Title: Improving the awareness in Finland of Zambia’s diverse tourism attractions

Authors: Christopher Mulenga and Emmanuel Mukuka

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Level | Final Thesis for Master of Business Administration in Marketing Management  
Address | University of Gävle  
Department of Business Administration  
801 76 Gävle  
Sweden  
Telephone | (+46) 26 64 85 00  
Telefax | (+46) 26 64 85 89  
Web site | http://www.hig.se  
Author | Christopher Mulenga and Emmanuel Mukuka  
Date | 24th July 2007  
Supervisor | Dr. Maria Fregidou-Malama  
Abstract  
Tourism is one of Zambia’s undeveloped economic sectors, which if developed and marketed globally would provide employment, foreign exchange and international recognition. The purpose of this study was to find out how Zambia National Tourist Board could improve the awareness in Finland of Zambia’s diverse tourism attractions and how Zambia is positioned in Finland as a tourist destination in Southern Africa. Primary data was collected by using long face to face interviews with members of the Association of Finnish Travel Agents, selected members from societies and clubs promoting adventure activities, staff at Zambia National Tourist Board and other tourism experts. Secondary data was derived from archival records. The data was analysed using inductive reasoning approach.  
The results of this study show that the image of Zambia in Finland is not strong and recognisable, there is a strong perception of poor safety for tourists, that Zambia is an expensive destination owing to the lack of direct flight connections, there is lack of promotional materials in local language, there is inadequate information on what Zambia as a tourist destination has to offer and that the positioning strategies adopted by Zambia National Tourist Board are ambiguous and are not structured. Consequently the recommendations are to set up a strategy to make available as much promotional materials.  
Furthermore, ZNTB must continue to position Zambia as an adventure tourist destination were one can enjoy exceptional wildlife and adventure. The Victoria Falls should be used as a unique feature around which an image can be developed.  
Keywords | Tourism positioning • destination marketing • tourism impacts • tourism segmentation • Zambia tourism • Zambia  
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CHAPTER 1: BACKGROUND, CONCEPTS AND DEFINITION

This chapter gives a background to Zambia and defines the subject to be studied, the motivation for the study. It later leads us into the discussion of our problem statement and research problems.

1.1 INTRODUCTION

Zambia is a land-locked Southern African country, bordered by the Democratic Republic of Congo (north), Tanzania (northeast), Malawi and Mozambique (east), Zimbabwe Botswana and Namibia (south) and Angola (west). The country has a land area of 752,614 square kilometres and a population of about 10.7 million people (Zambia census, 2000). Formerly Northern Rhodesia the country is named after the Zambezi River. Topographically, the country occupies a plateau, which has five distinct regions: the central highlands, which include the Copperbelt and Zambezi Valley; the western plains, which consist of swamps and semi-arid deserts; the Rift Valley with the Zambezi Lowlands; the Muchinga Uplands; and north-eastern Zambia, which includes the Bangweulu Swamps as well as Lakes Mweru and Tanganyika.

The country is endowed with several tourist attractions by any standard but it is not widely recognised as a tourist destination and international knowledge of its potential and attractions is limited. Several factors contribute to this situation. Firstly, tourism was not considered a priority sector but was considered as a social sector until late in the 1990’s when its status was reviewed. Secondly, after gaining independence from Britain in 1964, Zambia’s economy was heavily dependant on the mining industry that produced copper and cobalt, of which Zambia was one of the world’s leading producers. Apart from the Victoria Falls, Zambia’s tourism attractions were remained inadequately marketed to the outside world. However, in the mid 1980s copper prices were in steep decline and this had a devastating effect of export earnings and employment in the country. This crunch affected the Zambian economy negatively. Zambians began to feel the pinch with most social and economic indicators declining and these became the purveyors of various adjustment programmes. In Consequence, the government of Zambia began to seek
ways to diversify earnings and employment away from almost dependence on copper mining. A potential sector was to encourage tourism. Tourism was identified as a potential growth sector that could generate foreign exchange, create employment, and spur economic growth through a series of linkages. The World Tourism Organisation describes tourism as one of the most important economic, social, cultural and political phenomena of the twentieth century and is regarded as the world’s biggest industry on the basis of its contribution to global gross domestic product (GDP), the number of jobs it generates, and the number of clients it serves. Encouraged by increasing global business and tourism the Zambian government was prompted to develop mechanisms aimed at positioning the country first, as viable investment haven and second, promoting it as a tourist destination. Furthermore, it was realised that the prospects of improved performance by the tourism industry in Zambia rested on enhancing awareness and visibility of Zambia’s tourism attractions internationally and to position Zambia as a high quality tourist destination.

1.2 CONCEPTS AND DEFINITIONS
There are many definitions of tourism as there are studies about it. According to the recommendation of the World Tourism Organisation (World Tourism Organization, WTO: Recommendations on Tourism Statistics, 1993), tourism is the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes. Usual environment’ in this definition, refers to the movements excluding the routine trips within the daily-used area and frequent regular trips between home and workplace. Additionally the use of World Tourism Organisation’s broad definition makes it possible to describe tourism between countries as well as tourism within a country. Accordingly “tourism refers to all activities of visitors including both overnight visitors and same day visitors”. The World Tourism Organisation defines as a visitor a person travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited. The usual environment is usually defined as the person’s home, place of work and study or other regularly (and frequently) visited place. Travel and staying at a second home or a free-time residence are included in tourism as far as they fulfil the criteria for travel outside one’s usual environment. Other visitors who cannot be defined as
visitors by the grounds given are excluded from tourism statistics (e.g. refuges and migrant workers). Visitors can be broken down into two main groups:

- International visitors, who travel to another country that is not their usual environment. International visitors can be further divided into the groups of those staying overnight and same-day visitors.
- Domestic visitors, who travel within the borders of their country of residence. Domestic visitors can also be further divided into the groups of those staying overnight and same-day visitors.

In reference to tourist travels, tourism can be divided into three main groups by the following classification:

- Domestic tourism, which is defined as including travelling by persons permanently resident but outside their usual environment,
- Inbound tourism, which is defined as including travelling by persons permanently resident abroad outside their usual environment,
- Outbound tourism, which is defined as including travelling by persons outside their usual environment

According to Tezcan (2004) such groups can be categorized as:

- Internal tourism: comprises domestic and inbound tourism,
- National tourism: comprises domestic and outbound tourism, and
- International tourism: includes inbound and outbound tourism activities.

1.3 MOTIVATION OF STUDY

After many years of inadequate marketing of Zambia as a tourist destination, Zambia is at a critical juncture to promote and position Zambia as a tourists destination were one can enjoy exceptional wildlife, wilderness and adventure experiences in Southern Africa. In January 2006, through a government of Finland and government of Zambia agreement, the Zambia National Tourist Board was invited to exhibit at the Nordic Tourism fair that was held in Helsinki, Finland. This was in order to help promote and increase awareness of Zambia’s tourism attractions in Finland, Sweden, Denmark and Norway. This was also coming from the background that Zambia receives very few tourists from Finland. One of the reasons for the low volume of Finnish tourists can be attributed to a lack of awareness of
Zambia’s tourism potential among the Finnish population. In view of the above, we decided to carry out a research to identify the key marketing strategy components that could be addressed in order to enhance the awareness of Zambia’s tourism attractions in Finland. Furthermore, we were motivated to do the research as it provided us an opportunity to use the research as our thesis for our degree of Master of Business Administration in Marketing Management.

1.4 PROBLEM STATEMENT
Zambia is blessed with world-leading natural endowments. It has considerable untapped natural resources for tourism development. They include abundant wildlife, rich cultural and heritage sites, abundant water resources, peace and tranquillity. However, despite the richness and variety of the tourism products in the country, they remain unknown to the rest of the world. Consequently, Zambia’s tourism attractions are very much under-utilised, the relatively low volume of visitors to the country and short length of stay indicates a marketing problem. Furthermore, international tourism is a highly competitive market and Zambia, therefore needs to protect it market share, possibly by increasing awareness of it tourism attractions, positioning itself as the best tourism destination in Southern Africa, by diversifying its markets and even launching new products that are of an internationally acceptable standards so as to guard against destination substitution possibilities. To do noting is simply to be a servant of market forces without any attempt at proactive management of external forces. The challenges to Zambia are how it can enhance awareness of its diverse tourism attractions and position the country as a tourism destination. Based on the discussion above the main problem of this study is:

“How can Zambia National Tourist Board acting as the National Tourist Authority make Zambia’s diverse tourism resources accessible to the Finnish Tourists?”
We decided to narrow our study to cover Finland only because of the following reasons:

- easy access to research resources, including all Nordic countries in this research would have required more time, finances and physical materials.
- involving all Nordic countries would have resulted in too much of information search from individual countries.
- Finland provided us with a better position because the two authors are residents of Finland.
- The authors being residents in Finland have a better understanding of the country compare to other Nordic countries.

1.5 OBJECTIVES OF THE STUDY AND RESEARCH PROBLEMS

Tourism is probably the most competitive industry in the world. In essence, every destination is competing with other destinations elsewhere. With intensifying competition for international tourist’s money, the marketing strategies of national tourism organisations are taking on added significance. With all this in mind the objectives of this thesis are twofold. Firstly, it is to raise the level of visibility and awareness of Zambia’s diverse tourism attractions among the Finnish tourism and travel market. Secondly, it is reposition Zambia among the Finnish travel and tourism market as a tourist destination where one can enjoy exception wildlife and adventure activities. In order to reach the above objectives the following research questions will be answered.

- How can ZNTB acting as a national tourism authority improve the awareness and visibility of Zambia’s tourism attractions in Finland?
- How is Zambia positioned in Finland as a tourism destination in Southern Africa?

1.6 DELIMITATIONS

The focus of this research is only on marketing communication issues for ZNTB, in relation to improving awareness and positioning Zambia as a suitable tourist destination in Southern Africa in the Finnish market. Hence it may not be possible to extrapolate the results in simple fashion from the Finnish market to other markets.
for ZNTB. Therefore the findings in this research are limited to those factors that relate to Finnish tourism market.

1.7 OUTLINE OF THE THESIS

![Diagram of thesis outline]

Figure 1. Outline of thesis
Source: Own
CHAPTER 2: THEORETICAL FRAMEWORK

In this chapter we present the theoretical concepts we have used in this study.

2.1 TOURISM MARKETING

According to Dieke (2002) the marketing of tourism is used to represent the comprehensive process of identifying the tourism product, evaluating its quality and market potential, linking this product assessment (the supply) to specifically targeted segments of the market (demand). Tourism marketing is thus an attempt to bring the supplier or producer into contact with the tourist or consumer. Since tourism is defined as a market it is therefore best understood in terms of demand and supply. Our role in tourism marketing is to understand the linking mechanism between the offer and visitors’ needs – i.e. our visitors exercise preferences and choice, and exchange money/time in return for the supply of particular travel experiences or products. In terms of demand the focus would be international visitors and domestic visitors, whereas, when the supply is discussed in relation to tourism it generally refers to five key industry sectors;

- Accommodation sector – hotels, motels, B & B, apartments, etc
- Attractions sector – Parks, museums, galleries, activities, etc
- Transport sector – airlines, railways, coaches, etc
- Travel organisers’ sector – tour operators, travel agents, etc
- Destination organisation sector – national/regional/local tourist offices

The top 2 industry sectors in the list are the prime reasons why people might visit our destination – they see benefit in visiting a particular attraction in our offer or be drawn-in by the combination of the accommodation offer and the destination.

Through understanding of what is on offer and how we ensure that we present the offer in the best way to the marketplace is the key function of the role of tourism marketing. Tourism marketing acts as the link (exchange) between the supply and demand parties and uses its network to ensure that the right visitors are targeted and attracted. In undertaking this role, there is a need to understand that tourism is an intangible service. This is one of the fundamental differences between marketing tourism and marketing consumer goods (Dieke, 2002).
Industry sectors 3 and 4 on the above list are the means by which the demand (visitors) can access the destination. Transport brings people to the attraction/experience; and travel organisers package tourism products that enable tourists to visit the destinations both efficiently and cost-effectively. The ability for a destination to be successful lies in the hands of the marketer working with the supplier to put together the best mix offer (correct products, priced effectively and promoted accordingly). In order to support such a process, the possession of a detailed knowledge of customers’ characteristics and buying behaviour is central to our activities. Knowledge of the customer and all that it implies for management decisions is generally known as consumer orientation. (Dieke, 2002 & Grönroos, 1998).

2.1.1 CHARACTERISTICS OF TOURISM MARKETING

Tourism is classified as part of the service sector of an economy (Middleton & Clarke, 2001). It comprises of a number of intangible and tangible components. The tangible elements include transport systems: air, rail, road, water, hospitality services-accommodation, foods and beverages, tours souvenirs and related services such as banking, insurance, safety and security. The intangible elements include: rest and relaxation, culture, escape, adventure new and different experiences (Swarbrooke et al, 2003). Some authors e.g. Grönroos (1998) refer to a set of five underlying principles which make the marketing of services different to the marketing of industrial or fast moving consumer goods. They are intangibility, perishability, heterogeneity, inseparability and lack of ownership (Jobber & Fahy, 2004; Grönroos, 1998).

Intangibility

Intangibility implies that products as services are mainly intangible by nature. It is impossible for the consumer to touch, smell, feel or hear the service offering in the same way as they can test a product. However, nowadays some tourism marketers tend to tangibilise the service offering in brochures and videos thus visual displays of the real thing. Perishability implies that it is impossible to store services. For example unoccupied bed in a hotel is lost forever unlike a product that can be stockpiled until demand rises once more (Lumsdon, 1997; Middleton & Clarke, 2001).
Heterogeneity
Heterogeneity implies that it is difficult for service marketers to standardise service provision given the close contact between staff and consumers. Performance varies regardless of processes designed to minimise this factor. For example firms design processes to minimize differences in service encounters and provision between different outlets of between different shifts at a hotel. Provision of uniforms and of similar physical surroundings illustrates evidence of standardisation (Jobber & Fahy, 2004).

Inseparability
Inseparability refers to the fact that service provision and consumption occur at the same time and both provider and consumer interact in the process of the delivery. Some firms attempt to devise delivery systems, which ease interaction and invest in campaigns to educate staff and consumers as to how to get the best from interaction. Training in hotels emphasises how staff can manage the interaction. (Jobber & Fahy, 2004).

Lack of ownership
Lack of ownership implies that the consumer don’t take title of goods as in product marketing. Instead they bring back memories and feelings from the holiday. Firms emphasise pictorial reference and souvenirs to reinforce image or holiday experience (Jobber & Fahy, 2004).

