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Factors that lead to a successful TQM implementation: a Case Study on the Zambian Tourism Industry

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The purpose of this thesis is to identify the factors that lead to a successful TQM implementation on the operational and organizational performance of the Zambian tourism industry. For our data collection, we used phone interviews and documentation. The data was analysed using inductive reasoning approach. In order to gain a better understanding of our purpose, we chose a qualitative approach that enabled us to obtain more in-depth information.

Total Quality Management is a corporate business management philosophy which recognises that customer needs and business goals are inseparable. It is applicable within both industry and commerce. TQM ensures maximum effectiveness and efficiency within a business and secures commercial leadership by putting in place processes and systems which will promote excellence prevent errors and ensure that every aspect of the business is aligned to customer needs and the advancement of business goals without duplication or waste of effort.

 The TQM factors revealed by the study were the quality practices of the top management, employee involvement in the quality management system, customer focus, process and data quality management and quality tools and techniques implementation. According to the findings, these factors significantly affect the companies' performance with respect to their internal procedures, customers, market share and the natural and social environment.

The subjective data was dependent on the perceptions of quality from Tourism Organisations' point of view and the fact that the sample organisations came from small tourism enterprises constitute the limitations.

From the findings, it is evident that not much has been done in the Zambian tourism industry in relation to TQM. There is a need to improve infrastructure as well as transport networks to the remote areas. A clear lack of a quality policy formulation and a lack of funding have adversely affected marketing efforts. In addition to this, low wages and a bureaucratic system have contributed to a lack of motivation for employees. There is also a lack of training facilities leading to un-skilled labour in the industry and Zambia was also found to be an expensive tourist destination.
This thesis describes reliable and valid TQM factors and a way for the Zambian Tourism industry to lay the foundations for business performance improvement and henceforth revealing that the key influencers of TQM implementation in the tourism industry are customer centred advancements and top management's support.

LAUREA-AMMATTIKORKEAKOULU　　　　　　　**Tiivistelmä**
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**Tekijät, jotka johtavat menestyksekkääseen Total Quality Management (TQM) toteutuk-
seen matkailualalla Sambiassa.**

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Tämän opinnäytetyön tarkoituksena on tunnistaa tekijät, jotka johtavat menestyksekkääseen
Total Quality Management -strategian (TQM) toteutukseen operationaalisella ja organisatorisella
tasolla matkailualalla Sambiassa. Olemme keränneet tietoa opinnäytetyöhömme puhelinhaastat-
teluiden ja asiakirjojen avulla. Aineiston analysointimenetelmänä on käytetty induktiivista päät-
telyä. Syvällisemmän tiedon saavuttamiseksi olemme valinneet kvalitatiivisen lähestymistavan.

Total Quality Management on yrityksen liikejohtamisen periaate, jossa tunnistetaan se, että asi-
akkaan tarpeita ja liiketaloudellisia tavoitteita ei voi irrottaa toisistaan. Periaate soveltuu sekä
teollisuuden että kaupan alalle. TQM takaa suurimman mahdollisen tehokkuuden ja hyödyn lii-
ketoiminnassa sekä takaa kaupallisen johtajuuden, kun käytetään toimintoja ja menetelmiä,
jotka edistävät ylivertaisuutta, estävät virheiden syntymistä ja takaavat, että kaikki liiketoimin-
nan näkökulmat ovat asiakkaan tarpeiden ja liiketoiminnan tavoitteiden mukaisia ilman voima-
varojen tuhlaamista.

Tutkimuksen osoittamat TQM-tekijät ovat ylimmän johdon laatukäytänteet, työntekijöiden osal-
listuminen laatujohtajuusjärjestelmään, asiakaskeskeisyys, tieto ja laatujohtamisen prosessi se-
kä laatuvälineiden ja -tekniikoiden käyttöönotto. Nämä tekijät vaikuttavat merkittävästi yritysten
tehokkuuteen koskien sisäisiä toimintatapoja, asiakkaita, markkinaosuutta sekä luonnollista ja
sosiaalista ympäristöä.

Subjektiivinen tieto on sen varassa, kuinka laatu havaitaan matkailuorganisaatioiden näkökul-
masta. Rajoituksia asettaa myös se, että otoksena olleet organisaatiot ovat pienistä matkailuyri-
tyksistä.

Havainnot osoittavat selvästi, että TQM-strategiaa ei ole hyödynnetty paljon matkailualalla
Sambiassa. Sambiassa on tarvetta parantaa infrastruktuuria sekä kuljettaa verkostoja syrjäisille
alueille. Selkeä puute laadullisten menettelytapojen muotoilussa sekä rahoituksessa on vaikut-
tanut haitallisesti markkinointipyrkimyksiin. Lisäksi matalat palkat ja byrokraattinen järjestelmä
ovat vaikuttaneet työntekijöiden motivaatioon haitallisesti. Myös koulutusmahdollisuudet ovat
puutteelliset, mikä johtaa epäammattitaitoiseen työvoimaan matkailualalla. Lisäksi Sambia on
kallis matkakohde.
Tämä tutkielma kuvaa luotettavia ja päteviä TQM-tekijöitä sekä menetelmän, jolla Sambian
matkailuala voi asettaa perusteet liiketoiminnan kehittämiselle, ja osoittaa, että merkittävät
TQM:n toteutuksen vaikuttajat matkailualalla ovat asiakaskeskeiset parannukset ja ylimmän
johdon tuki.

Asiasanat: Laatujohtaminen, Toteutukseen, Matkailu, Operationaalinen, organisatorinen.

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ANSI - The American National Standards Institute
ASQ - American Society for Quality
COQ - Cost of Quality
Dot - Department of Tourism
ECZ- Environmental Council of Zambia
EFQM - European Foundation for Quality Management
ENR - Environment and Natural Resources
GDP - Gross Domestic Product
HTTI - Hotel and Tourism Training Institute Trust
ISO – International Standards Organisation
IUOTO - International Union of Official Travel Organisations
LILOGHA - Livingstone Lodges and Guest House Association
MOT - Ministry of Tourism
MTENR - Ministry of Environment and Tourism
NHCC - National Heritage Conservation Commission
NMB - National Museum Board
PDCA - Plan, Do, Check, Act
SPC - Statistical Process Control
SERVQUAL - The Conceptual Model of Service Quality
TCZ - Tourism Council of Zambia
TDA - Tourist Destination Area
TQM – Total Quality Management
WTO - World Tourism Organisation
ZAWA - Zambia Wildlife Authority
ZDA - Zambia Development Agency
ZNTB – Zambia National Tourism Board
ZTB – Zambia Tourism Board

1 INTRODUCTION

This introductory chapter is divided into six subsections. First, a brief background to the study will be presented. Thereafter, the justification of the study, and then the problem discussion will be provided, which in turn will lead to the purpose and research questions. The limitations and sources will be given and finally, a thesis outline will be presented.

1.1 BACKGROUND

Globalization of market economies has urged corporations in all sectors to concentrate on maintaining a sustainable competitive edge, which is directly, related to the upkeep of quality - both in terms of services as well productivity. An effective model of such a vision of success is Total Quality Management (TQM henceforth), which is a management approach for an organization, centred on quality, based on the participation of all its members and aiming at long-term success through customer satisfaction, and benefits to all members of the organization and to society (ISO). It is the coordination of efforts directed at improving customer satisfaction, increasing employee participation, strengthening supplier partnerships, and facilitating an organisational atmosphere of continuous quality improvement (Pride, Hughes, and Kapoor 2009, 181). According to Oakland (1995), TQM is an approach to improving the competitiveness, effectiveness and flexibility of a whole organisation. It is essentially a way of planning, organising and understanding each activity, and depends on each individual at each level.

TQM requires that the company maintain this quality standard in all aspects of its business. This requires ensuring that things are done right the first time and that defects and waste are eliminated from operations. According to Dale (2003), changing the life-long behaviour, customs, practices and prejudices of an organization is not easy. Organisations committed to quality will strive continually to improve the quality of their goods or services, and they are committed to change, but in many cases they were intended to be stable and un-changing. Good reasons must exist either inside or outside the organisation to precipitate the process of change and get managers to recognise that they need to improve their business.

Business competition on a national and global scale is becoming fierce and excellence is the value required by the company to survive and grow in this competitive arena. According to Omachonu & Ross (2004) quality becomes an important solution to the objectives of business firms in achieving competitive advantage since all the strategies targeting the fulfilment of competitive advantage involve quality considerations.

Developed in a manufacturing environment it has shown the same attributes in administrative and service industries. The roots of Total Quality Management (TQM) can be traced back to early 1920s when statistical theory was first applied to product quality control. This concept was further developed in Japan in the 40s led by Americans, such as Deming, Juran and Feigenbaum. The focus widened from quality of products to quality of all issues within an organisation – the start of TQM. TQM is firmly established today thanks in large part to the pioneering work of W. Deming. Deming's influence is clearly evident in this list: Do it right the first time to eliminate cost rework; Listen to, and learn from, customers and employees; Make continuous improvement an everyday matter; Build teamwork, trust and mutual respect. (Marc, Herman, Karlien & Robert, 2006)

The discussions above bring us to the purpose for this thesis, which is to identify the factors that lead to a successful TQM Implementation on the operational and organizational performance of the Zambian tourism industry. Tourism is one of the most complex industries in the world. The supply of the tourist sector is a complex product that incorporates a number of services, quality of which is influenced by a great many factors (such as public safety and security, hygienic qualities of the destination, or the hospitality of inhabitants). Therefore, tourism (the sector offering the services) is unable to change all these directly, if anything it can be done indirectly. On account of this complexity, tourism has been the subject of many debates as to whether it is possible to consider it as one uniform industry or if its components (e.g. catering, accommodation or tour operating) should be seen as separate and individual ones.

1.2   *Concepts and Definitions*

TQM means different things to different people. What one considers part of TQM, the next disagrees. One question is always asked, is there an agreeable definition for the term TQM? TQM is a necessity. It is a journey. It will never end. It makes Japanese Industry a miracle. It is the way to survive and succeed. What does it entail then? TQM is the totally integrated effort of gain competitive advantage by continuously improving every facet of an organisation's activities. If we look at the meaning of each word, TQM can be defined as:

Total - Everyone associated with the company is involved in continuous improvement (including customers and suppliers if possible)

Quality - Customers, expressed and implied requirements are met fully,

Management - Executives are full committed. (Ho, 1999)

People define quality in many ways. Some think of quality as superiority or excellence, others view it as a lack of manufacturing or service defects, still others think of quality as related to product features or price. Today, most managers agree that the main reason to pursue quality is to satisfy customers. The American National Standards Institute (ANSI) and the American

Society for Quality (ASQ) defines quality as "the totality of features and characteristics of a product or service that bears on its ability to satisfy given needs." The view of quality as the satisfaction of customer needs is often called fitness for use. In the highly competitive markets, merely satisfying customer needs will not achieve success. To beat the competition, organizations often must exceed customer expectations. Thus, one of the most popular definitions of quality is meeting or exceeding customer expectations. (Evans, Dean, 2000)

Here are some definitions as taken from Flood (1993)
Deming defines quality as a predictable degree of uniformity and dependability, at low cost and suited the market.

Fitness for use – Juran

The minimum loss imparted by the product to society from the time the product is shipped to – Taguchi.

In its essence a way of managing the organization – Feigenbaum

Correcting and preventing loss, not living with loss – Hoshin

Conformance to requirements – Crosby

Quality means meeting customers' (agreed) requirements, formal and informal, at lower cost, first time, every time – Flood

Total Quality is a people-focused management system that aims at continual increase in customer satisfaction at continually lower real cost. TQ is a total system approach (not a separate area or program) and an integral part of high-level strategy; it works horizontally across functions and department, involves all employees, top to bottom, and extends backwards and forward to include the supply chain and the customer chain. TQ stresses learning and adaptation to continual change as keys to organizational success (Evans, Dean, 2000). Ross (1999) defines Total Quality Management as the integration of all functions and processes within an organization in order to achieve continuous improvement of the quality of goods and services. The goal is customer satisfaction. The chartered Management Institute gives the following definition as taken from Mulings (2007). TQM is a way of managing which gives everyone in the organization responsibility for delivering quality to the final customer; quality being described as 'fitness for purpose' or as 'delighting the customer'. TQM views each task in the organization as fundamentally a process which is in a customer/supply relationship with the

next process. The aim at each stage is to define and meet the customer's requirement with the aim of maximising the satisfaction of the final customer at the lowest possible cost.

The development of TQM can be traced to several people including Deming, Juran, and Crosby. TQM is a process and strategy that in certain situations can improve an organization's effectiveness and efficiency. TQM places responsibility for quality problems with management rather than the worker. A principal concept of TQM is the management of process variation, which seeks to identify special and common needs. The objective of TQM is the continual improvement of processes, achieved through a shift in focus from outcomes (or products) to the processes that produce them. TQM achieves its objectives through data collection and analysis, flow charts, cause and effect diagrams, and other tools, which are used to understand and improve processes.

The purpose of this thesis is to identify the factors that lead to a successful TQM implementation on the operational and organizational performance of the Zambian tourism industry. Merriam-Webster dictionary defines implementation as giving practical effect to and ensuring of actual fulfilment by concrete measures. 'Operational' in this case can be defined as a composite of conditions, circumstances, and influences that affect the employees. 'Organisational' can be defined as effort, planned, organisational-wide and managed from the top, to increase organisation effectiveness and health through planned interventions in the organisation's procedures (http//www.thefreedictionary.com, 10.8.2010)

FACTORS THAT LEAD TO A SUCCESSFUL TQM IMPLEMENTATION

OPERATIONAL

- Conditions
- Circumstances
- Influences

ORGANISATIONAL

- Current behavioural norms, practices and outcomes
- Identify the levers for change
- Highlights to organisation effectiveness.
- Develop strategies for improvement.
- Monitor change and improvement overtime.
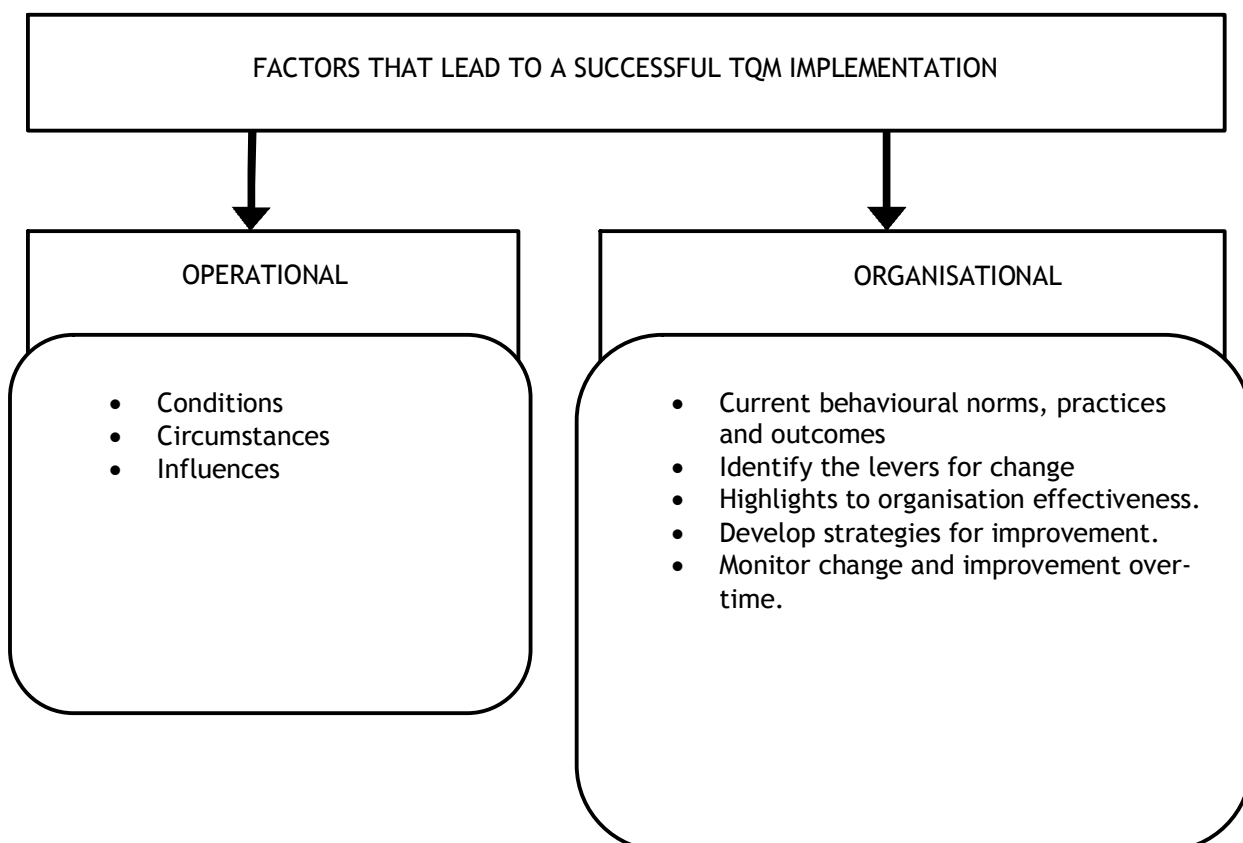
Figure 1: Implementing TQM on the operational and organisational performance
Source: Own

TQM is composed of three paradigms:

Total: Organization wide

Quality: With its usual Definitions, with all its complexities (External Definition)

Management: The system of managing with steps like Plan, Organize, Control, Lead, Staff, etc.

1.3   Literature review

Exploring the TQM literature numerous studies were revealed. These studies examined the TQM factors implementation, the results of adopting them and their relationships. TQM factors, as they have been detected in recent studies are the following: leadership, strategic quality planning, employee management and involvement, supplier management, customer focus, process management, continuous improvement, information and analysis and knowledge and education (Evans and Dean, 2000; Bartol and Abhishek, 2002; Subburaj, 2005; Oakland, 2003; Steers and Porter, 1991; Hoyle, 2007; Wickramaratne, 2005; Juran, 1989; Kumar, 2006; Deming, 1986; Wang and Ahmed, 2001; Chattopadhyay, 2001; van der Wiele *et al.*, 1997; Zairi *et al.*, 1994).

Most of those writing on the subject of TQM argue that improving quality will reduce costs, increase productivity, increase market share and customer satisfaction (Deming - Evans and Dean, 2000). According to Omachonu & Ross (2004), focusing on the continuous improvement of operating processes and systems, errors are minimised. When mistakes are experienced by the firm minimally or even eliminated totally, the cost involved in correcting errors and the resulting delays are addressed. In addition, the conscious quality direction of managers and employees also ensures that the products or service delivered to end consumers are of the quality intended by the firm. The development of this value also supports the minimisation of errors and delays that allows the firm to save on costs. Evans, (2004), states that since customer service and demand timing constitute important considerations of total quality management, business firms implementing TQM focus on the continuous improvement of its products and services, eliminate defects, prevent mistakes, and place due importance on the role of front line employees. By focusing on these aspects, business firms should be able to develop strong relationships with consumers for purposes of deriving information on customer demands and feedback to deliver products and services that meet these demands and communicating the value offerings to customers as a competitive strategy. Business firms that are implementing total quality management also focus on the quality of exchanges between the firm and consumers to determine factors such as the extent of responsiveness of customers to

products and services improvements, reliability of the product or service delivery perform-ance of the firm, and the assurances provided by front line employees to consumers regarding factors product or service quality as well as firm competencies (ibid). According to Zairi *et al.* (1994), there is a positive association between the introduction of TQM and tangible benefits. TQM has a direct impact on financial results, provided its implementation is well directed and planned and provided there is strong commitment in sustaining continuous improvements which focus on benefits for the end customer. So, the ultimate objective of a quality man-agement system is to assist the organization in its quest for financial health (van der Wiele *et al.*, 1997).

Jitpaiboon and Rao (2007) used the meta-analysis approach to examine issues regarding the TQM measurement reliability and the relationships between TQM practices and organizational performance. According to them, there is no consensus on the relationship between TQM practices and organizational performance. They showed that all TQM practices are positively related to internal and external performance. More specifically, top management support had the highest impact on both performances. The TQM practices, which had medium sized im-pact on internal performance, were strategic quality planning, supplier quality, benchmark-ing, employee training and customer focus, while employee involvement had a higher impact. The TQM practices which had medium sized impact on external performance were bench-marking, customer focus, while the TQM practices which had a higher impact on external per-formance were strategic quality planning, supplier quality, employee involvement and train-ing. These results prove that the quality management not only helps companies to improve their internal environment and effectiveness but also their external status.

Oakland (2003) showed that customer orientation and support of top management constitute the key factors in achieving benefits like cost cutting on maintenance of applications, in-creased management control, improved quality of products and services, greater customer satisfaction, enhanced productivity, slashed time consumption on production, optimization of human resource use and flexibility in reaching out to customers.

Yang (2006) found that TQM practices including quality management, process management, employee empowerment and teamwork, customer satisfaction management, quality goal set-ting and measurement, supplier's cooperation and quality tools training have positive effects on customer satisfaction and that the adoption of TQM principles is an effective means by which companies can gain competitive advantage. The implementation of the TQM practices also helped companies to improve their image, employee's satisfaction and quality awareness.

Several writers have suggested that the problem with TQM and business excellence lies not in the models, but in their implementation, and that the main difficulty lies in fitting total qual-

ity into daily management practices and work methods (Wang and Ahmed, 2001; Chattopadhyay, 2001).

Wang and Ahmed (2001) have suggested that strong internal motivation and emotional involvement are necessary if quality implementation is to be successful. In addition, Chattopadhyay (2001) has suggested certain practices that will support a quality philosophy, including the involvement of top management as a team, the adoption of a quality philosophy, an emphasis on quality-oriented training, a focus on the customer, and a policy of continuous improvement.

1.4 JUSTIFICATION

The purpose of this thesis is to identify the factors that lead to a successful TQM implementation on the operational and organizational performance of the Zambian tourism industry. Zambia has to compete with other wildlife destinations in the world, most of which are in Africa. The principle competitors are in Eastern and southern Africa including the major tourist industries of South Africa and Kenya, as well as the up and coming industries in Botswana, Namibia, Tanzania, Uganda and Zimbabwe. After many years of inadequate marketing of Zambia as a tourist destination, Zambia is at a critical place to promote and position itself as a tourist destination where one can enjoy exceptional wildlife, wilderness and adventure experiences in Southern Africa.

In January 2009, through a government of Finland and government of Zambia agreement, the Zambia National Tourist Board (ZNTB, as it was called then), was invited to exhibit at the Nordic Travel fair that was held in Helsinki, Finland. This was in order to help promote and increase awareness of Zambia's tourist 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 amongst the Finnish population.

According to X, one of the employees of the Ministry of Environment and Tourism of Zambia, there is a need for qualified personnel in the Tourism sector i.e. Professional expertise and due to the lack thereof, the skill level of the personnel was affecting growth. She also attributed the problem to lack of quality management as one of the major setbacks. According to Murray, M (2010) Total Quality Management (TQM) is an approach that seeks to improve quality and performance which will meet or exceed customer expectations. This can be achieved by integrating all quality-related functions and processes throughout the company. TQM looks at the overall quality measures used by a company including managing quality design and development, quality control and maintenance, quality improvement, and quality assurance. TQM takes into account all quality measures taken at all levels and involving all company employees. In view of the above, we decided to do our study on the factors that lead to successful TQM implementation on the operational and organisational performance of the Zambian Tourism Industry. It is our hope that in using this study as our thesis for our degree; Bachelor

of Business and Administration (BBA), it can also help enhance the better performance of the Zambian Tourism Industry.

