



Developing a strategic marketing plan for the Zambia Tourism Board in China



Kasongo, Mulenga Albertina

Laurea University of Applied Sciences
Laurea Leppävaara

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Kasongo, Mulenga Albertina
Degree Programme in
Business Management
Bachelor's Thesis
March, 2011

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Year	2011	Pages	77
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The purpose of this thesis is to research how the Zambian Government through the use of the Zambia Tourist Board can increase awareness of Zambia's various tourist attractions, its geographical position, and differentiate the country from its competitors as an African tourist destination.

The research information was collected by studying theories related to marketing planning. Personal interviews with Chinese visitors in Zambia, members of staff at the Zambia Tourism Board, members of staff at the Ministry of Tourism, Environment and Natural Resources, the Association of Chinese Travel Agents and Zambian tour operators were used as the primary source of information. Secondary data was secured from organizational records and data collected through qualitative research. Responses from the questionnaires were analysed using the statistical package for social science programme (SPSS).

The empirical part of the thesis delineates the case company, the new market (China) it is trying to reach and information about marketing strategies for the tourism industry.

The results of this study show that the major factors constraining Chinese tourists' travel to Zambia are due to low market awareness. This is because there is little knowledge about Zambia among the Chinese people and the country's image in China is not strong and recognizable.

The findings of the report are broadly discussed in the latter part of the report; conclusions made from the study have been detailed and recommendations on how the case company can formulate a marketing strategy to make available marketing materials for promotional purposes in China.

Key words: Marketing plan, Promotion, Segmentation, Marketing Communication, Positioning

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1 Introduction

The background of the study is related to understanding the complex issues surrounding the marketing of Zambia's tourism industry in Asia, particularly in China.

The travel and tourism industry constitute one of the fastest growing industries in the world today. Governments of developed and developing countries favour the development of tourism as it is an industry that has proven its capacity to generate foreign exchange earnings, create employment, national income and stimulate economic development.

Tourists to Zambia come mainly from neighbouring countries. Outside Africa, traffic is dominated by the North American and European markets with which Zambia has linguistic and historical affinities. Tourists who visit Zambia from Asia only represent the smaller percentage of the international tourists the country receives. Insufficient knowledge about how to enter into the Asia growing markets could be one of the reasons for this low traffic from Asia to Zambia.

Recently, the Zambia Tourist Board has been undertaking a series of studies primarily to enable it to understand the Asian tourist consumers' needs and behaviour better. The ZTB believes that this will in turn serve as a legitimate marketing tool for attracting and increasing tourist's flows from Asia to Zambia.

The first Asian country the ZTB is focusing its attention on is China. There are several strategic reasons for focusing on China; the country has consolidated its status as Asia's prominent outbound tourism market. According to World Tourism Organization (UNWTO) projections, China will become the fourth largest source of outbound travel and the largest tourist receiving country in the world with approximately 100 million outbound travellers by 2020. Besides, Zambia has signed bilateral agreements with China as well as receiving Approved Destination Status (ADS).

Zambia's tourism industry has been developing considerably and it has become one of the major sources of foreign exchange earning contributing to the country's economy. Tourism is part of a campaign that consists of many other departments, or branches that Zambia has chosen to promote to help attract tourists and foreign investors into Zambia.

1.1 Background

The travel and tourism industry is vital to Zambia's economy. However, although Zambia has unexploited natural resources for tourism development such as cultural and heritage sites,

abundant wildlife, abundant water resources, peace and tranquility, the richness and variety of the tourism products are yet to be known by the rest of the world. Tourism in Zambia is principally operated below its potential, and its generally poorly planned development has had negative consequences. There is a relatively low proportion of tourists, particularly Chinese visitors to the country and a short duration of stay which indicates a marketing problem.

With the provided background information, it can be expected that the Chinese tourism industry will continue to grow within the near future. For the ZTB to achieve a sizeable market share of the Chinese tourism market, it is necessary to promote Zambia as a destination for Chinese tourism.

Despite gaining the Approved Destination Status (ADS) from the China National Tourist Administration (CNTA), the Zambia Tourism Board has struggled to attract more tourists from China. Zambia has a small market share in the Chinese market which has fluctuated during recent years. Therefore, the possibility of the Zambia Tourism Board opening an office in Beijing will help promote Zambia as a tourism destination for China. It may also increase and enrich Zambia's appeal to attract more visitors, create interest, create desire and action from the Chinese visitors and also extend their stay length, and thus, increase their expenditure in Zambia. A plan must be written to understand the fundamental psychographics of Chinese tourists towards Zambia as a destination and their travel behavior.

This thesis can develop effective marketing recommendations, on a strategic level and further interest in Zambia as a national destination in China. Since international tourism is an intensely competitive market, the ZTB needs to protect its market share by diversifying its markets, positioning itself as the best tourism destination in Southern Africa and launching new products that are acceptable according to international standards.