2.1.2 TOURISM MARKETING MIX

The marketing mix is defined as a set of controllable tools that may be manipulated to meet specific objectives and attract predefined target markets; opinion varies as to which elements fully constitute the marketing mix as applied to tourism. It is universally agreed, however, in respect of the four main elements: product, price, place and promotion. The term product refers to the means by which the tourism product is adapted to the changing needs of the market, while price refers to the amount to be charged for product usage or consumption. Meanwhile, place represents the outlets of distribution to be used in establishing access to the marketplace for the tourism product, and promotion represents the means by which
those in the market are made aware of the product and favourably disposed towards buying it. It is important to understand that each of the elements interacts with the others. Thus, the nature of the product and its appeal to the end consumer will be influenced by the price that is charged. Similarly, the availability of the product at specific outlets may influence the consumer’s perception of the quality of the product. (Grönroos, 1998).

According to Dibb et al (2001) argue that in relation to tourism, the marketing mix is somewhat different. They also point out that in marketing a destination, two elements are fundamental. In this respect, a destination must ensure that they have a series of products to offer the visitor. However, such products would include components taken from the accommodation and attractions sectors. Customers will visit the destinations based on a series of products/services that support an overall experience, and destination marketers need to understand the fit between the offer and the expectations of different customers groups. In the context of services marketing and in particular the Four Ps are often said to fail to describe fully the marketing activities that are taking place. To fill this void, Booms and Bitner (1981) introduced three additional Ps into the theory, which include: people, processes and physical evidence. Each of the Seven P’s makes up the tourism marketing mix.

**Product**
The term tourism or service offering is preferred to that of tourism product because in tourism, service interaction and symbolic associations is the very core of the process. In tourism the product is a collection of physical and services features together with symbolic associations, which are expected to fulfil the wants and needs of the buyer (Middleton & Clarke, 2001; Lumsdon, 1997). For example according to Crompton & Christie (2001) the most frequent types of assets are:

- sun, sea and sand for resort tourism and reefs for snorkelling and diving;
- wildlife for safari tourism;
- mountains, lakes, rivers, forests and valleys for nature, scenic and adventure tourism;
- Cultural assets in the form of the built environment (monuments, old cities), a living heritage expressed in distinctive local customs and song, dance, art and handicrafts, etc., and museums that reflect the local cultural heritage or a wider global heritage.

The tourism product, however, is broader than the destination’s tourism assets and includes transport to and from the country and final destination; hotels and other accommodation; restaurants and other types of food service; and tour services that link the various components of a trip, including national parks and city tours. The attractiveness and, therefore, competitiveness, of the tourism product will depend on the quality and accessibility of the built assets and way in which the natural and cultural assets are managed and conserved. In all but remote areas the tourist must have access to banking, telecommunication and medical services. Another essential element of the tourism product is physical security of the tourist and access to appropriate health services. (Middleton & Clarke, 2001; Lumsdon, 1997)

**Price**

According to Dibb et al (2001), in relation to tourism marketing, the P of price is somewhat considered redundant in the destinations marketing role. They claim that this is because it is very difficult to control the prices set by the supply channel. This is not to say that pricing is not particularly important, however, in the tourism context the high degree of product intangibility often reduces the number of alternative bases for comparison by customers. When it comes to the setting of prices, however, Lumsdon (1997) argues that success is largely determined by the availability of accurate information upon which to base decision –making, which is not something instantly available in all sectors of the tourism industry. With regard to the customer perspective, never before have customers exerted so much power and influence on the setting of prices. Middleton & Clarke (2001) attribute this to the increasing ability of customers, in some sectors of tourism, to compare and contrast prices via the tremendous growth in use of the Internet and interactive television systems, among others.
Place
In tourism context, place is defined as routes of exchange through which a tourist accesses, books, confirms and pays for a tourist product. It also implies the location of all the points of sale from where potential clients can access information about product. The special nature of the tourism product gives particular prominence to the role of intermediaries in the system of tourism distribution. The two most common forms of intermediary in the tourism industry are the tour operator and the travel agent and nowadays from the internet and organisation websites. However, Dibbs et al (2001) posit that as is the case with price, P of place is also somewhat redundant in the marketing role of a destination since the offering is an experience, and that experience is not bought from a shelf. The only area of place that marketers could influence is that of being listed and represented in the agents/operators portfolios so that when customers visit such intermediaries for information or to make bookings, they can touch the potential customer with either agent knowledge (verbal communication) or printed brochure material (Dibbs et al (2001).

Promotion
According to Rowley (1998) promotion is one of the key 4Ps in the marketing mix and as such has a key role to play in market success. Promotion is concerned with ensuring that customers are aware of the products that the organisation makes available to those customers. Dibbs et al (2001) point out that in tourism marketing, it is vital that there is more focus on promotion. Whereas the role that is played in product is one of support, influence and encouragement, however, with promotion, a destination seeks to be in control and needs to ensure the development and then communication of the most effective messages to the demand audience taking into consideration segmentation differences of our existing and potential customers. More specifically, the objectives of any promotional strategy will be drawn from an appropriate mixture of the following roles of promotion; to:

- Increase sales;
- Maintain or improve market share;
- Increasing awareness, interest, desire or action in the target audience, or moving the target audience from one stage to the next.
- Strengthening or changing destination image or positioning.
- Generating prospects and new business opportunities.
Shifting buyer behaviour pattern according to seasonality or by time lag between purchase and use.

Rowley (1998) emphasises that, as an appropriate promotional mix must be created in order to meet the promotional objectives of any given promotion strategy. The promotional mix is the combination of different promotional channels that is used to communicate a promotional message. This will involve an appropriate selection from the range of tools that are available for use as part of the promotional mix. The tools in the promotional mix include Advertising, Direct marketing, Sales promotion, Public relations and Publicity, Personal selling, Sponsorship. Typically, organisations will use a combination of these strategies, and indeed, one promotional strategy may be used to support another promotional event. (Dibbs et al 2001).

People
The P of People element of the marketing mix is significant in that it is that aspect of marketing that contributes most of the variability of tourism product from a service encounter context. This applies to interaction and relationships between visitors or tourists, employees of tourism organisations and, more often than not at the destination level, the host community. Interactions and relationships between these three key people groups will impact significantly on the level of product satisfaction experienced by the visitor, the satisfaction of the employees and degree to which tourism is either accepted or rejected in the host destination.

Process
The P of Process element is frequently instrumental in the final delivery of the service encounter. Other essential components of the value chain such as booking systems, payment systems, queue management and visitor-flow techniques and the area of interpretation are all examples of the process component of marketing in a tourism context. As mentioned by Middleton & Clarke (2001), the tourism experience is more often than not highly dependent on the quality of service delivery as perceived by the user.
Physical Evidence

In many aspects of tourism, the physical environment is a core component of the tourism product. This is especially valid in the context of destinations. In the context of the marketing mix, however, physical evidence refers to the design of the built environment owned and controlled by an organisation. Middleton (2001) also argues that, due to the intangible nature of tourism products, the physical evidence aspect of the marketing mix is more often than not used to tangibilise the offer away from the place of consumption especially at the point of sale, to influence purchasing (Middleton & Clarke, 2001). Lumsdon (1997) adds that physical evidence is significant because of the underlying principle of simultaneous provision and consumption. The physical evidence component of the mix in the context of tourism is used to meet a variety of objectives. For example, it contributes to the communication of messages about quality, positioning and differentiation, facilitates the process of service delivery, helps facilitate desired emotional states of behaviour among employees and communicates values relating to the organisation, brand and product.

2.2 SEGMENTATION AND TOURISM

Within the tourism sector, segmentation involves dividing a total market such as all visitors, or a market sector - such as holiday travel, into sub-groups or segments of the total for marketing management purposes. The purpose of doing this is to facilitate cost-effective marketing, through the design, promotion and delivery of purpose-designed offers, aimed at satisfying the identified needs of target groups. In other words, segmentation is justified on the grounds of achieving greater efficiency in the supply of products/services to meet identified demand and increased cost-efficiencies in the marketing process. (Kotler & Armstrong, 2003)

The theoretical basis of segmentation can be seen as consisting of three stages Segmentation, Targeting and Positioning. Kotler & Armstrong (2003) refer to them as three interrelated steps. Segmentation is essentially the first step, a sub-division of the total market into discrete and identifiable segments in accordance with a number of clearly defined characteristics. Step two relates to the way in which a company then accesses the attractiveness of each segment which subsequently might warrant
targeting and application of resources. Step three involves an organisation in positioning itself to meet the expectations of its customers, or potential customers, better than its competitors.

![Market segmentation criteria](image1)

![Market targeting criteria](image2)

![Market positioning criteria](image3)

**Figure 2:** The relationship between segmentation, targeting and positioning.

Source: Lumsdon (1997)

According to Majurin (2001) a segment can be defined as a group of present and potential customers with some common characteristic(s) which is relevant in explaining (and predicting) their response to a supplier’s marketing stimuli. She further writes that a segmentation base is a key dependable variable on which firms can be assigned to segments. That is, the bases for segmentation. Whereas, a segment descriptor(s) on the other hand can be seen as the independent variable(s), which allows prediction as to where along the dependant variable a customer may lie, thus it is linked to segment membership. The descriptors are also used to describe the key characteristics of any one segment (Majurin, 2001). Hence, market segmentation refers to the way in which companies or organisations identify and categorise customers into clearly defined groups with similar characteristics and similar needs or desires (Wedel & Kamakura, 1998; Majurin, 2001). Swarbrooke et al (2001) points out that each group should comprise customers who exhibit similar characteristics e.g. young activity holiday takers or high-spending, middle aged empty nesters. More comprehensively, Wedel and Kamakura (1998) propose that market segmentation also aims to select which segments to target, to determine how to position products to appeal to target segments, and to develop marketing
programs which convey the desired brand positioning. In order to achieve maximum tourist satisfaction the market has to be divided into fairly homogeneous groups of tourists a process referred to as segmentation (Dieke, 2000). Consequently, this will enable matching closely a product or service to the needs of the target market.

There are a number of reasons of strategic importance as to why a company should segment the market it wishes to serve. According to Wedel & Kamakura (1998) successful segmentation of the market will improve the knowledge and understanding of customers, partners and in the best cases, also the competitors. Majurin (2001) contends that based on the outcome of a successful and effective segmentation process, the company should be able to:

- Ensure more efficient resource allocation as all the marketing-mix elements can be better focused on the target customers’ specific needs
- Prioritisation of the most profitable present and potential customer groupings, including the finding of potential new growth segments
- Strengthen the competitive position of the company vis-à-vis the competition.

Majurin (2001) points out that decisions regarding which segments to target should be primarily based on the potential profitability of the customers, which belong to a specific segment as well as the company’s competence and strategic desirability to serve those customers. She however, warns that segmentation is an expensive exercise for companies in terms of financial and time resources. It should, therefore, be recognised that segmentation should be carried out only if the overall market is heterogeneous and segments, which seek different benefits/ needs can be identified. According to Lumsdon (1997) the principles of segmentation are based on the premise that a market can be readily divided into segments for the commercial purpose of targeting offerings. The fundamental point is that buyers differ in their wants and desires, purchasing habits, frequency of purchase and other criteria.
2.2.1 CRITERIA FOR SEGMENTATION

Majurin (2001) writes that Middleton & Clarke (2001) and Wedel & Kamakura (1998) proposed six criteria, which determine the effectiveness of the outcome of a segmentation process and the profitability of the resulting segments. The segments should thus be: identifiable/measurable, substantial, accessible, stable actionable and differentiable.

**Identifiable** refers to the degree to which marketers/managers are able to identify distinct groups of customers based on a specific segmentation base and the degree to which the segments size and profitability can be measured.

**Cohesive:** A segment has to be clearly identifiable and separate from other segments for measurement purposes. The fundamental basis for positioning is that a company can target its brand to a specific group of people who present a cohesive whole.

**Measurable:** The tourism company must be able to estimate the size and potential spend associated with the segment. For example ZNTB is interested in customers who have an interest in adventure tourism activities.

**Accessible:** The segment is only viable if it can be accessed by way of the marketing effort. Unless the segment can be reached effectively it is not possible to target it with any degree of confidence.

**Substantial:** Segments which have been identified using a specific segmentation base have to be sufficiently large, or if small have enough spent to be worthwhile pursuing for commercial gain.

**Actionable:** There needs to be a match between resource level, commitment and achievability in terms of penetrating the defined market segments. This refers to the practical limitations encountered in reaching specific segments, as certain segmentation is not worthwhile. The company has to be able to formulate effective marketing programs for serving the identified segments. Within the tourism sector,
segmentation involves dividing a total market such as all visitors, or a market sector - such as holiday travel, into sub-groups or segments of the total for marketing management purposes. The purpose of doing this is to facilitate cost-effective marketing, through the design, promotion and delivery of purpose-designed offers, aimed at satisfying the identified needs of target groups. In other words, segmentation is justified on the grounds of achieving greater efficiency in the supply of products/services to meet identified demand and increased cost-efficiencies in the marketing process. Often, tourism producers will have little choice but to deal with certain segments because of the location and nature of their businesses. Segments change over time as the determinants of tourism change. Over the years, researchers have suggested several different variables on which to base the segmentation. (Middleton & Clarke, 2001, (Swarbrooke et al, 2003 & Dibb et al 2001).

2.2.2 APPROACHES TO SEGMENTATION

There are essentially five ways of dividing markets for segmentation purposes, all of which are used in practice within the tourism industry (Swarbrooke et al, 2003 & Dibb et al 2001). These methods are usually based on some form of market research. The methods are listed below. The sequence in which they appear reflects an order of priority that is most relevant to tourism markets

**Purpose of visit**
For most organisations in tourism, practical marketing segmentation should always begin with a careful analysis of the purposes for which customers travel and use the products/services. For example, if the purpose of travel is mainly for business, this obviously requires a range of business-oriented travel products. Provided the customer groups associated with any purpose meet the essential criteria for effective segmentation, a detailed understanding of each purpose of visit will always be useful in practice. For smaller businesses within the tourism sector, segmentation by simple analysis of purpose may be all that is needed for practical or actionable purposes.

**Visitor needs and motivation**
The next logical consideration for segmentation is to understand the needs and motivations of particular customer groups. It is generally accepted that customers
seek particular benefits when they make their product choices (Kotler & Armstrong, 2003). For example, in the case of a tour operator, motivations may relate to opportunities to meet and mix with particular types of people, or to indulge in gastronomic events, or to be highly active, and so on. In the case of visitor attractions, the benefits sought by family groups may relate to children’s interests rather than those of the adults who purchased the tickets. Similarly, in the case of museums, the benefits sought by most visitors are likely to be understood in the terms of an hour or two’s general interest. Segmentation by benefits makes it possible for marketing managers to fine-tune their offer within the broader requirements of purpose of visit. Promoting the benefits sought is a logical objective for brochures and other advertising materials. (Kotler & Armstrong, 2003).