1.5   PROBLEM DISCUSSION

In an article written by Gill Staden, he says, "While I was sitting at a beautiful Wilderness Safari Lodge, I couldn't help but compare Botswana and Zambia tourism. Zambia does not have the Okavango, but it has other beautiful areas, which are totally under-utilized. South and North Luangwa, Lower Zambezi, and the northern section of the Kafue National Park are doing okay. Operators in those areas will complain that it is tough, though. Most of the operators live and work in these areas because they love the lifestyle, though, not because they are making lots of money. On the other hand, Wilderness Safaris in Botswana is making money; it is making money so that it can expand and develop into more and more areas in Africa. Around the Southern province, there are easily accessible parks and wildlife areas. The Southern section of Kafue (with one lodge), Sioma Ngwezi (with no lodge and infrastructure), Lochinvar (with no lodge and dying lechwe population), should be providing an income for the government and employment for the people. Why don't they? Costs are too high and bureaucracy is overwhelming. When looking at a map of the Sioma Ngwezi Park, ZAWA had divided the park up into about 5 sections and expected investors to come in and develop the park at vast expense. ZAWA should be paying an investor to come in and sort out the mess they have made of the park through negligence.

Lochinvar, one of the world's richest bird areas still lies in ruins. World Bank came in and gave it some new roads, but the campsite is derelict. One company came in a few years ago to run a lodge, but they left. I wonder why they left and why no one else has come in. There is something seriously wrong with the way tourism is attempted to be developed in Zambia. Maybe a look at the Botswana model will show how that country does it; how the government now receives an income from tourism, which is second to its income from diamonds."

(Etn 5 April, 2010)

Zambia has failed so far to exploit its advantages in, and reap the development benefits of tourism currently, Zambia's main services export interest is in tourism. But, in 2005, real growth of the travel and tourism sector was 10 times faster in Botswana and Tanzania than in Zambia, differences that cannot be explained by the appreciation of real exchange rate alone. Compared with its neighbours, Zambia has the second lowest (after Zimbabwe) rate of contribution of tourism to GDP (4 percent compared with about 10 percent for Botswana, Tanzania, Namibia, and South Africa) and employment (3.7 percent compared to more than 11 to 12 percent for Namibia and Botswana) Furthermore, the benefits have been unequally spread. Despite the high tourism potential of other poorer provinces, 82 percent of the tourists visit the Victoria Falls and Mosi-oa-Tunya area, and 93 percent of employment in nature-

based tourism activities is concentrated in Livingstone and the rapids. Preliminary cross-country estimates suggest that Zambia is receiving one-third less tourists than would be warranted by its fundamental endowments. (Aaditya Mattoo, Lucy Payton, 2007)

Despite the richness and variety of the tourism products in the country (Zambia), they are much underutilized; the relatively low volume of visitors to the country and short length of stay indicates a marketing problem. Secondly, the opportunities for comparable analysis are increasing as more international tourists are making regional holidays based on multi-country circuits. Thirdly, international tourism is a highly competitive market and Zambia, therefore needs to protect its market share, possibly by diversifying its market and even launching new products that are of an internationally acceptable standard, so as to guard against destination substitution possibilities. To do nothing is simply to be the servant of market forces without any attempt at proactive management of external forces.

We believe that effective TQM implementation on both the operational and organizational performance is one of the key elements Zambia needs to overcome the crisis in the service industry (Tourism industry, to be specific). As global business competition toughens excellence is the value required in order to survive and grow. Therefore TQM may be the newly challenging and marketable business philosophy that will help achieve a competitive business position.

1.6   *PURPOSE AND RESEARCH QUESTIONS*

Based on the problem discussion above, the purpose of this thesis is to identify the factors that lead to a successful TQM implementation on the operational and organizational performance of the Zambian tourism industry. In order to fulfil this purpose the following research questions were constructed and were used as a base for the research:

RQ1: What are the factors that lead to a successful TQM implementation?
RQ2: What has been done in relation to TQM and how successful has it been in the Zambian tourism industry so far?

1.7   *LIMITATIONS AND SOURCES*

The purpose of this thesis is to identify the factors that lead to a successful TQM implementation on the operational and organizational performance of the Zambian tourism industry. Based on this purpose, our focus is mainly on factors of TQM. This study only focused on the business sector of the Tourism industry in Zambia, and we did not go deeper into tourism as a subject.

For our data collection, we limited our research to interviewing some representatives of the Zambia Tourism Board (ZTB), Livingstone Lodges Association (LLA), and the Ministry of Tourism, Environment and Natural Resources (MTENR). Other sources of data for this thesis came

from many books, articles and Journals published on the subject. One of the greatest resources for the research of this thesis was the internet. We spent long hours trying to understand the different areas of the subject through this medium, though one of the major limitations in this study was the lack of technological advancement (Information Technology) in Zambia. So due to this we did not find much data through the internet research.

We decided to choose the ministry of Tourism because it is charged with the responsibility of providing guidance in tourism. Under the ministry of tourism there is ZTB which is the main marketing board of the Zambian Tourism industry both internally and externally. Zambia's main tourism activities are centred in the tourist capital of Livingstone and hence the reason for choosing LILOGHA whose aim is to bring Zambian lodging entrepreneurs, principally those operating within the vicinity of Livingstone town, together, to facilitate quality control in lodge management and also assist in economic development of the Zambian tourism sector.

1.8   THESIS OUTLINE

This thesis is divided into seven parts, and a number of appendices. On the introduction part, we have given an overview background to the thesis and explained why we decided to write on TQM as our subject topic and its importance to the Zambian Tourism Industry. The concept and definitions, literature review, as well as the justification of the study, followed by the problem discussion and research questions have also been presented in the introduction part. There after a brief overview of Zambia and the tourism industry is given, as well as an introduction to the organisations from which the research data has been obtained. The third chapter deals with an overview of TQM theory (theoretical framework) including its various definitions, principles, and evolution is given. Fourthly, we outline the methodology used during the study. The fifth chapter is the empirical data, and here we have presented the findings from the study. The sixth chapter is the analysis part of the study, and then we end with the conclusions, including the implications to the study and future research areas.

We hope you find this thesis as interesting and useful as we did researching and writing about the subject.

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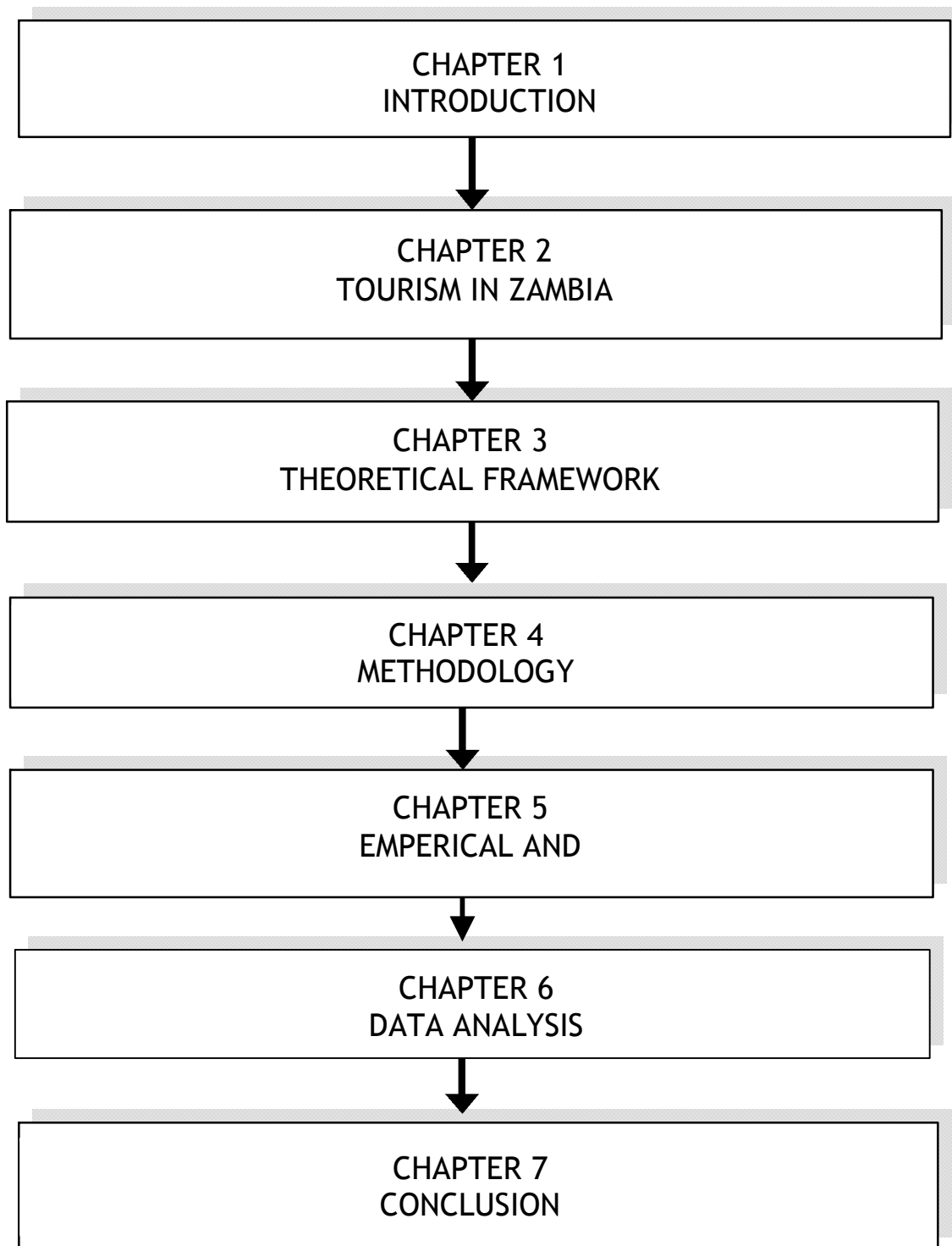
Figure 2: Thesis outline

Source: Own

2   INTRODUCTION OF CASE STUDY (ZAMBIA)

2.1   TOURISM IN ZAMBIA

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 Copper-belt 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 dependent 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 remained inadequately marketed to the outside world. However, in the mid 1980s copper prices were in steep decline and this had a devastating effect on 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 for 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.

2.1.1   THE MINISTRY OF TOURISM, ENVIRONMENT AND NATURAL RESOURCES

The Ministry of Tourism, Environment and Natural Resources (MTENR) was created in January 2002 by merging the two former Ministries of Tourism (MOT) and that of Environment and Natural Resources (ENR) arising from the need to integrate tourism, environment and natural resources considerations in Zambia's sectoral and socio-economic planning processes. The MTENR is charged with the responsibility of providing guidance in tourism, environment and natural resources sectors of the economy of Zambia. The Ministry has three (3) core functions i.e. Tourism, Environment and Natural Resources Management and Development where the main focus is to ensure the provision of an appropriate legislative and policy framework that guides the management and development of the three sectors by the Ministry and other partners.

Mission Statement

"*To provide a policy framework for the management and development of tourism, heritage and natural resources and the environment in order to contribute to sustainable socio-economic development for the benefit of present and future generations.*"

Goal Statement

"*To facilitate the development of a diversified, sustainable and regionally competitive tourism industry and ensure a quality environment and sustainable utilization of heritage and natural resources.*"

The Ministry consists of five (5) Departments each headed by a Director. These are: Department of Human Resources and Administration; Planning and Information Department; Environment and Natural Resources Management Department; Tourism Development Department; and Forestry Department

There are also six (6) statutory bodies that fall under the ministry. These include: Zambia Wildlife Authority (ZAWA); Environmental Council of Zambia (ECZ); Zambia Tourism Board (ZTB); National Heritage Conservation Commission (NHCC); National Museum Board (NMB); and Hotel and Tourism Training Institute (HTTI) Trust.

The Department of Tourism

The Department of Tourism (DoT) is responsible for developing, managing and coordinating the implementation of compatible tourism policies and strategies that facilitate the activities of the various players in the tourism sector and enable the industry gain foreign exchange and generate employment opportunities.

The Department performs the following functions:

Formulation and analysis of policy framework in the development, product quality, promotion, diversification and marketing of tourism industry; Reviewing existing and developing new legislation on tourism in collaboration with the Planning and Information Department; Facilitating, promoting and coordinating research on the utilisation of wildlife, natural and cultural heritage for tourism purposes; Promoting and coordinating bilateral and multi-lateral cooperation, projects and treaties in tourism in order to promote Zambia's interests and meet international obligations; Planning, implementing, coordinating, monitoring and evaluating tourism sector programmes and projects that are in line with the national direction and vision in tourism in order to ensure the development of the tourism sector; Promoting investment in tourism in order to contribute to employment creation, poverty alleviation, rural development and micro, small and medium scale tourism enterprise promotion; Facilitating the rehabilitation of existing and construction of new tourism infrastructure in order to promote tourism development; Preparing tourism sector planning and budgeting for submission to the Planning and Information Department; and Regulating the development, conduct and management of the tourism sector so that all activities performed and implemented by different players are in compliance with legislation.

The Department is headed by the Director and has two (2) distinct specialised sections; the Tourism Development Section responsible for coordinating and managing the design, development and implementation of tourism programmes, plans, projects and research activities; and The Standards, Inspection and Licensing Section coordinates the formulation and setting of minimum standard requirements of the tourism industry and monitor adherence thereto in order to facilitate provision of quality tourism service. The section inspects hospitality facilities and issue licenses for projects/ initiatives that have been appraised and approved.

The Department of Tourism Development

The Tourism Development Section coordinates and manages the design, development and implementation of tourism programmes, plans, projects and research activities. The Section also coordinates with relevant institutions i.e. ZAWA, NHCC and Zambia's participation in international forum and treaties relevant to the tourism Sector to safeguard and promote Zambia's interests as well as to enhance coordinated planned sustainable tourism development. The section comprises of the following units: Tourism Development and Research Unit; and Regional Tourism Development Offices.

STANDARD, INSPECTION AND LICENSING SECTION

The Standard, Inspection and Licensing Section coordinate the formulation and setting of minimum standard requirements of tourism and monitor adherence thereto in order to facili-

tate provision of quality tourism service. The section also inspects hospitality facilities and issues licenses for projects that have been appraised and approved.

The section performs the following functions: Initiate and coordinate effectively the formulation and setting of standards and requirements of tourism facilities in order to promote provision of quality products and services; Monitor and enforce the set standards for tourism facilities in order to ensure compliance; Facilitate the harmonisation of international tourism standards to ensure the tourism product is competitive; and Develop and maintain a hospitality database to assist in the decision making process.

2.1.2 ZAMBIA TOURISM BOARD

Zambia Tourism Board was established through an Act of Parliament number 24 of 2007 with a mandate to promote and market Zambia as a tourist destination within and outside Zambia. Currently the Board has 5 established offices in Lusaka (Head office), Livingstone, Pretoria (South Africa), London (UK) and Washington DC (USA).

The head office is located in Lusaka, Zambia. ZTB 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.

2.1.3 THE LIVINGSTONE LODGES AND GUESTHOUSE ASSOCIATION (LILOGHA)

The Livingstone Lodges and Guesthouse Association (LILOGHA), was established in May 2005 by a number of Zambian Lodge and Guesthouse owners. The aim is to bring Zambian lodging entrepreneurs, principally those operating within the vicinity of Livingstone town, together, to facilitate quality control in lodge management and also assist in economic development of the Zambian tourism sector.

Goals of LILOGHA are: to have Zambian entrepreneurs join hands to become competitive in the industry; Ensuring quality control and providing capacity building opportunities for owners in management and how to run profitable enterprises; Providing affordable accommodation to local and foreign tourists with a Zambian touch; and Supporting Zambian tourism development; Providing opportunities for organizations/institutions to book for accommodation, venues for workshops, conferences and seminars at one site.

In this way, Zambian tourism operators will have the capacity and potential to increase their share in the national tourism sector. The Association works for its members in a non-profitable and non-political manner.

2.1.4 TOURISM INDUSTRY'S CONTRIBUTION TO THE ECONOMY

Nicola Winter notes in an article on "Tourism for Economic development in Zambia" that in 2009, the World Travel and Tourism Council reported that travel and tourism contributed 4.6 percent, or $709.9 million to Zambia's overall GDP, a figure which is expected to grow by just 4.7 percent to $1786.9 million by 2019. Also in 2009, 4.2 percent of total employment was attributed to the tourism industry, though this is predicted to remain constant over the next ten years. Exports resulting from travel and tourism accounted for 5.3 percent of total exports in 2009, and this sector is estimated to grow the most over the next ten years, rising to 6.9 percent of total exports by 2019 (ibid).

Zambia's GDP Composition by Sector
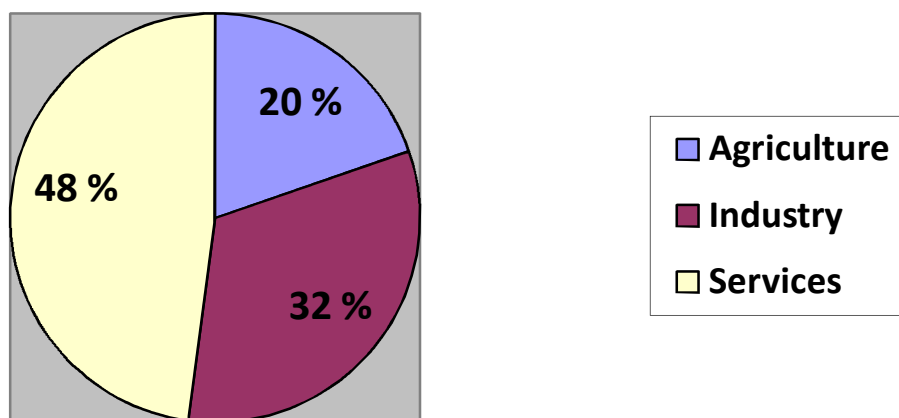
Figure 3: Zambia's GDP by Sector: Zambia's GDP by Sector

Source: CIA World Fact book - Unless otherwise noted, information in this page is accurate as of 10 July, 2010

2.1.5 TOURISM ATRACTIONS IN ZAMBIA

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; and 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 outs-

side world.

.Figure 4: Map of national Parks and Waterfalls

Source: www.Zambiatourism.com

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 which are: National Parks and tourism resorts; Lakes, the Kariba dam – man-made lake - and rivers; Pristine wilderness and historical/heritage sites; 73 different ethnic groups and dialects; Annual cultural ceremonies which depict the traditional culture; and lastly the tourist town of Livingstone.

3   THEORETICAL FRAMEWORK

In this chapter, the theoretical framework relevant to our study purpose and research questions will be presented. The chapter begins with an overview of TQM which will lead to the definition of what TQM is; followed by the evolution of TQM, and thereafter the ISO Standards and the Factors that lead to successful TQM Implementation will be presented.

3.1   AN OVERVIEW OF TQM THEORY

The commitment to TQM originates at the chief executive level in a business and is promoted in all human activities. The accomplishment of quality is thus achieved by personal involvement and accountability, devoted to a continuous improvement process, with measurable levels of performance by all concerned.

It involves every department, function and process in a business and the active commitment of all employees to meeting customer needs. In this regard the customers' of each employee are separately and individually identified. (John Pike, Richard Barnes, 1996)

With Total Quality Management, the whole organization works together to guarantee, and systematically improve, product quality. The aim is to make product of perfect quality – with zero defects (Donald Waters, 1999)

3.2   THE EVOLUTION OF THE TQM THEORY

Quality management is not derived from a single idea or person. It is a collection of ideas, and has been called by various names and acronyms: TQM, total quality management; CQU, continuous quality improvement; SQC, statistical quality control; TQC, total quality control, etc. However each of these ideas encompasses the underlying idea of productivity initiatives that increase profit by improving the product.

Though most writers trace the quality movement's origins to W. Edward Deming, Joseph M. Juran and Philip B. Crosby, the roots of quality can be traced even further back, to Frederick Taylor in the 1920s. Taylor is the "father of scientific management." As manufacturing left the single craftsman's workshop, companies needed to develop a quality control department. As manufacturing moved into big plants, between the 1920s and the 1950s, the terms and processes of quality engineering and reliability engineering developed. During this time productivity was emphasized and quality was checked at the end of the line. As industrial plants became larger, post-production checks became more difficult and statistical methods began to be used to control quality. This was called reliability engineering because it moved quality control toward building quality into the design and production of the product. Taylor was the pioneer of these methods. Although some writers consider Taylor's methods part of classical management in opposition to the quality management system, both Deming and Juran both used statistical methods for quality assurance at Bell Telephone laboratories.

In the decades that followed World War II, the U.S. had no trouble selling everything made. This demand had the effect in the U.S. of driving industry to increase production, which resulted in less quality control. U.S. manufacturers became complacent, thinking that they could sell any product and that the consumer did not want or demand quality. The post World War II situation in Japan was just the opposite. The war had left the country devastated, and it needed to rebuild its means of production. In addition, Japanese manufacturers needed to counteract the shoddy reputation they had that products "made in Japan" were of low quality. Japan began focusing on serious quality efforts. Japanese teams went abroad to visit foreign countries to learn how other countries managed quality, and they invited foreign experts to lecture in Japan on quality management. Two of these foreign experts were Americans W. Edward Deming and Joseph Juran. They each had a profound influence on Japanese quality processes, encouraging quality and design, built in, and zero defect programs. It took twenty years of concerted effort to revamp Japan's industrial system. The strategies used involved high-level managers as leaders, all levels and functions were trained in managing for quality,

continuous progress was undertaken, quality circles were used, and the entire workforce was enlisted. By the early 1980s Japanese products, particularly automobiles and electronic products, were superior in quality to U.S. products. U.S. companies lost markets in the U.S. and in the western world to the Japanese and went in search of the Japanese secret. They found W. Edward Deming.

The four levels in the evolution of quality management

TQM – TOTAL QUALITY MANAGEMENT →	Continuous Improvement Involve suppliers/customers Involve all operations/ Employees performance Measurement teamwork	
QA – QUALITY ASSURANCE →	Third-party approvals Systems audit/quality Costs quality planning/ Manuals statistical process Control failure mode & Effect analysis	
QC – QUALITY CONTROL →	Basic quality planning/ Manual process Performance data self- Inspection/product testing Use of basic statistics Paperwork control	
I: INSPECTION →	Salvage sorting, grading Corrective actions Identification of sources of Non-conformance	

I   QC QA TQM

Figure 5: The four levels in the evolution of quality management
Source: Dale and Plunkett (1990)

Looking at the history of quality management, we see several stages of development. The first was quality control, which involved setting up product specifications and then inspects the product before it leaves the plant. The second state is quality assurance, which involved identifying the quality characteristics and procedures for quantitatively evaluating and controlling them. The next phase is the true total quality control, a term actually coined by Feigenbaum in 1983. At this stage the quality became a total organization effort. It effected production, profit, human interaction and customer satisfaction. The fourth stage is total quality management. In TQM the customer is the centre and quality is an organization-wide effort. (Judith M. Nixon, 2008)

3.3 FACTORS OF TQM

3.3.1 LEADERSHIP

"To accomplish great things, we must not only act, but also dream; not only plan, but also believe". Anatole France

Leadership is defined in the context of TQM as providing and driving the vision (Mittal, 1999, p: 200). Subburaj (2005) notes that TQM based leadership puts companies far ahead of their competitors in terms of sales, profits and employee morale. Effective leadership for TQM involves everyone in the organisation in value adding activities. He also adds that the most important prerequisite to practicing TQM is that the senior management should firmly believe that TQM is the only way to do business and manage the organisation.

