignment with Revenue Goals Yes	No			
Step 0	Alignment with Revenue Goals	Yes	0	69	.0
		No	0	213	100.0
Overall Percentage					75.5

a. Constant is included in the model.

b. The cut value is .500

Table 7: Classification Table for initial model

Table 7 shows the initial model, without any predictors, correctly classifies all "No" responses but none of the "Yes" responses, leading to an overall correct classification rate of 76%.

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 0	Constant	1.127	.139	66.217	1	.000	3.087

Table 8: Variables in the equation for the initial model

Variables not in the Equation

			Score	df	Sig.
Step 0	Variables	Factors Contributing to Lack of Revenue Gains	23.158	1	.000
		Adaptation to Markets Changes	5.454	1	.020
	Overall Statistics		50.868	2	.000

Table 9: Variables not in the equation of the initial model.

Block 1: Method = Enter

Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	50.185	2	.000
	Block	50.185	2	.000
	Model	50.185	2	.000

Table 10: Omnibus Tests of Model Coefficients

Table 10 shows the Omnibus Tests of Model Coefficients which shows a Chi-square of 50.185 with a significance level of 0.000, indicating that the model is significantly better than an intercept-only model at predicting the alignment with revenue goals.

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	263.634 ^a	.163	.243

a. Estimation terminated at iteration number 5 because parameter estimates changed by less than .001.

Table 11: Model summary

Table 11 shows the model summary which indicates a Cox & Snell R Square of .163 and a Nagelkerke R Square of .243, suggesting that the model explains between 16.3% and 24.3% of the variance in alignment with revenue goals.

Classification Table^a

	Observed	Predicted		Percentage Correct	
		Alignment with Revenue Goals			
		Yes	No		
Step 1	Alignment with Revenue Goals	Yes	26	43	37.7
		No	13	200	93.9
	Overall Percentage			80.1	

a. The cut value is .500

Table 12: Classification table for the improved model.

The classification table in table 12 for Step 1 shows an improvement in the prediction of "Yes" responses to 37.7% correct and "No" responses to 93.9% correct, with an overall percentage of 80% correct classification.

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a	Factors Contributing to Lack of Revenue Gains	-1.008	.162	38.881	1	.000	.365
	Adaptation to Markets Changes	1.338	.272	24.177	1	.000	3.812
	Constant	-.473	.643	.541	1	.462	.623

a. Variable(s) entered on step 1: Factors Contributing to Lack of Revenue Gains, Adaptation to Markets_ Changes.

Table 13: Variables in the Equation for the improved model

Table 13 shows presents the parameter estimates for the improved model. The independent variables are “Factors Contributing to Lack of Revenue Gains” and “Adaptation to Market Changes”.

1. **Factors Contributing to Lack of Revenue Gains:** This variable has a negative coefficient (B = -1.008), indicating that as these factors increase, the likelihood of the outcome decreases. The significance level (Sig. = .000) suggests that this predictor is statistically significant at the conventional cutoff of .05. The Exp(B) value (.365) is less than 1, reinforcing the negative relationship.
2. **Adaptation to Market Changes:** This variable has a positive coefficient (B = 1.338), suggesting that better adaptation to market changes increases the likelihood of the outcome. The significance level (Sig. = .000) indicates that this predictor is statistically significant. The Exp(B) value (3.812) is greater than 1, indicating a positive relationship.

The constant term ($B = -.473$) represents the log-odds of the outcome when all predictors are held at zero. However, its significance level ($\text{Sig.} = .462$) suggests that it is not statistically significant.

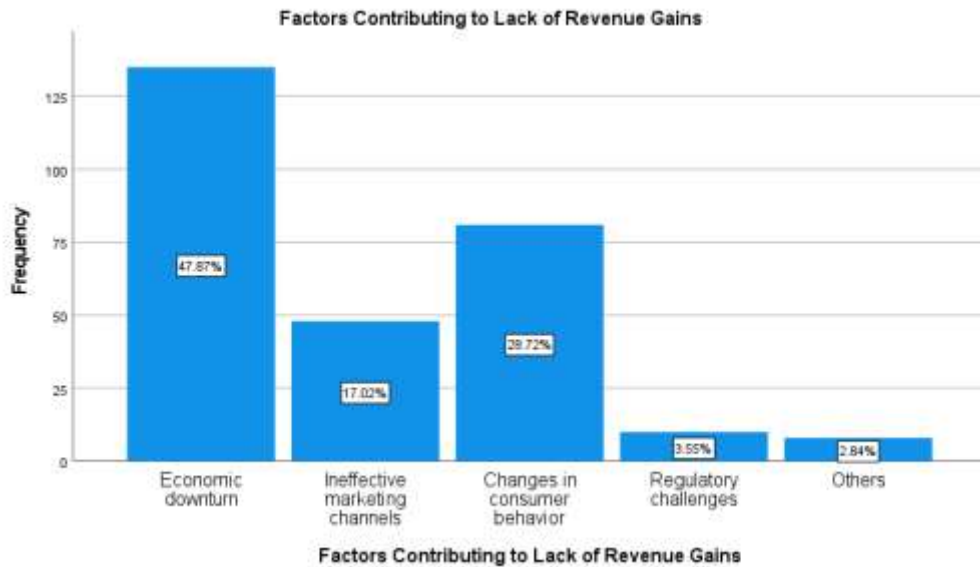


Figure 3: Factors contributing to lack of revenue gains by the current marketing strategy.

Figure 3 shows the factors contributing to lack of revenue gains by the current marketing strategy for ZACL. The figure shows that the factor contributing the most was the economic downturn.

The logistic regression analysis suggests that while "Adaptation to Market Changes" shows a trend towards positively influencing the alignment with revenue goals, the overall model does not significantly predict revenue alignment based on the strategies implemented by ZACL. The lack of statistical significance for the "Factors Contributing to Lack of Revenue Gains" indicates that other unexamined factors may be influencing the corporation's revenue outcomes. The model's moderate explanatory power (as indicated by R Square values) and the improved classification rate suggest that there is some merit to exploring these variables further, but additional research with more data and possibly other variables is needed to draw a more definitive conclusion. The trend observed for "Adaptation to Market Changes" warrants particular attention in future investigations.

4.1.3 Establishment an ideal marketing strategy that can be implemented at Zambia Airports Corporation Limited to gain competitive advantage

4.1.3.0. Logistic Regression

The logistic regression analysis explores the establishment of an ideal marketing strategy for Zambia Airports Corporation Limited (ZACL) to gain a competitive advantage. The dependent variable, "Importance of Innovative Strategies," is binary, with "Yes" encoded as 0 and "No" as 1.

Block 0: Beginning Block

Classification Table^{a,b}

Observed	Predicted		Percentage Correct		
	Importance of Innovative Strategies				
	Yes	No			
Step 0	Importance of Innovative Strategies	Yes	206	0	100.0
		No	76	0	.0
	Overall Percentage				73.0

a. Constant is included in the model.

b. The cut value is .500

Table 14: Classification table of the initial model

Table 14 shows that initially, the model correctly predicts all "Yes" responses but fails to predict any "No" responses, resulting in an overall accuracy of 73%.