Visitor Behaviour
There is considerable scope for tourism companies to refine their segmentation process according to the types of behaviour or user characteristics that their visitors exhibit. One obvious example is the frequency of usage of products/services. Customers who visit a destination frequently are obviously highly attractive - a combination of high spends and high frequency visits would provide a strong motivation for a tourist attraction to design products and promotional campaigns aimed at securing and retaining such loyal customers. There is a wide range of user characteristics that could be relevant for identifying particular segments. The characteristics may be divided according to the timing or sequence of buyers’ decisions – before, during or after using the travel or tourism product/service. (Kotler & Armstrong, 2003).

Geographic and Demographic Characteristics
For the purposes of efficient promotion and distribution of products, tourism companies also need to know the geographic, demographic and other physical characteristics of the target segments. At the simplest level of analysis, customer segments may be defined in terms of basic facts about their age, gender, occupation, income grouping and place of residence. Known collectively as ‘customer profiles’, such information can often be obtained for existing customers from booking records, registration procedures and customer surveys, for example. Simple descriptive
profiles have their uses in segmentation, at least in deciding which media to choose for advertising purposes. Many producers in tourism go no further. But on their own and without prior analysis of purpose, benefits and user characteristics, basic demographic profiles are not an adequate basis for organising effective marketing campaigns. In addition, the use of factors such as age and income can be misleading if used alone. Therefore, what initially appears to be a scientific and precise approach to segmentation is not valid if it is used in isolation. Geographic segmentation, on the other hand, is based on the idea that consumer behaviour is influenced by where someone lives. It helps to determine catchments areas, distribution channels and routes to market and is particularly useful for overseas marketing. Economic and political issues affect geographic segments, as do basic factors such as proximity of airports and travel routes. (Kotler & Armstrong, 2003).

**Psychographic Characteristics**

Psychographics is a term used to denote measurement of an individual’s mental attitudes. It is distinguished from demographics, which purely measure objective dimensions. The reason for segmenting buyers on psychographic dimensions is the belief that common values among groups of consumers tend to determine their purchasing patterns – for example, some individuals are mentally predisposed to seek adventure, to enjoy risk-taking and to pursue active vacations. The links between attitudes, perceptions and actual buyer behaviour, combine to determine the ‘life-style’ which individuals adopt. An understanding of the ‘life-style’ characteristics of customers has obvious advantages when planning new products or creating messages designed to motivate such people. (Kotler & Armstrong, 2003).

### 2.3 MARKETING COMMUNICATIONS

According to Fill (1999), there is no universal definition of marketing communications and there are many interpretations of the subject. Delozier (1976) defined marketing communications as being the process of presenting an integrated set of stimuli to a market with the intent of evoking a desired set of responses within that market set and setting channels to receive, interpret and act upon messages from the market for the purposes of modifying present company messages and identifying
new communications opportunities. Fill (1999) posits that marketing communications is a management process through which an organisation enters into a dialogue with its various audiences. To accomplish this, the organisation develops, presents and evaluates a series of messages to identified stakeholder groups. The objective of this process is to (re) position the organisation and/or its offerings in the mind of each member of the target audience. This seeks to encourage buyers and other stakeholders to perceive and experience the organisation and its offerings as solutions to some of their current and future dilemmas (Fill, 1999). Dialogue with the target audiences can be achieved through promotional messages, which usually are used to encourage members of target audiences to respond to the focus organisation, product or brand. Such communication will usually have prompted attention and consideration of the message. This definition has three main themes: dialogue, positioning and cognitive response. Dialogue is achieved when marketing communications enables organisations to communicate with their audiences in such a way that multi-way communications are stimulated. Positioning implies that the communications of the organisation affect all offerings in the opportunity set. Positioning can only work if there are two or more offerings for the receiver to position. Cognitive response is that receivers are viewed as active problem solvers and they use marketing communications to help them in their purchasing and organisation related activities. (Fill, 1999).

The acronym **D.R.I.P** helps to explain how marketing communications is used. Marketing communications can be used to:

- Differentiate products and services
- Remind and reassure customers and potential customers
- Inform and
- Persuade targets to think or act in a particular way

Marketing communications can also be used as a differentiator; particularly in markets where there is little to separate competing products and brands. Usually brand images of similar products are created by the marketing communications surrounding them that enable customers to make purchasing decisions. Marketing
Communications can inform, persuade, remind and build images to delineate a product or service. It tries to influence or persuade the potential consumer by conveying a message. This transfer may be directed to certain known or individually addressed persons, in which case it is called personal communications. The message transfer may also take place to a number of receivers who cannot be identified using mass media to reach a broad audience. This is called mass communications. Personal communications are mainly directed and interactive marketing actions and personal selling. All other promotional tools are mass communication. At basic level, marketing communications can remind people of a need they might have or remind them of the benefits of past transactions and so convince them that they should enter into a similar exchange. This reassurance element of marketing communications is of vital importance to organisations as it helps to retain current customers. However, advertising is often considered a synonym of marketing communications, because it is the most visible tool of the communications mix. But, of course, a large variety of communications tools & instruments exist, each with its own typical characteristics, strengths and weaknesses. The tools of the communication mix are advertising, sponsorship, public relations, point-of-purchase communications, exhibition and trade fairs, direct marketing communications, personal selling and interactive marketing (De Pelsmacker et al., 2001). (Fill, 1999).

2.3.1 MARKETING COMMUNICATION APPROACHES

2.3.1.1 PULL STRATEGY

![Pull Strategy Diagram](image)

**Figure 3.** Pull strategy

Source: Fill, C (1998)
A pull strategy is a marketing communication approach, which involves the delivery of messages to members of the target audiences Dibb et al (2001). The aim is to stimulate demand by encouraging consumers to pull the destination through the channel network. This means that consumers go to their travel agents to enquire about a particular destination. If messages are directed at target consumers then the intention is invariably to generate increased levels of awareness, build and/or reinforce attitudes and ultimately provoke a motivation within the target group. This motivation is to stimulate action so that the target audience expects the offering to be available to them when they decide to enquire experiment or make a repeat purchase. This approach is known as a pull strategy and is aimed at encouraging consumers to pull the products through the channel network. Consumers need to be made aware of a destination’s existence and communication strategy to this target group is very often orientated to creating or improving awareness levels. Pull strategy can also be used to help change the way in which a destination is perceived, to inform of new variants, to reinforce the attitudes held towards a destination, to reposition a destination in the minds of members of the target audience.

2.3.1.2 PUSH STRATEGY

Furthermore, communications with members of the marketing channel network are vital if destinations are to be known to end user consumers. The purpose of these communications is to encourage intermediaries to take and hold brochures for instance, to allocate scarce resources such as shelf space and to help them become advocates of the destination on behalf of ZNTB. This form of marketing communication strategy is referred to as push strategy.

![Push strategy diagram](image)

**Figure 4.** Push strategy
Source: Fill, C (1998)
Middleton & Clarke (2001) posit that the mix of tools used to communicate with members of the buying centres have been based around personal selling, exhibitions, joint trade advertising, marketing public relations and promotion, plus advertising in specialist trade journals. They explain that this is because buying decisions in the business-to-business sector are largely based on rational decision-making, where the use of imagery and emotion messages is unnecessary, inappropriate or just ineffective.

2.3.2 MARKETING COMMUNICATION MIX

Traditionally the tools of marketing communications are regarded as advertising, sales promotion, public relations and personal selling. Collectively these are referred to as the promotion mix. However, there have been some major changes in the environment and in the way organisations communicate with their target audiences. New approaches to the promotion mix see fresh combinations of communication tools being used. What has happened is that the promotion mix has developed such that the original emphasis on mass communication campaigns has given way to more direct and highly targeted promotion activities using direct marketing and other tools of the mix (De Pelsmacker et al., 2001).

Advertising
The American Marketing Association defines advertising as any paid non-personal presentation and promotion of ideas, goods or services to a targeted audience by an identified sponsor. This definition according to Middleton & Clarke (2001) conveys the fact that segmentation and targeting always precede advertising. They also argue that non-personal implies the use of media to access a large audience, as distinct from individually targeted forms of communication using a name and address and furthermore that an identified sponsor implies that the advertiser’s name or brand is clearly evident in the communication. (Middleton & Clarke, 2001)

According to Fill (1999) is best at creating awareness, informing, persuading and reminding. Thus the major objective of advertising is to inform the target audience of the product benefits, a new product launch or a revised pricing structure, to persuade them by changing attitudes towards the brand, building product preference
or altering product positioning; or to remind the customers after purchase to reduce post-purchase anxiety, trigger word of mouth recommendation or keep brand name front-of-mind for future purchases. Some advertising in travel and tourism is designed to stimulate immediate action. According to Lumsdon (1997) advertising still accounts for a major slice of most tourism marketing budgets and are the primary form of communication for most many organisations.

**Sponsorship**

Sponsorship is an investment in cash or kind in an activity, in return for access to the exploitable commercial potential associated with this activity. The firm promotes the interests and brands by tying them to a specific and meaningfully related event or cause. Sponsorship helps to generate awareness about a product or company and the promotion of positive message about the product or company (Jobber & Fahy, 2004).

**Point of Sale**

This is any promotional material that is placed at the point of sale, such as interior displays, printed materials in travel agents or window display. It also includes in-store broadcasts, video screen demonstration. Many organisations use point of sale materials, such as window displays and brochure dispensers to enhance a brand image. These are especially placed in travel agencies and information offices. However, point of sale materials are essentially shot term, in that much of the material is geared for one season or pre season period only. (Jobber & Fahy, 2004).

**Public Relations**

This is a communication tool that is used as a systematic approach to maintaining and promoting goodwill between a tourism organisation and its various stakeholders or public. Jobber & Fahy define public relations as a corporate activity reflecting the desire to bring about mutual understanding between an organisation and its publics. They claim that public relations stimulate some form of dialogue or feedback. (Jobber & Fahy, 2004). There are several public relations techniques used in the tourism sector. Principle techniques are:
- Press releases or press packs, which include accompanying printed publicity materials including compact discs or video
- Editorial or features in leading publications such as newspapers
- Press conferences e.g. at major travel exhibitions
- Presentations at trade and public meetings
- Familiarisation trips or provision of detailed text and photographs for journalists, travel writers, corporate buyers or intermediaries.

**Exhibitions and Trade Fairs**

Exhibitions offer an opportunity to bring targeted buyers and sellers from both consumer and business-to-business sectors together in a competitive arena. The main advantages of exhibitions are that they provide a forum for sales leads, contact with influencers, gathering intelligence and image building (Middleton & Clarke, 2001; Holloway & Plant, 1988). Swarbrooke et al (2001) explain that during exhibitions tour operators can also source potential destinations to develop, hotels can test reservation systems, destinations can launch new tourism offerings and everyone can watch closely what others are doing for the proceeding season.

**Direct Marketing**

Direct marketing seeks to target individual customers with the intention of delivering personalised messages and building a relationship with them based upon their responses to the direct communication. In contrast to conventional approaches direct marketing attempts to build one-to-one relationship, a partnership with customers, by communicating with each customer on a direct and personal basis. Direct marketing communications maybe used as a direct sales channel or distribution technique: selling products and services without face-to-face contact with intermediaries for example mail order business. (Jobber & Fahy, 2004).

**Sales Promotion**

Sales promotion in tourism is described as a set of associated techniques which when combined, offer customers or intermediaries’ enhanced incentives to buy or
remain loyal to a particular brand (Lumsdon, 1997). Examples of the various sales promotion techniques used in the tourism sector are tabled below;

**Figure 5.** Sales promotion techniques
Source: Middleton & Clarke (2001)

Furthermore, the above techniques are primarily designed to stimulate consumer purchasing and dealer and sales-force effectiveness in the short-term, through temporary incentives and displays. Traditionally such techniques are also known as below the line activity (Middleton & Clarke, 2001). These series of techniques can be used collectively or independently to stimulate demand. This involves two basic approaches: intermediary push or consumer pull. The techniques focus on offering impulse incentives to purchase, such as competitions, discount vouchers, or by other similar methods.

**Personal Selling**

This is a two way face-to-face communications used to inform, give demonstrations to, maintain or establish a long term relationship with, or persuade specific members of a particular audience. Personal selling is defined as direct contact between buyer and seller, face to face, by telephone or through video conferencing. According to Holloway & Plant (1989) personal selling functions can be summarised as persuasion to purchase under four headings: persuasion to purchase additional goods
and service during service deliver process, business to business purchase, big value purchase, motivating purchases through distribution channels. (Holloway & Plant, 1989)

2.4. POSITIONING

According to Blankson et al (2004) positioning is a concept and is posited to be both strategic and operational in nature. It is concerned with the attempt to modify the tangible characteristics and the intangible perceptions of a marketable object in relation to the competition. In their classic book, Positioning: Battle for Your Mind Ries & Trout (1981) argued that the concept of positioning is not only applicable to a brand but also to a company, service, person or place. However, marketing literature is filled with several definitions of positioning and descriptions of the concept of positioning. Blankson et al (2004) explain that Arnott (1993) provided a definition, which combines the strategic and applied perceptive. They argue that Arnott (1993) formally defined positioning as “the deliberate proactive, iterative process of defining, measuring, modifying and monitoring consumer perceptions of a marketable object.

Blankson et al (2004) argue that according to Arnott (1993) the application of positioning involves four related activities: defining the dimensions of a particular perceptual space that adequately represents the target audience’s perception, measuring objects’ locations within the space, modifying actual characteristics of the object to match closely consumer/customers’ perceptions of an ideal, and lastly modifying consumer/customers’ perception via a communications strategy. Jobber & Fahy (2004) offer another definition that positioning is the act of designing the company's image and value offer so that the segment’s customers understand and appreciate what the company stands for in relation to its competitors. The definition by Jobber & Fahy (2004) implies that positioning is about establishing a wanted perception in the minds of the targeted customers that is different from the competitors. It further associates positioning with the term value proposition, the company’s distinctive way of delivering superior value to its targeted customers. In the tourism sector positioning is the way in which a firm, tourism offering, destination or country is viewed, in relation to other firms or organisations, by
customers segments; for example on a price-image range. The positioning of a destination is the process of establishing a distinctive place of that destination in the minds of potential visitors (Ibrahim & Gill, 2005). According to Middleton & Clarke (2003), most studies in marketing have followed the traditional approach to positioning that is based on image creation using a number of attributes that reflect the destination’s most attractive products. However, Crompton et al (1992) suggested that for effective positioning of a destination, the strong attributes that are perceived as important by visitors should be first identified. Also to be identified are other relevant attributes that are unique to the destination and capable of differentiating it effectively from its competitors in its ability to satisfy the customer’s needs. Crompton et al (1992) further argued that a firm needs to create a positioning strategy within each segment of its market and explain to customers where the company is standing in comparison with its competitors. Strategic positioning is a unique approach that combines both strategy and organisational effectiveness in a way that serves to further differentiate an organisation in its marketplace and drive success.