To be successful in promoting business efficiency and effectiveness, TQM must be truly organisation-wide, and it must start at the top with the chief executive or equivalent. The most senior directors and management must all demonstrate that they are serious about quality (Oakland, 2003). Deming urges that the senior employees must conduct themselves as leaders rather than managers. According to an empirical investigation done on Leadership and Total Quality management of ISO Certified Companies in Sri Lanka; senior leaders should serve as role models in planning, communication, coaching, reviewing of organizational performance, and employee recognition. As role models, they can reinforce values and expectations while building leadership, commitment, and initiative throughout the organization. TQM is very people oriented so good leadership results in effective TQM implementation (Wickramaratne, 2005). According to Juran (1989) it cannot be delegated. Those firms that have succeeded in making total quality work for them have been able to do so because of strong leadership (ibid).

Organising for quality is also vital; Planning should have a 10 year horizon in order to ensure that the principles of TQM are firmly rooted into the culture of the organization. Patience and tenacity are key virtues. Quality objectives and strategies must be developed and deployed down through the organizational hierarchy, along with agreeing goals for improvement (Dale, 2003). Oakland (1995) states that, any organization has lots of work processes, processes deliver results and effective processes achieve objectives. Everything we do is a process, which is the transformation of a set of inputs into the desired outputs. In every organisation they are some key critical, or business processes that must be performed especially well if the mission and objectives are to be achieved.

The middle management have a particularly important role to play, since they must not only grasp the principles of TQM, but they must also go on to explain them to the people for whom they are responsible, and ensure that their own commitment is communicated. Only then will TQM spread throughout the organisation (Oakland, 2003). According to Dale (2003) middle

management will only be effective, however, if they are committed to it as a concept. The middle manager's role typically involves: Developing specific improvement plans for the department and processes for which they are responsible; ensuring that the objectives, values, policies and improvement initiatives of their departments are aligned with the company's business goals, TQM strategy, and quality management system; Communicating the company's approach to TQM in common sense and jargon free language to first line managers and other employees; Acting as TQM coach and counsellor to the employees for whom they are responsible; Ensuring that first line managers are individually trained in the use of tools and techniques and that they are used effectively; Acting as a "guardian, or sponsor or mentor" to improvement teams and securing the means to reward employees; Providing top management with considered views on how to manage the continuing implementation and development of TQM, taking into account feedback from first line managers and employees on potential difficulties or obstacles. (ibid)

3.3.2 EMPLOYEE INVOLVEMENT AND EMPOWERMENT

Employees are the strength of the organisation (Subburaj, 2005). They are the prime contributors to its success. When an organisation wants to expand its business or increase its profits, only the employees can make it happen. The only expandable resources in the organisation are the employees. Any improvement will happen only because of the employees. Therefore, employee involvement is essential for TQM. (ibid)

"I rate enthusiasm even above professional skill". Sir Edward Appleton

There must be a commitment and structure to the development of employees, with recognition that they are an asset which appreciates over time. Part of the approach to TQM is to ensure that everyone has a clear understanding of what is required of them, how their processes relate to the business as a whole and understand the business and what is going on around them, the greater the role they can play in the improvement process. People have got to be encouraged to control, manage and improve the processes which are within their sphere of responsibility. Oakland (1989) states that Quality management is concerned with moving the focus from outside the individual to within; the objective being to make everyone accountable for their own performance, and to get them committed to attaining quality in a highly motivated fashion. The assumptions a director or manager must make in order to move in this direction are simply that people do not need to be coerced to perform well, and that people want to achieve, accomplish, influence activity and challenge their abilities.
Xerox Corporate Management Institute defines empowerment as "an organisational state, where people are aligned with business direction and understand their performance boundaries, thus enabling them to take responsibility and ownership while seeking improvements, identifying the best course of action and initiating steps to satisfy customer requirements" (Subburaj, 2005). Recognition of employees' achievements is one of the most important fac-

tors to motivate employees.

Bartol and Abhishek (2002) in a study on encouraging knowledge sharing i.e. "the role of organizational reward systems", elude the key to success in any business to the ability to attract, develop and retain a quality work force. They go on to say that to ensure that customers are treated like kings; employees ought to be treated like royalty. As much attention should be paid to the employees' level of satisfaction as that paid to the customers'. Dissatisfied employees lead to increased employee turnover, limited employee continuity with the customer, limited opportunity for customer service training and lower service quality. Quality is rest assured if any organizations management style is characterized and built on the importance of "empowering" employees by making them partners in the business. Successful companies make improvements by flipping the hierarchy upside down and giving power to employees (ibid).

Reward systems are also another aspect; they provide a number of important functions in the organization including motivating active participation of organizational members, meeting role expectations, and motivating innovation and strong commitment to the organization (Steers and Porter, 1991). Organizations worldwide are actively grappling with the translation of Deming's (1986) fourteen principles into their own unique versions of Total Quality Management. As they proceed through the stages of transforming their organizational cultures toward continuous quality improvement, they have evolved a number of reward mechanisms to assimilate workers into the TQM culture and to maintain workers' efforts toward continuous quality improvement goals. Employees welcome some but not all features of TQM, and success depends on certain conditions.

Employees must see quality as a crucial issue for their organisations or as very important and they should be able to feel that they have a "great deal" or a "fair amount" of influence over quality, and own involvement in problem-solving. Acceptance of TQM is greater where several conditions prevail. A strong sense of job security is a key element in encouraging acceptance of quality initiatives.

Training is important; it is not the overall amount which matters, but the extent to which programmes are specifically linked to quality or teamwork. Cooperative relationships with employee representatives are also an important element in easing the acceptance of TQM. Firms which maintain working relationships with their unions are most likely to maintain their quality programmes effectively. Short-term pressures tend to undermine TQM initiatives. They are of two kinds: production pressures, which make it hard for quality activities to be maintained; and financial pressures, which are likely to reduce the resources for and commitment to TQM (Bartol & Abhishek, 2002). The abilities of employees should be improved

and harnessed only through training (Subburaj, 2005). Almost all the scholars of Quality, like Crosby, Deming, and Harrington have highlighted that training is not a one-time activity. Since the workforce is constantly changing, these education programs must be continued for as long as an organization exists. Education and personnel appointment programs must be linked and each person's education history should be included in his or her personal record. This educational history should be taken into account when considering the organization and its staffing (ibid).

The only efficient way to tackle process improvement or problems is through the use of teamwork. The use of the team approach to problem solving has many advantages over allowing individuals to work separately. The team approach allows individuals and organizations to grow. Teamwork for quality improvement is driven by a strategy, needs a structure, and must be implemented thoughtfully and effectively. The difference between a team and a crowd is that a team has some common purpose, goal or objective. Teamwork may mean a change in culture, which must be supported by management through its activities and behaviour (Oakland, 1995, 269-290). Team work is vital for successful TQM implementation in an organization (Bartol and Abhishek, 2002). This ensures employee involvement and the importance for making better decisions. It helps employees in making best use of their skills and extracting more joy from their work. Working with each other is better than working against each other (ibid).

3.3.3   COMMUNICATION

Dale (2003) notes that; organizations are totally reliant on communication, which is defined as the exchange of ideas, messages, or information by speech, signals, or writing. Without communication, organizations would not function. If communication is diminished or hampered, the entire organization suffers. When communication is thorough, accurate, and timely, the organization tends to be vibrant and effective. All available means, from suggestion schemes to various forms of teamwork, must be considered for achieving broad employee interest, participation and contribution in the improvement process, management must be prepared to share information and some of their powers and responsibilities and loosen the reins. This also involves seeking and listening carefully to the views of employees and acting upon their suggestions. The issue here is the way in which communication is practiced, both up and down and across the organization. An increase in communication activity and favourable team briefing, followed by informal communication with individual managers has a great impact on ensuring that quality is maintained. It is direct, face-to-face, communication which employees most value.

 Policies and strategies need to be communicated too. A sound Quality policy, together with the organisation and facilities to put it into effect, is a fundamental requirement, if an or-

ganisation is to fully implement TQM. Every organisation should develop and state its policy on quality, together with arrangements for its implementation. (Oakland, 2003)

3.3.4   MANAGING SUPPLIERS

Customer supplier chains have to be established for building quality into the products and services (Subburaj, 2005). Quoting Hoyle (2007), an organization and its suppliers are inter-dependent and a mutually beneficial relationship enhances the ability of both to create value. Therefore, all aspects of customer and supplier relationships should be developed, improved and assessed on a regular basis.

3.3.5   ACCREDITED QUALITY MANAGEMENT SYDTEM

According to Hoyle (2007, 94) all organizations have a way of doing things. For some it rests in the mind of the leaders, for others it is translated onto paper and for most it is a mixture of both. Before ISO 9000 came along, organizations had found ways of doing things that had worked for them. Systems, with all their inadequacies and inefficiencies, enabled mankind to achieve objectives that until 1987 had completely revolutionized society. The next logical step was to improve these systems and make them more predictable, more efficient and more effective- optimizing performance across the whole organization- not focusing on particular parts at the expense of the others. ISO 9000 did require organizations to establish a quality system as a means of ensuring product met specified requirements.

Quality systems are designed to provide both the support and mechanism for the effective conduct of quality-related activities in an organization. It is a systematic means to manage quality in an organization (Kolka, 2002)

3.3.6   BENCHMARKING

One aspect of benchmarking is to enable organisation to gauge how well they are performing against others who undertake similar tasks and activities. But a more important aspect of best practice benchmarking is gaining an understanding of how other organisations achieve superior performance. (Oakland, 2003)

Benchmarking, one of the most transferrable aspects of Rank Xerox's approach to total quality management, and thought to have originated in Japan, measures on an organisation's operations, products and services against those of its competitors in a ruthless fashion. It is a means by which targets, priorities and operations that will lead to competitive advantage can be established. Benchmarking is the continuous process of measuring products, services and processes against those of industry leaders or the toughest competitors. This result in a search for the best practice those that will lead to superior performance through measuring performance, continuously implementing change, and emulating the best. The links between benchmarking and TQM are clear- establishing objectives based on industry best practice

should directly contribute to better meeting of the internal and external customer requirements (Oakland, 1995). At its simplest competitive benchmarking, the most common form requires every department to examine itself against its counterpart in the best competing companies. This includes a scrutiny of all aspects of their activities. Benchmarking is very important in the administrative areas, since it continuously measures services and services against the equivalent operation against the equivalent operation in the toughest direct competitors or organizations renowned as leaders in the areas, even if they are in the same organization. Measurement and benchmarking are not separate sciences or unique theories management, but rather strategic approaches to getting the best out of people, processes, products, plant and programmes (ibid).

3.3.7 CONTINUOUS IMPROVEMENT

Total quality means making sure everything and everyone in the organization is subject to improvement (Bartol, Abhishek, 2002). The (improvement) process has to be done on a daily basis. It's a never ending journey. The improvement process needs to be integrated with other organizational improvement initiatives and business strategies. A multi-disciplinary TQM steering committee chaired by the chief executive must be established and appropriate infrastructure established to support the improvement process. It is important that this infrastructure is integrated into the existing structure.

Quality is a mindset; a fixed mental attitude or disposition that predetermines a person's responses to and interpretations of situations. It is an inclination or a habit that must be shared by everyone in the organization. Improvement in quality and productivity is a continuous cycle in TQM, and this can be done by measuring success and keeping on improving. According to Dr Doming, only those companies with consistency of purpose towards continuous improvement of quality, productivity and services will be the ones to survive. Continuous improvement sets TQM apart from other attempts to improve productivity through the use of quantitative methods and employee involvement. Statistical methods help quantify variations in systems and processes. Variations can occur due to measurement uncertainty of instruments, suppliers (external and internal), machine variability, manpower (experience and attitude) and environmental conditions like temperature and humidity etc. The amount of variation is quantified with the help of standard deviation. Variations can be of two types, special cause and common cause. Special causes of variation occur due to special or unique circumstances, and these contribute sporadically to the variability of the process output. These special causes can be eliminated by timely receipt of data by using early warning indicators. Immediately search for the cause and find out what was different on that occasion as compared to other occasions. Common causes of variation are typically due to a large number of random sources of variation, and these regularly contribute to the variability of process output. The total variability has a non-systematic random-looking appearance. These can be reduced by interacting with a lot of people, including employees, identifying problems using the Pareto

Analysis and investigating cause-and-effect relations. Statistical process control (SPC) is the term used to describe the use of statistics to monitor processes. SPC applies statistical tools to processes for continuous improvement in quality of products and services. (ibid)

3.3.8   COST OF QUALITY AND QUALITY CONTROL TECHNIQUES

Cost of Quality (COQ) is the sum of costs incurred by an organisation in preventing poor quality (Subburaj, 2005). The very purpose of quality is to provide more profit to the organisation and benefit to all stakeholders. Therefore the cost of quality has to be minimised. TQM aims at gradual reduction of wasteful expenditure and eventually their total elimination. Thus Quality cost is an important tool for TQM (ibid).

The quality management system must be well documented, provide direction and feedback and be audited internally on a regular and effective basis. The day to day control and assurance activity must be separated from the improvement process. There must be a dedication to removing basic causes of errors and wastage. There must a system in place by which all staff can raise those problems which prevent them from turning into an error free performance kind of environment. It should also be recognized that tools, techniques, systems, and packages are used at different stages in different organizations in their development of TQM. The timing of the introduction of a particular tool, technique, system or package is crucial to its success. It is also very important to note that statistical methods should be used and mistake proofing of operations should be investigated. Please refer to paragraph on "continuous improvements" where we have mentioned the use of statistical methods in TQM i.e. SPC (Oakland, 1995). According to Dale (2003, 75), if a process of continuous improvement is to be sustained and its pace increased, it is essential that organizations monitor on regular basis which activities are going well, which have stagnated and what needs to be improved.

Self-assessment against a recognized model provides such a framework and it is defined by the EFQM (2001) as: a comprehensive, systematic and regular review of an organization's activities and results referenced against a model of business excellence. The self- assessment process allows the organization to discern clearly its strengths and area in which improvements can be made and culminates in planned improvement actions which are monitored for progress (ibid).

3.3.9   MEASURING CUSTOMER WANTS AND SATISFACTION

Kumar (2006) asserts that TQM is customer oriented and that the goal is to satisfy the customer. When an organisation produces goods and services of quality at economic cost and is consistently meeting the customers' needs, then the organisation is said to have satisfied the customer. He goes on to say that customer's needs must be understood and used to design both the products and services offered. The experience customers have with the product or service in given situation determines the value they realise. Customer dissatisfaction or satis-

faction is the outcome of providing value that meets or does not meet the customer's need in that situation. Managers must measure product quality as an antecedent to both customer value and satisfaction, measure the value perceived by customers during usage, and measure the satisfaction or dissatisfaction that is the realised end state (ibid). Dale (2003, p31) says that Customer satisfaction is a business issue and that all processes should work towards satisfying the customer All available means must be used to determine customer requirements and develop systems and procedures to assess conformance. It should be easy for the internal and external customer to complain. It should be in such a way that all customer complaints are picked up and analysed, and that there is appropriate feedback. The attitude that the next process/person is the customer must be encouraged, and measures of customer satisfaction and quality indicators for all internal departments must be developed (ibid).

3.4 *SUMMARY OF THE THEORETICAL FRAMEWORK*

The purpose of this thesis is to identify the factors that lead to a successful TQM implementation on the operational and organizational performance of the Zambian tourism industry. From the theory presented above, we have identified the factors as: Leadership; Commitment and top management support at all levels; employee involvement; customer focus; process and data quality management; Continuous improvement; Rewards & recognition; and the use of quality tools and techniques. In other words, the company's top management supported by its employees, places the customer at the centre of the system and while using quality tools it manages processes and data based on quality. The result of this form of management is the company's quality improvement, customer satisfaction, its market consolidation and domination and the protection of natural and social environment. The tourism industry in Zambia is no exception and the principles of TQM if clearly applied would go a long way in lifting the standards. We recognise that at the heart of any organisation is the leadership and hence therefore, the key to a successful TQM implementation is having the Chief Executive Officer (CEO) visibly involved and committed, having a customer focus, having very clearly stated strategic goals and an enforceable quality process as illustrated in the theory presented.

3.5 *TOURISM IN RELATION TO TQM*

Tourism broadened down or put in a more general way in order to make the readers of this thesis understand the study, Råtz & Låszlö (2002, p. 15) put it as follows; Tourism includes the tourist, who represents the demand (and the sending areas) as well as the tourist sector, representing the supply (and the tourist destinations).They further continue on to say that the two subsystems of the tourist system, the demand- i.e. the tourist and the supply, i.e. the tourist product- are connected by marketing activities from the destination's side. Even though it can be argued that a tourist's decision to travel comes from personal motivation but this motivation comes from a point of influence. This influence is as a result of attraction from the destination intended to be travelled to; in tourism there is a particular close rela-

tionship between motivation and attraction. Quality starts with marketing, the marketing function of an organization must take the lead in organizing the true requirements for the product or service. Having determined the need, marketing should define the market sector and demand. Excellent communication between customers and suppliers is the key to total quality; it will get rid of wrong expectations from the customer which by far is the common trap many organizations fall in (ibid).

With the increasing role of tourism in the global economy and growing competition in the global tourism market, the importance of developing quality tourism products has been recognised both by the public and private tourism sectors. To this end, a number of initiatives aimed at quality improvement in tourism have been undertaken at four different levels: International, national, regional/local and entrepreneurial (Augustyn, 1998).

International Perspective

Among many international tourism organisations, the work of the international Union of Official Travel Organisations (IUOTO), and then the World Tourism Organisation (WTO), is of utmost in creating quality awareness among public and private tourism organisations. In fact, this organisation has been concerned with quality issues since its creation in 1923 (WTO, 1985a, p.30). The adoption of the Manila Declaration in 1980 (WTO, 1980) constitutes a milestone in the concepts on which most tourism policies and strategies had been based in the past. Since then, on various occasions, the WTO emphasised that the future of the tourism industry depends on the ability to instil a culture of quality in tourism services. In order to support this idea, the WTO has adopted the Tourism Bill of Rights and Tourism Code (WTO, 1985b), undertook a study on state measures to ensure quality of tourism services (WTO, 1985a), published a manual on Quality Control of Tourism Products and Services (WTO, 1988), adopted Recommended Measure of Tourism Safety (WTO, 1991) and published policy guidelines on health-oriented information (WTO, 1993). The recognition of quality in tourism ultimately led to the creation of a quality support committee in 1995 (WTO, 1995, P. 4). The committee was assigned the task of developing a basic framework necessary for providing quality tourism services and the issue of safety and security received the greatest concern in the committee's recommendations. It is apparent that the major purpose of all these steps undertaken by the WTO is to build quality awareness in the tourism sector, protect the customer and encourage the state to set measures aimed at prevention, assistance and international co-operation in order to improve quality in tourism.

National Perspective

Following the WTO initiatives aimed at building tourism quality awareness, in most countries central government departments responsible for tourism demonstrate a growing interest in the development of quality tourism. This became even more important in view of quality

problems that many countries have faced due to neglecting this issue in the past. The prevailing focus on economic goals in national tourism policies until the 1980s had in many cases resulted in degradation of physical and social-cultural environments, thus reducing the quality of the tourism experience (e.g. Italy and Spain). To solve this problem, a majority of states give priority to quality goals and objectives in their current national tourism policies (Augustyn, 1995). Various tourism policy instruments are used to achieve these goals, depending on the political and economic systems of the country, the degree of tourism development and the importance of tourism in the national economy. The most common instruments include: legislative measures (e.g. establishment of quality and safety standards for various sectors of the tourism industry, environmental regulations, liberalisation of frontier formalities, consumer protection); financial measures (e.g. investment incentives for creation of new tourism areas, support education); operational measures (e.g. planning, co-ordination, horizontal co-operation, national tourism information systems) (Augustyn, 1995).

Regional/Local Perspective

The importance of quality improvements has also been recognised by a number of regions which have introduced various quality assurance procedures. In England, for example, the English Tourist Board adopted the quality assurance inspection scheme for England in 1991, while in Wales; an attraction accreditation scheme was introduced in 1992 through Wales Tourist Board (Buswell, 1993, p. 120). The Scottish Association of Visitor Attraction has also instigated an inspection scheme (Graw, 1992). These inspection programmes are developed in order to score a particular attraction for provision and standards of service and reward the attraction operator with a certificate.

At local level, the authorities introduce various environmental regulations, enforce building codes or provide public services (roads, public transport, car parks, social services, etc.). These steps, although important for the development of quality tourism, are undertaken, however, for other purposes and few local authorities are aware of their importance for quality improvement in tourism. In fact, not much has specifically been done with this purpose at the local level. Even in cases where the public sector owns local visitor attractions, the initiatives aimed at increasing customers' satisfaction are scarce.

Entrepreneurial Perspective

At the entrepreneurial level, most tourism businesses are nowadays aware of the need for quality improvement. Few of them, however, emphasise this need in their strategies and even less develop quality systems in order to improve their performance and satisfy the customer. A great deal of these systems have been established by big tourism companies, such as international hotel chains (e.g. Marriot, Hilton), Multinational tour operators (e.g. Thomas Cook), airlines (e.g. British Airways), and visitor attractions (e.g. Disneyland) (Brown, 1992). In con-

trast, despite the fact that the majority of small tourism enterprises appreciate the importance of quality improvement as a means of sustaining competition, they are mainly concerned with upgrading their facilities or inspecting their products. In most cases, however, they do not develop formal quality systems.

The analysis of initiatives aimed at quality improvement in tourism proves that this issue is not new and has received much attention from both public and private tourism organisations various steps have been taken at international and national levels to build quality awareness among the providers of tourism products and services. There are also examples of developing national and regional tourism quality systems. Private tourism companies have widely accepted that quality is one of the most important factors of their competitiveness in the global tourism market. To this end, a number of big tourism companies spend vast sum of money on developing quality systems whereas small tourism enterprises at least aim at upgrading their facilities (Augustyn, 1998)

Partial information about customer needs constitutes the major source of increased customer dissatisfaction with the products offered by big tourism companies. The conceptual model of service quality (SERVQUAL), developed by Parasuraman *et al.* (1990), is regarded as an important tool for identifying quality improvement areas within individual service organisations in relation to enhancing customer satisfaction. The model measures tangible and intangible elements of the service and investigates gaps in the customer-supplier chain to highlight target areas where quality may be improved. These gaps include the gap between: customers' expectations and management's perceptions of customers expectations; management's perceptions of customers' expectations and service quality specifications; service quality specifications and service delivery; service delivery and external communications to customers; customers' expectations and perceived services.