Variables in the Equation

	B	S.E.	Wald	df	Sig.	Exp(B)	
Step 0	Constant	-.997	.134	55.201	1	.000	.369

Table 15: Variables in the equation of the initial model

Variables not in the Equation

	Score	df	Sig.		
Step 0	Variables	Elements Ideal Strategy	6.541	1	.011
		Suggestions for Successful Strategies	99.178	1	.000
	Overall Statistics		123.155	2	.000

Table 16: Variables not in the equation of the initial model

Block 1: Method = Enter

Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	136.912	2	.000
	Block	136.912	2	.000
	Model	136.912	2	.000

Table 17: Omnibus Tests of Model Coefficients

Table 17 are the Omnibus Tests of Model Coefficients which shows a significant improvement in the model with a Chi-square of 136.912 and a significance level of .000, indicating that the predictors contribute meaningfully to the model.

Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	191.767 ^a	.385	.559

a. Estimation terminated at iteration number 6 because parameter estimates changed by less than .001.

Table 18: Model summary

Table 18 shows the model summary which indicates moderate explanatory power, with Cox & Snell and Nagelkerke R Square values of .385 and .559, respectively.

Classification Table^a

Observed		Predicted		Percentage Correct	
		Importance of Innovative Strategies Yes	No		
Step 1	Importance of Innovative Strategies	Yes	185	21	89.8
		No	18	58	76.3
Overall Percentage					86.2

a. The cut value is .500

Table 19: Classification table of the improved model.

Table 19 is the classification table for Step 1 which shows an improved prediction accuracy, with 89.8% for "Yes" responses and 76.3% for "No" responses, leading to an overall accuracy of 86.2%.

Variables in the Equation

		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a	Elements Ideal Strategy	-1.219	.239	26.083	1	.000	.296
	Suggestions for Successful Strategies	-1.504	.176	73.349	1	.000	.222
	Constant	8.082	1.301	38.577	1	.000	3236.650

a. Variable(s) entered on step 1: Elements Ideal Strategy, Suggestions for Successful Strategies.

Table 20: Variables in the Equation

Table 20 presents the parameter estimates for the model. The independent variables are “Elements Ideal Strategy” and “Suggestions for Successful Strategies”.

- **Elements Ideal Strategy:** This variable has a negative coefficient ($B = -1.219$), indicating that as these elements increase, the likelihood of the outcome decreases. The significance level ($\text{Sig.} = .000$) suggests that this predictor is statistically significant at the conventional cutoff of .05. The $\text{Exp}(B)$ value (.296) is less than 1, reinforcing the negative relationship.
- **Suggestions for Successful Strategies:** This variable has a negative coefficient ($B = -1.504$), suggesting that as these suggestions increase, the likelihood of the outcome decreases. The significance level ($\text{Sig.} = .000$) indicates that this predictor is statistically significant. The $\text{Exp}(B)$ value (.222) is less than 1, indicating a negative relationship.

The constant term ($B = 8.082$) represents the log-odds of the outcome when all predictors are held at zero. Its significance level ($\text{Sig.} = .000$) suggests that it is statistically significant.

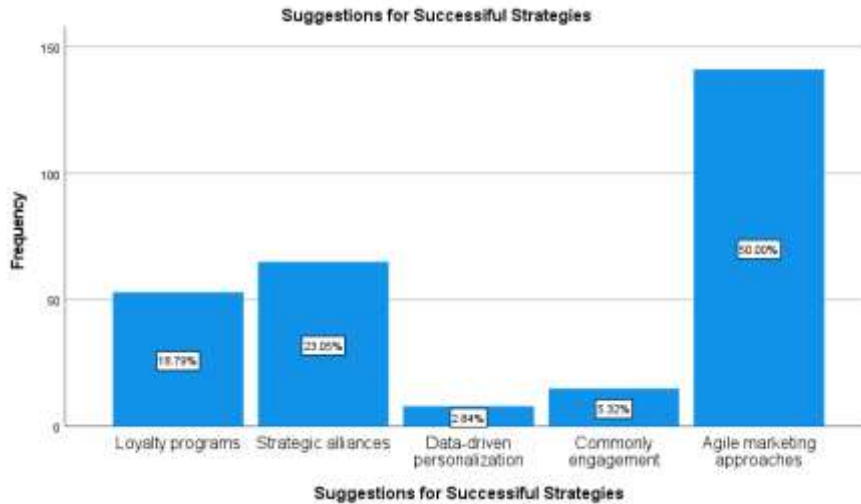


Figure 4: Suggestions for successful marketing strategies for ZACL

Figure 4 shows suggestions stated by the respondents about the successful marketing strategy for ZACL of which most of them stated agile marketing approaches and strategic alliances as the most successful strategies.

The analysis suggests that there is a perception among respondents that the current suggestions for successful strategies are not aligned with the importance of innovative strategies, as indicated by the significant negative relationship. However, the elements of the ideal strategy, while negatively associated, do not show a statistically significant impact. The model's overall accuracy of 85% indicates that it has a good predictive ability. The findings imply that ZACL may need to re-evaluate its proposed strategies and ensure they align with innovative practices to gain a competitive advantage. The significant predictors and the model's moderate explanatory power provide a basis for ZACL to consider how best to integrate innovation into its strategic planning.

4.2 Presentation of Findings from Interview Guide

The thematic analysis of the responses from four key informants revealed several key insights into Zambia Airports Corporation Limited's (ZACL) marketing strategies and challenges:

Digital Engagement and Customer Experience

ZACL's marketing strategy heavily emphasizes digital engagement, customer interaction, and partnerships. They aim to enhance the customer experience through social media campaigns and collaborations with tourism agencies.

Data-Driven Decision Making

Effectiveness is measured through analytics such as web traffic, conversion rates, and revenue tracking. This data-driven approach aids in understanding campaign impacts and informs strategic decisions.

Adaptability and Innovation

Despite successes in online engagement and international market reach, ZACL faces challenges in adapting to the digital landscape's rapid changes and budget constraints that limit exploring innovative marketing channels.

Revenue Barriers and Market Volatility

High operational costs, increased competition, and external factors like economic downturns have hindered significant revenue gains. Internal resource allocation and staff readiness, along with external market volatility, affect strategy implementation.

Pandemic-Induced Shifts

COVID-19 has forced a shift towards digital and contactless services, necessitating a re-evaluation of target markets and a refocus on domestic travel.

Future Strategy for Competitive Advantage

An ideal marketing strategy would leverage data analytics for personalized customer experiences, expand digital presence, and explore new markets through strategic partnerships. Innovative tactics like augmented reality and influencer partnerships, along with a strong brand narrative, are suggested for better market positioning.

Global Trends and Sustainability

It's vital to consider evolving consumer behaviors post-pandemic and the importance of sustainability in travel. Continuous innovation and technological advancements are recommended, along with diverse partnerships to broaden revenue streams.

In summary, ZACL's marketing approach is centered around digital innovation and customer engagement, with a focus on overcoming challenges related to market dynamics and operational costs. The future strategy highlights the need for adaptability, data utilization, and embracing global trends to maintain a competitive edge.