An effective positioning strategy provides a competitive edge to a destination that is trying to convey its attractiveness to the target market. Swarbrooke et al (2001) argue that to be effective, positioning must promise the benefit the customer will receive, create the expectation, and offer a solution to the customer's problem. If at all possible, the solution should be different from and better than the competition's solution set, especially if the competitors are already offering a similar solution. In the tourism sector firms apply what is referred to as psychological positioning. This step utilises communications to convey a destination's identity and image to the target market. It converts customer needs into images and positions a destination in the visitor’s minds. It is a strategy employed to create a unique product image with the objective of creating interest and attracting visitors. This step utilises communications to convey a destination's identity and image to the target market. It converts customer needs into images and positions a destination in the visitor’s minds. There are two kinds of psychological positioning in marketing: objective positioning and subjective positioning. Each has its appropriate place and usage.
According to Holloway & Plant (1988) objective positioning is concerned, almost entirely, with the objective attributes of the physical product. This means creating an image about the destination that reflects its physical characteristics and functional features. Objective positioning is usually concerned with what actually is, what exists for instance. For example, the Victoria Falls one of the seven natural wonders of the world and a must see tourist attraction of Africa. Also, objective positioning can be very useful if a destination has some unique feature. That feature could be used to objectively position the destination, to create an image, and to differentiate it from the competition.

Subjective positioning is concerned with subjective attributes of the destination (Holloway & Plant, 1988). It is usually the image, not of the physical aspects of the destination, but other attributes perceived by the tourist e.g. they do not necessarily belong to the destination but to the tourist's mental perception. These perceptions and the resulting images may not necessarily reflect the true state of the destination's physical characteristics. They may simply exist in the tourist's mind and not all tourists' imaging agrees with a particular perception or image.

2.4.1 POSITIONING AS A COMMUNICATION TOOL

Ries & Trout (2001) in their influential writing described positioning as a communications strategy and not as a total marketing mix. Their definition of positioning is less concerned with what the firm does to the product or service, but how a firm positions the product in the mind of the prospect. The objective of positioning is to create a distinctive place in the minds of potential customers - a position that evokes images of a destination in the customers mind; images that differentiate the destination from the competition and also as a place that can satisfy their needs and wants. Thus, it can be stated that the more a company understands how the minds of the customer work, the more the company will understand how positioning functions. However, to succeed in positioning, Aaker (2001) explains that there are five important psychological elements in the positioning process: minds are limited; minds hate confusion; minds are insecure; minds do not change; and minds can lose focus. If a firm has a better picture of how the minds of its
customers and potential customers work, it has a great advantage in positioning itself in relation to than its competitors who may not have the same understanding. (Aaker, 2001).

2.4.2 POSITIONING AS A MARKETING TOOL

Positioning is of importance for tourism companies as it helps them understand why tourists are buying from a certain company and force marketers to think about their own firm from a customer perspective (Swarbrooke et al, 2001). When a firm is working with positioning, it is, at the same time, working with the firm’s marketing mix. As the firm strives to define its market position, the firm receives the knowledge about the marketing mix’s direction. The marketing mix - price, place, product and promotion - are the classic tactical activities to reach the wanted position. Thus, a high quality position requires that a firm provides the market with a high quality service or product, distribute through high quality dealers, and promote itself via high quality mediums. (Kotler & Armstrong, 2003)) Positioning, then, may contribute to aggressiveness and flexibility in the company’s marketing activities as it forces the company to become proactive in its marketing activities (Lumsdon, 1997). According to Lumsdon (1997), positioning also determines how the activities within the company relate to each other and, therefore, create a fit of activities. This fit will develop a unique set of activities, which become difficult for competitors to imitate. A successful strategic fit will establish a competitive advantage, as well as the sustainability of that advantage.

2.4.3 THE REQUIREMENTS FOR POSITIONING

From the above sub-chapter positioning can be perceived as being both strategic (as marketing tool) and operational (as communication tool) in nature (Blankson et al, 2004). Its is therefore important that a firm must have an understanding of what is going on in the customer’s mind, as positioning lies ultimately in the eyes of the consumer and requires allocating resources towards the attainment of a unique position in the customer’s mind at the right time. Jobber & Fahy (2004) claim that knowledge of the customers mind set is a prerequisite for finding the requirements for creating an effective positioning statement. Kotler & Armstrong (2003) suggest
that there are three key steps for these requirements. First, positioning is all about providing uniqueness. Hence, uniqueness is one of the most fundamental principles of positioning and the company has to, in the customers’ minds, stand out in a unique or in an important way. Secondly, importance/desirability, as firms must realise that their distinctiveness is important for the customer. Believability is the last step of requirements. The position must be believable in the tourist's mind and the destination must deliver that promise on a consistent basis. If the target market does not believe that what the destination has to offer is a benefit, it isn't a benefit. If the target market doesn't believe that the benefit can be delivered, promises are meaningless. If the benefit isn't important to the target market, it isn't important. Thus a firm’s position has to be credible in the mind of the customer; otherwise it is of little use. (Kotler & Armstrong, 2003).

2.4.4 THE PROBLEMS OF POSITIONING

As has been discussed above positioning can be a very useful marketing tool as well as a communication tool. However, there are some major problems, which come against firms in terms of positioning. According to Lumsdon (1997) these problems are: a lack of resources to sustain the position for a given length of time, a lack of clarity in terms of communication, thus leading to a mismatch between the image the firm intends to project and that of the consumer segment and competitor assimilation which makes it difficult for the firm to set out a pattern of differentiation. This might require a firm to invest more resources in order to reposition either the image, or the actual offering or both. Furthermore, Nilsson & Olsson (2001) state that Trout (1996) identified six positioning pitfalls that companies must bear in mind when deciding positioning. They point out, that a positioning concept is often quite obvious, but most firms perceive obvious too simple and make it more complicated than would be necessary. Second, today’s winning positioning idea is might not necessary be successful in the future. Third, some companies quite often tend to make the positioning statement cute, when instead it should be straight forward and direct. Fourth, positioning thinking should be based on activities in the market and not within the organisation. Fifth, the process of positioning must be of a long-term character and not short-term. Finally, marketers must not interfere too much as this might cause problems for a brand.
Being knowledgeable about these possible issues could help a company create and sustain its positioning strategy.

2.5 SUMMARY OF THE THEORETICAL FRAMEWORK

There is little or no dispute that the principles of marketing can be applied universally across all businesses. What is fundamental to this argument is that the application of these principles and the emphasis placed on specific marketing management tools are different in tourism. The marketing of tourism has become an application of the marketing process to specific characteristics of the tourism industry. Tourism is also classified as a part of the services sector of an economy. This is because tourism is said to have similar underlying principles as those in marketing of services. These principles are intangibility, perishability, heterogeneity, inseparability and lack of ownership.

The tourism service is characterized by its intangibility. The focus of tourism is a performance rather than a physical good, which can lead to problems of standardization and control. Tourism is perishable as service production is fixed in time and space. Travel purchase decisions are an amalgam of several products, transport, accommodation and attractions, not all of which are owned by the same company. The tourist market is also volatile, as it is immediately affected by world events and the health of national economies. Finally, the tourist product is consumed at the point of production rather than being produced and then consumed.

The non-standardization is a need which arises from the quest for self-determination and do-it-yourself; the advanced level of travel experience in the population which leads to a more critical and quality orientated approach as well as growing sophistication and rationality of choice; an increasing desire to relate to nature; higher levels of environmental consciousness and sensitivity to the quality of life in general; increasing effort to learn, which often manifests itself in serious attempts to get to know foreign cultures.

A further unique characteristic of tourism that affects the marketing process is that, unlike many conventional instances of the product life cycle, in the case of tourism,
the product evolves over time to become not simply a variant of the original, but a
totally different product. The role of tourism marketing revolves around the creation
of awareness of the nature of a tourist resource and creation of the destinations
image. Thus, the brochure becomes the tangible way to sell the experience. Brochure
locations are always happy, sunny, clean, non-crowded and populated by beautiful
people and happy natives. Brochures have two functions. First, to reinforce images
and expectations (warmth, sun, safety, comfort) and, second, to make a particular
area, or in the case of tour operators, to make their facilities look “better”, more
attractive and more interesting than those of their competitors.

Tourism Marketing like in the marketing of services extends the general marketing
mix from the Four Ps’ of Product, Price, Place & Promotion to include People,
Process and Physical Evidence. People element of the marketing mix is significant
in this case because it is that aspect of marketing that contributes most of the
variability of tourism product from a service-encounter context. Process element is
frequently instrumental in the final delivery of the service encounter. Physical
element is a core component of the tourism product. This approach was necessary in
order to fully understand what is involved in the entire Tourism Marketing.

Segmentation, targeting and positioning are inextricably bound together and can be
considered to be the fundamental structures on which marketing strategy is built.
Within the tourism sector, segmentation involves dividing a total market such as all
visitors, or a market sector - such as holiday travel, into sub-groups or segments of
the total for marketing management purposes. The purpose of doing this is to
facilitate cost-effective marketing, through the design, promotion and delivery of
purpose-designed offers, aimed at satisfying the identified needs of target groups. In
other words, segmentation is justified on the grounds of achieving greater efficiency
in the supply of products/services to meet identified demand and increased cost-
efficiencies in the marketing process. There are numerous approaches to
segmentation, which require strict definition and measurement. In tourism there are
basic five ways of dividing markets for segmentation purposes vis-à-vis purpose of
visit, visitor needs and motivation, visitor behaviour, geographic and demographic
characteristics and psychographic characteristics. It is important to understand that
tourism like any other industry can be decomposed in different market segments hence the need to fully establish the different segments, which eventually lead to identifying the target markets and once the target market is identified, then makes the marketer address the needs of the particular target. This ends in positioning the product in the minds of the target market. However, there are certain requirements which are necessary for effective segmentation: identifiable / measurable, substantial, accessible, stable actionable and differentiable.

Communication is the process by which individuals share meaning. More precisely, it can be defined as a transactional process between two or more parties whereby meaning is exchanged through the intentional use of symbols. For the whole process to work information needs to be transmitted to the intended recipients in a manner that they are able to understand the meaning. This means that each participant must fully understand the meaning of the others communication. Only through understanding of the communication process are the actors likely to achieve their objectives of influencing attitudes, knowledge and behaviour with the aim of persuading which is one of the most prominent reasons why organisations need to communicate.

Marketing communication is a part of the communication. It is defined as a management process through which organisations enter into a dialogue with various audiences. To accomplish this, the organisation develops, presents and evaluates a series of messages to identified stakeholders. One of the objectives of marketing communications is to re-position the organisation or it’s offering in the minds of each member of the target audience. Dialogue with the target audience can be achieved through promotional messages, which are usually used to encourage members of the target audience to respond to the focus organisation, product or brand. Promotion is an important component of the marketing mix. Promotional approaches include advertising, direct marketing, sales promotions, public relations and publicity, personal selling, and sponsorship. The design of appropriate communication strategies involves a number of considerations. First decisions need to be made about what is to be achieved. This includes consideration of the target audience, communication objectives and the marketing message. Next, factors
associated with the “how” need attention. This involves the selection of communication channels, budget setting and the design of the promotional mix. Finally, it is necessary to measure the outcome of promotional endeavours in order to establish whether the investment in promotion has been worthwhile.
CHAPTER 3: METHODOLOGY

In this chapter we describe the methodology used in our research as well as the justification for their use is presented. The different methodological perspectives are also explained.

There are many ways in which one can carry out research. According to Yin (2003) three research classifications are commonly used. These classifications are exploratory, descriptive and explanatory research methods. Which classification to use, depends on how much the researcher knows about the problem (Yin, 2003; Creswell, 2004). For example, exploratory research aims to explore and can be quite informal, relying on secondary data such as reviewing available literature and/or data, or qualitative approaches such as informal discussions with consumers, employees, management or competitors, and more formal approaches through in-depth interviews, focus groups, projective methods, case studies or pilot studies. According to Creswell (2004) exploratory research is suitable when the research problem is difficult to delimit and the research problem is not well known. The objective is to collect as much information as possible concerning the problem.

A descriptive research is used when an accurate picture of the problem is provided. It presents a complete description of a phenomenon within its context (Yin, 2003). It is also suitable to use when the research problem is clear and structured. Greenfield (1996), also adds that when a detailed and accurate picture of phenomenon is required to generate a hypothesis to pinpoint needed areas of improvement, descriptive research is useful. But it can only describe the "who, what, when, where and how" of a situation, not what caused it. Furthermore, descriptive research allows that contents is analysed to determine what others maybe doing or in an effort to develop a better framework. (Greenfield, 1996)

An explanatory research is a style of research in which the primary goal is to understand the nature or mechanisms of the relationship between the independent and dependent variable. Where the experimenter attempts to identify cause and effect. (Yin, 2003)
Based upon the theories above we have concluded that in this research the research problems have both exploratory and descriptive characteristics. Yin (2003), states that a researcher can sometimes combine and use two research methods. As a result both descriptive and exploratory methods have been used in this study. The reason for using the descriptive research method is based on the fact that our research goal is to describe the incidence of a phenomenon. We have also looked at the type of research questions, the control we have over the actual behavioural events and finally the focus on contemporary as opposed to historical phenomena. We decided not to consider any specific variables whether dependent or independent. Hence, our choice of exploratory and descriptive. We have also been able to delimit our research problem and so that we can have an accurate picture of the research problem.

One of the aims of this research is to seek ways on how to improve awareness of Zambia’s tourism in Finland. Consequently, we intend to pinpoint areas of improvement in the marketing communication and positioning of Zambia. Greenfield (1996) acknowledges the above reasons suitable for use in descriptive research method. Exploratory research method will be used because our secondary sources of data are literature and primary data sources are interviews with selected respondents. Yin (2004) contends that interviews are well suited for an exploratory research. Finally, the research approach for our research is qualitative. These factors have been at the forefront of our choice of research method.

3.1 RESEARCH APPROACH

According to Lumsdon, (1997) in terms of methodology the main distinction lies between qualitative and quantitative techniques in tourism marketing. Qualitative research is used to probe areas of if a deeper understanding or insight is required, such as motivational studies including attitudinal or perceptional issues. The aim of qualitative research is to elicit detailed material, such as attitudes. Creswell (2004) notes that much qualitative research is based on the belief that the people personally involved in a particular (leisure or tourism) situation are best placed to analyse and describe it in their own words. Creswell (2004) posits that qualitative research goes
hand-in-hand with literature searches because the researcher first looks for major ideas in previously done studies, as well as recycling through original data several times to spot themes and patterns.