Despite the fact that many service companies have benefited from the use of the SERVQUAL model in terms of increased customer satisfaction, the application of this instrument does not prove to be sufficient with regard to tourism services. The information about quality improvement areas gained with the use of the SERVQUAL model is also partial owing to the fact that it focuses on customer opinion related merely to the performance of an individual tourism company. Similarly to the benchmarking technique, the SERVQUAL model is of great practical importance with reference to gaining a competitive advantage within the specialist sector of the individual company, (e.g. Thomas Cook within the travel trade sector or Disneyland within the theme parks sector). However, the use of this instrument does not provide the necessary information about the overall customer expectations in relation to the total tourist experience. This is also due to the nature of the tourism product and the existence of the

tourism quality perception gap in particular, that are not taken into account in the process of identifying quality improvement areas.
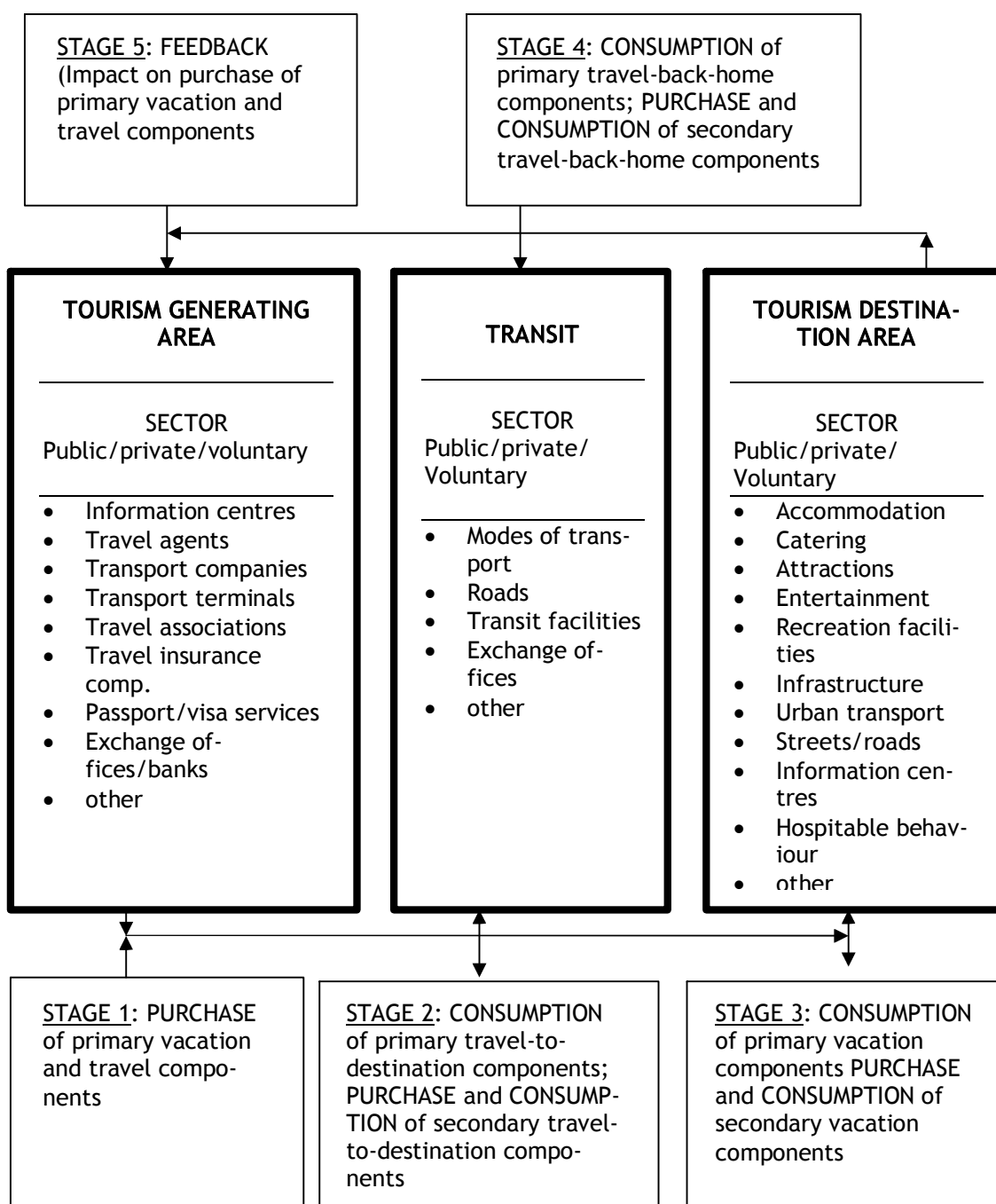
As taken from Augustyn (1998), the tourism quality perception gap relates to the discrepancy between the views of the tourists and those of the tourism organisations in respect to the quality of the tourism product. While tourists perceive quality as satisfaction with the complete tourism experience from the time they leave home to the time they return (Medlik and Middleton, 1979), the popular tourism organisation's approach to quality in tourism limits tourists' satisfaction to those components of the tourism product that are provided by the organisation (Handszuh, 1996). For example, a tour operating company offers a quality package composed of a seat in an aeroplane, a hotel room and meals in a restaurant, and is interested only in the quality of those components, as well as the quality of their own services. It should, however, be noted that other factors, such as the quality of destination facilities, infrastructure, public transport, hospitality behaviour also influence tourist satisfaction. Particularly as the major part of the total tourism product is consumed at the Tourist Destination Area (TDA). In most cases, however, these factors are not taken into consideration by individual tourism companies while searching for information related to customers' expectations and levels of satisfaction. Therefore, even if the packages offered by the tour operators are of top quality, the other factors may spoil the tourist's overall experience.

This implies that in order to enhance customer satisfaction, an individual tourism organisation should adopt the same understanding of quality as its customers. Consequently, the information needed for identification of quality improvement areas should relate to all components of the total tourism product and not only to those offered by the tourism company. A majority of the companies do not have, however, sufficient resources to develop and monitor complex information systems. Since the information about customer expectations constitutes an important part of the inputs to a quality system, shortcomings within this area give rise to failures of quality systems developed by individual tourism organisations (Augustyn, 1998, P. 1-5).

Each tourism organisation provides only one or several components of the total tourism product that is consumed by its customers during the course of the complete tourism experience as shown in figure 6 below. Therefore, in order to enhance customer satisfaction, tourism companies have to establish effective relationships with their stakeholders, and especially with their suppliers, defined as those companies operating within the external environment that are responsible for the provision of other components of the total tourism product. However, it is hardly possible for any tourism company to achieve this goal due to the existence of the tourism quality control gap.

Figure 6: Components of tourism products at various stages of the tourism purchase-consumption process

STAGE 5: FEEDBACK (Impact on purchase of primary vacation and travel components	STAGE 4: CONSUMPTION of primary travel-back-home components; PURCHASE and CONSUMPTION of secondary travel-back-home components

TOURISM GENERATING AREA	TRANSIT	TOURISM DESTINATION AREA
SECTOR Public/private/voluntary	SECTOR Public/private/ Voluntary	SECTOR Public/private/ Voluntary
• Information centres • Travel agents • Transport companies • Transport terminals • Travel associations • Travel insurance comp. • Passport/visa services • Exchange offices/banks • other	• Modes of transport • Roads • Transit facilities • Exchange offices • other	• Accommodation • Catering • Attractions • Entertainment • Recreation facilities • Infrastructure • Urban transport • Streets/roads • Information centres • Hospitable behaviour • other

STAGE 1: PURCHASE of primary vacation and travel components	STAGE 2: CONSUMPTION of primary travel-to-destination components; PURCHASE and CONSUMPTION of secondary travel-to-destination components	STAGE 3: CONSUMPTION of primary vacation components PURCHASE and CONSUMPTION of secondary vacation components

Figure 6: Components of tourism products at various stages of the tourist purchase-consumption process

Source: Augustyn (1998)

The tourism quality control gap relates to the discrepancy between the need for quality control at every stage of the total tourism product delivery and the feasibility of the individual tourism company of exerting actual control over this process. The existence of this gap accounts for an inability of individual tourism companies to offer the total quality tourism product that the customer expects at the beginning of the tourist purchase - consumption process. The tourism quality control gap is also responsible for the increasing number of tourists dissatisfied with their total tourism experience.

It is worth pointing out in this context that currently the leading tour operators are not even in a position to control the delivery of the tourism product components included in the holiday package, which is reflected in an increasing number of customer complaints.

The problem becomes even more complicated in view of the fact that tourists consume other elements of the total tourism product during their overall tourism experience, mainly at the destination area. With the large number of destinations that tour operators deal with, and offer to the customers, an individual tour operating company is not in a position to control the quality of all the elements of the total tourism product offered by the providers operating at the host area. All the more reason that many of these elements are offered by the public sector (e.g. infrastructure, security, police, urban transport, education). Moreover, the human aspect of the product is of utmost importance for total tourist satisfaction, and this can be confronted only at the time of tourism product consumption.

This implies that, even if several tourism companies make an effort to establish effective relationships with their suppliers, many of the components of the total tourism product that influence customer satisfaction are beyond their control. This lack of control results in customer dissatisfaction, since the standards promised or implied in advertisements are not matched by the reality of the visitors' experience during their stay (ibid)

The added Value of Tourism (GDP)

GDP (Gross Domestic Product) is the value produced and realized (by local and foreign citizens) in the financial and service sector in a year in a given country (Jandala, 1992). GDP is the value through which the growth or recession of the economy can be demonstrated on macro level.

Tourism's contribution to GDP

Tourism's contribution to GDP can be determined by summing up both the foreign and local visitor's expenses and subtracting from this value the purchases of the tourist sector (productive consumption). GDP consists of the following elements: The amount domestic tourism depends on consumption, and that part of the amount spent on international transport by citi-

zens of the given country which were paid for services and products in the given country (before the journey); Value of investments for tourist purposes (e.g. buildings and equipment), The amount spent by foreign tourists on products and services provided by the given country's service industry (invisible export); and the outflow (decreasing the GDP) resulting from the fact that the citizens of the country in question purchase goods and services from another country's tourism industry.

Tourism's contribution to GDP in countries with low domestic tourism almost fully depends on the international (active) visitation. There are several factors affecting the relation to tourism to GDP: Local condition- namely, the types of attractions the area/country offers and the composition of the economic environment (entrepreneurial structure, volume of capital at disposal, qualification and number of employees); The general technological level- as mentioned earlier globalization and technological development increasingly emphasizes the use of modern technologies in tourism as well (disregarding the so called low-tech products such as eco-tourism), and this presumes a high quality of supply of the receiving area (in the developing countries the low level of technology can cause difficulties in realizing tourism's profits); Economic growth is strongly influenced by the country's social and political stability or instability; Attitudes and conventions which apply equally to the population of the receiving area (especially of people working in tourism), and the behaviour of tourists and their willingness to travel; and Size of amounts intended for tourist investment and distribution of their utilization(Råtz & Låszlö, 2002, pgs 73-74).

3.6   TQM IMPLEMENTATION

TQM is the application of a number of activities with perfect synergy. The various important elements of TQM are illustrated in the figure 7 below;

Dale (1995) asserts that many companies recognise the need to move away from an autocratic management style, with formal rules and hierarchical procedures, and narrow work demarcations. Some have tried to create teams, to delegate and to improve communications. In several large organisations in which total quality has been used successfully effect change, the senior management did not focus on formal structures and systems, but set up process management teams to solve real business or organisation problems. The key to success in this area is to align the employees of the business, their roles and responsibilities with the organisation and its processes
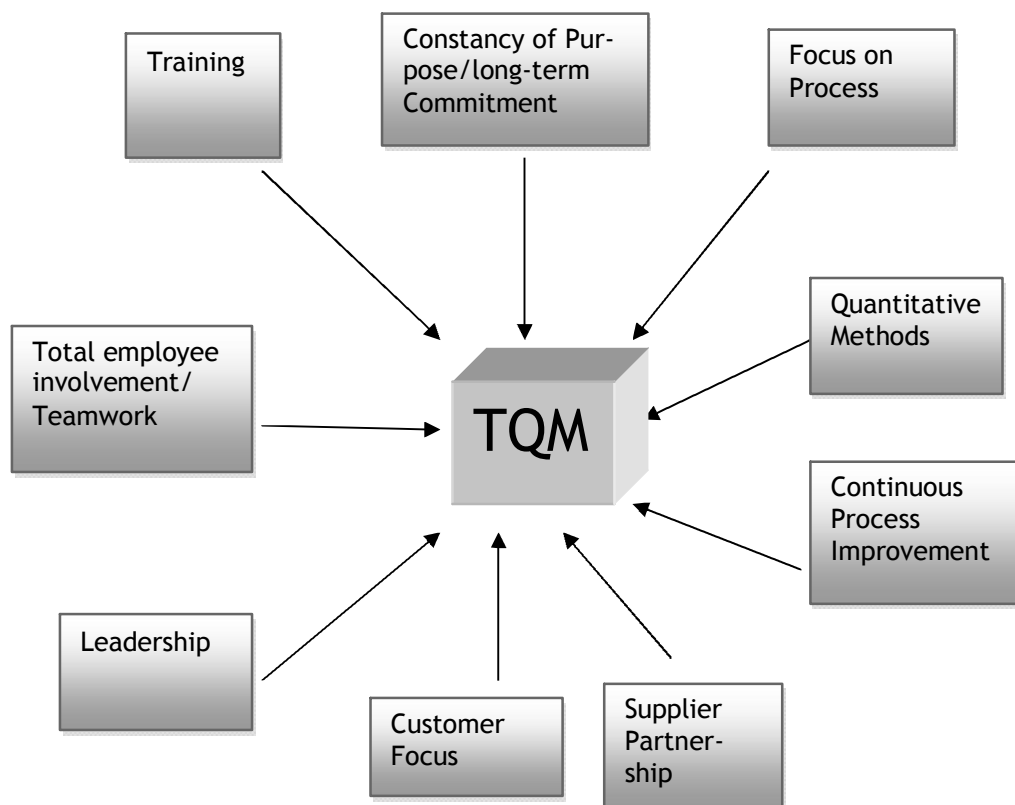
Figure 7: Implementation Process Cycle
Source; Subburaj, 2005

There are a number of challenges involved in this institutionalisation of quality. The issue of strategy implementation is important as organisations attempt to benchmark themselves against the best organisations and excellence models. Without an integrated approach, quality will continue to be an "add on" and very little improvement will be achieved (Kaye and Anderson, 1999). Continuous improvement requires continuous management of the driving forces for improvement. There has been a high failure rate among TQM initiatives, due to the absence of a clear link to customers, ingrained attitudes, and a lack of time and resources (MacLeod and Baxter, 2001a). However self-assessment can provide a framework for sustaining and stimulating a process of company-wide continuous improvement (Van der Wiele *et al.*, 2000b; MacLeod and Baxter, 2001b).

There have also been suggestions that many programs fail because the chief executive does not commit himself or herself to active support, participation, and leadership of the process of continuous improvement and the associated culture change that is required for successful implementation of TQM (Angeli *et al.*, 1998; Thiagarajan and Zairi, 1997c). Strong leadership

(Prabhu and Robson, 2000), involvement, empowerment, and customer focus have all been cited as being crucial, as has timely and accurate information (Jackson, 2001).

From this discussion it can be seen that the attitude of staff can pose significant difficulties for the implementation process – individuals and teams are central to the process of improvement. The commitment of people to quality brings continuous improvement (Chin and Pun, 2002). Because the organisation introducing quality mechanisms is usually seeking to gain employee commitment and cooperation rather than just compliance (Wilkinson, 1998), participative cultures that involve high trust and non-adversarial relationships are likely to be helpful (Godfrey *et al.*, 1997). Cultural problems and staff resentment towards quality initiatives are a problem, as is the fear of admitting errors (Willoughby and Wilson, 1997; Page and Curry, 2000). A "no-blame" culture to dissuade employees from covering up problem areas is an essential requirement if complaints are to be captured, and if they are to be used effectively to drive service improvement.

Superiors and subordinates must have high levels of trust and confidence in each other, and cooperation and teamwork must exist at all levels. Trust in the manager based on past behaviour is one of the more important factors in persuading employees to accept the new vision (Carroll, 2000; Godfrey *et al.*, 1997; Harris and Hartman, 1992). Effective implementation of any strategy is more likely to occur if the organisational members are committed to a common vision. From this it can be seen that employee development is central to the achievement of a quality-focused organisation, because service staff members need to be well trained and positive in their attitudes towards their work if they are to deliver well-performed services (Dotchin and Oakland, 1994). Employees at every level of the organisation need to possess the necessary knowledge and skills required for their particular contribution to the implementation of the quality policy. They must be equipped to cope with the demands of quality and excellence, and must be motivated and trained to work towards quality (Yavas *et al.*, 1995).

3.7   ISO STANDARDS
"A system, whether physical or metaphysical, commonly owes its success to its novelty; and is no sooner canvassed with impartiality than its weakness is discovered."
David Hume (1711-1776). Scottish philosopher

When studying or looking at the subject of quality and hence quality management itself; one will discover that the subject is not an easy study. Why? Well, to begin with you will find that one's idea of quality is different from the other and that is where the problem comes in because in one's culture as already mentioned the perception therein is the norm and whatever constitutes another maybe deemed inferior. Now this is where the system of standardization

comes in but who then calls the shots and what is quality? Quality is the degree of excellence of a thing, that is, the totality of features and characteristics of a product or service that bears upon its ability to satisfy stated or implied needs (ISO, online)

International Organisation for Standardisation (ISO) is the world's largest developer of standards. The vast majority of ISO standards are highly specific to a particular product, material, or process. However, the standard that has earned the ISO 9000 family a worldwide reputation is known as "generic management system standards". "Generic" means that the same standards can be applied to any organization, large or small, whatever its product - including whether its "product" is actually a service - in any sector of activity, and whether it is a business enterprise, a public administration, or a government department. "Management system" refers to what the organization does to manage its processes, or activities. "Generic" also signifies that no matter what the organization is or does, if it wants to establish a quality management system then such a system has a number of essential features which are spelled out in the relevant standards of the ISO 9000 family. ISO 9000 is concerned with "quality management". This means what the organization does to enhance customer satisfaction by meeting customer and applicable regulatory requirements and continually to improve its performance in this regard. (http://www.iso.org/ 14.04.2010)

The ISO 9000 was revised in December 2002. ISO 9001:2000 that belongs to ISO 9000 family where the 2000 features a concept called the "process model". This means that an organization should define what it does (the normal small business model in Sales, Design, Purchasing, etc.), draw a process model of these activities, understand how these processes interrelate (e.g. are there any weak links), decide who owns these processes and monitor and improve the quality system by internal audit, measuring customer satisfaction, etc. (http://www.iso9001help.co.uk/ 14.04.2010)

3.7.1   SUMMARY: ISO

It can be noted that ISO 9000 came out of a quest for confidence by customers and how organizations were motivated to establish management systems as a way of increasing their capability so as to create retail satisfied customers. ISO 9000 is a useful family of standards and has had more success than any other initiative primarily because ISO 9001 certification has been used as a pre-requisite for trade.

4   METHODOLOGY

This chapter will discuss and motivate the methodological issues connected to this study. First, the purpose of the research and the research approach will be provided. This will be followed by the research strategy and the method used for the data collection. After that, the sample selection will describe the case company and respondent. Thereafter, the strategy for analyzing the data and the method problems that can occur

in this type of study will be discussed. Finally, a figure summarizing the methodological path chosen will be provided.

4.1   RESEARCH PURPOSE

The purposes of research can be categorised as exploratory, descriptive and explanatory (Saunders et al., 2007).

Exploratory studies are useful when the aim of the research is to seek new insights into phenomena, to seek questions and to assess phenomena in a new light (Saunders et al., 2003). Furthermore, it is useful for clarifying ambiguous problems. Usually, exploratory studies are an initial research conducted with the expectation that subsequent research will be required. (Zikmund, 2000) An advantage with exploratory research is that it is flexible and adaptable to changes. The focus tends to initially be wide and then narrows down as the research develops. (Saunders et al., 2003)

Descriptive studies are designed to describe characteristics of a population or a phenomenon. It seeks to determine the answer to questions asking; who, what, when, where and how. Furthermore, descriptive studies are, unlike exploratory research, based on some previous understanding of the nature of the problem. (Saunders et al., 2003) According to Wallen (1996), descriptive research is suitable when the problem is clearly structured but the intentions are not to establish connections between cause and symptom.

Explanatory studies are according to Saunders et al. (2003) studies with the emphasis to study a situation or a problem in order to explain the cause and effect relationship between given variables. In order to accomplish that, well defined research problems have to be done and hypotheses need to be stated (Eriksson & Wiedersheim-Paul, 2001). Explanatory research is mostly used within areas where extensive research has already been done (Wallen, 1996).

As mentioned, the purpose of this thesis is to identify factors that lead to a successful implementation of TQM. We are mainly looking at the Zambian Tourism industry and in order to gain a better understanding we are describing the said factors and also looking at how successful the Zambian Tourism sector has been thus far. In doing so we will be able to identify the problem areas and also ascertain corrective measures in the sector. Thus, this thesis can be explained as mostly descriptive. However, since we have not been able to find studies that focus on the exact same problem as we have chosen to study in this thesis, the topic area will be explored. Finally, towards the end of the thesis our own conclusions are presented and through this we are beginning to explain the phenomena we have explored and tried to describe. This makes our study mainly descriptive but with both explorative and some explanatory influences.

4.2   RESEARCH APPROACH

According to Saunders et al. (2003) research can be categorized into either qualitative or quantitative approach.

For a qualitative research, information is gathered to gain a deep and thorough understanding, and to describe a holistic view (Saunders et.al, 2003). Qualitative research, broadly defined, means "any kind of research that produces findings not arrived at by means of statistical procedures or other means of quantification" (Strauss and Corbin, 1990, p. 17) and instead, the kind of research that produces findings arrived from real-world settings where the "phenomenon of interest unfold naturally" (Patton, 2001, p. 39). Unlike quantitative researchers who seek causal determination, prediction, and generalization of findings, qualitative researchers seek instead illumination, understanding, and extrapolation to similar situations (Hoepfl, 1997).

A quantitative researcher attempts to fragment and delimit phenomena into measurable or common categories that can be applied to all of the subjects or wider and similar situations (Winter, 2000). In his/her attempts, the researcher's methods involve the "use of standardized measures so that the varying perspectives and experiences of people can be fit into a limited number of predetermined response categories to which number are assigned" (Patton, 2001, p.14). For example, a quantitative researcher may prepare a list of behaviour to be checked or rated by an observer using a predetermined schedule or numbers (scales) as an instrument in his/her method of research. Thus, a quantitative researcher needs to construct an instrument to be administered in standardised manner according to predetermined procedures.

The choice of research approach should be based on the purpose of the study. In order to gain a better understanding of our purpose, we have chosen a qualitative approach that enables us to obtain more in-depth information.

4.3   RESEARCH STRATEGY

The strategy to use in the research can be determined, according to Yin (1994), by looking at three different conditions. These conditions are: The type of research question posed; the extent of control an investigator has over actual behavioural events and; the degree of focus on contemporary as opposed to historical events.

The table below shows how Yin (1994) relates each condition to the five alternative research strategies.