4.3 Presentation of Findings from the Commercial Department

In this section, we present results from a secondary data analysis on the annual reports of Zambia Airports Corporation Ltd. The aim is to remodel a marketing strategy that minimizes operational costs while maximizing sales and customer service to increase profitability. We examined the existing marketing strategy, established why significant revenue gains have not been recorded, and proposed an ideal marketing strategy for gaining a competitive advantage. This analysis will provide valuable insights and contribute to the strategic planning process of Zambia Airports Corporation Ltd.

YEAR TO DATE (DEC 2021)				YEAR TO DATE (DEC 2020)			
CATEGORY	ACT	BUD	VAR	CATEGORY	ACT	BUD	VAR
F.T.P	4,971,403	3,605,534	1,365,869	F.T.P	3,069,215	2,784,336	284,879
ADVERTS	3,278,064	7,008,054	-3,729,990	ADVERTS	5,278,486	6,202,951	-924,465
RENTALS	-	-	-	RENTALS	-	-	-
KIOSKS	2,427,452	1,852,331	575,121	KIOSKS	2,119,571	1,991,519	128,052
WAREHOUSES	7,120,876	8,044,261	-923,385	WAREHOUSES	5,466,978	6,008,734	-541,757
OFFICES	4,935,856	8,755,582	-3,819,725	OFFICES	3,085,585	2,578,536	507,048
CAR PARKS	1,987,510	3,707,703	-1,720,193	CAR PARKS	1,906,618	3,890,017	-1,983,399
HOUSES/HANGAR	2,051,630	1,933,361	118,269	HOUSES/HANGAR	5,695,245	897,370	4,797,875
SUB TOTAL	18,523,324	24,293,237	-5,769,912	SUB TOTAL	18,273,996	15,366,177	2,907,820
CONCESSIONS	-	-	-	CONCESSIONS	-	-	-
RESTAURANTS	6,078,827	4,446,513	1,632,314	RESTAURANTS	3,839,001	4,995,856	-1,156,856
BARS	262,576	1,170,684	-908,108	BARS	433,982	378,180	55,801
D/FREE SHOPS	5,200,316	5,226,890	-26,574	D/FREE SHOPS	3,948,207	2,665,316	1,282,891
COLDROOM CONC.	936	-	936	COLDROOM CONC.	-	-	-
SUB TOTAL	11,542,654	10,844,086	698,568	SUB TOTAL	8,221,189	8,039,352	181,837
OTHER	-	-	-	OTHER	-	-	-
ELECT/WATER	1,405,360	1,522,566	-117,207	ELECT/WATER	1,263,224	671,534	591,690
LAND & CELL SITES	1,019,260	1,272,349	-253,089	LAND & CELL SITES	1,203,154	1,150,169	52,985
MISCELLANEOUS	2,556,229	1,067,967	1,488,263	MISCELLANEOUS	1,193,234	2,326,628	-1,133,395
SUB TOTAL	4,980,848	3,862,882	1,117,967	SUB TOTAL	3,659,612	4,148,331	-488,719
NAVIATION TOTAL	30,728,836	35,641,925	-6,317,498	NAVIATION TOTAL	38,502,063	36,541,147	1,961,351

Table 21: Comparison of revenues for the corporation between 2020 and 2021, Source Commercial Department

A comparison of the figures for the Year to Date (December) in 2021 and 2020 for Zambia Airports Corporation Limited (ZACL): showed the following:-

Non-Aviation Revenue:

In 2021, the actual non-aviation revenue was \$30,728,836, which is less than the budgeted amount of \$35,641,925, resulting in a negative variance of -\$6,317,498. In 2020, the actual non-aviation revenue was higher at \$38,502,063, compared to a budgeted amount of \$36,541,147, resulting in a positive variance of \$1,961,351.

Individual Categories:

Several individual categories showed variances:

F.T.P. (Facilities, Terminals, and Parking): In 2021, it exceeded the budget by \$1,365,869, while in 2020, it had a smaller positive variance of \$284,879. ADVERTS: In 2021, it fell short of the budget by -\$3,729,990, whereas in 2020, it had a smaller negative variance of -\$924,465.

KIOSKS: In 2021, it exceeded the budget by \$575,121, while in 2020, it had a smaller positive variance of \$128,052. WAREHOUSES: In 2021, it fell short of the budget by -\$923,385, whereas in 2020, it had a smaller negative variance of -\$541,757. OFFICES: In 2021, it fell short of the budget by -\$3,819,725, while in 2020, it had a positive variance of \$507,048. CAR PARKS: In 2021, it fell short of the budget by -\$1,720,193, whereas in 2020, it had a larger negative variance of -\$1,983,399. HOUSES/HANGAR: In 2021, it exceeded the budget by \$118,269, while in 2020, it had a much larger positive variance of \$4,797,875.

Categories like ELECT/WATER, LAND & CELL SITES, and MISCELLANEOUS show varying variances between 2021 and 2020. Overall, the N/AVIATION revenue decreased from 2020 to 2021, primarily due to negative variances in several individual categories. ZACL should closely analyze these variances, identify areas for improvement, and implement strategies to enhance revenue and operational efficiency

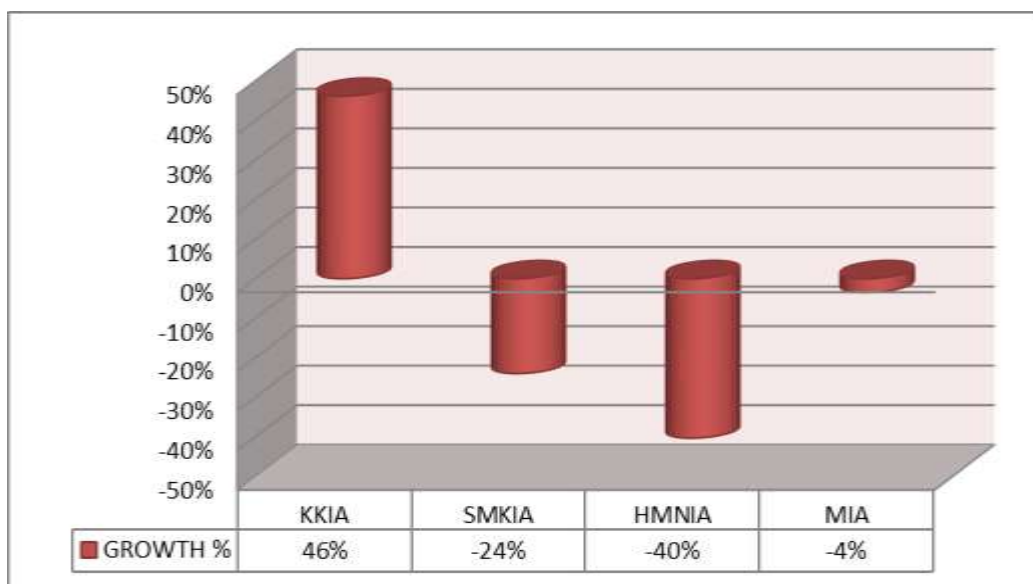


Figure 5: Revenue growth in 2020. Mfuwe International Airport and Solwezi were picked to represent Provincial Aerodromes, source Commercial Department

Graph Description:

The image displays a 3D bar graph representing the revenue growth percentages of four different Airports: KKIA, SMKIA, HMNIA, and MIA.