Quantitative research refers to the collection and analysis of statistically verifiable data involving the diligent use of sampling techniques. The underlying principle is that by surveying a representative sample the marketer will be able to apply the findings of the sample survey to the entire market, simply because the respondents to the survey are thought to be the representative of the entire population being researched. In this thesis the research approach will be both qualitative and quantitative research. The factors that most determined choosing a qualitative approach method for our study is our data collection methods (in-depth interview) and the fact that a qualitative research method is focused on understanding situations in their uniqueness as part of a particular context and the interactions there (Creswell, 2004; Yin, 2003). As posited by Yin (2003), qualitative research usually involves fieldwork, where the researcher must physically go to the people, setting, site, and/or the institution (the field) in order to observe behaviours in a natural setting and meet and interview people face to face. In our thesis, we went out to meet people on site and interview them face-to-face in order to understand respondents’ perceptions of Zambia as a tourism destination, which is one of the aspects of the research problems and part of the problem we would like to answer. Since a qualitative research focuses on process, meaning, and understanding, the product of a qualitative research, according to Yin (2003), is basically descriptive, which fits our preferred research method. Furthermore, our decision to use a quantitative research is because we intend to apply the findings of the sample survey to the entire market. The bigger portion of our data collection will involve fieldwork.

3.2 RESEARCH STRATEGY

Many researchers e.g. Yin (2003); Creswell (2004) have written that before considering a research an appropriate research strategy has to be put in place. This as well as bearing mind that, how the research strategy is organised will largely depend on
what kind of research questions the researcher would like to answer,
the need for control over behavioural events,
and the degree of focus on contemporary versus historical events.

Yin (2003) gives us five primary research strategies for doing research in social
sciences vis-à-vis experiments, archival analysis, survey, histories, experiments and
case studies. However, Creswell (2004) reminds us and notes that each strategy has
peculiar advantages and disadvantages and also presents different ways of collecting
and analysing data.
In our thesis the preferred research strategy is archival analysis and survey
respectively. This is because our research is both qualitative and quantitative
respectively. We have also preferred this research strategy as our research problems
is one which gives us low or no control on behavioural events and also focuses on
contemporary events. According to Yin (2003) such a strategy is advantageous when
the research goal is to describe the incidence of a phenomenon. Yin (2003) and
Greenfield (1996) also point out that archival analysis is the preferred strategy when
“How or Why” questions are being posed, when the investigator has little control
over the events and when the focus is on a contemporary real life context.

3.3 DATA COLLECTION

Each of the research methods discussed above uses one or more techniques for
collecting empirical data. These techniques range from documentation, archival
analysis or records, interviews, direct observations, participation observations and
physical artefacts (Greenfield, 1996; Yin, 2003; Creswell, 2004). However,
qualitative methods results do not use statistically significant tests, findings are more
reliable if the or data are triangulated (Creswell, 2004; Yin, 2003). Triangulation
means that the data came from many sources such as archival files, interviews,
articles, observations, and patterns are noted using the parameters chosen by the
researcher supported by major theories and measured by a validated unit of
measurement deemed critical to solving the problem (Yin, 2004). Data collection for
our research is consisted of a collection of both secondary data and primary data.
The sources of evidence applied for our data collection are archival analysis, and
survey method respectively.
3.3.1 SECONDARY DATA COLLECTION

Secondary data sources refer to materials e.g. books and articles, which have been previously published. Secondary data is used because of its availability and low costs to retrieve it. However, when the secondary data is seen as unsatisfactory, then primary data has to be collected. In this study it was decided to firstly undertake a review of the following Zambia World Wide Web sites (www.zambiantourism.com; www.zambiatourism.com/travel/localnews/TCZ.htm; www.visitzambia.co.zm) in order to get acquainted with the research setting and to be familiar with the aim concerning the research problems. Secondly, other secondary data sources were consulted to study tourism in Zambia. The latter involved two broad sources mainly internal sources (e.g. ZNTB Marketing Strategy: 2000-2005 and external sources e.g. WTO Tourism Market Trends: Africa 2005, World Tourism Organisation).

3.3.2 PRIMARY DATA COLLECTION

In view of the exploratory nature of this research, it was decided that qualitative research was most appropriate. In-depth, face to face interviews was identified as suitable technique for broadening the scope of the research and to raise further issues that would subsequently underpin a quantitative research. Mason (2004) posits that personal interviews are one of the best ways to obtain or collect primary data. Following formal communication in the form of telephone inquiry, data was gathered by means of two phenomenological interviews held at the interviewee’s offices with conveniently identified organisations in Finland. The reason for this approach was because we felt that meeting our interviewees on site and face-to-face would provide us with better answers. It would also give us the ability to respond to situations that come up during the interview and ask the interviewee to develop or explain an answer better. Interviewing people in their own environment may give the interviewee a stronger feeling of security, which could improve the quality of the answers (Yin, 2003). Furthermore, we felt that the opportunity for feedback to the respondent would be a distinct advantage in face-to-face interviews. Not only was there the opportunity to reassure the respondents who would have been be reluctant to participate, but we were also able as interviewer to clarify certain instructions or questions. We also had the opportunity to probe answers by asking the respondent to
clarify or expand on a specific response. By interviewing people on site we could take more things into consideration when ‘decoding’ the answers, such as the environment where the interview took place, the mood of the interviewee, and body language, the gender and day and time of the interview.

Interviews with three members from the Association of Finnish Travel Agencies (AFTA) and two nominated each from members from the hunting club of Helsinki, The bird watch society of Helsinki, nature watch, rafting and canoeing club of Espoo, fishing club of Espoo were carried out between 1st October and 25th October 2006. The AFTA is an organisation composed of travel agents, tour operators and in-coming agents. They are actively involved in the selling of tourism packages, providing destination information to would be travellers, selling of flight and travel tickets, are involved in coordinated promotion, they stock promotional materials such as brochures and produce catalogues, and are also knowledgeable in tourism promotion and marketing. Organisation promoting adventure activities were included as respondents as they constituted a suitable target market for ZNTB given Zambia’s tourism offering is described as adventure tourism. Further, they were included as they would provide an insight in what activities would interest their members and also give an opinion on how much was known to them about tourism in Zambia. Given our limited resources and time commitments only 40 respondents were interviewed. At least two respondents from the same organisation were nominated by each organisation to be interviewed. Interviewing two people from the same organisation helped provide data triangulation. The interviews lasted between 30 minutes to one hour and were held at the interviewee’s premises. The interviews were characterised by the interviewer asking the questions while the interviewee responded by explaining, expanding and broadening the dialogue. The interviews with the members of AFTA and adventure associations were directed towards an understanding of how much knowledge and awareness of Zambia’s tourism and offering.

The second interview was held with staff at Zambia National Tourist Board and was carried out in January 2007 at the Nordic Tourism Fair in Helsinki. The Manager in charge of marketing in Europe and Scandinavia Mr. Donald Pelekamoyo, The First
Secretary for Tourism at the embassy of Zambia in Stockholm, Sweden Ms Yvette Hanyama and the Managing Director Ms Charity Lumpa were the respondents. The interviewees have expertise in Zambian tourism marketing. The interview centred on gaining an understanding on the marketing strategies, communication efforts and positioning strategies being pursued in Finland. The interview notes were transcribed and then analysed using the inductive reasoning technique for the detection of emerging themes underpinning the promotion and positioning of Zambia as a tourist destination. Furthermore, during some interviews we used a tape recorder in order to avoid taking notes at the same time as listening to the responses. This enabled us to concentrate on the answers and better respond to situations during the interview, such as asking the interviewee to further explain or analyse an issue. The tapes also made certain we don’t miss out any details or afterwards could misinterpret our notes.

3.4 QUALITY OF THE RESEARCH

Validity and reliability are according to Silverman (2001) & Yin (2003) two useful measures when defining the trustworthiness and quality of a research. Silverman (2001) posits that validity is another word for truth: interpreted as the extent to which an account accurately represents the social phenomena to which it refers whereas reliability refers to the degree of consistency with which instances are assigned to the same category by different observers on different occasions. According to Yin (2003) & Silverman (2001) there are three different criteria, which can be used to test and establish the quality of the research namely: construct validity, internal validity and external validity. Silverman (2001) postulates that construct validity is the establishing of correct operational measures for the concepts being studied and that objective judgment is used to collect the data. In our research construct validity will be done through triangulation of data from many sources of evidence, establishing a chain of evidence during the data collection phase by having an interview protocol for all interviews, and usage of multiple sources for archival analysis. The multiple sources of evidence e.g. triangulation are what add to a research’s validity (Yin, 2003). For example construct validity was achieved by triangulation of data from many sources of evidence, establishing a chain of evidence during data collection phase by having an interview protocol for all interviews.
3.4.1 INTERNAL VALIDITY

To enhance internal validity, triangulation, long-term observations, peer examination, member checks, participatory modes of research, and clarification of the researcher’s biases can be good methods. However, Creswell (2004), states that internal validation assesses the accuracy of the information and whether it matches reality. Furthermore, internal validity applies to explanatory and causal studies, Yin (2003). In view of the reasons by Creswell (2004), in this research internal validity has not been considered.

3.4.2 EXTERNAL VALIDITY

According to Creswell (2004) external validity handles the establishing field to which findings can be generalised. In other words external validity is the degree to which the conclusions in the study would hold for other persons in other places and at other times. In this research ZNTB will provide external validation of the research. Furthermore, sample-modelling approach will be used to assess external validation. This is because not all the people in the population will be interviewed. However, the sample drawn would be used to generalise the conclusions to the whole population.

3.4.3 RELIABILITY

Reliability refers to the degree of consistency with which instances are assigned to the same category by different observers or by the same observer on different occasions (Silverman, 2001). For reliability to be calculated, it is incumbent on the researcher to document the procedure and demonstrate that categories have been used consistently. Reliability is especially useful when conducting qualitative research, as the goal is to minimise the errors in the study and achieving high reliability. As explained by Silverman (2001) and in order to fulfil the requirement for reliability all the procedures undertaken in the research have been well aligned. Furthermore, Yin (2003) states that in in-depth interviews to increase reliability a common procedure is to have more than a single observer making observations. In this regard the authors of this study will interchange the roles of interviewing and taking notes so as to increase reliability.
PART 4: EMPIRICAL EVIDENCE

In this chapter, we give an overview of Zambia National Tourist Board and its current marketing and sales activities. Following that we present and discuss the positioning strategies being pursued

4.1 ZAMBIA NATIONAL TOURIST BOARD

The Zambia National Tourist Board or ZNTB in short, is an autonomous statutory body that was set up by the government of Zambia under the tourism Act of 1976. The head office is located in Lusaka, Zambia and there are about 26 members of staff. ZNTB is the official tourism-marketing organisation of Zambia. The board markets across the world focusing on three groups of travellers: international leisure travellers, the domestic and regional traveller, and business tourists who travel to Zambia for conferences and other incentives. Zambia National Tourist board is also a representative of both public and private entities in the tourism industry and implements the marketing objectives, facilitates and co-ordinates all development activities of the tourism industry in Zambia. A key part of ZNTB’s activities includes:

![Figure 6. Key activities of the ZNTB](image)

Source: Zambia National Tourist Board (2006)

The government through the Ministry of Tourism, Environment & Natural Resources is responsible for policy formulation while ZNTB is entrusted with the responsibility for tourism marketing at the national level. In carrying out this responsibility they play a complementary role to the marketing efforts of individual organisations e.g. mainly small commercial enterprises involved in providing tourism products and services. Although ZNTB plays the role of a promoter and facilitator in the marketing of Zambia as a tourist destination in practice the traditional marketing role is much narrower. For example Zambia National Tourist Board are not involved in
the creation of specific products, in pricing and delivery of the products or the quality of the products and services provided. Furthermore, as an umbrella organisation comprising government and private sector bodies, the ZNTB is also required to provide a number of support mechanisms to the diffuse range of mainly small commercial enterprises that comprise the tourism industry. Such support services are provided in close cooperation with industry partners, the key elements, which are, follows;

- To create a positive and attractive image of Zambia in all key markets through public relations and where affordable advertising
- To research markets and segments with best potential for the range of Zambian tourism products
- To provide quality information services at home and internationally, particularly in priority markets, to the travel trade, media and potential travellers to Zambia
- To act as a coordinator on behalf of industry partners, firstly of promotional events in appropriate markets e.g. exhibitions, road shows and secondly of marketing groupings, consortia which will permit more effective marketing
- To monitor the profile and activities of visitors to Zambia and particularly their level of satisfaction with the product and their visit experience

4.1.1 TOURISM PRODUCTS AND ATTRACTIONS IN ZAMBIA

Zambia is blessed with world-leading natural endowments among them the Victoria Falls, one of the seven natural wonders of the world and a must see tourist attraction of Africa, and the Kafue national park the second largest in Africa. It offers a unique potential for tourism especially for those seeking adventure and wilderness. The World Tourism Organisation ranks Zambia as Africa’s number 1 emerging tourist destination and because Zambia’s tourism has been Africa’s best-kept secret; it has made Zambia the most exciting destination in Africa. According to Dieke (2002), the tourism product encompasses the sum total of all those facilities, amenities and services including the natural environment, which attracts visitors to a country. In the case of Zambia, the tourism product is mainly based on its reputation for wildlife and wilderness adventure. It can be best described as adventure tourism. Swarbrooke
et al (2001) posit that adventure tourism is travel linked to recreation services and/or activities that take place in an outdoor land based setting. It is in fact from this background that Zambia has been marketed as “Zambia, the real Africa”. Zambia tourism product is composed of the following. Swarbrooke et al (2001) further explain that there is a distinction between hard and soft adventure tourism. Hard adventure tourism combines a unique experience in an outdoor setting with excitement and a degree of risk. It frequently demands physical exertion as well as a level of skill. Soft adventure tourism focuses on providing a unique outdoors experience or adventure. However, it involves only a minor element of risk, little physical exertion, and limited skills. It is often educational and discovery, the environment, heritage and indigenous culture are common aspects.

Zambia has 19 National Parks and 34 Game Management Areas covering 33 percent of the country. The country is famed for its huge protected wilderness areas and is blessed with an endowment of tourist attractions in the form of:

- Kafue National Park, the second largest in Africa;
- South Luangwa National Park, which has a high animal density and diversity;
- Lake Kariba, the largest man-made lake in the world;
- Lake Tanganyika, the gateway to East Africa and to the source of the Nile;
- The Zambezi River- the carrier of life in south-central Africa.

South Luangwa National Park is home to arguably the most diverse range of wildlife in Africa and Kafue National Park is the largest game reserve in Africa. Birds are also found in rich profusion, one park the Lochinvar is believed to contain the wildest variety of species in the world. Although, landlocked, Zambia has many lakes, including the huge man-made Lake Kariba, ideal for those who wish to swim, sunbathe and enjoy water-sports while its numerous rivers include the mighty Zambezi which provides the opportunity for canoeing, kayaking, rafting or fishing in unspoilt wilderness surroundings. Above all, the country has a pristine wilderness with abundant wildlife and it is this information, which is little known by the outside world.
The country’s wilderness and historical sites and monuments are important and complement each other in the provision of tourist attractions. They add value to the tourist product of the country. Apart from the national parks and heritage sites there are over 73 different ethnic groups and dialects spoken in Zambia, but the official language is English. All media and business is in English and most Zambians speak it fairly well. Out of the 73 ethnic groups (tribes) 20 celebrate special cultural ceremonies on an annual basis. These manifest customs, social life, rituals, oral history, material and spiritual culture. The country’s rich traditional culture spices the natural beauty of the country.