Table 1: Relevant Situations for Different Research Strategies

Strategy	Form of research Question	Requires control Over behavioural Event?	Focuses on Contemporary Events?
Experiment	How, why	Yes	Yes
Survey	Who, what, where, How many, how much	No	Yes
Archival analysis	Who, what, where How many, how much	No	yes/no
History	How, why	No	No
Case Study	How, why	No	Yes

Table 1: Relevant situation for different Research Strategies

Source: Yin, 1994, p.6

The purpose of this thesis is to gain a deeper understanding of the factors that lead to a successful TQM implementation in the Zambian Tourism sector. In order to obtain this purpose, all three research questions have been stated as openly as possible. The intention with this strategy when stating the research questions was to avoid questions that would not cover the broad understanding sought in our purpose. This is also the reason why all our research questions were stated in the form of "how".

An experiment is done when an investigator can manipulate behaviour directly and precisely. This can occur in a laboratory and focus on isolated variables. (Yin, 1994) In our study, we could not occur, we could not control behavioural events and thus the experiment strategy was not used. Survey research is according to Yin (1994) concerned with systematic gathering of information from respondents, generally in the form of a questionnaire. It often answers questions of what, where and who. (ibid) With this strategy we could have investigated a few variables, but we would not have been able to cover all the aspects of the topic; factors that lead to a successful TQM implementation in the Zambian Tourism industry. Therefore, we decided not to use the survey strategy. Moreover, Yin (1994) states that analysis of archival records were excluded. Yin (1994) further presents a historical strategy as dealing with the "dead" past. That is, when no relevant persons are alive to report and the investigator must rely on documents and cultural and physical artefacts as the main sources of evidence (ibid).

However, since this thesis focuses on contemporary events, which occur at the present moment, the historical strategy was eliminated. This leaves us with only one strategy- the case study.

A case study is defined as "an empirical inquiry that investigates a contemporary phenomenon within its real-life context" (Yin, 2003, p. 13). In general, case study is the preferred strategy when "how" and "why" questions are posed, when the investigator has little control over events and when the focus is on a contemporary phenomenon within some real life context (Yin 1994). He further describes a case study as an empirical inquiry that investigates a contemporary phenomenon within its real life context, especially when the boundaries between phenomenon and context are not clearly evident (ibid). Since the research questions that we base this thesis on are of "how" character and because our purpose is to gain an understanding of our research area, we have chosen to adopt the case study as our research strategy.

According to Yin (1994) a case study can involve either a single case or multiple case-studies. The single case study investigates one case thoroughly where as a multiple case study investigates several cases. Furthermore, in a single case study, the research is compared with existing theory. (ibid) Due to the time limitations we have chosen to do a single case study.

4.4 DATA COLLECTION

According to Yin (1994), data can be collected for case studies via six different sources. No single source has a complete advantage over all the others. Instead, they are highly complementary and a good case study should include as many sources as possible. The author calls this use of multiple sources "Triangulation", which gives the researcher an opportunity to obtain multiple measures of the phenomenon. This will in turn increase the validity when performing any scientific study (ibid). The six sources of evidence are presented below.

SOURCES OF EVIDENCE	STRENGTHS	WEAKNESSES
Documentation	Stable: can be reviewed repeatedly Unobtrusive: not created as a result of the case Exact: contains exact names, references, and details of an event Broad coverage: long time span, many events, and many settings	Retrievability: can be low Biased selectivity: if collection is incomplete Reporting bias: reflects (unknown) bias of author Access: may be deliberately blocked
Archival records	(same as above for documentation) Precise and quantitative	(same as above for documentation) Accessibility due to privacy reasons
Interviews	Targeted: focuses directly on case study topic Insightful: provides perceived causal inferences	Bias due to poorly constructed questionnaire. Response bias Inaccuracies due to poor recall Reflexivity: Interviewee gives what interviewer wants to hear
Direct observations	Reality: covers event in real time Contextual: covers context of event	Time consuming Selectivity: unless broad coverage Reflexivity: event may proceed differently because it is being observed Cost: hours needed my human observers
Participant Observations	(same as for direct observations) Insightful into interpersonal behaviour and motives	(same as for direct observations) Bias due to investigator's manipulation of events
Physical Artefacts	Insightful into cultural features Insightful into technical operations	Selectivity Availability

Table 2: Six sources of evidence, strength and weakness

Source: Yin, 1994, p.80

Archival records are produced for a specific purpose and a specific audience. When those conditions are not fully fulfilled the usefulness of an archival record cannot be assured. In addition to that, they have the same strengths as documentation, but are focusing on past events and will thus not be used in this study. Direct observations and participant observations could have been used in this study, however they are ruled out as possible sources of evidence, due to limitations regarding time and financial resources. Physical artefacts are described as insightful when it comes to cultural features and technological operations, but since our study is concerned with perception questions, this type of evidence is not relevant.

In this research, the two sources of documentation and interviews were used, allowing for multiple sources of evidence. (Yin, 1994)

According to Yin (1994) interviews are the most important source in case studies. An interview can be based on three different strategies:
Open-ended interviews
Focused interviews
Structured interviews

Case study interviews are mostly of an open ended art, where the interview does not follow any structured questions. The investigator can ask the respondent for the facts of a matter as well as for the respondents' opinions about events. Sometimes, the investigator can ask the respondent to propose his or her own insights into certain occurrences and might use such propositions as basis for additional inquiries. In a focused interview the respondent is interviewed for a short period of time. In such situations, the interview may still remain open ended and assume a conversational manner, but the investigator is more likely to follow a pre-determined structure derived from the case study protocol. Finally, a structured interview follows a set of strictly pre-determined questions and can thus be characterized more as a combination of a survey and an interview. (Yin, 1994)

The type of interview used in this study is a focused interview. We used an interview guide (provided in the appendix) to be able to discuss a limited number of issues connected to the frame of reference. This way, the focused interview can be used to confirm or dismiss certain facts, or in this case, theories. In general, a focused interview can be conducted by telephone or in person. Telephone interviews are less costly and time consuming, which makes them useful when contacting a distant respondent (Lundahl & Skärvad, 1992). We conducted telephone interviews, due to the long distance to our respondents and we were able to save on time compared to a face to face interview.
According to Yin (1994) the use of a tape recorder during the interview is essential to register the empirical data with an absolute accuracy. We used a tape recorder and by registering the data, we were provided with the possibility to transcribe the interview word by word. The respondents were aware of the tape recorder and had no objections.

In order to collect secondary data about the sample companies, we visited the different websites of the companies concerned as well as their intra-websites.

4.5 SAMPLE SELECTION

After having determined the appropriate sources of evidence, it is essential to find relevant and manageable samples to collect the empirical data from. The choice of sampling tech-

nique is dependent on the feasibility and sensibility of collecting data to answer the research questions and to address the objectives (Saunders et al., 2003). In accordance with Saunders et al. (2003), non-probability sampling was chosen since a better understanding of a problem was required. To answer the research question and to meet the objectives with this study, an in-depth study was carried out, focusing on one small case purposively selected in accordance with Saunders et al. (2003).

We have chosen to conduct a single case study on the factors that could lead to a successful implementation of TQM in the Zambian Tourism sector.

According to Holme & Solvang (1997) the selection of respondent is crucial. If the wrong persons are being interviewed, the research may turn out to be invalid or worthless (ibid). First, we contacted the sample companies via email and explained the intention of our study. Thereafter, we were recommended the most appropriate interview respondent. In order to fulfil our purpose, it was essential to reach the person who possessed the most knowledge and experience of our research area.

4.6 DATA ANALYSIS

According to Yin, (1994), research studies should begin with a general analytical strategy providing the researcher with a system by which he or she can set priorities for what to study and why. That includes examining, categorizing, tabulating, or otherwise recombining the data used for the study. Two general analytical strategies are available when performing a case study;

Relying on theoretical propositions - The results from previous studies are compared to the researchers' findings from the case study. This is the most preferred strategy and also the strategy used in this study.

Developing a case description - A descriptive framework is developed for organizing the case study. This is used when there is previous research on the subject.

According to Yin (1994) specific techniques can be used to analyse the data; within case analysis compares the collected data with the used theory where as cross case analysis compares data from one case with another case. As mentioned before we have chosen to do a within-case analysis since the study is analyzing only one case.

Miles & Huberman (1994) states that qualitative data analysis consists of three concurrent flows of activities;

Data reduction: This stage of qualitative data analysis selects, abstracts, simplifies, focuses, and transforms the collected data. The purpose is to organize the data in order to draw and verify conclusions.

Data display: After having reduced the data, it should be displayed in an organized and compressed way to enable easy conclusion drawing.

Conclusion drawing and verification: In the last stage the researcher decides the meaning of occurrences, noting regularities patterns, explanations possible configuration, causal flows and propositions.

The propositions presented by Miles & Huberman (1994) concerning how the analysis- activity should flow, were followed when the empirical data of the study was analysed. Firstly, the data was reduced by selecting and simplifying data relevant to the research questions. Secondly, the data was presented in a structured and feasible way, following the structure of our research questions. Finally, conclusions of the study were drawn and verified.

4.7   QUALITY STANDARDS

When determining the quality standards of a case study research, Yin (1994) suggests four commonly used tests; construct validity, internal validity, external validity and reliability. Since Yin (1994) claims that internal validity is only used for explanatory or causal studies and this study is mainly descriptive, this test will not be dealt with. Furthermore, Yin (1994) further states that external validity deals with the problems of making generalizations of the case study. The aim of this study is mainly to gain a better understanding and not make generalizations. However, some generalizations regarding the Tourism sector in Africa & Zambia in particular will be done, but this will be carefully performed and to a limited extent. Thus, the test of external validity will not be taken into consideration.

4.8   CONSTRUCT VALIDITY

Validity is to the extent to which the researcher is able to study what he or she had sought to study rather than studying something else (Gummesson, 2000). More specifically, construct validity establishes correct operational measures for the concepts being studied (Yin, 1994). Furthermore, he states that there are three different tactics to increase construct validity. The first tactic is the use of multiple sources of evidence during the data collection. The second tactic is to establish a chain of evidence. This is based on the principle to allow an external observer to follow the derivation of any evidence from initial research questions to the conclusions of the case study. The third and last tactic is to have the draft case study report reviewed by key informants. (ibid)
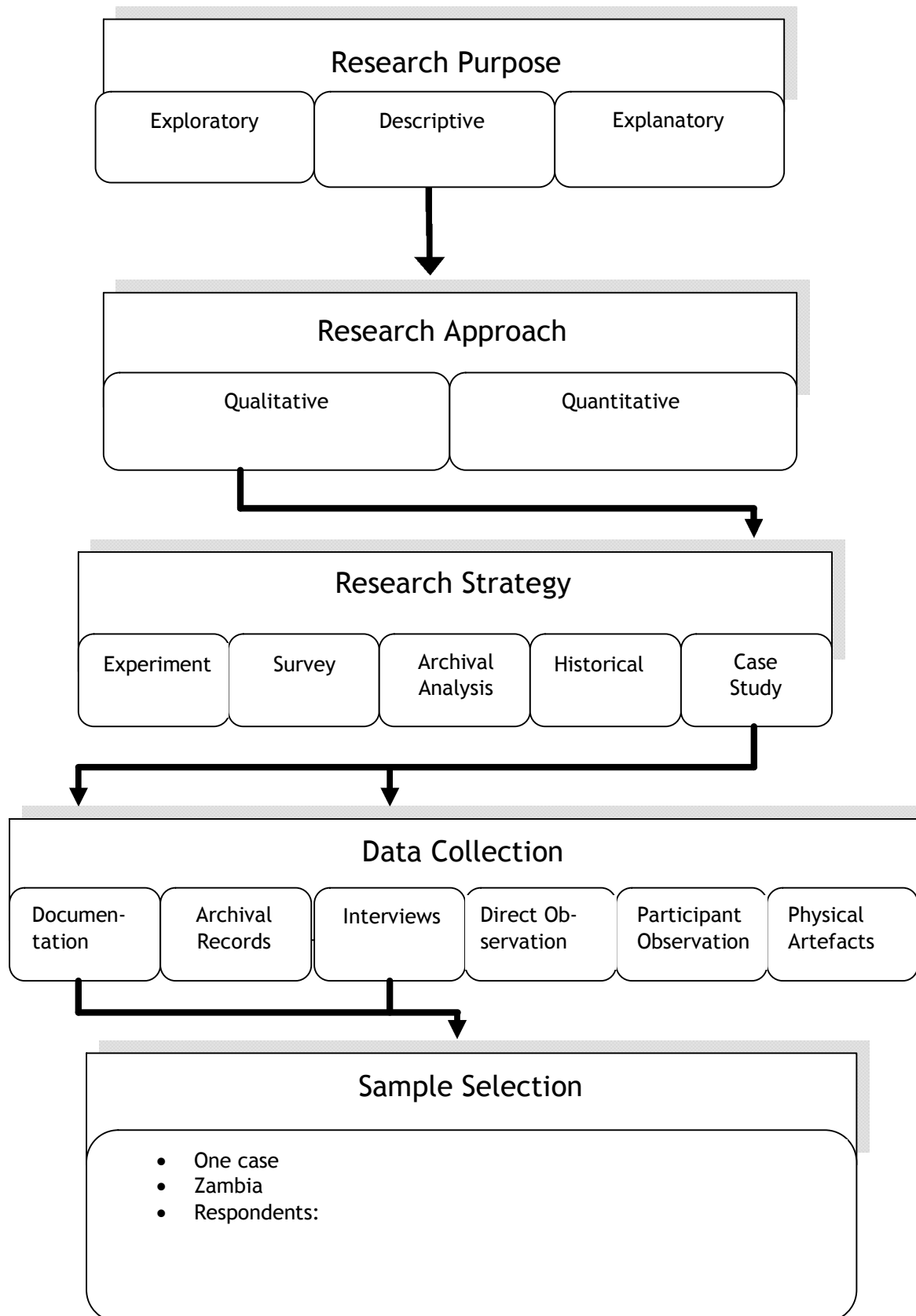
In this study we have followed all of the recommendations from Yin (1994) to increase the construct validity. During the data collection, we used a multiple strategy for the source of evidence since we conducted an interview as well as used documents. In order to create strong chains of evidence we have throughout this study made citations to all the sources

where evidence has been collected. This in turn makes it possible for any external observer to follow any evidence throughout the study.

4.9   *RELIABILITY*

Reliability demonstrates that the operations of the study such as the data collection procedures can be repeated with equal result. A researcher that repeat the exact same procedure and research as described by an earlier researcher should be arrive at the same result and draw the same conclusions. (Yin, 1994) In order to obtain a high degree of reliability, we have in this thesis carefully explained the procedures of our research, in this, as well as in every chapter. Moreover, we have followed a structured approach in which every sequential chapter, from introduction to conclusions, is based on the preceding one. This is in order to provide readers and other researchers with a study that follows a logical flow and thus is easy to read and use in future research.

4.8 Visual Design of Methodology

Research Purpose

| Exploratory | Descriptive | Explanatory |

Research Approach

| Qualitative | Quantitative |

Research Strategy

| Experiment | Survey | Archival Analysis | Historical | Case Study |

Data Collection

| Documen-tation | Archival Records | Interviews | Direct Ob-servation | Participant Observation | Physical Artefacts |

Sample Selection
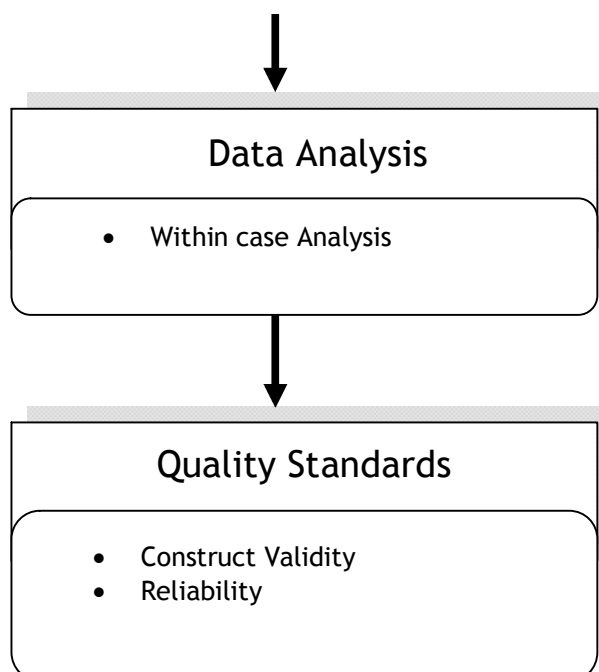
- One case
- Zambia
- Respondents:

Figure 8: Visual Design of Methodology

5   EMPIRICAL DATA

In this chapter the empirical data collected for our case study will be presented. The first section gives an introduction to the Zambian Tourism sector and other relevant points regarding the industry. The material presented in this chapter is based on interviews.

5.1   CURRENT TOURISM ACTIVITIES IN ZAMBIA

According to Ms Chengala (Former Marketing and Project coordinator, Zambia Tourism Board) "Zambian tourism is mainly wildlife based, we have about 19 National parks, 5 of them are popular and a lot of investment has been put in these. Besides that, Zambia is the home of the Victoria Falls, which is by the border town Livingstone shared with Zimbabwe.

The National parks are un-commercialised and un-spoiled and that is one of our prides as a nation in terms of offer and experience in Zambia. One of the other products offered is cultural tourism, as a country with 7 major languages and 73 dialects or ethnic groups, and a number of traditional ceremonies like the Kuomboka in the western province of the country. In addition to that, Zambia is known for its friendly people and moderate climate."

According to Ms Jocelyn, ZTB Marketing Manager in Livingstone, "Zambian Tourism Industry is growing in both activities being offered and in services like accommodation facilities. There has been growth in these areas in the past five years in terms of investment. Quality is categorised depending on what is being offered; there are places that offer high quality like the big hotels- the five stars, the four stars and lodges which are graded as grade 4s or 5s, and then there are guest houses- some of which are doing well and some are not. Local people

mostly invest in guest houses, and most of them come into the industry without understanding it i.e. they do not have the background knowledge of the industry and what has to be offered, for example, mushrooming bed and breakfast establishments - mostly by retirees who just come up and not really wanting to go an extra mile to keep their clients – that are yet to get there."

Further Ms Jocelyn said that "We have offices in Pretoria (South Africa), London (UK), and Washington DC (U.S.A). We also have sales missions and tourism attaches - these are offices attached to embassies. We have been travelling and we have done a number of road shows abroad and we have been inviting the media and also the tour operators to come and sample our products and we have also done a number of adverts." In addition, Ambassador to the USA Ms Siwela noted that tourism contributed around four percent to the country's gross domestic product (GDP). Statistics show an increase of about 15-28 per cent in the number of visitors to Zambia. According to the "AfricanMecca Inc." the latest arrival statistics based on 2007 stands at 805,059 visitors from 690,000 in 2006. Flagging off the Zambia 2010 Travel Show at the Zambia Embassy in Washington DC, Ambassador Siwela said the United States of America is Zambia's second tourist market after Europe. She revealed that in 2009, the North American market recorded around 40,000 arrivals.

Table VISITOR ARIVAL CONTINENT: BY YEAR

CONTINENT	2003	2004	2005	2006	2007	%CHANGE (2006-2007)	% of TOTAL (2007)
Africa	298,485	366,918	416,000	510,270	660,551	29.5	73.6
Europe	71,363	91,863	121,712	143,304	145,729	1.7	16.2
America	22,667	29,053	37,580	52,457	50,606	(3.5)	5.6
Asia	10,543	19,676	32,234	36,212	31,136	(14.0)	3.5
Total	412,675	515,000	668,862	756,860	897,413	18.6	100.0

Table 3: Visitor arrival continent: by year

Source: Ministry of tourism, Environment and Natural resources
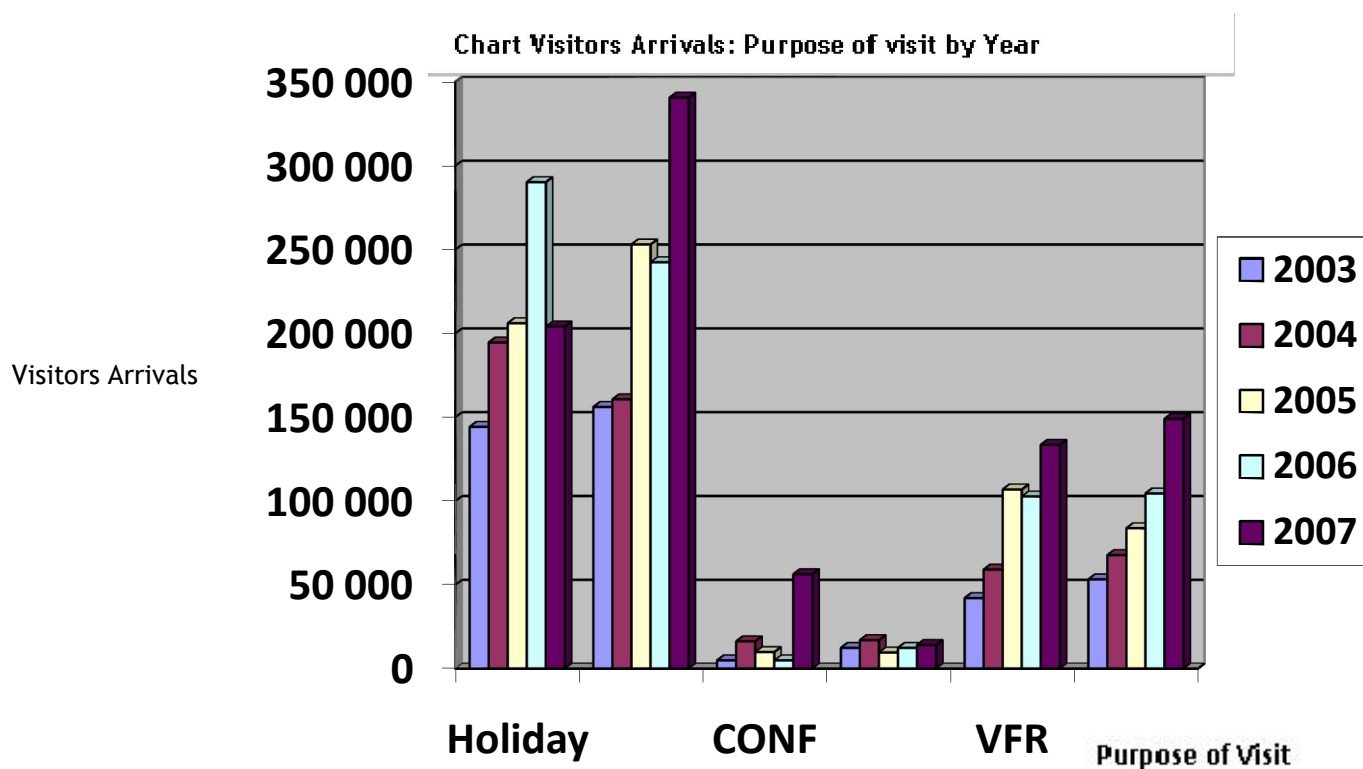
Figure 9: Visitor arrivals: Purpose of visit by year

Source: Ministry of Tourism

 "As ZTB, our mandate is to market. So, in marketing we are concerned with what quality the service providers have. Under the Tourism Ministry there is the Hotels board which is mandated to look at the services which are there and they inspect service providers to see if they at least meet the minimum requirement for whatever service they have registered in, even though ZTB still comes in as marketers. This is because what is offered matters so much to us since we are looking at repeat business, mouth to mouth marketing and so we do come in and try to talk to them and advise and sensitize them. We also offer time and again customer care support short workshops to just bring them on board and make them understand what kind of business they are coming into. We keep going round; we do our marketing calls now and again to our clients, who are now tour operators in this sense. So during sessions we honestly, just look at what we have, and we would like to understand what we will be taking out to our clients and so and again we visit them to see if they have improved, that is if they have added anything to their product offering." said Ms Jocelyn. Therefore, "At ZTB the only thing we can do is making recommendations to the ministry of Tourism and the licensing body if we feel the client really needs to improve. So we can recommend that a client closes up and 'clean up the house' (put in order) before they open up. This is in order to save the industry from

being regarded as one which is not offering the right services. We can only recommend, but mainly we try to help them lift up their service. We do not have the mandate to go higher than that, other than just recommendations to the ministry to Tourism who are the licensing body. We do as much because we want the industry to grow and to get them on board to just lift up the standard." added Ms Jocelyn.