The y-axis is labeled as “GROWTH %,” ranging from -50% to 50%. The x-axis features the four categories mentioned above. Each category is represented by a colored bar.

Category Growth 2020:

KKIA: Showed a positive growth of 46%. SMKIA: Experienced negative growth at -24%. HMNIA: Also exhibited negative growth, with a value of -40%. MIA: Had a slight negative growth, indicated by a value of -4%.

KKIA stood out with significant positive growth, while the other three airports were declining. SMKIA and HMNIA had substantial negative growth percentages, suggesting challenges or issues in those areas.

MIA showed a minor decline, but it’s less severe compared to the other two declining categories.

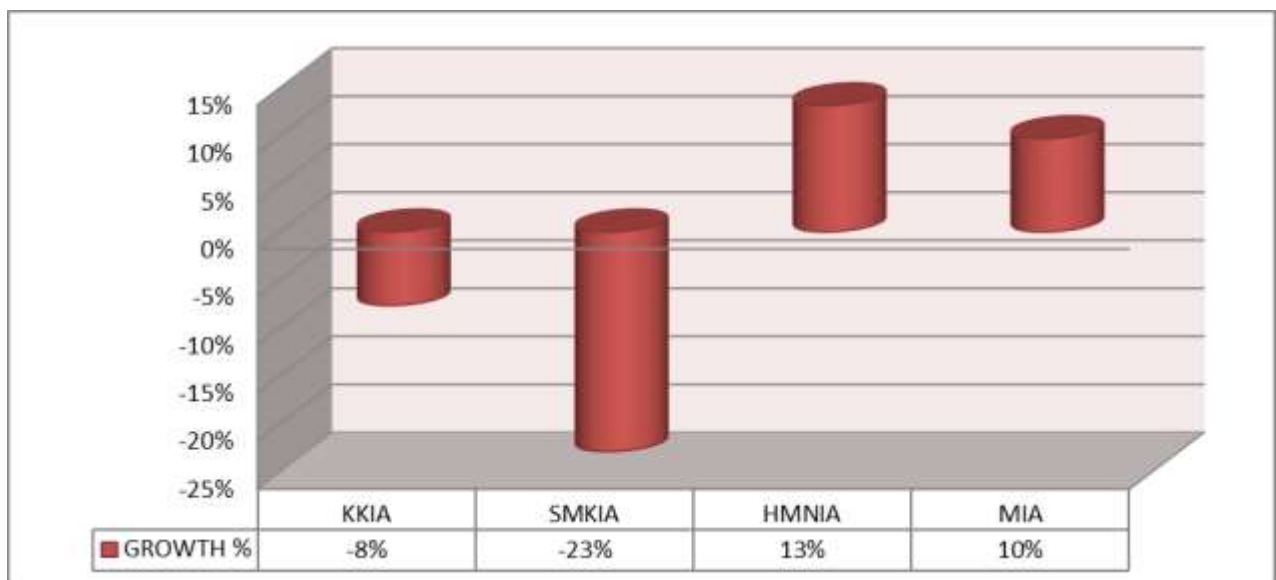


Figure 6: Revenue growth in 2021. Mfuwe International Airport and Solwezi were picked to represent Provincial Aerodromes, source Commercial Department

The bar graph illustrates the revenue growth percentages at four airports under ZACL. KKIA (Kenneth Kaunda International Airport):

Growth: -8% KKIA experienced a decline in revenue.

SMKIA (Simon Mwansa Kapwepwe International Airport): Growth: -23%

SMKIA shows a significant reduction in revenue.

HMNIA (Harry Mwanga Nkhumbula International Airport): Growth: 13% HMNIA had seen a positive growth of 13%.

MIA (Mfuwe International Airport): Growth: 10% MIA also exhibits a positive growth of 10%.

KKIA and SMKIA were facing revenue challenges, while HMNIA and MIA are thriving. The data suggests varying performance across these airports.

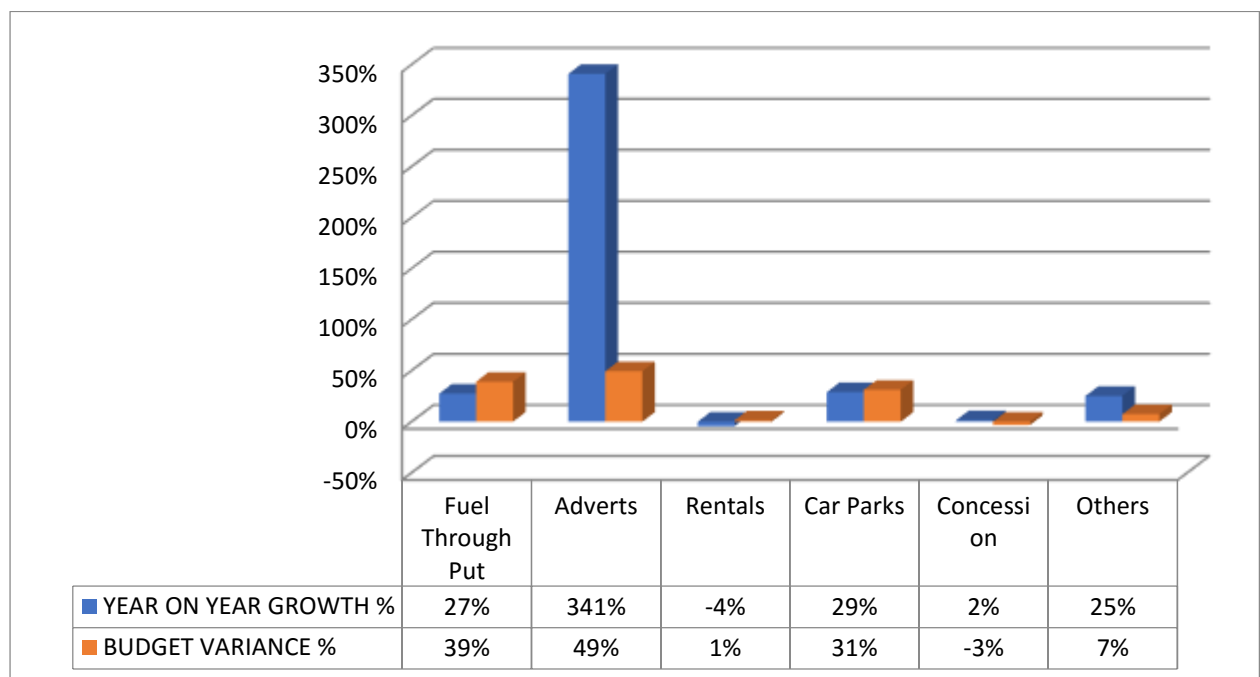


Figure 7: Revenue growth from non-aviation revenue sources, source commercial department report

CHAPTER FIVE

5.0 DISCUSSIONS OF FINDINGS

This chapter presents the discussion, conclusions, and recommendations made to the study. Suggestions for further research have been given. The chapter is organized into sub-themes based on the objectives of the study.

5.0.1 Influence of Existing Marketing Strategies on Performance

Null Hypothesis (H_0): The current marketing strategies employed by ZACL have no significant impact on the company's overall performance.