There are four main annual traditional ceremonies that add to the uniqueness of the Zambian tourism product. These are the colourful and rich Kuomboka ceremony of the Lozi people of western province of Zambia, where the paramount Chief of the Lozi people – the Litunga moves from the plains to dry land during the rainy season presents an important pull factor for both domestic and international tourism. The Nc’wala ceremony of the Ngoni’s of eastern province to celebrate the first fruits is also one significant event that attracts both local and foreign tourists including the
Umutomboko and Likumbi-lya-Mize of the Lunda and Luvale people respectively. The tourist town of Livingstone is also described by many as the adventure centre of Southern Africa. Given the above analysis Zambia’s tourism product can be said to have six features.

<table>
<thead>
<tr>
<th>Product</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adventure activities</td>
<td>Bungee jumping, game fishing, white water rafting</td>
</tr>
<tr>
<td>Wildlife</td>
<td>Walking safaris, canoe safaris, hunting safaris</td>
</tr>
<tr>
<td>General sightseeing</td>
<td>Game viewing, bird watching, Victoria Falls</td>
</tr>
<tr>
<td>Heritage</td>
<td>Livingstone heritage town, Victoria Falls heritage site</td>
</tr>
<tr>
<td>Culture</td>
<td>Traditional ceremonies e.g. Likumbi-lya-mize, Kuomboka, Umutomboko</td>
</tr>
<tr>
<td>Mining</td>
<td>Nchanga open pit mine</td>
</tr>
</tbody>
</table>

**Figure 8.** The six features of Zambia’s tourism product
Source: ZNTB (2006)

### 4.1.2 CURRENT MARKETING AND PROMOTION ACTIVITIES

The Zambia National Tourist Board markets Zambia’s tourism under the brand name of “Zambia – the real Africa”. Among its principal tasks is to promote Zambia internationally as a tourist destination. ZNTB’s marketing strategy seeks to distinguish Zambia from the rest of the competitors in the marketplace. Zambia National Tourist Board is responsible for leading and coordinating the marketing of Zambia as a tourism destination. The promotion and marketing of Zambia is done both locally and internationally. To facilitate their marketing efforts, on the international scene, ZNTB has representation abroad in Zambia's prime tourist generating markets of the United Kingdom, United States and South Africa. Apart from offices in the prime tourist generating markets Zambia National Tourist Board
also has general sales agents in potential markets of Italy, Sweden, Austria, Belgium, Canada, Denmark, France, Germany and Australia. Their main duty is to study the markets and implement the marketing measures. Foreign offices provide the domestic tourist industry with up-to-date information on the development of tourism and on future views in their own market areas. The offices also organize the participation of the local companies in trade fairs and keep in touch with the tour operators and the media. These agents also assist with marketing and sales in their respective and specific geographical markets. To further support the marketing and sales of Zambia as a tourism destination, the government has a First Secretary at its diplomatic offices that are responsible for trade and tourism promotion. In 2005 the Zambian government and other stakeholders in the tourism industry initiated the Visit Zambia Campaign. The Visit Zambia campaign was to be used as a vehicle for promoting Zambia as a tourism destination and seeks to make Zambia the most-sought after tourism destination in sub-Saharan Africa and throughout the continent. The principle objectives of the campaign are;

- To multiply the number of tourists coming into Zambia,
- To increase international awareness of Zambia’s tourism attractions
- To provide the Zambian tourism industry with currently intelligence on Zambia’s markets and their potential.
- To address the negative trends that makes Zambia a less well-known tourism destination in the world.
- To increase the number of tourist arrivals to Zambia by 400,000 by 2010
- To extend the average length of stay of visitors in order to increase tourism revenue

Furthermore, various promotion programmes focusing largely on awareness were put in motion amongst them were the following; Activities to promote Zambia as the premier tourism destination were intensified throughout the year 2005. Regional tourist markets were given greater emphasis since they generated swift tourism revenue for Zambia and the operational costs in these markets were relatively lower. Promotional efforts in traditional long haul markets such as Europe and America continued to ensure that Zambia maintained its image as an adventure tourist destination. Aggressive sales promotions covering Australia and other Asian
countries e.g. China and India were contacted with the objective of enhancing the travel trade and tourism ties with tour operators from these countries. Zambia National Tourist Board also participated in various expositions, tour and consumer trade exhibitions at the international level to reinforce Zambia’s position as the tourism destination of choice in Southern Africa. Participation in these expositions and international exhibitions increased awareness of Zambia as an attractive tourism destination in the region. Zambia National Tourist Board also utilised these expositions and exhibitions as platforms for meeting potential foreign buyers. Zambia is marketed as the “Real Africa” a theme that has propelled the uniqueness of Zambia in the international arena and has itself become the brand name of Zambia’s tourism. The brand name has been used in all advertising messages. Special advertising campaigns such as the Visit Zambia campaign, Visit Livingstone to mark the centenary of founding of the town of Livingstone and 150 years of the first sighting of the Victoria Falls by Scottish explorer Dr David Livingstone were also created in 2005 to promote Zambia. Advertisements were placed in various countries across the world and several Internet pages (e.g. www.visitlivingstone.com, www.visitzambia.co.zm) were designed specifically for this occasion. Furthermore, adverts in international news media e.g. CNN were also used to promote Zambia. ZNTB and its cooperating partners in the tourism industry also publish various brochures and leaflets. Most of these brochures were distributed to overseas agents, tourism offices, hotels and travel agencies in selected countries, and Zambia’s embassies abroad. A list of brochures published is presented below.

<table>
<thead>
<tr>
<th>Name of Publication</th>
<th>Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zambia the home of the Victoria Falls</td>
<td>English</td>
</tr>
<tr>
<td>Guide to Zambia</td>
<td>English</td>
</tr>
<tr>
<td>Zambia the Real Africa</td>
<td>English</td>
</tr>
<tr>
<td>Traditional Ceremonies of Zambia</td>
<td>English</td>
</tr>
<tr>
<td>Zambia the Real Africa (CD-ROM)</td>
<td>English</td>
</tr>
<tr>
<td>The Northern Circuit</td>
<td>English</td>
</tr>
</tbody>
</table>

**Table 1:** Brochures and other collateral published by ZNTB

Source: ZNTB 2006
Several CD-ROMs containing images of tourism attractions were produced and distributed to sales agents, Zambian embassies. The CD-ROMs also contained information about investment opportunities in the tourism industry in Zambia and other related information. In 2006, a total of 200 media releases and about 100 media info related to major tourism events organised by the ZNTB or the Ministry of Tourism were released. Some of these articles were also uploaded at www.zambiatourism.com, www.visitzambia.com and distributed to both local and foreign media and travel trades for dissemination in Zambia and in foreign countries. For instance, early this year, a new theme “Zambia the home of the Victoria Falls” was introduced. The theme was intended to correct the impression that the Victoria Falls is in Zimbabwe.

Additionally, a total of 20 articles related to tourism products and industries were produced and advertisements for major events were disseminated to the public. Furthermore, several press conferences both locally and internationally and interviews with the Managing Director of ZNTB and the Marketing Manager also took place. Also, 15 local media trips were arranged which involved the participation of 60 local and foreign media members of print and electronic media.

4.1.3 CURRENT SEGMENTATION OF THE FINNISH TRAVEL MARKET

According to the Finnish population register centre, there have been significant demographic changes in Finland. Like most tourist generating countries Finland is faced with both a declining and aging population. Several reasons have been advanced and these include improvements to healthcare services and a reduction in childbirths. Zambia’s tourism product reflects specialist interests in a particular activity, for example hunting for hunters, adventure pursuit’s appeal to the general youths and adventure markets, and sightseeing will fit with up-market sightseers from major tourist source markets of Europe, many of whom will be travelling on multi-destination tours. The product attracts mainly tourists who are aged between 20-54 years old.
<table>
<thead>
<tr>
<th>Age Group</th>
<th>Upper middle class</th>
<th>Lower middle class</th>
<th>Workers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seniors Age 65+</td>
<td>Active 479,700</td>
<td>Inactive 366,000</td>
<td></td>
</tr>
<tr>
<td>The generation of war &amp; shortage Age 55-64</td>
<td>279,000</td>
<td>151,000</td>
<td>354,000</td>
</tr>
<tr>
<td>The generation of social change Age 45-54</td>
<td>293,000</td>
<td>205,000</td>
<td>385,000</td>
</tr>
<tr>
<td>The suburban generation Age 35-44</td>
<td>454,000</td>
<td>265,000</td>
<td>516,000</td>
</tr>
<tr>
<td>The generation of prosperity Age 25-34</td>
<td>387,000</td>
<td>258,000</td>
<td>495,000</td>
</tr>
<tr>
<td>The generation of consumption Age 15-24</td>
<td>234,000</td>
<td>232,000</td>
<td>253,000</td>
</tr>
<tr>
<td>The generation of video games Age 12-14</td>
<td>193,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Table 2: Segmentation of the Finnish Travel Market**

Source: Gallup-Media Finland, 2005

**The generation of prosperity Age band 25-34**
These are both typically upper middle and lower class people who are either couples or still single and have no children. They are located throughout Finland. They are likely to travel owing to the factor that they have no major family commitments and are usually in the higher income group. According to Gallup-Media this segment size is about 672,000 people.

**The suburban generation Age band 35-44**
These are typically people who are parents with children aged between 7-15 years. They have a high income and are very active. They are located through Finland and usually take holidays locally and abroad. This size of this segment is about 719,000 people.
The generation of social change Age band 45-54
This sector comprises an important but relatively small percentage of total travellers leaving Finland. They are more likely to stay at top quality hotels and their spending per capita is much higher than for pleasure travellers. This segment is typical of people who are both upper middle and lower middle class. They are people who are couples and sometimes single and who have no children or the children have grown up and flown the nest. They have more income and are active and usually take holidays abroad. The segment size of this group is about 498,000.

Seniors Age band 65 and over
About 16.7% of the population in Finland is 65 years old or over and with the high life expectancy this figure is expected to keep on rising. Whatever problems this may pose in terms of welfare and care for the travel industry the problem is how best to attract this group. This is a sizable affluent and flexible group whose key concerns are health and safety.

4.1.4 CURRENT POSITIONING OF ZAMBIA IN FINLAND
An understanding of ZNTB’s current position of Zambia’s tourism in the Finnish travel and tourism market is a pre-requisite for being able to understand how ZNTB should work with positioning within the adventure segments in Finland. To gain this knowledge we have used interviews with staff at ZNTB as well as internal ZNTB materials. We also obtained the views and opinions of some members of the AFTA. The interview with personnel from ZNTB was held in Helsinki in January 2007 during the Nordic Tourism fair. As part of our aim of this study the staff were asked to explain the key aims of positioning Zambia as a tourist destination. The respondents replied that the ZNTB and the Zambian government’s aim was to position the country as an internationally competitive tourist destination. This is being pursued within the context of creating a niche tourist destination of choice for mainstream tourists from North America, Europe and Africans in the Diaspora from around the world, overseas resident Zambians, other Africans and other mainstream afro centric world tourists.
Overall, it was clear from the respondents that the country is positioned as a middle class tourist destination. In order to achieve the positioning aims ZNTB encourages research aimed at studying the behaviours of the target populations and means of positioning the country as a tourist destination. This is intended to help formulate pertinent positioning objectives. There is a large body of work in literature that supports operationalisation of the positioning concept. The three positioning objectives i.e. functional, symbolic and experimental were assessed with the interviewees. From the interview it became apparent that ZNTB’s positioning objectives that emanates from the aim are geared towards working out ways to identify what works and what doesn’t work for us through our on-going efforts i.e. functional related issues. According to the Managing Director Ms Charity Lumpa at ZNTB, positioning objectives should be linked to issues concerning the identification of tourist attractions, on-going inspection of hospitality sites to meet defined specifications. However, the difficulty of achieving the objectives was evidenced in her comments when she complained about the lack of sufficient funds for any meaningful positioning and general marketing activities. It is suggested in marketing literature that tourism should be advertised and promoted in the target audiences’ media to ensure the achievements of positioning objectives. From the interviews we observed that currently advertising and promotion in the Finnish media are not done and positioning is not clear.

It was therefore clear to us that lack of resources was one of the main stumbling blocks hampering the effective positioning of the country as a tourist destination. As hinted by one of the staff at ZNTB, “our sole problem is finance, we are ready to do a good job but we have a very low budget”. In fact the general consensus of most of the respondents mentioned the lack of expertise and meagre budget as a major set back in implementing various marketing communication programs (e.g. below and above the line advertising/promotions) and which is adversely affecting the positioning aims and objectives. With regards to positioning activities, it was found from the interviewees that currently the country relies on word of mouth promotion and below the line promotional tactics (e.g. attendance at trade fairs and exhibitions, promotional pamphlets, leaflets and brochures, although our investigations revealed
the lack of such promotional activities. This raises the question of lack of congruence between presumed and actual practices.

Having discussed the objectives, the next phase of the interview was the determination of the specific positioning strategies that are consistent with the objectives. The overall agreement by the respondents was that tourism in Zambia had the potential to grow. However, it was clear from the interviews and observations that not only are the positioning strategies ambiguous, but there appears to be inadequate marketing skills within the ZNTB. The latter is compounded by budget constraints, which collectively are hampering the efforts of the ZNTB to position the country as a tourist destination effectively. Accordingly, we observed that the positioning strategies are not structured. Nevertheless, observations and interactions with the staff from ZNTB showed enthusiasm in the deliberations with an overall vision and yearn for achieving the positioning goals of the country as a tourist destination. It become apparent from the interviews that positioning activities are being realised through the attempts to pursue key strategies including service, selectivity, attractiveness, reliability, manpower development, quality control, environmental preservation and sustainable development.