According to Tourism Council of Zambia (TCZ) executive director Mr. Victor Inambwae in a report by Mutale Kapekele of the Post Newspaper Zambia, nothing much had been done to effectively market the country's tourism products in the southern African region where most of the foreign tourists come from. "Southern Africa accounts for 48 per cent of tourist arrivals and if funds were made available for marketing our tourism, that number would drastically improve," he said. "We know that as the private sector, we put in 50 per cent of marketing the country but the government should have its own serious marketing programmes. Currently, our budget for marketing is less than 10 per cent of what some of the neighbouring countries are spending. When you spend less on marketing, you don't sell and as a result you record minimum growth like we have done." He also disclosed that there was no database to capture economic information in the sector due to lack of coordination of the flow of information between the Zambia Development Agency (ZDA) and the ministry of tourism. The 2008 annual progress report explained that the global economic slowdown affected the tourism sector's operations and some programmes could not be implemented due to limited funds released from the Treasury (http://www.mtenr.gov.zm, 6.6.2010).

5.2 WHAT HAS BEEN DONE IN RELATION TO TQM, AND HOW SUCCESSFUL IT HAS BEEN IN THE ZAMBIAN TOURISM INDUSTRY?

Ms Chengala stated that in most parts of the country, quality service provision is an issue, and as an organisation, they are trying to support different destinations to see how, for example, some training programs that can help improve quality service provision such as customer care. "I think these are the challenges that affect everywhere, of course the big investors have put certain measures in place, but certainly the small operators are still struggling and for that reason they struggle to even attract the international visitor, especially those that look for quality service. Most parts of the country, quality service provision is an issue, and this is one of the things that we as SMV are trying to support different destinations to see how for example, some training programs that can help such as customer care."

"Even though the Ministry has put up certain measures, whether they go round to inspect these places, is another story because of funding levels. So, there are challenges even for those that have the mandate to monitor. There are a lot of unregistered businesses and you know if they are not registered or did not go through the process, probably they don't meet the required standards." she added.

Former ZTB Marketing manager Ms Chengala went on to say that "Zambia talks about quality service provision and has even put in place institutions that would be monitoring standards. This is one way of appreciating the need for TQM. The levels or approach may be different from place to place or region to region, but TQM is necessary in the tourism industry, it is important and one can benefit through its implementation."

"Zambian tourism is guided through the Act of Parliament and looking at the current tourism policy, it does not make any direct statement regarding TQM, but it definitely does appreciate the need for quality service provision by the private sector in all areas. Through the Ministry of Tourism and in the past the Tourism Board, initiatives have been put in place to ensure the service providers are providing a good quality service through the Hotels Board (in the past), and now through the Department of Tourism, where they give licenses for the Hospitality Industry. In the past, the Zambia Tourism Board used to inspect and monitor tourism enterprises, but this has since moved with the new act of 2009 and the Ministry of Tourism, through the Department of Tourism, is now in charge of monitoring quality in terms of service provision. As said earlier on, TQM is not directly stated in the Act or policy, but I would say that with the kind of initiative that the government has taken; there are minimum standards that are expected by the operators (Service providers). On the other hand, I know that there are several chains and individual operators that obviously practice TQM. I know chains like Holiday Inn Hotel, Inter-continental Hotel, etc. Although there may be no policy on TQM, the initiatives that are there, recognise the need for quality standards, the need to have standards that would meet the customer needs like the international traveller. I think these are the issues that come out very strongly under TQM because you recognise the need that the customer has been satisfied and through TQM, you want business to benefit."

5.3   WHAT IS TQM

Ms Chengala defines TQM as the whole package of service provision. "For me TQM is the whole package of service provision. For example from the tourism point of view, the moment the traveller gets information; how is it given?, how is it packaged?, how they travel, accommodation, meals, activities, customer relations from employees, does management take responsibility of that product? If you have quality service, is it consistent (whether as a destination or a product?" she said. Ms Jocelyn describes quality service as satisfying a customer, "A quality service is satisfying a customer, so the service that a client gets is what you can weigh whether its quality or not i.e. if the client gets what he or she wants. For example a hotel establishment i.e. if they are offering what the client wants and if the people attending to the customer are doing what they are supposed to in order to please the customer. So, it is a whole package, both the people serving and the service offering. Judging by whether or not the client would want to come back, and in this way, you would know whether you are offer-

ing quality service and also how long it took for them to offer the service." Ms Chaida further describes TQM as "the way we manage; we do not do it on our own. We work hand and in hand with the people here because you would find that most of the things that we are not aware of, the employees may know! It is through them that we maintain the business and improve. So it is working together with the employees and also the service that we offer to our clients and also moving with time."

5.4   FACTORS THAT LEAD TO SUCCESSFUL TQM IMPLEMENTATION

5.4.1   LEADERSHIP

"First of all, there has to be the guiding principle. You have to have a committed management to ensure that TQM is implemented and is successful", said Ms Chengala (Former Marketing and Project coordinator, Zambia Tourism Board). "You have to have a committed management to ensure that TQM is implemented and is successful. There has to be training, management has to recognise that in order to successfully implement TQM, people have to be trained, and they have to accept that it exists and that it is necessary as well as being one of the ways in which marketing would be boosted because for the service industry like tourism, it is the word of mouth which really counts. It is also important to monitor the value of progress made because for those who have really embraced TQM; there is feedback in order to improve on what has gone wrong or simply up-grade the product or to avoid mistakes or errors." she said.

5.4.2   EMPLOYEE EMPOWERMENT

In a phone interview Ms Chengala said "The tourism Industry in general, probably due to the level in terms of destinations, there is a tendency for them to employ unqualified staff because it is cheaper to pay them. As a result, there are way too many employees that cannot be empowered, for example through training, salaries, etc. There has been a problem in that investors tend to be comfortable with their investment and yet forget about the employees. This has an impact in that it affects the quality of the service that one provides. Empowerment in some prime tourism destinations like South Luangwa, you are able to get operators that would definitely pay attention to employee needs probably because of the type of tourists that they attract. In such destinations, whether employees have qualifications or not, they get training on the job. Mr. Chibutu, Executive Assistant to the General Manager, of Taj. Pamodzi Hotel, added to say "The organization policy regarding employees is there, and it is a policy that is used in decision making such that all the employees are given the authority to make decisions."

5.4.3   COMMUNICATION

According to Ms Jocelyn, "Well, honestly we do have our channels of communication but ZTB is a small organization I must say it is very easy for any of us to call on the Managing Director.

As for the marketing manager, doors are open to everybody because he needs to know what is happening. You could go directly depending on what you want, it is an up and down kind of flow, so not so much of going through so many people."In addition, Mr. Inambwae said the Tourism sector in Zambia also suffers from transport blues, as the aviation industry is almost none existent in the absence of a national airline. "Our aviation industry right now is like a vehicle moving on square wheels," he observed. "We have advised the government about this and they insist that the private sector should take a lead in coming up with a national airline but then there is the problem of bureaucracy involved in setting up an airline and impediments from within the government. This is a major setback because the current airlines are small carriers which cannot effectively link tourists to different tourism destinations around the country."

5.4.4 MANAGING SUPPLIERS

"Every quarter ZTB is mandated to hold these workshops. We have a stakeholders' forum and all the operators give a briefing of what they have done. So, these workshops make us understand which way everyone is heading and to see if we are heading the same direction and we also have newsletters." Ms Jocelyn mentioned.

The Zambia Tourism Board recently kicked off the Zambia 2010 Travel Road show in Washington DC with a colourful display of artefacts at the Zambian Embassy. The Travel show was designed to promote travel to Zambia by way of workshops. During the workshops, travel professionals from the US were to meet with Zambian suppliers and companies that offer products and services in Zambia (http://www.lusakatimes.com, 27.9.2010).

5.4.5 ACCREDITED QUALITY MANAGEMENT SYSTEM

Asked as to what procedures are followed in registering a guesthouse, Mr. Munthali had this to say. "First of all, there are a number of procedures that you have to follow when registering these type of services and so we have the Ministry of Tourism who must authorise before you can start operating and check the type of facilities you are offering and then we have the Council who check on the hygiene part, then the Police inspect on the safety regulations, and the Ministry of Health who check if the employees have the necessary hygiene tests (passes) so these are some of the procedures one has to go through before registering such an establishment i.e. the certification part if you are actually above board."

 Mr. Inambwae in his report said "a lot of areas in the tourism sector, like elevation of standards have not been adequately addressed due to an undeveloped regulatory framework." He said it was sad that there are still a lot of tour operators who compromised on standards of tourism products and services.

5.4.6 BENCHMARKING

According to Ms Jocelyn, "We are a region surrounded by many competitors and when we look at our neighbours' and also our marketing budget we are quite challenged there. So there are budget constraints. We would like to do more and also have more offices abroad and right now we are under staffed so those are most of the challenges we are facing. We have seen a 10% - 15% to 20% increases in terms of tourists coming in. Other than all the challenges being faced I must say that Zambia has a lot to offer in terms of Tourist attractions, it is one place where one would go with no regrets."Mr. Inambwae in his report added that the tourism sector had failed to raise products and services to acceptable international standards to attract 2010 World Cup delegates to the country. "At some point the South African government asked Zambia to submit a report on standards and grading of tourism facilities but we don't have the data base for that so we lost out," Inambwae disclosed. "To make matters worse, most of our facilities don't even meet the standards required to host international tourists. This is mainly because most lodges and guest houses are from private capital of foreigners with minimum participation of local investors."

Zambia has ambitious plans to attract a million tourists annually by 2010 a move which could generate more than US$520m in revenue alone. However, the major problem is that Zambia is a fairly expensive destination. Zambia is ranked 107 overall out of 130 countries with an overall score of 3.42. The Travel and Competitiveness report 2008 indicates that there is need to identify the competitive strength of countries along with barriers that impede tourism development. This knowledge could provide a platform for dialogue between the business community and national policy makers. Tour operators are looking up to government in areas such as visa requirements, openness of bilateral air service requirements, time and cost required to start a tourism business, while the need for modern air and ground transport infrastructure cannot be over emphasized (http://www.mtenr.gov.zm, 6.6.2010).

5.4.7 COST OF QUALITY AND QUALITY CONTROL TECHNIQUES

According to Tourism council of Zambia chairman Mr. O'Donell in a report by Nancy Mwape of the Zambia Daily Mail, the black listing of Zambian airlines by the European Union due to lack of safety standards has affected the number of tourist arrivals in the country. Mr O'Donnell said Government through the department of civil aviation is making efforts to ensure that local airlines meet international safety standards. "European and American tourists are being advised not to use local airlines. This is making the movements of tourists to the tourist destination very difficult because they are easily accessed by air," he said. Mr O'Donnell said despite Zambia having beautiful tourism sites in the world when compared to other countries, it is still perceived as a high cost tourism destination in the region because of the high cost of production. He said the private sector is faced with high cost borrowing which is affecting tourism products in general. He however said despite Zambia being known as an expensive

destination, Livingstone City competitiveness has improved. The number of tourists and airline arrivals into Livingstone has increased (http://www.mtenr.gov.zm, 6.6.2010).

5.4.8 MEASURING CUSTOMER WANTS AND SATISFACTION

According to Mr. Chibutu, who is the Executive Assistant to the General Manager at Taj Pamodzi Hotel, "There are a lot of initiatives that the hotel has put in place to ensure that there is absolutely the finest quality they know, being provided and delivered to the customer, we have the customer feedback system which I do, This is the system that helps us to analyses our services and it helps the hotel to act on the feedback and meet the customer needs and expectation and we are on a cutting edge to satisfy our customer needs. It also helps us to improve the standards and quality of the services offered by the hotel. We also have the guest satisfying system, customer feedback system and this is what helps us to maintain quality and keep the organization in shape. Service quality management and ensuring that we monitor the trend in the market are some of the factors that the hotel has put in place to remain in competition. To achieve that we have a program that we have put in place called "Own your guest" This is a program were we call the customers and just appreciate them and in the process we get to know our customers personally and it helps us to asses our customer satisfaction by providing what the customers need and want. This shows that we care for our customers." He said.

"We have a program which allows the customers to grade us as an organization. These are in the form of a feedback form or questionnaire which we monitor weekly, monthly, and yearly and as such we are able to know where to make adjustment so we can be able satisfy our customers." added Mr. Chibutu.

According to Ms Helen Kabuku (Marketing Manager - Mulungushi Village), "Transport has been a challenge for our marketing team. Some of our customers complain a lot about visa charges. They say that Zambia is an expensive country." "We can't expect Zambians to build Hotels, and so they have small Lodges and we try to promote their businesses through marketing. It is deemed that Zambia is an expensive tourist destination; of course it is if you look at the 5 star or 4 star hotels, but the tourists should know that there are Lodges that offer almost similar services as hotels at a cheaper rate. However, the marketing aspect is becoming very expensive for us, even though we are trying to market through internet. The second setback is that tourists have negative information about Africa, that is, it is not safe and other things said about Africa. Mostly Europeans are very reluctant. Thirdly, security is also an issue for foreign tourists. Fourthly, films showed about Africa give a very negative picture. So, we are trying to kill this concept in the foreign tourists." said the Chairman of the Livingstone Lodges and Guest Houses Association - LILOGHA. "We have formed a board which overlooks quality aspects. It is not everybody who is a member of LILOGHA, there are some people by name

who have guest houses and the government has given them licenses, but you find that such lodges do not qualify according to our expectations." He said.

5.5   SUMMARY OF THE EMPIRICAL DATA

Zambia's tourism is mainly concentrated in Livingstone which is a heritage town and also hosts the Victoria Falls- one of the Seven Wonders of the World. Zambian has about 19 National parks and tourism is mainly wildlife based. Zambia's other tourism offerings include national parks which are un-commercialised and un-spoiled, and cultural tourism. Zambia has 7 major languages and 73 dialects or ethnic groups, and a number of traditional ceremonies which all serve as an attraction to tourists. In addition to that, Zambia is known for its friendly people and moderate climate. Zambia is also a fairly politically stable country. However, most of the potential tourist areas are under developed and many of the efforts and resources are channelled to the Tourist capital which is Livingstone.

Zambia as a country as earlier noted has diverse offerings in terms of tourism in different locations of the country but development efforts are narrow. They do not encompass the whole industry in terms of quality provision. MTENR should look at the 'big picture' of the industry and concentrate their efforts at having a balance and henceforth improve the undeveloped tourist attractions in other parts of the country. In this way international tourists will be able to find diverse offerings and of the same standards as those found in Livingstone.

The Ministry of Environment and Tourism (MTENR) is charged with the responsibility of providing guidance in tourism. Under MTENR there is the Department of Tourism (DoT) which is in charge of monitoring quality in terms of service provision. DoT is responsible for developing, managing and coordinating the implementation of compatible tourism policies and strategies that facilitate the activities of the various players in the tourism sector and enable the industry gain foreign exchange and generate employment opportunities. Dot has two specialised sections and one of them being the Standards, Inspection and Licensing Section. The Standards, Inspection and Licensing Section co-ordinates the formulation and setting of minimum standard requirements of the tourism industry and monitor adherence thereto in order to facilitate provision of quality tourism service. The section inspects hospitality facilities and issues licenses for projects/ initiatives that have been appraised and approved. However, much of what needs to be done is only stated on paper. When it comes to enforcement little is left to be desired of; policies laid down if not acted on are as useless as not having any policies at all. Zambia needs to adopt an off of the shelf policy; the ground work needs to be done. Co-ordinated efforts between ZDA and MTENR on the flow of information need to be established in order to capture economic information in the tourism sector since this is a very big problem. In order to assess data for growth and improvement a data base for this is needed. Not having such a tool at their disposal, MTNER's efforts at trying to achieve an industry that is

self sustaining and developing are not only stunted but bound to fail. In addition, Zambia also lacks a data base for standards and grading of Tourism facilities. Furthermore, the mushrooming of unlicensed establishments is attributed to having an undeveloped regulatory framework and a lack of funding is also seen as a challenge to those that have been empowered to monitor and inspect tourism related establishments.

Zambia Tourism Board is the official tourism-marketing organisation of Zambia. ZTB markets Zambia across the world focusing on three groups of travellers; international leisure travellers, domestic and regional travellers and business travellers. ZTB also plays the complementary role of marketing efforts of individual organisations e.g. mainly small commercial enterprises involved in providing tourism products and services. They are however, not involved in the creation of specific products, in pricing and delivery of the products or the quality of the products and services provided thereof. ZTB's marketing efforts have been challenged due to lack of funding.

Zambia has no national carrier and is largely dependent on other airlines (e.g. British Airways mostly); it has a poor domestic air network. Road conditions in tourist places are poor this pauses as a severe access constraint during the rainy season and hospitality standards are generally poor or inadequate. Due to inadequate promotional materials and resources there is no distinctive image of Zambia in potential tourists' minds in areas where ZTB does not have offices. Zambia's tourism potential is also largely inhibited mainly due to tourist's perception of civil disturbance. The fact that it is in Africa it is generalised as being un-safe in terms of security, a health hazard and; also punitive visa fees for tourists deter potential visitors. Energy costs are high In Zambia and unregulated guest houses are on the rife (refer to the above), all of this coupled with a lack of skilled manpower act as a deter rant to growth in the tourism sector.

TQM seems to be a non-existent philosophy in the Zambian tourism industry. Organisation wise, mainly, the industry is flooded by small private enterprises. Most of these establishments lack the customer perspective of the industry as a result their perception of quality is not up to standard. The average number of employees per establishment is within the range of 6-10 persons. Majority of these employees are unskilled, TQM works on the basic premise that an employee needs to be trained and that having a knowledge worker helps reduce the gap between the customer's perception of quality and that of the employee in turn leading to a satisfied customer.

Zambia has a few schools offering tourism related programs and most of the employees in the tourism sector are largely dependent on their employers for training and advancement concerning their job descriptions. Most of the employers do not have a TQM policy in their estab-

lishments apart from the large establishments which hold training workshops for their person-nel mostly on an annual basis. ZTB on the other hand hold workshops every quarter of the year with tour operators.

Zambia is in a region where there is stiff competition in tourism service provision. Most of the countries in the region like Zimbabwe, Namibia, Botswana and South Africa to mention just a few have well established tourism industries which are esteemed to be less expensive and yet provide tourism products which are perceived to be better in terms of quality. Zambia needs to learn from its neighbours in order to position itself as a competitive tourist destination.

6   DATA ANALYSIS

In this chapter, a within-case analysis will be presented, comparing the theories with the empirical findings. The structure of this chapter will follow the order of research questions presented in Chapter one.

6.1   FACTORS THAT LEAD TO A SUCCESSFUL TQM IMPLEMENTATION

The first research question deals with the factors that lead to a successful TQM implementa-tion and we have discussed as outlined below with appropriate headings;

6.1.1   MANAGEMENT COMMITMENT

It is evident from the findings that there has been a lack of commitment by the Department of Tourism under the Ministry of Tourism toward TQM implementation. Most of the organisa-tions drop these programs as they esteem them to be very costly and like noted in the empiri-cal findings most of the management of the smaller establishments are looking at making short term profits as opposed to having or investing in quality practices which will eventually pay off in the long term. Pike & Barnes (1996) note that the commitment to TQM originates at the chief executive level in a business and it is promoted in all human activities. The accom-plishment of quality is thus achieved by personal involvement and accountability, developed to a continuous improvement process with measurable levels of performance by all con-cerned. Rawlins asserts that management carries two implications. Firstly that, "the TQM process has to start from the top". There has to be overall vision of the aims, principles and values of the organisation. Only top management is in a position to communicate to everyone else. Secondly, management refers to a continuing process. Implementing TQM is not a one off decision, it is a commitment to a long term attitude to work and that to be successful, it needs continuous input, monitoring and support from the moment it is adopted and on into the future.

6.1.2 EMPLOYEE EMPOWERMENT

The findings show that the industry has been directly affected by the lack of skilled man-power; this has been hampering quality service provision. From the findings it can also be pointed out that there are not so many training institutions providing Tourism related courses and the few existing ones are quite expensive. Many of the people who would love to study in these courses are discouraged as they cannot afford to pay for them. The other de-motivating factor is the low wages, and results show that skilled people or those wanting to pursue a career in Tourism shun the industry as a result. Low wages also affect the development in the industry because people don't seem to care about quality. Subburaj, (2005) asserts that the abilities of employees should be improved and harnessed only through training. Almost all the writers/scholars of Quality, like Crosby, Deming, and Harrington have highlighted that training is not a one-time activity. Since the workforce is constantly changing, these education programs must be continued for as long as an organization exists. Education and personnel appointment programs must be linked and each person's education history should be included in his or her personal record. This educational history should be taken into account when considering the organization and its staffing. The well trained and well informed staff member is mostly relevant for the introduction of TQM. Information takes place for instance, through regular meetings, by establishing quality circles, publications via the intranet or staff newspapers. The individual staff member can be motivated by positive performance appraisals and if possible by financial rewards or promotions in connection with more responsibility. Subburaj (2005) affirms that Employees are the strength of the organisation. They are the prime contributors to its success. When an organisation wants to expand its business or increase its profits, only the employees can make it happen. The only expandable resources in the organisation are the employees. Any improvement will happen only because of the employees. Therefore, employee involvement is essential for TQM. There must be a commitment and structure to the development of employees, with recognition that they are an asset which appreciates over time. Barkley and Saylor (2007) assert that the TQM environment provides a place where people truly want to contribute. When people contribute, they must be rewarded or recognised appropriately. Everyone and everything must be involved requiring an integrated organisation wide approach to optimise people and technology towards one focus.