1.2 Purpose of the study

The thesis was written with the aim of finding an effective marketing strategy in terms of communication and promotion to be utilised by Zambia Tourism Board to launch tourism products and services in its target market China.

After many years of poor promotions and marketing Zambia as a tourist destination, the country is at a critical point to market, promote and position itself as a tourist destination where tourists can experience adventure, wilderness, and wildlife in Southern Africa. Through the agreement made by the Chinese government and the government of Zambia in 2008 January, the ZTB was invited to exhibit at the World Tourism Fair that was held in Shanghai. The reason for the agreement was to help increase awareness and promote Zambia's tourist attractions in China. Lack of awareness of Zambia's tourism potential among the Chinese

population can be attributed as the main reason behind the low volume of Chinese visitors. In regard of the above mentioned reasons, the author of this thesis decided to conduct research to identify the main marketing and investment strategies that can be addressed in order to heighten awareness of Zambia's tourist attractions in China. The ZTB needs to understand the Chinese market, know how to create attractive products and services for Chinese visitors, learn and know how to provide the right hospitality and promote the country appropriately to be able to receive a fair market share.

The writer also felt that the research subject is of immense value because, if properly evaluated, it will help the ZTB in several ways. For example, to avoid any marketing risks or negative publicity before and after entering the foreign market, Zambia should be positioned as a fast growing tourist market with opportunities offered to support the ZTB's global growth. The research also serves as a recommendation for choosing a marketing strategy for the Chinese market.

1.3 Limitations of the study

The research is mainly focused on the marketing planning issues for ZTB. It only offers marketing plan suggestions and does not include the actual budget which would be advantageous for proper implementation.

1.4 Outline of the thesis

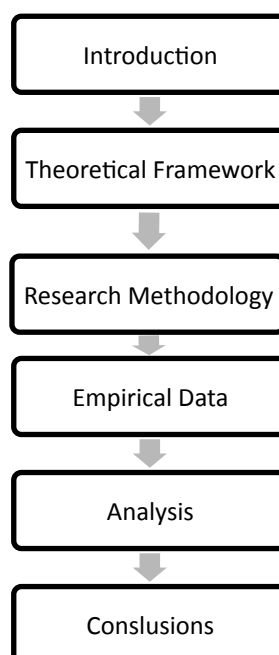


Figure 1: Outline of the thesis

2 Definition of the terms

- Advertising:** The promotion of goods, services or ideas through paid communications (Harris P 2009, 9).
- Brand:** A name, symbol, term, design or a combination of them intended to identify the goods and services of a company or group of companies and to differentiate them from competitors (Kotler et al., 2009, 866).
- Culture:** A blend of the values, norms, material and spiritual traditions of ethnically diverse people (eBizguides Zambia 2006, 259)
- Inbound tourist:** An international tourist arriving from another country. (Jennings G, 2001,441).
- Marketing:** The process of planning and executing the conception, promotion, pricing, and distribution ideas, goods and services to create exchanges that satisfy individual and organizational objectives (Kotler et al., 2009, 866).
- Marketing Mix:** The marketing activities used to create, communicate and deliver value to the customer. The marketing variables include product, price, promotion, place, people, process and physical evidence (Kotler et al., 2009, 867).
- Marketing communications:** These are the means by which an organization attempts to inform, persuade and remind consumers directly or indirectly about products, brands and services they sell (Kotler et al., 2009, 867).
- Marketing plan:** A written document that details the necessary actions to achieve the organizations marketing objectives (Hollensen S, 2010, 627).
- Marketing planning:** The process by which companies analyse the environment and their capabilities, then decide upon courses of marketing action and implement those decisions. (Hollensen S, 2010, 627).

Market Share:	The proportion of the available market that is being serviced by an organization (Kotler et al., 2009, 866).
Market segments:	Portions of the tourist markets that is more or less distinct in their characteristics and behaviour. (Jennings G, 2001, 441).
Niche marketing:	This is the process of targeting a relatively small market segment with a particular, specialised marketing mix. (Hollensen S, 2010, 628)
Outbound tourist:	An international tourist departing from their usual country of residence. (Jennings G, 2001, 447).
Positioning:	This is how the product or service is perceived in the mind of the customers/consumers in relation to other products in the market. (Hollensen S, 2010, 629)
Primary data:	The data collected for the first time for the specific purpose of a particular market research study. (Hollensen S, 2010, 629)
Qualitative research:	Provides a holistic view of a research problem by integrating a larger number of variables but asking only a few respondents. (Hollensen S, 2010, 629).
Target market:	the part of the qualified available market an organization decides to pursue (Kotler et al., 2009, 869).
Tour operators:	These are businesses providing a package tourism related services for the consumer, including some combination of transportation, attraction visits, accommodation, and restaurants. (Jennings G, 2001,441)
Tourism:	The sum of the phenomena and relationships arising from the interaction among tourists, host governments, universities, business suppliers, host communities, community colleges, origin governments and non-governmental organizations in the process of attracting, hosting, transporting and managing these tourists and other visitors. (Jennings G, 2001, 446).