Furthermore, we had the opportunity to discuss with some members from the AFTA. We believed that they would be able to give us an insight on how they felt Zambia was doing as far as positioning in the Finnish travel and tourism market. Unfortunately, it was the position of members of AFTA that Zambia’s position in the Finnish market was obscure and rather confusing. They continued that Zambia’s position in the Finnish travellers minds was unsatisfactory. We noticed that although ZNTB claims to be pursuing objective positioning strategies, there appears to be limited effort at reaching customers in Finland. Consequently, there is no well-defined position in the minds of the Finnish tourist travellers. With regards to positioning activities, we found that ZNTB mainly relies on word of mouth promotion mainly done by Finns who have either worked in Zambia or have a Zambian spouse. Below the line promotional activities currently claimed as being in use are attendances at trade fairs, pamphlets, leaflets, CD-ROMs, and brochures. However, our investigations revealed that these were lacking in Finland.
4.2 OVERVIEW OF FINLAND

Finland is one of the Nordic countries of Northern Europe. Its capital city Helsinki is northernmost national capital on European continent; with a population of about 500,000 inhabitants concentrated on small southwestern coastal plain. There are two official languages in Finland Finnish and Swedish. However, nowadays many young Finns also speak quite many other foreign languages of which English is the most popular. Finland is bordered by Sweden, Norway and Russia. The country has a land area of 338,144 sq km and a population of about 5.27 million (Finnish population Centre, 2006). Finland gained independence from the Soviet Union on 6th December 1917. Finland has an industrial economy based on abundant forest resources, capital investments, and high technology. The Finnish economy has made enormous strides since the severe recession of the early 1990s. It is considered one of the best performing economies in the European Union and Europe. According to the Ministry of Finance (2006) in Finland GDP is EUR 157.4 billion, real GDP growth rate is 2.9 percent, the inflation rate is 0.9 percent and the GDP per capita income is EUR 30,005 respectively. Unemployment in Finland has dropped significantly and is estimated to be 8.4 percent in 2006. As a member of the European Union, Finland was the only Nordic state to join the euro system at its initiation in January 1999. The Finnish populations register centre claims that there have been substantial demographic changes in Finland. They indicate that this is due to low birth rates 10.45/1000 (2006 est.), and improving health care.

<table>
<thead>
<tr>
<th>Age group</th>
<th>Percentage in population</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 14 years</td>
<td>17 % (Male 1455,420), (Female 438,719)</td>
</tr>
<tr>
<td>15 - 64 years</td>
<td>66.7 % (Male 1,766,674), (Female 1,724,858)</td>
</tr>
<tr>
<td>65 years and over</td>
<td>16.2% (Male 337,257), (Female 508,444)</td>
</tr>
</tbody>
</table>

Table 3: Age structures in Finland

4.2.1 MARKET TRENDS

Finland is a prime candidate for outbound tourism and travel due to the cold climate and long winters, combined with high per capita wealth and spending power. The country is known to be egalitarian, with relatively equal distribution of wealth and incomes. Thus outbound travel is easily affordable and within reach of practically all classes of the society. For instance in 2005, Finns aged between 15-74 years made around 6.3 million trips abroad of which 5 million were leisure trips. Almost 80 percent of all leisure trip departures (mostly package tours) were to European destinations. Business travel was 17 percent of the total outbound travel (FTB, 2006).

Summer is the high season for both the domestic and outbound travel. About 40 percent of the foreign travel takes place in June, July and August. Bookings are typically made four to six months in advance however lead times are becoming shorter. Visiting friends and relatives is usually the most important reason for choosing a domestic destination and sun and sand, city destinations and adventure for outbound travel. However, the trend is that more travellers are looking for individual packages and are interested in various activities such as local culture, nature and sports. While many Finns choose packages a fast growing number of Finns are moving to more individual travel. About 25-30 percent of travellers are purchasing airfare only and making other travel arrangements on their own. Normally Finns enjoy a four-week summer vacation and a one-week winter vacation. Therefore, travel abroad is spread throughout the year. The busiest long haul travel period is June-October, June, July, and August are the most popular months for leisure travel. September-October and April-May in the spring are the so-called mid seasons.

Four trends have been particularly important for Finnish holidaymaker in recent years. Firstly, there is growing trend for alternative forms of tourism. For example nature based holiday, eco-tourism, cultural holiday, and activity holiday. In short haul travel, consumers are increasingly moving towards independent options, particularly driven by low cost carriers, operators and agencies are beginning to
develop modular and customised packages, also for long haul destinations in part driven by demand, in part by higher margins, more so than other European markets packages and independent travel are increasingly sold in trip type categories as opposed to geographic. Finnish travel to Zambia has mainly been by independent travellers and has traditionally and certainly been influenced by visiting friends and relatives and business travel.

4.2.2 INDUSTRY STRUCTURE

The tour-operating sector is characterised by a very small number of large tour operators (in terms of volume carried) and a large number of very small and specialised niche operators. There are 355 IATA (International Air Transport Association) sales offices/agencies in Finland, the majority of them being small. The number of travel agencies in Finland is over 400 (members of the Association of Finnish Travel Agents). Furthermore, there are also several tour operators. The majors operators are Aurinko Matkat or Suntours, Matkavekka, Matkapojat, Kaleva Matkat, töölonmatkatoimisto, Finnmatkat and Fritidsresor. For instance Aurinkomatkat provides packaged tours and offers leisure resorts, sightseeing and sport tours.

The integration of various sectors of the tourism industry (transport, accommodation, catering and entertainment), make this industry an obvious target for corporate concentration. The main trends in the industry are economies of scale and vertical integration. Through these strategies tour-operators can achieve enormous buying power and considerable control over the supply and distribution of their products main areas. Firstly, horizontal integration provides the opportunity for economies of scale; secondly, from vertical integration the ability to control and develop inputs and markets more closely; and thirdly, diagonal integration the chance to use existing differential advantages to operate profitably in related fields. Integration and consolidation among the large players have also strongly influenced the way in which niche operators’ design and market their products.
4.2.3 DISTRIBUTION CHANNELS

Travel agents have traditionally played an important intermediary role in the Finnish tourism industry. However, it can now be argued that the improvements in information technology e.g. the Internet are changing the ways in which tour operators communicate with consumers. New technologies are also influencing the way in which consumers deal directly with suppliers and consequently the consumers’ reliance on intermediaries such as tour operators and travel agents. When buying travel there are a number of distribution channels available to Finnish consumers. Quite often, they will research and book their trip using a combination of traditional distribution partners and online options. The structure and function of distribution channels in this market are as follows:

**Travel agents:** Travel agents have traditionally been the main distribution channels for package holiday. Their role has been to sell the product put together by a tour operator. To most Finnish consumers, travel agents offer convenient sales outlets, travel advice and information. The vast majority of package holidays in Finland are distributed using either integrated or independent travel agents.

**On-line sales:** Internet usage in the travel sector is growing quite significantly. The majority of operators print their brochures every two years and they rely heavily on the Internet’s ability to provide current product, rates and specials. The vast majority of operators in Finland devotes sizeable resources to their individual websites and regards it as an integral part of their business. Consumers are increasingly likely to research online and the trend is increasing with internet booking for both short and long haul destinations. According to the Finnish Tourist Board (2006), two of the main reasons for the high percentage of online bookings in Finland are the high level of internet penetration among Finnish consumers, and the discounts offered by agents for purchase made online.
4.2.4 FINNISH PERCEPTION AND KNOWLEDGE OF ZAMBIA’S TOURISM

Tourism is a very competitive business. This is because many tourist destinations are competing to attract tourists to their destination. In order to achieve this a tourist destination needs to be known if tourists are to go there. To gain an insight on how much information was known about Zambian tourism by our Finnish interviewees the respondents were asked to state in which part of Africa Zambia was located. Majority of the respondents replied that Zambia was located somewhere in Africa but only a handful could say exactly where in Africa. Those that responded in the affirmative mentioned also that Zambia was near to Zimbabwe and South Africa. Others thought Zambia was in West Africa. An important finding from this question was that those that responded that Zambia was in West Africa were actually confusing Zambia for Gambia the West Africa country which has a similar name.

We further asked the respondents to what they knew about Zambia’s tourism and its offerings. All the respondents mentioned that they knew about the Victoria Falls. This was not surprising as the Victoria Falls is Zambia’s most well known tourism icon. We noticed that all our respondents seemed to know more about the Victoria Falls than about Zambia. We further enquired from the respondents to mention any other activities that they thought are available in Zambia. Almost all the respondents mentioned wildlife and game viewing. They contended that African countries were known to provide such activities. However, they further stated that fishing, hiking and hunting were also common features in African tourism. The respondents were also asked to give their opinion of Zambia as a tourist destination. The respondents mentioned that they wouldn’t give an accurate picture of Zambia as they had little knowledge about the country. They continued that however, nowadays they recommend to their members to visit countries were it was safe. The same question was asked to members of the AFTA. They respondent by stating that Zambia was an expensive destination as they were no direct flights from Finland and connecting on several airlines made travelling quite expensive. They also complained about the expensive tourism packages offered by some Zambian tourism operators. They mentioned that unlike some other African countries Zambia’s tourism packages were bundled making it expensive for majority of the tourists to afford. They suggested
unbundling the packages as a solution. Furthermore, they suggested that Zambia was perceived as not being safe as it is considered to be near the conflict areas in Democratic Republic of Congo. Another source of concern was the current political impasse in neighbouring Zimbabwe which many feel has indirectly affected Zambia since the two countries have a border on which is located the Victoria Falls. The members of the AFTA were also asked to state their opinion on Zambia’s position in the minds of the Finnish travellers. They responded that in their opinion the position of Zambia in most Finns was unsatisfactory. They went on further to state that apart from the Victoria Falls there no images of Zambia that are strong and recognisable to the Finns. There also seems to be some confusion of perceptions between various countries and destinations in Africa, although the feeling is that this will change as more people get the chance to travel. The members of AFTA were asked if they thought that the marketing of Zambia in Finland was adequate and how if they had received any promotional materials from ZNTB. They responded that there have been no marketing or promotion events in Finland. This has greatly contributed to the ignorance about Zambia’s tourism attractions. They mentioned that only recently have they seen efforts to change this with the participation of ZNTB at the last two Nordic tourism fairs in Helsinki.

When asked to suggest how they felt this situation and knowledge about Zambia and its diverse tourism attractions could be improved in Finland. The interviewees responded by stating that there was a language barrier when promotion materials were issued in English. For example, The Zambia National Tourist Board website is has information only in English and French, all the brochures and other publication about Zambia’s tourism are also in only in English. As a result Finnish tourists, have no access to information about Zambia and it tourism potential. They suggested that one way of getting around this problem and help improve awareness of Zambia’s tourism in Finland would be to have promotion materials like brochures in the language of the market e.g. in Finnish. Funds permitting a website with information in Finnish to target Finnish tourists could be developed. Finally, some respondents were concerned about the quality of the service as service is a very important for Finns and in Zambia service is perceived as being just adequate or weak in most sectors. The general cleanliness of the surroundings was also another negative factor
mentioned as they contended that such images do little to attract tourists. The respondents also raised issues of safety and security for tourists. They contended that most Finns perceive their own country as being safe, and are therefore very anxious about travelling abroad. For example the number of travellers to Zimbabwe has dropped dramatically after the political situation prevailing there. Furthermore, Zambia is perceived as not being safe as it is considered to be near the conflict areas in Democratic Republic of Congo. Another source of concern for Finnish tourists has been the current political impasse in neighbouring Zimbabwe which many feel has indirectly affected Zambia since the two countries have a border on which is located the Victoria Falls.

4.3 SUMMARY OF THE EMPIRICAL EVIDENCE

There have been considerable improvements in the tourism industry in Zambia. The new enthusiasm to develop and market Zambia as a tourist destination has received improved government support in view of the realisation of the economic and social benefits of tourism. Not so long ago the tourism industry in Zambia was considered as part of the social sector and thus little development or marketing of tourism was ever carried out until early in the 1990’s when tourism in Zambia received new recognition as a contributor to Gross Domestic Product, poverty alleviation through job creation. However, for tourism to contribute effectively, the Zambian government realised that there had to be an enabling environment for private sector participation, environmentally sustainable growth and good governance. As a result the government put in place a three key policy framework that emphasised private sector driven development vis-à-vis that the private sector will take the lead in the development of tourism initiatives and the implementation of investment plans with assistance from the Ministry of Tourism, Environment and Natural Resources. To support these policy objectives the government passed laws introducing specific organisations to implement the marketing objectives. For example it setup the Zambia National Tourist Board a representative of public and private entities to lead and coordinate the marketing of the country as a tourism destination.

The Zambia National Tourist Board is also the official tourism-marketing organisation of Zambia. The board market across the world focusing on three groups
of travellers; international leisure travellers, domestic and regional travellers and business travellers. ZNTB also plays the complementary role of marketing efforts of individual organisations e.g. mainly small commercial enterprises involved in providing tourism products and services. However, although ZNTB plays the role of a promoter and facilitator in marketing of Zambia as a tourism destination in practice their marketing role is narrower. For example they are not involved in the creation of specific products, in pricing and delivery of the products or the quality of the products and services provided.

ZNTB markets Zambia under the brand name “Zambia the Real Africa”. This is given by the Zambia’s tourism product, which is described as adventure based. One of ZNTB’s principal responsibility is to lead and coordinate marketing of Zambia as a tourism destination. This is facilitated through its representative offices in the principle markets. Promotional efforts in long haul markets such as Europe and America are currently targeted to ensure that Zambia maintained its image as a tourism destination. Promotion involves participation in trade fairs, tourism exhibitions, the World Wide Web, brochures depicting scenery of Zambia tourism attractions, CD-ROM’s, press releases, news media e.g. adverts on CNN and other news media.

As for positioning ZNTB strive to position Zambia as a country were one can enjoy exceptional wildlife and adventure. This is being pursued within the context of creating a niche tourist destination of choice for mainstream tourists. The aim of positioning of Zambia, as a tourist destination is one built on an integrated approach encompassing hospitality, friendliness, tourist personal safety and political stability in the country.

However, the growth of Zambia’s tourism is constrained by several factors. For example, underdeveloped road and rail network, airports/airstrips, telecommunications facilities, inadequate marketing for tourism due to limited resources, poor programme implementation, lack of a qualified workforce in the tourism industry, inadequate product development, lack of institutional incentives and Zambia is considered a high cost destination. Although the tourism industry of
Zambia is constrained by many factors the industry can best be assessed with a SWOT analysis. Zambia’s tourism product strengths lie in the Victoria Falls a must see tourist attraction of Africa, the heritage town of Livingstone, wildlife attractions, top quality adventure products, rich cultural heritage, friendly people and Zambia is a fairly politically stable country. Given the above strengths Zambia’s tourism product faces the following weaknesses: Zambia has no national carrier and is serviced mainly only by British Airways, poor domestic air network, road conditions in tourist places are poor, hospitality standards are generally poor or inadequate, no distinctive image of Zambia in potential tourist minds, inadequate promotional materials and resources. The opportunities include cooperative marketing with other countries in the sub-region, the use of the internet as an information distribution system in developed markets, there is a growing interest in adventure tourism in main markets. Zambia’s tourism threats comprise an actual perception of civil disturbance, reduction of wildlife due to poaching, fear of health and security by tourists; punitive visa fees for tourists deter potential visitors.