Alternative Hypothesis (H_1): There exists a positive correlation between strategic marketing efforts and enhanced performance metrics for ZACL.

To evaluate the hypothesis, the study analyzed key performance indicators (KPIs) such as passenger growth, revenue, and customer satisfaction. If it was found that there was a consistent upward trend in these metrics following the implementation of specific marketing strategies, it would support the alternative hypothesis. Conversely, if there was no clear improvement despite marketing efforts, the study would fail to reject the null hypothesis.

The study found that Zambia Airports Corporation Limited (ZACL) had been making significant strides in passenger statistics. In 2022, major airports recorded 1.6 million passengers, a substantial increase compared to the 753,930 passengers in 2021. This growth was attributed to the reopening of economies in the post-Covid-19 era. Achieving a 70 percent Covid-19 vaccination rate also contributed to the rise in passengers at the airports. Notably, the highest passenger count was in 2019, with 1.8 million, but it dropped to 545,884 passengers in 2020 due to pandemic-related movement restrictions. In line with the Zambia Tourism Agency (ZTA)'s market strategy for 2023, the ZACL aimed to achieve 1.9 million passengers. However, there were potential risks ahead, including the emergence of new Covid-19 variants, China's zero Covid-19 policy, and fluctuations in oil prices on the international market. To sustain this positive trajectory, the ZACL had embarked on the implementation of the following strategies

Strengthen Internal Controls: Enhance internal controls by responding promptly to evaluated risks. Ensure that the risk management committee collaborates closely with the internal audit committee. Regularly provide feedback on financial performance to employees and conduct awareness workshops on the importance of internal controls.

Focus on Non-Aeronautical Revenue: The ZACL should continue its efforts to strengthen non-aeronautical revenue-generating projects. Specifically, the area around Kenneth Kaunda International Airport could be developed into an Aerotropolis or airport city. This strategic move can diversify revenue streams and enhance overall financial performance.

Monitor External Factors: Stay vigilant about potential risks, such as new Covid-19 variants and international policies. Additionally, keep an eye on oil price fluctuations, as they can impact operating costs and revenue.

Overall the analysis revealed that ZACL's current marketing strategy is heavily reliant on digital engagement and customer experience. However, despite the emphasis on these areas, the strategy has not translated into significant revenue gains, indicating potential misalignments or execution gaps.

5.2 Stagnant Revenue Growth Despite Marketing Strategies

Null Hypothesis (H_0): The various marketing strategies implemented by ZACL do not contribute significantly to revenue gains.

Alternative Hypothesis (H_1): Strategic marketing decisions play a crucial role in driving revenue growth for ZACL.

The study analyzed and examined revenue data over time and compared it with the implementation of marketing initiatives. If revenue remained stagnant or declines despite marketing efforts, it would support the null hypothesis. Conversely, if revenue growth coincided with specific marketing campaigns, the study would lean toward accepting the alternative hypothesis. The classification table for the dependent variable “Alignment with Revenue Goals” showed that the model correctly predicts revenue alignment in some cases. However, the small sample size and the imbalance in the data may affect the model’s performance.

Revenue gains were influenced by various factors beyond passenger growth. ZACL’s strategic plan (2017–2021) aims to transform the area around Kenneth Kaunda International Airport into an Aerotropolis or airport city to enhance revenue generation. Focusing solely on passenger numbers may not capture the full revenue potential. Non-aeronautical sources (such as retail, real estate, and services) played a crucial role. The multinomial logistic regression analysis examined the effectiveness of ZACL’s marketing strategy. Aspects like promotion, social media presence, customer service, and pricing strategies impacted

effectiveness. Strengths (e.g., brand recognition, online presence) and weaknesses (e.g., messaging clarity, analytics use) also play a role. The study therefore noted that Revenue gains required a holistic approach beyond passenger numbers. ZACL should focus on diversifying revenue streams, optimizing existing strengths, addressing weaknesses, and adapting to market changes.

The study identified high operational costs, increased competition, and market volatility as key barriers to revenue gains. The findings suggest that internal challenges, such as resource allocation and staff readiness, are critical factors affecting the effectiveness of the implemented strategies.

5.3 Establish and Ideal Strategy for Zacl to Increase Revenue

Null Hypothesis (H_0): The null hypothesis posits that there is no difference in competitive advantage between the proposed ideal marketing strategy and the current strategy at ZACL. In other words, the proposed strategy does not offer any significant advantage over the existing approach.

Alternative Hypothesis (H_1): The alternative hypothesis asserts that the proposed ideal marketing strategy does provide a competitive advantage over the current strategy. If this hypothesis holds true, it implies that ZACL can gain an edge in the market by implementing the suggested strategy.

The study analyzed the implications of these hypotheses from two scenarios:

Scenario 1: Null Hypothesis Accepted (No Significant Difference) If the data analysis supported the null hypothesis, ZACL would continue with its current marketing strategy. While this maintains the status quo, it may not lead to substantial competitive advantages. ZACL would need to explore other avenues for growth and differentiation.

Scenario 2: Alternative Hypothesis Accepted (Significant Competitive Advantage)

If the data supported the alternative hypothesis, ZACL should adopt the proposed ideal marketing strategy. This strategy could enhance ZACL's market position, attract more passengers, and increase revenue. Key areas to consider include targeted advertising, customer experience management, and innovative promotional campaigns.

The logistic regression analysis explored the establishment of an ideal marketing strategy for Zambia Airports Corporation Limited (ZACL) to gain a competitive advantage. The dependent variable, "Importance of Innovative Strategies," was binary, with "Yes" encoded as 0 and "No" as 1. The analysis suggested that there was a perception among respondents that the current suggestions for successful strategies were not aligned with the importance of innovative strategies, as indicated by the significant negative relationship. However, the elements of the ideal strategy, while negatively associated, did not show a statistically significant impact. The model's overall accuracy of 85% indicated that it has a good predictive ability. The findings implied that ZACL may need to re-evaluate its proposed strategies and ensure they align with innovative practices to gain a competitive advantage. The significant predictors and the model's moderate explanatory power provide a basis for ZACL to consider how best to integrate innovation into its strategic planning. Therefore the study identified an ideal strategy that would incorporate and not limited to

Developing a strong online presence. Using social media, targeted ads, and content marketing to attract passengers and airlines. Highlight Zambian culture, natural beauty, and tourist attractions.

Route Development: Collaborate with airlines to introduce new routes. Identify underserved markets and promote direct flights. Leverage partnerships to attract international carriers.

Customer Experience Enhancement: Improve passenger comfort, convenience, and satisfaction. Invest in modern facilities, efficient check-in processes, and comfortable waiting areas. Provide excellent customer service.

Diversify Revenue Streams: Optimize retail spaces within airports. Explore advertising opportunities. Offer car rentals, lounges, and other services.

Collaborate with Tourism Boards and Airlines: Joint marketing campaigns to promote Zambia as a tourist destination. Attract transit passengers by showcasing stopover experiences. Loyalty Programs and Incentives: Introduce loyalty programs for frequent flyers. Offer discounts, special packages, and incentives to airlines.