6.1.3 CONTINUOUS IMPROVEMENT

It is evident from the findings that license inspectors have not done enough to ensure that quality is maintained in the tourism industry. Questionable quality control and weak maintenance of standards add to the difficulties faced by the domestic tourism industry, which is failing to realise sufficient cash flows or surplus to invest adequately in human resource or infrastructure development. There seems to be no strategy of ensuring that tourist operators are really offering quality services. As a result customers have not been satisfied with the service they receive. Rawlins (2008) says that "the key objective of TQM is to change the

overall culture of the organisation"; to eliminate the view that errors are inevitable and that inspection and fire-fighting are therefore part of everyday life, to create the feeling that everyone in the organisation is committed to total and continuous improvement. Barkley & Saylor, (2007) add to say that a continuous improvement system must be instituted throughout the organisation. Continuous improvement through a disciplined approach that is used everywhere in the organisation is essential for TQM. The continuous improvement system focuses on optimising internal processes in the organisation. According to Dale (2003, 75), if a process of continuous improvement is to be sustained and its pace increased, it is essential that organizations monitor on regular basis which activities are going well, which have stagnated and what needs to be improved.

Furthermore, the study shows that most 4 and 5-star hotels have managed to maintain a customer feedback system which is good for self-assessment. This is in line with Dale, (2003) who says Self-assessment against a recognized model provides such a framework and it is defined by the European Foundation for Quality Management (2001) as: a comprehensive, systematic and regular review of an organization's activities and results referenced against a model of business excellence. The self- assessment process allows the organization to discern clearly its strengths and area in which improvements can be made and culminates in planned improvement actions which are monitored for progress.

6.1.4   CUSTOMER FOCUS

Findings reveal that the customer determines the quality, much of what is expected of a tour operator if given is deemed to be a quality service but if they fall short then the customer is left wanting and therefore not satisfied. Our findings also reveal that since most of the local business people operating in the industry have little or no knowledge about the industry they tend to offer what they feel is acceptable but most of it falls short of the expected standard. The customer is the focal point of any business establishment and without understanding what he/she expects is a direct spell for trouble. This is line with Augustyn, (1998, P. 1-5) who says that, to enhance customer satisfaction, an individual tourism organisation should adopt the same understanding of quality as its customers. Since the information about customer expectations constitutes an important part of the inputs to a quality system, shortcomings within this area give rise to failures of quality systems developed by individual tourism organisations.

 The findings also show that there is a lack of a clear communication policy between the ministry of Tourism, Environment & Natural Resources and the Tour operators hence the mushrooming of unqualified establishments. Barkley & Saylor (2007) recognise that the TQM environment is characterised by a foundation of ethics, integrity and trust. Through this basic foundation, the organisation builds a TQM environment of open communication, people involvement, ownership and pride of accomplishment. Supplier partnership must be natured for

the long term benefit for both suppliers and customers. Customer relationships are the foremost consideration in all situations internal and external to the organisation. Keeping and maintaining customers must be everyone's primary purpose. Subburaj, (2005), notes that satisfying customers requires the adoption of PDCA (Plan, Do, Check, and Act). Every organisation needs to carry out PDCA as follows so that the customers are satisfied: Plan for satisfying customer; implement the identified measures to satisfy them; Check whether they are really satisfied; If not take corrective actions; If so take preventive action; and Revisit the plan.

6.2   WHAT HAS BEEN DONE IN RELATION TO TQM, AND HOW SUCCESSFUL IT HAS BEEN IN THE ZAMBIAN TOURISM INDUSTRY?

Research question number two, deals with what has been done in relation to TQM, and how successful it has been in the Zambian tourism industry. The activities discussed are, quality practices, and marketing.

6.2.1   QUALITY PRACTICES

From the findings, it is evident that not much has been done in the Zambian tourism industry in relation to TQM.As stated in the theory, Tamara Ratz and Laszlo Puczko, (2002, p. 15) state that tourism is one of the most complex industries in the world. The supply of the tourist sector is a complex product that incorporates a number of services, quality of which is influenced by a great many factors (such as public safety and security, hygienic qualities of the destination, or the hospitality of inhabitants). Therefore, tourism (i.e. the sector offering the services) is unable to change all these directly, if anything it can be done indirectly. On account of this complexity, tourism has been the subject of many debates as to whether it is possible to consider it as one uniform industry or if its components e.g. catering, accommodation or tour operating, should be seen as separate and individual ones.

Our analysis of the current tourism activities in Zambia reveals that no programmes have been put in place regarding TQM implementation. Total quality Management is a challenge that affects everyone, of course the big investors have put certain measures in place, but certainly the small operators are still struggling and for that reason they struggle to even attract the international visitor, especially those that look for quality service. Our Findings also show that a lot of effort has been made to improve quality standards in prime tourist attractions like; the Luangwa National Park, Kafue National Park, and Mfuwe where foreign investment is most concentrated. In areas where local people have invested, it is clear that no efforts have been put in place to improve quality standards. According to Laurie J. Mulings, (2001), one particular feature of organisation performance and effectiveness is attention to quality, and this is especially important in a service industry and in hospitality organisations. The successful hospitality organisation should as a matter of policy, be constantly seeking opportunities to improve the quality of its products, services and processes. The organisation must also

couple quality with a required level of productivity. Such a philosophy is increasingly encompassed as part of a total quality management (TQM) culture.

From the findings, Zambian tourism industry is by far below standard when compared to its neighbours. There is need to improve infrastructure as well as transport networks to the remote areas in order to raise quality standards that will attract international tourists. It is also evident that travelling in Zambia is very expensive due to high fuel prices and as a result, tourists prefer the neighbouring countries where the infrastructure is good as well as having an excellent communication network. It is very important that the Zambian tourism industry tries to emulate its neighbouring countries on maintaining quality standards, if it is to live up to the competition of international recognition. Oakland (2005) argues that, at its simplest competitive benchmarking; the most common form requires every department to examine itself against its counterpart in the best competing companies.

However, one of the contributing factors to the poor TQM implementation on the operational and organizational performance of the Zambian tourism industry has been that Zambia as a country is one place where systems or most organizations have a centralized decision making authority. This constitutes a bureaucratic system where only top management in majority cases make decisions and use direct and inflexible control mechanisms. This is a very big problem because TQM practices suggest that there be employee involvement, empowerment and responsibility at the core of decision making – a place where employees are made to feel part and parcel of the whole process. Therefore a flexible organic structure conforms to the whole idea of TQM and shows a better fit. According to Oakland (1995) TQM is an approach to improving the competitiveness, effectiveness and flexibility of a whole organisation. It is essentially a way of planning, organising and understanding each activity, and depends on each individual at each level. For an organisation to be truly effective, each part of it must work properly together towards the same goals, recognising that each person and each activity affects and in turn is affected by others. TQM is also a way of ridding people's lives of wasted effort by bringing everyone into the processes of improvement, so that results are achieved in less time. The methods and techniques used in TQM can be applied throughout any organization whether be it the manufacturing or public service or hospitality industries etc they are equally useful. Total Quality management (TQM), means that the organisation's culture is defined by, and supports the attainment of customer satisfaction through an integrated system of tools, techniques and training. This involves the continuous improvement of organisational processes, resulting in high-quality products and services (Marc, Herman, Karlien & Robert, 2006). Quality consultant Richard J. Schonberger sums up TQM as 'continuous customer-centred, employee-driven improvement.' TQM is necessarily employee-driven because product/service quality cannot be continually improved without the active learning and participation of every employee. (ibid)

6.2.2 MARKETING EFFORTS

The results of the study show that the Zambia Tourism Board has not done enough to market Zambia as a tourist destination. This is in accordance with Tamara Ratz and Laszlo Puczko (2002, p. 15) who define tourism as follows; Tourism includes the tourist, who represents the demand (and the sending areas) as well as the tourist sector, representing the supply (and the tourist destinations).The two subsystems of the tourist system, the demand- i.e. the tourist and the supply, i.e. the tourist product- are connected by marketing activities from the destination's side. Even though it can be argued that a tourist's decision to travel comes from personal motivation but this motivation comes from a point of influence. This influence is as a result of attraction from the destination intended to be travelled to; in tourism there is a particular close relationship between motivation and attraction. Quality starts with marketing, the marketing function of an organization must take the lead in organizing the true requirements for the product or service. Having determined the need, marketing should define the market sector and demand. Excellent communication between customers and suppliers is the key to total quality; it will get rid of wrong expectations from the customer which by far is the common trap many organizations fall in.

It is very clear from the findings that there has been a lack of funding from the government; consequently the marketing efforts have been limited. ZTB is not adequately funded and with that kind of scenario, obviously they would not be able to reach the target markets. This is a problem and it acts as a huge setback to the development of Zambia's tourism sector. Tamara Råtz & Låszlö (2002, pgs 73-74) state that tourism's contribution to GDP in countries with low domestic tourism almost fully depends on the international (active) visitation. There are several factors affecting the relation to tourism to GDP: Local condition- namely, the types of attractions the area/country offers and the composition of the economic environment (entrepreneurial structure, volume of capital at disposal, qualification and number of employees); The general technological level- as mentioned earlier globalization and technological development increasingly emphasizes the use of modern technologies in tourism as well (disregarding the so called low-tech products such as eco-tourism), and this presumes a high quality of supply of the receiving area (in the developing countries the low level of technology can cause difficulties in realizing tourism's profits); Economic growth is strongly influenced by the country's social and political stability or instability; Attitudes and conventions which apply equally to the population of the receiving area (especially of people working in tourism), and the behaviour of tourists and their willingness to travel; and Size of amounts intended for tourist investment and distribution of their utilization.

The present study also revealed that people go to Zambia because it is a normal tourist destination from its key markets which are UK, South Africa and the USA. The results show that

the tourism visitors to Zambia indicate that the overwhelming numbers of visitors are, in fact, business visitors, followed by those visiting friends and relatives. This therefore entails that the holiday tourist is not yet the most significant tourist group entering Zambia, and it would be essential for the nation to formulate strategies to expand this type of tourist. Further, it is important because the high number of people visiting friends and relatives in Zambia result into lower spending per tourist since the visitors will live with others rather than expend resources in hotels and lodges. According to Råtz & Låszlö (2002) Tourism's contribution to GDP can be determined by summing up both the foreign and local visitor's expenses and subtracting from this value the purchases of the tourist sector (productive consumption). GDP consists of the following elements: The amount domestic tourism depends on consumption, and that part of the amount spent on international transport by citizens of the given country which were paid for services and products in the given country (before the journey),

Value of investments for tourist purposes (e.g. buildings and equipment); the amount spent by foreign tourists on products and services provided by the given country's service industry (invisible export); and the outflow (decreasing the GDP) resulting from the fact that the citizens of the country in question purchase goods and services from another country's tourism industry.

6.2.3 CUSTOMER FOCUS

The customer is the focal point of any business establishment and without understanding what he/she expects is a direct spell for trouble. Findings reveal that the customer determines the quality, much of what is expected of a tour operator if given is deemed to be a quality service but if they fall short then the customer is left wanting and therefore not satisfied. Our findings also reveal that since most of the local business people operating in the industry have little or no knowledge about the industry they tend to offer what they feel is acceptable but most of it falls short of the expected standard. The findings also show that there is a lack of clear communication policy between the ministry of Tourism & Natural Resources and the Tour operators hence the mushrooming of unqualified establishments. Barkley & Saylor (2007) recognise that the TQM environment is characterised by a foundation of ethics, integrity and trust. Through this basic foundation, the organisation builds a TQM environment of open communication, people involvement, ownership and pride of accomplishment. Supplier partnership must be natured for the long term benefit for both suppliers and customers. Customer relationships are the foremost consideration in all situations internal and external to the organisation. Keeping and maintaining customers must be everyone's primary purpose. Subburaj, (2005), notes that satisfying customers requires the adoption of PDCA (Plan, Do, Check, and Act). Every organisation needs to carry out PDCA as follows so that the customers are satisfied: Plan for satisfying customers; implement the identified measures to satisfy them; Check whether they are really satisfied; If not take corrective actions; If so take preventive action; and Revisit the plan.

6.3   SUMMARY OF THE ANALYSIS

The Zambian tourism industry does not have a quality policy i.e. a guide for everyone in the industry, how they should provide products and services to the customer (tourist) and that much of the quality practices border on service providers' perception of what quality is. This can be seen from our findings. The findings reveal that tourism organizations such as the ministry of tourism and under it the Department of Tourism have very well laid down policies on quality, but implementation is not in effect. This lack of commitment on the operational level of the industry has been due to not having adequate trained manpower as well as financial constraints. A closer look at the tour operator's perception of quality and their practices is analysed. The analysis looks at the empirical evidence in comparison with the theoretical references on the factors of TQM from which an examination and clarification of the empirical evidence can be seen. It is quite clear from our findings that not only are organizational strategies un-enforced but there appears to be a lack of skilled labour within the Zambian Tourism Industry. The organisational goals are well structured, as can be seen but there seems to be no implementation strategy. For TQM to be successfully implemented as stated in the theoretical framework, it requires a change in the organisational culture. TQM's effectiveness is often limited or negatively affected by a failure to adequately consider the relationship between productivity and cultural behaviour. When looking at Zambia generally and the tourism sector itself, most of what is not happening operation-wise is mostly due to the working behaviour of the people involved. Culture can act as a setback if not recognised. An organisation needs a model and techniques that integrate strategies and tasks with values and behaviours to accelerate the TQM process. Values held in the organization should be compatible with its strategic goals. Successful quality interventions change people's behaviour and related attitudes. When people in an organization realize and recognize that their current organizational culture needs to transform to support the organization's success and progress, change can occur. Culture frequently reflects the prevailing management style. Therefore, management in the Zambian Tourism industry need to realise the importance of culture change in their organisations in order to successfully implement TQM programs.

7   CONCLUSION

With no doubt Zambia is one country endowed with a spectacular array of natural beauty and tourist attractions one would only dream of or imagine. It is a wilderness or an un-polished gem ready to be exploited but systems in place hamper the development of this little sub-Saharan country. There are many policies that need to be made clear and a bureaucratic system that needs amends. Human resource is the most important resource in achieving a quality system in any organisation and when it comes to looking at Zambia it is very clear that having a non-existent labour policy also hampers development. Because of the loopholes in legislation many people are paid less than they deserve therefore having a lack of motivation to

execute duties in a manner deemed to be satisfactory. Much of this leads to a substandard level of offerings that not only end up dissatisfying a tourist but in the long run tarnish the Tourism industry as a whole. The whole industry needs a quality overhaul and institutions need to be set up directly addressing the whole issue of Tourism. A lack of proper skills and lack of proper knowledge of the industry leads to the inevitable which is abuse & a non-effective industry. The mushrooming of bed and breakfasts spells a clear lack of regulation. The fact that there is no clear policy stating as to what is to be offered and no standards section monitoring on a regular basis spells danger in terms of quality control.

Finally we can conclude that the key influencers of TQM implementation in the tourism industry are customer centred advancements and top management's support. Therefore, the successful implementation of TQM depends on these two key factors. From our findings, it is important that there be top management support for TQM in organizations and we recommend the following practices to be embraced for good commitment to TQM implementation:

Setting strategic visions and conveying them to employees - From an interview conducted with Ms Chengala, she said that, "Looking at the current tourism policy, it does not make any direct statement regarding TQM" Pike & Barnes (1996) note that the commitment to TQM originates at the chief executive level in a business and it is promoted in all human activities. In this case the MTENR should be in the fore front promoting TQM to the rest of the industry which will result in it being a priority. There have also been suggestions that many programs fail because the chief executive does not commit himself or herself to active support, participation, and leadership of the process of continuous improvement and the associated culture change that is required for successful implementation of TQM (Angeli *et al.*, 1998; Thiagarajan and Zairi, 1997c);

 Preserving high standards of measurable quality through infrastructure, good road network and building training facilities for the workforce - Mr. Inambwae in his report said a lot of areas in the tourism sector, like elevation of standards have not been adequately addressed due to an undeveloped regulatory framework." According to Augustyn (1998) at local level, the authorities introduce various environmental regulations, enforce building codes or provide public services (roads, public transport, car parks, social services, etc.);

Modelling the way to customer end user focus by for example reducing fuel prices, increase on funding for marketing - Ms Jocelyn stressed that most tour operators do not have the background knowledge of the industry and what has to be offered. Augustyn (1998) asserts that an individual tourism organisation should adopt the same understanding of quality as its customers in order to enhance customer satisfaction. According to Kumar (2006), TQM is customer oriented and that the goal is to satisfy the customer;

Fostering a world of continuous improvement through for example random inspection of tourist operator's facilities, duties and tax reduction for the people in the tourism industry, benchmarking - "Even though the Ministry has put up certain measures, whether they go round to inspect these places, is another story. There are a lot of unregistered businesses and probably they do not meet the required standards" said Ms Chengala. According to Dotchin and Oakland (1994), effective implementation of any strategy is more likely to occur if the organisational members are committed to a common vision; and

Empowering the employee base by encouraging teaming, initiatives and individual accomplishments through training - Ms Chengala alluded to the fact that there is a tendency for most tour operators to employ unqualified staff because it is cheaper to pay them. Subburaj (2005) affirms that Employees are the strength of the organisation. They are the prime contributors to its success. Subburaj (2005) notes that almost all the scholars of Quality, like Crosby, Deming, and Harrington have highlighted that training is not a one-time activity. Since the workforce is constantly changing, these education programs must be continued for as long as an organization exists. Education and personnel appointment programs must be linked and each person's education history should be included in his or her personal record. This educational history should be taken into account when considering the organization and its staffing.

IMPLICATIONS

The study revealed the following TQM factors: quality practices of the top management, employee involvement, customer focus, process and data quality management and the use of quality tools and techniques. In other words, the company's top management supported by its employees, places the customer at the centre of the system and while using quality tools it manages processes and data based on quality. The result of this form of management is the company's quality improvement, customer satisfaction, its market consolidation and domination and the protection of natural and social environment.

Culture can affect management decisions, and it is significant for the people in higher authority to consider the needs, attitudes and preferences of employees as well as internal and external customers in order to conduct effective TQM implementation in the Tourism industry. Tourism being one of the potential backbones to economic development of the country, the Ministry of Tourism therefore also needs to make an effort in developing and formulation of strategic quality policies on an organisational level. This is essential for the development of the tourism industry and would help reduce costs. Additionally, the increasing global competition requires management on the organisational level to adapt and intensify their marketing strategies to keep up with the competing tourism industries.

In simpler terms: Setting up a data base for quality standards and the grading of tourism facilities so that people know which category they fall in so that quality is enhanced; A look into a funding scheme for the Tourism sector which will eventually affect the outcomes of the marketing efforts by the Zambian Tourism Board (ZTB); There are very few trained personnel in the industry- having a number of trained personnel will help boost the industry therefore we strongly advise setting up institutions which offer Tourism related courses and also looking into collaborations with schools which have already been established focussing on the same e.g. Laurea UAS etc.; Schools established should be adequately funded such that they offer affordable fees for the local population and hence also offer employment opportunities to professionals who have studied the same. Reforms in the labour legislation will also go a long way in getting rid of the notion that the sector is not a viable avenue for income; Clear Policies need to be made and communicated, and also quality circles established directly affecting the whole industry need to be established such that their policies are enforced and not merely existing on paper; There is need of the regulating authority to have random inspections throughout the year such that the Zambian tourism board can constantly check what is going on in the industry instead of them waiting until the problem is big; The infrastructure should also be improved, in terms of having road networks and facilities which are of quality. Promotion of the cultural sites will also go a long way in presenting Zambia as an ideal Tourist destination. For example in Livingstone there are a lot of tourist attractions which need promotion; A reduction on taxes (i.e. introduce tax relief & incentives) and duties for people who are in the tourism industry will encourage growth; and fuel prices are also too high so that it is not easy for people to move from place to place, therefore the government should look into ways of alleviating this problem because it will help attract more Tourists who prefer the neighbouring countries due to the same.

IMPLICATIONS ON THEORY

The purpose of this thesis was to identify the factors that lead to a successful TQM implementation on the operational and organizational performance of the Zambian tourism industry. In order to reach this purpose, we have described the different factors of TQM. The study was exploratory since it helped us gain a deeper understanding on the area of study. The thesis contribution to theory is based on the empirical studies of the outcome in one case study. No prior research has been conducted; therefore, it can serve as a basis for further research within this area. Much of the theory was based on the manufacturing industry so there is need for a revision to have something that is primarily focussed on the service industry.

IMPLICATIONS FOR FURTHER RESEARCH

It would be interesting to conduct another study within the same area of research, however,

investigating small scale tour operator such as guest houses and lodges, and comparing it with this study regarding tourism industry in Zambia.

Furthermore, it would of great importance to study the mode of entry strategies for new entrants in to the industry. This supports our study, since quality is highly affected when the service providers do not have an understanding of the industry, customer and generally what is required of them i.e. the product/service offering.

Since most of the issues discussed directly point to having a database set up for the regulatory framework of the Zambian Tourism industry and how technology itself has been a hindrance to growth therefore a study dealing with the area of technology advancement in low GDP countries directly linking it to the benefits of enhancing service provision in terms of customer relationship management would go a long way in enhancing knowledge and act as a basis for further research or projects.

Another area of interest is the relationship between Total Quality Management implementation and marketing efforts within the tourism industry. It would be of great interest to know how Marketing efforts affect quality standards on the organizational level or vice-versa. This could be conducted through a multiple case study of two organisations operating within the industry.

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Beauty Chengala, Former Marketing and Project coordinator, Zambia Tourist Board

Linda Mulenga Moono, Business development Services consultant

David Chibutu, Executive Assistant to the General Manager, Taj. Pamodzi Hotel, Lusaka

Jocelyn Mutinta, Marketing Manager, Zambia Tourism Board, Livingstone

Mr. Munthali, Livingstone Lodges and Guest Houses Association - LILOGHA

Helen Kabuku, Marketing Manager, Mulungushi Village Complex, Lusaka

Ms Chaida, Front Desk/Assistant Manager, Likute Lodge, Livingstone Lodges and Guest Houses Association - LILOGHA

APPENDICES

APPENDIX A. INTERVIEW PROTOCOL SHEET

1. How would you describe the current tourism activities in Zambia?

2. How is Zambian tourism fairing in terms of competition within the sub-Saharan region?

3. How many countries is Zambia being marketed in as a tourist destination?

4. What is Total Quality Management?

5. How would you describe TQM from your Organisation's point of view?

6. What factors can you say have contributed to the successful implementation of TQM in your organisation?

7. How do you assess quality?

8. How do you ensure that there is continuous quality improvement and TQM implementation in your organisation?

9. What is your organisation's policy regarding employee empowerment?

10. What factors do you have in place that promotes employee empowerment?

11. How effective is the flow of information between you as an employee and management?

12. How many TQM training programs do you have in place per year in your organisation? And for how long do they take?

13. How would you describe customer satisfaction in your organisation?

APPENDIX B LONG QUESTION AND ANSWER INTERVIEW SHEET

APPENDIX A. INTERVIEW PROTOCOL SHEET
Name: Mr ALEXANDER MUNTHALI
Company name:
Position in Company:
Company Profile:

I am an engineer by profession and this is a family business. I am still working though for the Ministry of Agriculture. I come from Livingstone in the southern of Zambia;

I set up a family guest house run by myself and my wife. We started in 2004, so this is more or less a preparation for retirement. We offer all sorts of accommodation, we also offer a range of activities like bungee jumping, game viewing etc and we do it in such a way that the providers come and pick up the guests from our guest house. We also arrange game viewing in Botswana just to make sure that the guests have a feel of the whole region.

Q1 How would you describe the current tourism activities in Zambia?