Due the changing demographics in most tourists generating countries Zambia’s tourism is likely to be affected by the aging population in these markets. This is because the profile of Zambia’s tourist visitors of age between 20 and 44 is slowly entering the aging population. All in all the Zambian tourism industry has achieved remarkable growth in the last ten years. Foreign tourist arrivals grew from 159,217 in 1995 to 577, 515 in 2003. This represented a growth of about 2.2 percent and Zambia’s market share in the region grew to 14.9 percent. This phenomenal growth can be attributed to the development of tourist accommodation on the Zambian side of the Victoria Falls. The region that drove the greatest numerical increase in tourism was Africa followed by Europe, America and Asia. The increase from Africa was largely driven by tourists from South Africa. The growth from Europe was led by the United Kingdom with whom Zambia has historic ties with and the route is frequently serviced by British Airways. Most of the international visitors to Zambia visit either as business travellers or on holiday to visit family and friends.
5 ANALYSIS

The structure of the analysis is based on the different theoretical contributions that we have used in this thesis. They will provide a foundation for our conclusions, where our findings are put in context with our research problems.

5.1 MARKETING COMMUNICATION

It is evident from our findings that there seems to be no marketing communication strategy by ZNTB for Finland. An analysis of ZNTB’s current marketing approaches reveals that no programmes have been designed to serve the Finnish travel and tourism market. Our findings also show that a lot of promotion effort has been concentrated on awareness and promotions in tourism generating countries were ZNTB has a physical presence. In Finland were they don’t have a physical presence it is clear to us that no marketing communication or promotion activities have taken place in the last few years. Apart from two attendances and exhibitions at the 2005 and 2006 Nordic Travel and Tourism Fair held in Helsinki, there is really nothing to show in terms of attempts to build awareness. Dibb et al (2001) and Fill (1999) contend awareness building or enhancement is a continuous process and any lapses will make consumer attention go to other competing destinations.

However, one of the contributing reasons to the lack of awareness and marketing communication effort by ZNTB has been that the organisation is faced with severe financial constraints, which make efforts towards achieving marketing and promotion objectives unattainable. Consequently, Zambia National Tourist Board has forced to be selective in target markets and the use of communication mix tools. While recognising resource constraints, it must be also stated that tourism is one of the most competitive industries in the world. It is therefore very important that ZNTB spend more time on marketing their destination. Swarbrooke et al, (2003) and Lumsdon (1997) have emphasised that promotion is a very useful tool for attracting or increasing awareness in tourism marketing. To ensure that the tourism product or destination is recognised by the public, they advise that there is need by tourism organisations to spend considerable time focusing on marketing and in particular
promotion. To achieve promotion objectives, Holm (2006), posits that there are many tactics at the marketer’s disposal when using the elements of the communications mix in order to maximise the impact of the communications activities. A basic taxonomy of promotional tools is the four-way division into advertising, public relations, sales promotion and personal selling. Traditionally, the tools of marketing communications are around 12-20. Collectively, these are referred to as the promotional mix. However, each element of the promotion mix has different capacities to communicate and to achieve different objectives. The elements of the promotion mix are supplemented by one of the most effective forms of marketing communication, word of mouth recommendation. Word of mouth recommendation is one of the most powerful marketing communication tools and if an organisation can develop a programme to harness and accelerate the use of personal recommendation effectively, the more likely it will be that the marketing communication programme will be successful. We present below an analysis of useful tools for building and enhancing awareness and outline their advantages and related costs. This analysis is given in view of the financial constraints faced by ZNTB. We believe that these tools would still useful even with limited financial capacity. Although theory (e.g. Middleton & Clarke, 2001) recommends that an effective communication strategy require the use of a combination of all the elements of the communication mix, this advice is simply not followed given that so far only awareness through exhibitions has so far been carried out for two years consecutively.

5.2 POSITIONING

In this sub-chapter a closer look at the positioning of Zambia in the minds of the Finnish travel market is analysed. We also examine the empirical evidence and apply it in terms of the theoretical references from which an examination and clarification of the empirical findings can be deduced. Kotler & Armstrong (2003), point out that in addition to marketing and promotion another effective tool in tourism marketing is positioning. Also, Blankson et al 2004 postulates that there is evidence in literature that strongly supports the identification of a positioning aim as the first key stage in the systematic process of the management of the concept of positioning. According to the literature, the actual positioning aim is set within the context of becoming a
market leader, becoming highly competitive in the market, aiming at a certain profitable segment of the market, and or exploring the market with a view of challenging a competitor or the market leader.

According to Blankson et al (2004) a company should segment the markets and thereafter decide what type of customers the company wants to target in the segments and create a positioning strategy. However, as we have observed in the empirical evidence, no efforts to segment the Finnish market have been made. Thus it is initially important to carry out this procedure in order to know the segments to target. We feel that the positioning strategy must coincide with other activities in the organisation or what the product promises to deliver. In order to create Zambia’s wished position in the minds of the Finnish Travel market; marketing and sales activities must support the wished position. Zambia National Tourist Board has an outspoken aim to create a position in the minds of Finnish travel market as Zambia being a place were one can enjoy exceptional wildlife, peace and tranquillity. In order to achieve this position, marketing and sales activities must again be adjusted according to this positioning objective.

Blankson et al (2004) in their influential writings offer us three requirements for creating effective positioning: uniqueness, desirability and believability. They argue that the product must offer uniqueness, be desirable to the targets and it must be believable. In the Finnish Travel market, our interviews with members of the AFTA, our finding show that there is no well-defined position in the minds of the Finnish customers. Zambia has a chance to use to its advantage its record of peace, tourist safety to create a position in the minds of the Finnish customers. It is in these areas that Zambia has its uniqueness in its position compared to its competitors. With regards positioning activities, our findings indicate that currently the country relies on word of mouth promotion and below the line promotional tactics e.g. attendance at trade fairs and exhibitions, promotional pamphlets, leaflets and brochures although our observations revealed the lack of such promotional activities. This raises the question of lack of congruence between presumed and actual practices. The latter, invariably supports the concerns regarding the ambiguity about Zambia’s tourism positioning. Overall, it is quite clear from our findings that not only are the
positioning strategies ambiguous, but there appears to be inadequate marketing skills within the Zambia National Tourist Board. Our final observation is that positioning strategies are not structured.

5.3 SUMMARY OF THE ANALYSIS

ZNTB has no marketing communication strategy for Finland. This can be observed from the two travel fairs the organisation has participated in Helsinki, Finland. Our findings shows that a lot of promotion effort has been in countries were ZNTB has offices. This lack of awareness and marketing communication effort by ZNTB in Finland has been due to not having physical premises and financial constraints.

A closer look at the positioning of Zambia in the minds of the Finnish travel market is analysed. The analysis looks at the empirical evidence and applies it in terms of the theoretical references from which an examination and clarification of the empirical findings can be deduced.

Overall, it is quite clear from our findings that not only are positioning strategies ambiguous, but there appears to be inadequate marketing skills within the Zambia National Tourist Board. The positioning strategies for ZNTB are not well structured as can be observed from our findings.
6 CONCLUSIONS

This chapter will summarise the findings of the study and present applications for them in bringing awareness of Zambia's tourism attraction to Finland. Furthermore, implications of the findings will be discussed.

Tourism is one of the major industries in the world today, attracting sometimes much-needed foreign exchange, and stimulating economic development in industries from hospitality, construction, property development, transportation, and retail, to a mass of spin-off small business areas such as currency exchange, restaurants and bars, and tour operations. In Africa, South Africa, Kenya and Tanzania remain the "stars" of the African tourism destinations, but competition is getting high as other African countries move to increase their recognition as tourist destinations. In today's world the visitor is looking for much more than a scenic, friendly destination. They want to visit a place that offers them unique experiences, must see attractions and high quality amenities and services, something different that they can not get elsewhere.

It is important however, to note that for a destination to be recognised by potential tourist there is a need for consistent efforts in marketing communication. Most importantly considerable time must be spent on promoting the destination. Formal advertising and promotion of Zambia as a tourist destination in Finland can have an effect. If that image is unfocused or not clear, the destination will have difficulty competing with images created by competing countries such as South Africa, Kenya and Tanzania. Advertising, public relations and promotion must complement informal information obtained through word of mouth and personal recommendations, by either building upon the latter or correcting negative perceptions that may be incorrect. In tourism, while factors such as cost of travel, convenience, and quality of facilities are important, the strongest motivator is image. ZNTB can put Zambia’s image as a tourist destination on the Finnish tourist-shopping list and creates an emotional appeal, which will enhance Zambia's chances of being chosen over others.
However, our study brings us the question of improving awareness and positioning of Zambia in the Finnish Tourism market. We concluded that there is very little awareness of Zambia’s tourism potential amongst Finns and its position is nonexistent in the minds of Finns as one of Southern Africa tourist destination. Therefore, ZNTB should develop a strong image for Zambia’s tourism through a carefully planned marketing communication strategy. The strategy can either be a pull strategy or a push strategy. Above all there must be a thorough understanding of Finnish tourists needs and the success of such a strategy will depend on how the perceptions of consumers can be encouraged to believe that Zambia’s tourism destination is different and better than its competitors.

Furthermore, the study established lack of marketing strategy for the Finnish tourism market as observed from the two travel fairs in which ZNTB participated. Exhibiting in the Finnish Travel fair meant attracting majority of prospective tourist and the lack of literature about the Zambia’s tourism in the local language displayed failure in understanding the target audience. Exhibiting at the Finnish Travel fair would have allowed a larger audience of both prospecting and existing tourist to learn more about Zambia’s tourism had it been in the local language. This would have intern boosted Zambia’s tourism image in Finland and gained position as one of the potential tourist destination in Southern Africa.

7 RECOMMENDATIONS

We present in this chapter our recommendations based on the theoretical framework, analysis of the empirical data. In the case of ZNTB two communication strategies are necessary - pull strategy to be able to communicate and reach consumers and the push strategy to be able to communicate and reach businesses e.g. travel agents, associations and tour operators.

7.1 RESEARCH QUESTION 1

How can ZNTB acting as a national tourism authority improve the awareness and visibility of Zambia’s tourism attractions in Finland?
A pull strategy will be required to achieve awareness levels in the target audience and to reposition the country as a premier tourist destination in Southern Africa. Such credibility can be enhanced with the use of suitable endorsers to assist cognitive processing, which is most likely to be via the peripheral route. A strategy to utilise significant opinion leaders will be necessary. Zambia National Tourist Board should use the following tools of the promotional mix to support the pull strategy in order to reach Finnish tourists: advertising, public relations, direct marketing and the use of the Internet. However, promotional literature should also be in the Finnish language.

TARGET MARKET/SEGMENTS

Recognising the constraints of resources, Zambia needs to be selective in its target segments and should therefore focus upon relatively small number of key segments areas of the Finnish Tourism Market. For example there are several adventure activity organisations, which may find an interest in the tourism product that Zambia has to offer. These could be targeted as specialist niches, for example hunting, bird watching, safaris etc. Within these segments, the focus should be upon middle aged groups, post children in the family cycle and in the higher socioeconomic groups (particularly for the wildlife experiences and general sightseeing).

PENETRATING THE MARKETS/SEGMENTS

Reaching the above markets, especially wildlife and adventure niches or segments, is a matter of personal contact. In particular, contact could be in the areas of specialist operators, careful database management, highly targeted sales efforts and promotions and also good publicity. Feature articles in general interest newspapers and magazines are often very beneficial in confirming the opinions of specialist magazines in the Finnish Media. A general magazine conveys an independence and authority, which the specialist magazine is not able to do. In these specialist segments in Finland, there seems to be a need for more feature articles in general magazines/newspapers in order to raise awareness of the quality of the product in Zambia and indeed its product leadership.


7.3 RESEARCH QUESTION 2

*How is Zambia positioned in Finland as a tourism destination in Southern Africa?*

At the heart of the positioning strategy of Zambia is a strategy that seeks to distinguish Zambia from the rest of the competitors in the market place. This means that the country must examine its opportunities and, in other words of Kotler (2001) take a position in the market. This requires not just creating a positive image in the customer’s mind, but perhaps also a symbol to dramatise its personality in a distinctive way must be developed. For Zambia the message is quite simple: to continue to position itself as the “real Africa” where one can enjoy exceptional wildlife, wilderness and adventure experiences, one of which is to visit the Livingstone’s heritage and must see Victoria Falls. This positioning statement supports the kind of tourism product Zambia has to offer. Furthermore, objective positioning could become useful for Zambia. Objective positioning is usually concerned with what actually exists and is useful if a destination has some unique feature. That feature could be used to objectively position the destination, to create an image, and to differentiate it from the competition. For example, the Victoria Falls is one of the seven natural wonders of the world and a must see tourist attraction of Africa. The Victoria Falls could be used as a unique feature around which Zambia’s diverse tourism attractions could be positioned.
REFERENCES


Websites & List of People Interviewed.

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Charity Lumpa, Managing Director Zambia National Tourist Board.
Beauty Chengela, Project coordinator, Zambia National Tourist Board
Donald Pelekamoyo, Manager Europe and Scandinavia, Zambia National Tourist Board.
Yvette Hayama, Tourism Secretary Embassy of Zambia, Sweden
Jussi Pekkala, Suomi-Matka
Jarkkoi Siivonen, Manager Finnish Tourist Board
Seppo Hakkinen, Sales and Marketing Manager Pop Travel
Petteri Makinen, Manager Myjet travel
Kaisa Seppala, Suomi Metsa
Veikko Holappa, Suomi Luonto ry
Mika Koivonen, Suomi Lintu ry
Jari Nopanen, Kittila ry
Pekka Niemi, Matkavekka
Pauli Niemela, Africa safaris
Mikko Palometsa, Rovaniemni seura ry
Jari Seppanen, Big Game Hunters ry, Vantaa
Anu Jokela, Sales assistant, Matkatoimisto, Helsinki
Petri Nopanen, Sales Manager Pop Travel
APPENDICES

APPENDIX A. LONG INTERVIEW PROTOCOL SHEET FOR STAFF AT ZAMBIA NATIONAL TOURIST BOARD

1. What are the ZNTB’s key aims for positioning Zambia as a tourist destination?
2. How does Zambia National Tourist Board aim to position Zambia as the tourist destination?
3. How is this being pursued?
4. Following to my question above what are the strategies employed to achieve the positioning objectives?
5. What communication channels are being used to pursue the positioning objectives?
6. In your opinion does ZNTB meet the requirements for positioning?
7. If so or not how do you achieve this?
8. Following from my first question, please elaborate on the aims from ZNTB perspective.
9. Looking more specifically at positioning the country as a tourist destination, what are the objectives earmarked to achieve the aims?
10. Please discuss what you think is the future for positioning Zambia as a destination
APPENDIX B. INTERVIEW PROTOCOL SHEET FOR MEMBERS OF ADVENTURE CLUBS AND AFTA

1. In which part of Africa is Zambia located?
2. Following your answer in question one could you mention at least two of Zambia’s neighbours.
3. What do you know about Zambia’s tourism and its offerings?
4. Zambia’s tourism is described as adventure tourism. What activities are available in Zambia?
5. Has you association received in the last year any marketing or promotional materials about Zambia?
6. Following your answer in question 5, would your association be interested in receiving marketing or promotional materials about Zambia’s tourism and offerings? Could you give your general opinion about Zambia as a tourist destination?
7. How do you think Zambia is positioned in Finland?