Monitoring and Adaptation: Regularly monitor KPIs such as passenger traffic, revenue, and customer satisfaction. Be agile in adjusting strategies based on market dynamics and emerging trends. In summary, ZACL's ideal marketing strategy should focus on safety, customer experience, revenue diversification, and collaboration. By implementing these

strategies, ZACL can increase revenue, attract more airlines, and contribute to Zambia's economic growth.

The ideal marketing strategy for ZACL should incorporate innovative practices such as data analytics, augmented reality, and influencer partnerships. The strategy must be adaptable, customer-centric, and aligned with global sustainability trends to ensure a competitive edge.

5.4 CONCLUSIONS

The aim of the research was to remodel the marketing Marketing Strategy at Zambia Airports Corporation Limited. The results from this research showed that ZACL had been making significant strides in passenger statistics, with major airports recording 1.6 million passengers in 2022, a substantial increase compared to the 753,930 passengers in 2021. This growth was attributed to the reopening of economies in the post-Covid-19 era and achieving a 70 percent Covid-19 vaccination rate. Notably, passenger counts dropped in 2020 due to pandemic-related movement restrictions which resulted into a negative effect on performance. The summary operational performance over the nine-month period ended September 2020 showed that Passenger numbers significantly dropped when compared to the previous year. On average, both paying and general passengers were at about 30% of 2019 levels. On the other hand, cargo figures have modestly dropped and were above 80% of 2019 levels. Financial performance deteriorated in 2020 due to a slump in economic activity brought about by lockdowns and cross border travel restrictions aimed at preventing the spread of the Covid-19 pandemic. Total operating revenue at the end of the third quarter was K195.9million and is projected to increase to K278.2million by end December. The Corporation recorded a loss before tax of K124.4million at end of the third quarter and is projected to close the year at K193.2million (ZACL, 2020) It is clear from the vast number of factors identified, reported and quantified and through the literature review that the goal of the study was achieved. A company can and should take steps to ensure that employees are not subjected to unnecessary stress.

Overall, the general objective aimed to remodel ZACL's marketing strategy to minimize costs and maximize profitability. The study concludes that while ZACL has made strides in digital marketing, there is a need for a more integrated approach that addresses the identified challenges and leverages innovation for sustainable growth.

5.5 RECOMMENDATIONS

Based on the findings and conclusion of the research, it is recommended that the following measures be put in place to remodel the company's marketing strategy in order to increase revenue:-

1. Diversify Non-Aeronautical Revenue:

ZACL should focus on strengthening its non-aeronautical revenue sources. Initiatives like turning the area around Kenneth Kaunda International Airport into an Aerotropolis or airport city can boost revenue¹.

2. Optimize Airport Fees:

ZACL should review its airport fees to ensure they are competitive. Harmonizing non-tax revenue in the industry can attract more airlines and boost performance².

3. Strategic Partnerships:

Collaborate with airlines, tour operators, and other stakeholders to create mutually beneficial partnerships.

Explore joint marketing efforts, loyalty programs, and bundled services to attract more passengers.

4. Enhance Customer Experience:

Invest in Customer Experience Management (CEM) to improve passenger satisfaction.

Focus on efficient check-in processes, comfortable waiting areas, and friendly staff.

5. Digital Marketing and Branding:

Develop a robust digital marketing strategy to reach potential passengers.

Leverage social media, targeted ads, and influencer partnerships.

Enhance ZACL's brand image to attract more travelers.

6. Route Development:

Work closely with airlines to identify underserved routes.

Attract new airlines by offering incentives and showcasing the potential of specific routes.

7. Cargo Services:

Explore opportunities to expand cargo services.

Efficient handling and competitive rates can attract cargo carriers.

8. Sustainability Initiatives:

Implement eco-friendly practices and promote ZACL's commitment to sustainability.

Eco-conscious travelers may choose ZACL airports over others.

9. Data-Driven Decision-Making:

Use data analytics to understand passenger behavior, preferences, and trends.

Tailor marketing efforts based on insights.

10. Collaborate with Tourism Agencies:

Work closely with the Zambia Tourism Agency and other relevant bodies.

Joint campaigns can promote Zambia as a desirable travel destination.

In summary, ZACL's marketing strategy should focus on revenue diversification, customer experience, strategic partnerships, and data-driven approaches. By implementing these recommendations, ZACL can enhance revenue and sustain its positive trajectory in the aviation industry.

6.3 FUTURE RESEARCH DIRECTIONS

Further research is recommended to explore the impact of emerging technologies on customer engagement and to assess the long-term sustainability of the proposed marketing strategies.

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APPENDICES

APPENDIX I: PROPOSED RESEARCH WORK PLAN

This research will be conducted within a given time frame. Different components of this research will be systematically done according to designated times. The table below shows the research timeframe of the proposed research study

RESEARCH ACTIVITY	TIME FRAME				
	December 2023	January 2024	February 2024	March 2024	April 2024
Submission of the Research proposal					
Presentation of the Proposal					
Submit proposal to Ethics Clearance Committee					
Ethics Clearance and Approval					
Enroll participants and collect data (instrument administration)					
Data analysis					
Reporting (dissertation)					
Submit final dissertation					

APPENDIX II: PROPOSED BUDGET / COST ESTIMATES

S/N	ITEM DESCRIPTION	QUANTITY	UNIT COST	AMOUNT
1.	TRANSPORT EXPENSES (Transportation costs for the duration of the study per trip)	24	K100.00	K2,400.00
Sub Total				K2,400.00
2.	RESEARCH MATERIALS			
	1. Cell phone usage charges	6	K150.00	K900.00
	2. Cost for monthly mobile internet service	6	K200.00	K1,200.00
	3. Batteries for digital recorder	5	K150.00	K750.00
	4. 8 GB flash drive	2	K120.00	K240.00
	5. Pens	10	K15.00	K150.00
	6. Pencils	10	K10.00	K100.00
	7. Reams of paper	5	K90.00	K450.00
	8. Markers	4	K35.00	K140.00
	9. Refreshments	24	K100.00	K2,400.00
	10. Diary	2	K85.00	K170.00
Sub Total				K6,500.00
3.	PUBLICATION			
	Printing and binding of reports	3	K300.00	K900.00
	Journal application fees	1	K1,500.00	K1,500.00
	Miscellaneous	4	K500.00	K2,000.00
Sub Total				K4,400.00
TOTAL				K13,300.00
EXPENSES				

APPENDIX III: INFORMATION AND CONSENT FORM

You are being asked to participate in this research study. The study is being conducted by Mwape Lungo at the University of Zambia. The research study is one of the requirements for the Degree of Master of Business Administration.

Purpose of study

The purpose of the study is to remodel a marketing strategy for Zambia Airports Corporation Limited (ZACL) that safeguard minimum operational costs while maximizing sales to increase revenue. It will be useful to the organization because of the economic situation in the country dictates that companies should carry out effectively their marketing strategies.

Procedure

If you agree to participate in this study, you will be subjected to a number of questions in the one on one interview to be conducted, and further questions will be given by means of a questionnaire that will be undertaken with a number of other qualified staff members of the company who agree to participate. The questions many focus on the company's marketing strategy and its impact of income.

Potential risks and discomforts

The procedures involved in this study have no risks. Little discomfort might be experienced from the time administered.