Recently because of the world cup we have had a number of tourists coming in, because of the same there has been a pick up. But because of the negative publicity, people were viewing the Victoria Falls as being in South Africa so that had a bit of a negative impact i.e. South Africa advertised the Victoria Falls as part of their attractions so a number of people came but only after the world cup. We need to improve a number of things also in order to compete with our neighbours. I am part of the Livingstone Tourist organisation and we are trying to lobby the Government to try and support certain ventures so that we can become competitive with our neighbours like Botswana and Namibia who do not charge for their visas or even Zimbabwe whose visa charges are less expensive. People do not come because of the expensive visas so it's hard to compete. I think it's quite okay at the moment considering that Zambia was not in the industry for a while. Right now the government is reviewing the Tourism Policy so that we can become competitive.

Q2 How would you describe TQM and how important is it in your organisation?

It's first priority for us, if you look at the type of people coming in; there are quite professional. Here we have a lot of Britons coming in, Americans and Australians and also the regional visitors. It is very important for them that we provide good services and we have been striving to do that every time and we have a type of feedback system which can actually allow for them to tell us the problem areas and thus we are able to improve on them.

Q3 What procedures do you follow in registering such a guesthouse such as yours?

First of all, there are a number of procedures that you have to follow when registering these type of services and so we have the Ministry of Tourism who must authorise before you can start operating and check the type of facilities you are offering and then we have the Council who check on the hygiene part, then the Police inspect on the safety regulations, and the Ministry of Health who check if the employees have the necessary hygiene tests (passes) so these are some of the procedures one has to go through before registering such an establishment i.e. the certification part if you are actually above board.

Q4 How many employees do you have?

I have nine employees and we have eleven rooms at the moment.

Q5 How do you assess Quality?
I personally go round to check if things are in perfect condition despite of having a full time job and I also have qualified professionals but I don't entirely rely on them. I actually have a

book system where each and every worker writes what they have done for that particular day and I normally take the time myself to read each and every entry to see the areas where they could be problems and address them in due time.

Q6 What is your organisation's policy regarding employee empowerment and what factors do you have in place that promote employee empowerment?

We are only six years in operation and we are still trying to establish ourselves, it takes a bit of time to get known. At the moment we are trying to get back what we have put in into the establishment so we are sharing the cost, it's like the more we get the more they get too.

Q7 How many TQM training programs do you have in place per year in your organisation? And for how long do they take?

We do not have that much of a big budget to carry out such programs but whenever we can we do try.

Q8 What suggestions would you give with regards to improvement of the Tourism sector in Zambia?

We are lobbying the Government to step up in inspections and also the grading system so that people know which category they fall in. It would be very good to put certain lodges and guesthouses in categories so that quality is enhanced.
The government also needs to put a very powerful institution with regards to training and empowering employees in this sector. We need a lot of skilled manpower.

Name: Ms Jocelyn Mutinta
Company name: Zambia Tourism Board
Position in Company: Marketing Manager (Livingstone Branch)
Company Profile:

Q1 How would you describe the current tourism activities in Zambia?

Lodges grade 4. Tourism services growing in both activities being offered and in services like accommodation facilities. They have seen a growth in these areas in the past five years in terms of investment in those areas. When it comes to quality she said there are categories depending on what is being offered, there are places that offer high quality like the big hotels- the five stars, the four stars, lodges which she graded as grade 4s or 5s, and then there are guest houses- well they are some which are doing well and some are not. In guest houses it's mostly the local people investing and most of the people who come into the industry without understanding the industry (they do not have the background of the industry) and what has to be offered. She gave an example of mushrooming bed and breakfast places mostly by retirees who just come up and not really wanting to go an extra mile in order to keep their clients. But they are still yet to get there.

Q2 How is Zambian tourism fairing in terms of competition within the sub-Saharan region?

We are a region surrounded by many competitors and when we look at our neighbours' and also our marketing budget we are quite challenged there. So there are budget constraints. We would like to do more and also have more offices abroad and right now we are under staffed so those are most of the challenges are facing. We have seen a 10% - 15% to 20% increases in terms of tourists coming in. Other than all the challenges being faced I must say that Zambia has a lot to offer in terms of Tourist attractions, it is one place where one would go with no regrets.

Q3 How many countries is Zambia being marketed in as a tourist destination?

We have offices in Pretoria, London, Washington DC...Then we also have sales missions and tourism attaches- these are offices attached to embassies. We have been travelling and we have done a number of road shows abroad and we have been inviting the media and also the tour operators to come and sample our products and we have also done a number of adverts. Though challenges are many in terms of marketing,

Q4 What is Total Quality Management and how would you describe customer satisfaction?

A quality service is satisfying a customer, so the service that a client gets is what you can weigh whether its quality or not i.e. if the client gets what he or she wants. For example a hotel establishment i.e. if they are offering what the client wants and if the people attending to the customer are doing what they are supposed to in order to please the customer so it's a whole package both the people serving and the service offering and judging by whether or not the client would want to come back then you would know whether you are offering a quality service and also how long it took for them to offer the service.

Q5 How many TQM training programs do you have in place per year in your organisation? And for how long do they take?

 Every quarter ZTB is mandated to hold these workshops. We have a stakeholders' forum and all the operators give a briefing of what they have done so these workshops make us understand which way everyone is heading and to see if we are heading the same direction and we also have newsletters.

Q6 How do you assess quality?

As ZTB we are mandated to market so in marketing we are concerned in what quality they have, but under the Tourism Ministry there is the Hotels board which is mandated to look at the services which are there and they inspect service providers to see if they at least meet the minimum requirement for whatever service they have registered in but ZTB still comes in as marketers but because what is offered matters so much to us because we are looking at repeat business, we are looking at mouth to mouth marketing and so we do come in and try to talk to them and advise them and sensitize them and we offer time and again customer care support short workshops to just bring them on board and make them understand what kind of business they are coming into. We keep going round, we do our marketing calls now and again to our clients who are now tour operators in this sense so during sessions we honestly just look at what we have, and we would like to understand what we will be taking out to our clients and so and again we visit them to see if they have improved that is if they have added anything to their product offering

Q7 How do you ensure that there is continuous quality improvement and TQM implementation in your organisation?

At ZTB the only thing we can do is make recommendations to the ministry of Tourism and the licensing body if we feel the client really needs to improve. So we can recommend that a client closes up and clean up house and put in order before they open up and this is to save the industry from being regarded as one which is not offering the right services. We can only recommend but mainly we try to help them lift up their service, we do not have the mandate to go higher than that other than just recommendations to the ministry to Tourism who are the licensing body but then we do as much because we do want the industry to grow to get them on board to just lift up the standard.

Q8 How effective is the flow of information between you as an employee and management and what is your Management communication policy?

Well, honestly we do have our channels of communication but ZTB is a small organization I must say it is very easy for any of us to call on the MD, as for the marketing manager - doors

are open to everybody because he needs to know what is happening. You could go directly depending on what you want, it is an up and down kind of flow, so not so much of going through so many people.

Name: Ms Chaida (Likute Guest house Livingstone, Zambia)
Company name: Likute Guest house
Position in Company: Front Desk Manager
Company Profile:

Q1 which year was your guesthouse established?

Likute was established in 1997 and we are in accommodation and we host a number of activities depending on what the Tourist wants.

Q2 How would you describe the current tourism activities in Zambia?

So far so good but certain activities are expensive but if the client wants we do provide them and arrange for those with people in charge of those areas but so far so good though we were hit hard by the recession and we are picking up slowly.

Q3 What is Total Quality Management?

TQM is the way we manage; we do not do it on our own. We work hand and in hand with the people here because you would find most of the things that we are not aware of, it's through them that we maintain the business and improve.

Q4 How would you describe TQM from your Organisation's point of view?

It is very important because it helps to maintain the business and that is what has helped us to move with time.

Q5 What factors have contributed to the successful implementation of TQM in your organisation?

Like I said working together with the employees and also the service that we offer to our clients and also moving with time.

Q6 What is your organisation's policy regarding employee empowerment and what factors do you have in place that promote employee empowerment?

Well, like I said when we work together with our employees on the same level we do not really treat them as worker we work with them as equals in spite of the ranks. Whatever problem we have we deal with it together and but of course depending on the ranks with due respect.

Q7 How effective is the flow of information between you as an employee and management?

How many TQM training programs do you have in place per year in your organisation? And for how long do they take? In a year maybe just one or two training programs we are trying to work on that. We are trying to come up with workshops where we empower our employees so that they are knowledge workers.

Q8 How would you describe customer satisfaction in your organisation?

I think we treat our customers by giving them the best possible service that we can offer and we see to it that everything else goes accordingly for our clients after all there are the ones who have given us the business.

Name: Mr David Chibutu
Company name: Taj Pamodzi Hotel
Position in Company: Executive Assistant to the General Manager
Company Profile:

Please state your name and the company you work for?

My name is David Chibutu. I work for Taj Pamodzi hotel. It's an international company which has 100+ hotels.

Q1 What is your position in this company?

I am an executive assistance to the general manager and my duty involves the general affairs of the hotel. That is, front office, Human resources, finances. In simpler terms it's all about the internal affairs of the hotel.

Q2 How would you describe the current tourism activities in Zambia and what the Government is doing in terms of promoting Zambia as a tourist destination?

The tourism activities in the country are not well promoted or projected out to the outside world. For example the Victoria Falls is not well marketed on the Zambian side and it's been deemed as a tourist attraction for Zimbabwe or South Africa. This is because of lack of direction and focus from the government. The other factor that is hampering the tourism industry is the transport network; the roads that lead to the tourist destinations are very bad. The Flight fares are very high and fuel cost is high and as such it is difficult to boost the tourism industry. Infrastructure and economic growth is very slow and all these are hindering factors.

Q3 What is Total Quality Management and how would you describe it from your Organisation's point of view?

There are a lot of initiatives that the hotel has put in place to ensure that there is absolutely the finest quality they know, being provided and delivered to the customer, we have the customer feedback system which I do, This is the system that helps us to analyses our services and it helps the hotel to act on the feedback and meet the customer needs and expectation and we are on a cutting edge to satisfy our customer needs. It also helps us to improve the standards and quality of the services offered by the hotel. We also have the guest satisfying system, customer feedback system and this is what helps us to maintain quality and keep the organization in shape.
We have the KPI systems which are put in all the rooms. It is a system that helps to detects quality in each room such that it helps us to maintain a standard in the whole hotel.

Q4 What is your organisation's policy regarding employee empowerment and what factors do you have in place that promote employee empowerment?

The organization policy regarding employees is there and it is a policy that is in decision making such that all the employees are give the authority to make decisions.

Q5 How many TQM training programs do you have in place per year in your organisation? And for how long do they take?

There are course exposure programs that help us to train the employees in the areas where there is lack. Employees are sometimes taken to India for training two to three months and

we also have a train department right at the hotel and its helps to train the employees and others are encouraged to upgrade themselves.

Q6 How do you assess quality and how do you ensure that there is continuous improvement and TQM implementation in your organisation?

Service quality management and ensuring that we monitor the trend in the market are some of the factors that the hotel has put in place to remain in competition. To achieve that we have a program that we have put in place called "Own your guest" This is a program were we call the customers and just appreciate them and in the process we get to know our customers personally and it helps us to asses our customer satisfaction by providing what the customers need and want. This shows that we care for our customers.

Q7 How do you ensure that there is customer satisfaction?

We have a program which allows the customers to grade us as an organization. These are in the form of a feedback form or questionnaire which we monitor weekly, monthly, and yearly and as such we are able to know where to make adjustment so we can be able satisfy our customers.

Q8 What suggestions would you give with regards to improvement of the Tourism sector in Zambia?

What I would recommend is that;
The infrastructure should be improved, in terms of road network and facilities which are of quality.
Promote the cultural sites. For example in Livingstone there are a lot of tourist attractions
Reduce taxes and duties for people who are in the tourism industry.
Fuel prices are too high so that it's easy for people to move from place to place.
Wages: The wages are very low, but the government has introduced what is called Service Charge. This is a program that allows a 10% service charge on all the things sold by the hotel. Since the wages are low, you find that you having unqualified employees. Since a lot of qualified personnel shun the industry because of the low wages.
Training: There are very few trained personnel in the industry. It would be nice if people are trained and I think it will help boost the industry.
 There is need of the regulating authority to have random inspection throughout the year such that the Zambian tourism board can constantly check what is going on in the industry. Instead of them waiting until the problem is big.

Name: Helen Kabuku

COMPANY NAME: MULUNGUSHI VILLAGE

RESPONSIBILITY: MARKETING MANAGER

COMPANY PROFILE:
We deal in accommodation and conference activities mainly.

Q1 how would you describe the current tourism activities in Zambia?

There is an improvement, especially in hospitality sector

Q2 how important is TQM in your organisation?

It's important because it helps us to improve. My organisation has been sending out people for workshops, and I remember being one of the people who attended one of the workshops which dealt with Total Quality Management. The workshop was organised by a group of people from Zimbabwe. I feel for this organisation to send people from Zimbabwe, it's because they have also recognised that it is very beneficial and important.

Q3 how can you describe TQM in your organisation?

Total quality management is the service that you offer to your customers. It has to be of quality.

Q3 how successful has MULUNGUSHI Village been in implementing TQM?

It is working because we have been having repeat business. If it has not been working, our customers would not have been coming back.

Q4 how do you access quality?

We use questionnaire based assessment. Our customers are asked to fill in the feedback forms after the service, and we are able to assess from that.

We also responses through emails and we sometimes do follow-ups with the customers.

Q5 what are some of the factors you have in place that lead to Successful TQM Implementation?

Mostly its customer care

Q6 how many countries do you market MULUNGUSHI VILLAGE?

We have been travelling with ZTB at times who have invited us to some of the shows.

We attended the INDABA in South Africa, World travel market in London, Matka fare in Finland, Zimbabwe, Italy, and ITB in Germany.

Q7 How do you ensure that there is continuous TQM implementation in your organisation?

We make sure that our employees are reminded of the lessons learnt through workshops; as well as making sure that those things are implemented afterwards.

Q7 How is the flow of information between management and employees?

Every two months, we have general meetings in which employees are allowed to discuss and air out their view concerning work procedures.

Q8 How many training programs do you have in a year concerning TQM?

Training programs depend on department to department.

Q9 what external factors affect successful TQM Implementation?

Mostly, it's language barriers from the people who are unable to speak English. E.g. Chinese Speakers

Q10 what challenges do you face as an industry in terms of standards and marketing?

Transport has been a challenge for our marketing team

Some of our customers complain a lot about visa charges. They say that Zambia is an expensive country.

Q11 Is Mulungushi village ISO Certified?

No

Q12 How do you manage to maintain your competitiveness in the industry?

We have a strong infrastructure base strategy. Mulungushi village is unique in a way.

Name: Linda Mumbe Mulenga Moono

Responsibility: Business development consultant (Crafts industry)

Company: Entrepreneur

Zambia is known as one of the most expensive tourist destinations, our visas are high, accommodations is expensive, and when it comes to tourism, people have to think twice, and I wish our government would come up with an affordable package for our tourists.

Q1: What would you say are the factors that lead to a successful TQM Implementation?

When you look at our tourism Industry, we have all these license inspectors, but they don't really go round and see if people are really offering quality services.
When you look t the service industry, tourism to be specific, most of the people complain about the service that is being offered in most of our hotels.
Institutions are there that can offer skills and training, but they are expensive most people cannot afford.
Low wages also affect the development because people don't seem to care about quality.

Q2 what could be you recommendations in terms of TQM implementation?

First of all, the Ministry of Tourism is not doing enough to market Zambia as a tourist Destinations. They could market Zambia by for example getting partner countries to work with Zambia like roller programs that could offer affordable
THE GOVERNMENT COULD ALSO LOOK AT the wage policy for the workers.
Improve infrastructure and transport and communication.
Improve on training for tourism workers.

Name: Beauty Moono Chengala

Company Name: SMV – Netherlands Development Organisation (NGO)

RESPONSIBILITY: Adviser Tourism for the poor. (Formally ZTB Marketing department)

Company profile:

Our key area is poverty reduction. We deal in basic services, production income and employment. In basic services, we deal in water sanitation and hygiene (wash), basic education and under private sector development; we deal in agriculture (rice, honey product, etc). And the newly introduced product is tourism.
 Operation
We are not a funding organisation, but according to our slogan 'connecting people's capabilities and capacities', we provide capacity development services to various organisations in order to reach the poor. Particularly in tourism, we are working in five destinations; Livingstone area, Barotse area, Mpika area, Kasanka area and Bangweulu area. The idea is that, these destinations are well established in order for them to be able to provide benefits to the poor, and the intervention we are working with various organisations in these areas, is to help manage their destinations, to provide them with support services in marketing mainly. The pro-poor intervention is to link tourist organisations with the community, so that the poor in all these areas are able to benefit and improve their livelihood.

Q1: How would you describe the current tourism activities in Zambia?

Zambian tourism is mainly wildlife based, we have about 19 National parks, 5 of them are popular and a lot of investment has been put in these. Besides that, Zambia is the home of the Victoria Falls, which is by the border town Livingstone shared with Zimbabwe.
I would say that people come to Zambia because it's a normal tourism destination from our key markets, and they tend to spend an average of about 3 days, which I really hope the government, with the many initiatives they are putting in place, could extend the number of days to at least 6. Meaning that they could stay freely in the country for a longer time.
The National parks are un-commercialised and un-spoiled and that is one of our prides as a nation in terms of offer and experience in Zambia.
One of the other products offered is cultural tourism, as a country with 7 major languages and 73 dialects or ethnic groups, and a number of traditional ceremonies like the Kuomboka in the western province of the country. In addition to that, Zambia is known for ......duty, friendly people and moderate climate.

Q2: How would you describe TQM in terms of tourism services in Zambia?

Zambian tourism is guided through the Act of Parliament and looking at the current tourism policy, it does not make any direct statement regarding TQM, but it definitely does appreciate the need for quality service provision by the private sector in all areas. Through the Ministry of Tourism and in the past the Tourism Board, initiatives have been put in place to ensure the service providers are providing a good quality service through the Hostels Board (in the past), and now through the Department of Tourism, where they give licenses for the Hospitality Industry. I the past the Zambia Tourism Board used to inspect and monitor tourism enterprises, but this has since moved with the new act of 2009 and the Ministry of Tourism, through the Department of Tourism is now in charge monitoring quality in terms of service provision. As said area on, TQM is not directly stated in the Act or policy, but I would say that with the kind of initiative that the government has taken, there are minimum standards that are expected by the operators (Service providers). On the other hand, I know that there are several chains and individual operators that are obvious practice TQM. I know chains like Holiday Inn, Inter-continental, etc. Although there may be no policy on TQM, the initiatives that are there, recognise the need for quality standards, the need to have standards that would meet the customer needs like the international traveller. I think these are the issues that come out very strongly under TQM because you recognise the need that the customer has been satisfied and through TQM, you want business to benefit.

Q3: Is TQM working in Zambia?

I think these are the challenges that affect everywhere, off course the big investment have put certain measures in place, but certainly the small operators are still straggling and for that reason they straggle to even attract the international visitor, especially those that look for quality service. Most parts of the country, quality service provision is an issue, and this is one of the things that we as SMV are trying to support different destinations to see how for example, some training programs that can help such as customer care.
Even though the Ministry has put up certain measures, whether they go round to inspect these places, is another story because of funding levels. So, there are challenges even for those that have the mandate to monitor. There are a lot of unregistered businesses and you know if they are not registered or did not go through the process, probably they don't meet the required standards.

Q4 How would you describe TQM in your own words?

For me TQM is the whole package of service provision. For example from the tourism point of view, the moment the traveller gets information; how is it given? How is it packaged? How they travel, accommodation, meals, activities, customer relations from employees, does management take responsibility of that product? If you have quality service, is it consistent (whether as a destination or a product?

Q5: Employee empowerment

The tourism Industry in general, probably due to the level in terms of destinations, there is a tendency for them to employ unqualified staff because it's cheaper to pay them. As a result, there are many way employees could be empowered, for example through training, salaries, etc. There has been a problem in that investors tend to be comfortable with their investment and yet forget about the employees. This has an impact in that it affects the quality of the service that you provide. Empowerment in some prime tourism destinations like South Luangwa, you are able to get operators that would definitely pay attention to employee needs probably because of the type of tourists that they attract. In such destinations, whether employees have qualifications or not, they get training on the job.

Q6: Is the Tourism board doing enough to market Zambia as it is?

One of the cry from the ZTB and may be the private sector that have invested in tourism as tourist operators, is that ZTB is not adequately funded and with that kind of scenario, obviously they would not be able to reach the target markets and their activities are limited. But one thing that must be appreciated is that ZTB has partnered with the private sector through joint programs like road shows, as well as attend explores together although the marketing budget still is inadequate.

Q7: What factors do you think lead to a successful TQM implementation in an organisation?

First of all, there has to be the guiding principle. You have to have a committed management to ensure that TQM is implemented and is successful. There has to be training, management has to recognise that in order to successfully implement TQM, people have to be trained, and they have to accept that it exists and its necessary as well as being one of the ways in which marketing would be boosted because for the service industry like tourism, it's the word of mouth which really counts. It is also important to monitor the value of progress made because for those that has really embraced TQM; there is feedback in to improve on what has gone wrong or simply up-grade the product or to avoid mistakes or errors.
Zambia talks about quality service provision and has even put in place institutions that would be monitoring standards. For me, I think that is one way of appreciating the need for TQM. T he levels or approach may be different, but I think TQM is necessary in the tourism industry, it is important and one can benefit from this program.

Name:

Company Name: Livingstone Lodges and Guest Houses Association (LILOGHA)

Responsibility: LILOGHA Chairperson

Company Profile:

We deal with small scale entrepreneurs who have just been in the market for about 7 years or so. It basically deals with Livingstone. We can't expect Zambians to build Hotels, and so they have small Lodges and we try to promote their businesses through marketing. It is deemed that Zambia is an expensive tourist destination; of course it is if you look at the 5 star or 4 star hotels, but the tourists should know that there are Lodges that offer almost the similar services as hotels at a cheaper rate. However, the marketing aspect is becoming very expensive for us, even though we are trying to market through internet. The second setback is that tourists have negative information about Africa, that is, it is not safe and other things said about Africa. Mostly Europeans are very reluctant. Thirdly, security is also an issue for foreign tourists. Fourthly, films showed about Africa give a very negative picture. So, we are trying to kill this concept in the foreign tourists.

We never had Zambians engaged in tourism; it was a business for foreigners, and so the government encouraged some Zambians to go into it.

A new University has been opened in Livingstone called Mosi-o-tunya University, which has an emphasis on hotel management studies. We encourage a lot of our staff to go there and get the necessary skills required for the tourism industry.

We have formed a board which overlooks quality aspects. It is not everybody who is a member of LILOGHA, there are some people by name who have guest houses and the government has given them licenses, but you find that such lodges do qualify according to our expectations. We are also affiliated to Livingstone Tourism Association (LTA) which looks at the quality aspects for the big hotels.

FACTORS

We are trying to promote the marketing aspects, mostly on foreign markets. Without good policy, the business may not do well.

Each lodge has an average between 10 – 12 employees.

On employee empowerment, we simply encourage them to study on their own, because we can't manage to fund them.