Potential benefits to participant

The study is immensely significant in the Zambian Aviation industry. It will give an insight on how to effectively implement a remodeled marketing strategy that will be used by the organization to increase income. This study will provide a more reliable scientific measure and perspectives for describing and evaluating the marketing strategy that affects income, brand loyalty and customer service experience.

APPENDIX IV: RESEARCH QUESTIONNAIRE

QUESTIONNAIRE FOR EMPLOYEES

UNIVERSITY OF ZAMBIA AND ZIMBABWE OPEN UNIVERSITY

Topic:

I am a student at the University of Zambia and Zimbabwe Open University carrying out a research study on the reference topic above as a partial fulfillment for the award of Master's Degree in Business Administration. I seek to get your opinion about the issue in question to facilitate the study. Your opinion will be highly confidential and specifically used for academic purposes. Your personal identification either by name or residential address will not be required. Please be assured that the information obtained from you will be treated with the utmost confidentiality.

Your time and co-operation will be appreciated.

Yours faithfully,

MWAPE LUNGO

Instructions

- Read and understand the questions carefully before answering
- These questions should be completed by the customers only
- Please give answers that apply to you by ticking “√” in the appropriate boxes in the response column

Section A: Social- Demographic Variables

1. Sex

- a. Male []
- b. Female []

2. Age

- a. 20-30 []
- b. 31-40 []
- c. 41-50 []
- d. 51 and above []

1. Education

- a. Secondary []
- b. Diploma []
- c. Degree []
- d. Postgraduate []

4. Level of Occupation at Zambia Airports Corporation Limited (ZACL)

- a. Top Management []
- b. Middle Management []
- c. Unionized workers []
- d. Any other, specify.....

5. Length of service within the Corporation

- a. Less than 3 years
- b. 4-7 years []
- c. 8-11 years []
- d. More than 11 years []
- e. Any other please specify.....

Objective 1/Hypothesis 1:

Examine the existing Marketing Strategy at Zambia Airports Corporation Limited.

1. On a scale of 1 to 5, how would you rate the effectiveness of ZACL's current marketing strategy? (1 being not effective at all, and 5 being very effective)

Effectiveness Rating:

1 - Not effective at all

2 - Slightly effective

3 - Moderately effective

4 - Very effective

5 - Extremely effective

2. Which aspect of ZACL's marketing strategy do you believe has the most significant impact on its overall performance? (Please specify)

Most Impactful Aspect:

1. Advertising

2. Promotions

3. Social Media Presence

4. Customer Service

5. Pricing Strategies

6. Other (Please specify): _____

3. In your opinion, what are the strengths of the current marketing strategy?

Strengths of Current Strategy:

1. Brand recognition

2. Customer loyalty

3. Innovative campaigns

4. Strong online presence
5. Strategic partnerships
6. Other (Please specify): _____

4. What weaknesses do you see in the current marketing strategy?

Weaknesses of Current Strategy:

1. Lack of clear messaging
2. Insufficient use of analytics
3. Limited customer engagement
4. Inadequate market research
5. Poor adaptability to market changes
6. Other (Please specify): _____

Objective 2/Hypothesis 2:

Establish why the corporation has not recorded significant revenue gains despite implementing strategies.

1. Do you feel that ZACL's marketing strategies are aligned with its revenue goals?
(Yes/No)

Alignment with Revenue Goals:

1. Yes
 2. No
2. What factors do you believe are contributing to the lack of significant revenue gains at ZACL?

Factors Contributing to Lack of Revenue Gains:

1. Economic downturn

2. Ineffective marketing channels

3. Strong competition

4. Changes in consumer behavior

5. Regulatory challenges

6. Other (Please specify): _____

3. How effectively do you think ZACL's marketing strategies have adapted to changes in the aviation market?

Adaptation to Market Changes:

1. Highly effective

2. Moderately effective

3. Slightly effective

4. Not effective at all

Objective 3/Hypothesis 3:

Establish an ideal marketing strategy that can be implemented at Zambia Airports Corporation Limited to gain competitive advantage.

1. What elements would you include in an ideal marketing strategy for ZACL to gain a competitive advantage?

Elements of Ideal Strategy:

1. Enhanced digital marketing

2. Customer experience improvement

3. Diversification of service offerings

4. Expansion into new markets

5. Sustainability initiatives

6. Other (Please specify): _____

2. Do you believe that innovative marketing strategies are crucial for ZACL's competitive advantage in the current market? (Yes/No)

Importance of Innovative Strategies:

1. Yes

2. No

3. Can you suggest any marketing strategies that have been successful in similar industries that ZACL could emulate?

Suggestions for Successful Strategies:

1. Loyalty programs

2. Strategic alliances

3. Data-driven personalization

4. Community engagement

5. Agile marketing approaches

6. Other (Please specify): _____

APPENDIX V: INTERVIEW GUIDE

INTERVIEW GUIDE

TOPIC: REMODELLING ZAMBIA AIRPORTS CORPORATION'S MARKETING STRATEGY TO INCREASE REVENUE.

Dear respondent

I am a student at the University of Zambia and Zimbabwe Open University carrying out a research study on the reference topic above as a partial fulfillment for the award of Master's Degree in Business Administration. I seek to get your opinion about the issue in question to facilitate the study. Your opinion will be highly confidential and specifically used for academic purposes. Your personal identification either by name or residential address will not be required. Please be assured that the information obtained from you will be treated with the utmost confidentiality.

Your time and co-operation will be appreciated.

Yours faithfully,

MWAPE LUNGO

INSTRUCTIONS:

1. Do not indicate your name, National Registration Number, or anything that you can be identified by.
2. Please answer as objectively and as genuinely as possible

Your co-operation will be highly appreciated.

Objective 1/Hypothesis 1:

Examine the existing Marketing Strategy at Zambia Airports Corporation Limited.

1. Can you describe the current marketing strategy at ZACL and its key components?
2. How do you measure the effectiveness of these marketing strategies?
3. What successes have you observed as a result of the current marketing strategy?
4. Are there any challenges or limitations you've encountered with the current strategy?

Objective 2/Hypothesis 2:

Establish why the corporation has not recorded significant revenue gains despite implementing strategies.

1. In your view, what are the barriers to achieving significant revenue gains at ZACL?
2. How has the implementation of marketing strategies been affected by internal and external factors?
3. What changes have been made to the marketing strategy in response to the COVID-19 pandemic?

Objective 3/Hypothesis 3:

Establish an ideal marketing strategy that can be implemented at Zambia Airports Corporation Limited to gain competitive advantage.

1. What would an ideal marketing strategy look like for ZACL to gain a competitive edge?
2. Can you suggest any innovative marketing tactics that could be adopted by ZACL?
3. How do you think ZACL can better position itself in the market through its marketing efforts?

Closing Questions:

1. 11. Is there anything else you believe is important to consider when discussing ZACL's marketing strategies?
2. 12. Do you have any additional comments or suggestions that could help in this study?

THANK YOU FOR YOUR PARTICIPATION!!

APPENDIX Vi: Ethical Clearance



THE UNIVERSITY OF ZAMBIA DIRECTORATE OF RESEARCH AND GRADUATE STUDIES

Great East Road Campus | P.O. Box 32379 | Lusaka10101 | Tel: +260-211-290 258/291 777 Fax: (+260)-211-290 258/253 952 | E-mail: director.drugs@unza.zm | Website: www.unza.zm

APPROVAL OF STUDY

IORG No. 0005376

HSSREC IRB No. 00006464

REF NO. HSSREC-2024-MAR-048

8th April, 2024

Mr. Lungo Mwape

The University of Zambia

P.O. Box 32379

LUSAKA

Dear Mr. Mwape

RE: "REMODELING A COMPANY'S MARKETING STRATEGY TO INCREASE REVENUE: A CASE STUDY OF ZAMBIA AIRPORTS CORPORATION LIMITED".

Reference is made to your submission of the protocol captioned above. The HSSREC resolved to approve this study and your participation as Principal Investigator for a period of one year.

REVIEW TYPE	ORDINARY REVIEW	APPROVAL NO. HSSREC:2024-MAR – 048
Approval and Expiry Date	Approval Date: 8 th April, 2024	Expiry Date: 7 th April, 2025
Protocol Version and Date	Version - Nil.	7 th April, 2025
Information Sheet,	<input type="checkbox"/>	English. To be provided

Consent Forms and Dates		
Consent form ID and Date	Version - Nil	To be provided
Recruitment Materials	Nil	Nil
Other Study Documents	Questionnaire.	
Number of Participants Approved for Study		

Specific conditions will apply to this approval. As Principal Investigator it is your responsibility to ensure that the contents of this letter are adhered to. If these are not adhered to, the approval may be suspended. Should the study be suspended, study sponsors and other regulatory authorities will be informed.

CONDITIONS OF APPROVAL

- No participant may be involved in any study procedure prior to the study approval or after the expiration date.
- All unanticipated or Serious Adverse Events (SAEs) must be reported to HSSREC within 5 days.
- All protocol modifications must be approved by HSSREC prior to implementation unless they are intended to reduce risk (but must still be reported for approval). Modifications will include any change of investigator/s or site address.
- All protocol deviations must be reported to HSSREC within 5 working days.
- All recruitment materials must be approved by HSSREC prior to being used.
- Principal investigators are responsible for initiating Continuing Review proceedings. HSSREC will only approve a study for a period of 12 months.
- It is the responsibility of the PI to renew his/her ethics approval through a renewal application to HSSREC.
- Where the PI desires to extend the study after expiry of the study period, documents for study extension must be received by HSSREC at least 30 days before the expiry date. This is for the purpose of facilitating the review process. Documents received within 30 days after expiry will be labelled "late submissions" and will incur a penalty fee of K500.00. No study shall be renewed whose documents are submitted for renewal 30 days after expiry of the certificate.
- Every 6 (six) months a progress report form supplied by The University of Zambia Humanities and Social Sciences Research Ethics Committee as an IRB must be filled in and submitted to us. There is a penalty of K500.00 for failure to submit the report.
- When closing a project, the PI is responsible for notifying, in writing or using the Research Ethics and Management Online (REMO), both HSSREC and the National Health Research Authority (NHRA) when ethics certification is no longer required for a project.

- In order to close an approved study, a Closing Report must be submitted in writing or through the REMO system. A Closing Report should be filed when data collection has ended and the study team will no longer be using human participants or animals or secondary data or have any direct or indirect contact with the research participants or animals for the study.
- Filing a closing report (rather than just letting your approval lapse) is important as it assists HSSREC in efficiently tracking and reporting on projects. Note that some funding agencies and sponsors require a notice of closure from the IRB which had approved the study and can only be generated after the Closing Report has been filed.
- A reprint of this letter shall be done at a fee.
- All protocol modifications must be approved by HSSREC by way of an application for an amendment prior to implementation unless they are intended to reduce risk (but must still be reported for approval). Modifications will include any change of investigator/s or site address or methodology and methods. Many modifications entail minimal risk adjustments to a protocol and/or consent form and can be made on an Expedited basis (via the IRB Chair). Some examples are: format changes, correcting spelling errors, adding key personnel, minor changes to questionnaires, recruiting and changes, and so forth. Other, more substantive changes, especially those that may alter the risk-benefit ratio, may require Full Board review. In all cases, except where noted above regarding subject safety, any changes to any protocol document or procedure must first be approved by HSSREC before they can be implemented.

Should you have any questions regarding anything indicated in this letter, please do not hesitate to get in touch with us at the above indicated address.

On behalf of HSSREC, we would like to wish you all the success as you carry out your study.

Yours faithfully,



DR. J. I. Ziwa
CHAIRPERSON
THE UNIVERSITY OF ZAMBIA HUMANITIES AND
SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE - IRB

CC: Director, Directorate of Research and Graduate Studies
 Assistant Director (Research), Directorate of Research and Graduate Studies
 Assistant Registrar (Research), Directorate of Research and Graduate Studies

APPENDIX Vii: Letter of Approval of study (Zambia Airports Corporation Limited)



Department:

HUMAN RESOURCES

OUR REF: ZACL/HRD

15th May, 2023

Mr. Mwape Lungo (Man. No. 2503)
Staff
Zambia Airports Corporation Limited
LUSAKA

Dear Mr. Lungo,

RE: REQUEST TO CONDUCT RESEARCH

Reference is made to the above subject matter.

This serves to advise that your request to conduct research titled "Remodeling a Company's marketing strategies in order to increase revenue – A case study of Zambia Airports Corporation Limited" has been approved.

Kindly note that your research should not interfere with operations.

I wish you well in your research.

Yours faithfully,

ZAMBIA AIRPORTS CORPORATION LIMITED

A handwritten signature in black ink, appearing to read "Chitalu Muwile Keso".

Chitalu Muwile Keso
ACTING MANAGER HUMAN RESOURCE

Cc : Airport Manager - KKIA

Head office farm 4169 off Airport Road, P.O. Box 30175 Lusaka, Zambia
Tel: +260 211 271044/271313/271184/271248/271390
Email: zacl@zacl.aero www.zacl.co.zm



Mwape Lungo
Air Traffic Control Assistant
Chipata Airport
CHIPATA

16th June 2023

The Director Human Resource
Zambia Airports Corporation Limited
LUSAKA

**RE; REQUEST FOR AUTHORITY TO UNDERTAKE A POST
GRADUATE RESEARCH STUDY – MYSELF, MWAPE LUNGO**

Reference is made to the above captioned subject.

I write to seek your authority and permission to allow me undertake a postgraduate research study at Kenneth Kaunda International Airport and our Head Office. Am currently pursuing a Master of Business Administration program at the University of Zambia and in my final year of study. As part of the requirements for the award of the Degree, students are required to carry out a research on the topic of their choice.

My Research is focusing on remodeling our company's marketing strategies to increase revenues. Please note that this is an academic study however, the findings and recommendations may be shared with management if the authorities find it necessary.

Ethical guidelines will be strictly adhered to ensure that the study does not result into any disruptions of operations. Confidentiality and anonymity of respondents opinions and views will be observed.

With your permission granted I intend to proceed to administer questionnaires and interviews as soon as possible.

I end by thanking you in anticipation



Mwape Lungo
Air Traffic Control Assistant (2503)