Tourism industry:	The sum of the industrial and commercial activities that produce goods and services wholly or mainly for tourist consumption. (Jennings G, 2001, 447).
Tourism product:	It consists of the tourism industry and tourist attractions. (Jennings G, 2001, 447).
Tourism resources:	These are features of a destination that are valued as attractions by tourists at some particular point in time. (Jennings G, 2001, 447).
Tourist:	This is a person who travels temporarily outside of their usual environment for certain qualifying purposes. (Jennings G, 2001, 447).
Tourist attractions:	These are generic or specific features of a destination that attract tourists. Not all attractions are part of the tourism industry. (Jennings G, 2001, 447).
Tourist market:	The overall groups of customers/consumers that engages in some form of tourism-related travel. (Jennings G, 2001, 447).
UNWTO	These acronyms represent the World Tourism Organization. This is a United Nations agency that deals with questions relating to tourism and complies with World Tourism (unwto.org)
ZTB	The Zambia Tourist Board. This is an autonomous statutory body that implements all government policies on tourism. (eBizguides Zambia, 2006, 231)

3 Theoretical framework

3.1 Marketing

This is the process by which organizations create value for customers and develop strong customer relationships in order to capture value from customers in return. (Kotler 2005, G5)

3.1.1 Marketing process

An organization should find a way to identify customer needs and wants to let it to develop products that will satisfy those needs and wants. The organization should briefly explain the situation analysis, marketing strategy, marketing mix decisions and implementation and control.

3.1.2 Marketing plan

This is a description of the company's marketing intentions and objectives. The plan summarizes what the marketer has learned about the market place, indicates how the organization plans to reach its marketing objectives, and also directs and coordinates the marketing effort.

Marketing plans have various purposes. The foremost purpose is to help the organization identify sources of competitive advantage, set objectives, provide a framework for a continuing review of operations policies, to match resources to opportunities, to decide on policies for each element of the marketing mix, to generate a program of events that will focus and coordinate activities to realize these and to communicate these activities and allocate responsibilities to those who will have the task of carrying out the plan (Kotler 2005, 12)

3.1.3 Marketing planning

The marketing planning process can be defined as an application of marketing resources to achieve marketing objectives. Therefore, marketing planning is a logical sequence of activities leading to the setting of marketing objectives and the formulation of plans for attaining them. Companies usually go through a process of planning and controlling the performance of any type of activity when developing marketing plans.

Companies cope with increasing turbulence, environmental complexity, intense, competitive pressures and the absolute speed of technological change. It is ideal for a company to develop a marketing plan since it has various benefits for the company which are: to identify the sources of competitive advantage, to make an organized approach, to develop specificity, to ensure consistent relationships, to inform everyone in the company about priorities, to obtain resources needed to implement plans and to gain commitment towards the objectives. (McDonald et al., 2002, 17)

3.1.4 Marketing mix

According to McDonald et al., (2002, 9) managing the marketing mix involves using tools and techniques of marketing. Internal and external marketing information are needed for the matching process to take place. Having found what the customers want, the organization must develop products and services to satisfy those needs, price its products, get its products to the customer, giving time and place utility. After the organization has done that, it now has to communicate with the customers about its products, because only through this can the customers buy the products and services. Considering all forms of communication is important especially advertising, sales promotion and personal selling; and finally, the company has to consider how to connect it all together in the form of a marketing plan. McDonald et al. (2002, 9)

3.2 Marketing strategy planning process

3.2.1 Mission statement

This is a statement that an organization develops to share with managers, employees and customers. In most cases, it is usually brief, detailing why the organization is in operation. It should be carefully drafted to ensure that it is easy and understandable to all the departments, so that there is a similar objective as lack of this might lead to conflict of interest within the same organization. The statement must state how the organization hopes to undertake its activities and what values it holds highest, and what it wants to promote in its marketing activities. (McDonalds, 2002, 39).

McDonalds (2002, 39) further suggests that an organization mission statement should guide the organizations' actions, provide direction and help in decision making. This should include informing customers of the benefits and experiences they can achieve from the organizations products and services. It should inform customers how its products and services will satisfy their needs and the competitive values they have over competitors. It can be concluded that customers create their image of the organization from reading the mission statement, therefore making it essential for every organization to have a clear mission statement.

3.2.2 Corporate objectives

These are objectives that an organization intends to achieve within a certain period of time. The objectives usually have to be measurable to assure the organization of how good or bad it is progressing. It is important for organizations to ensure that objectives are specific and

clear when setting corporate objectives as there will be many activities conducted across departments to achieve the objectives (Malcolm McDonalds 2002, 27).

McDonalds 2002 further posits that ensuring the corporate objectives are measurable is also critical in guaranteeing that the organization will be able to evaluate their progress and from time to time check on what needs to be improved. Lacking a clear measure can lead to an organization not knowing in which direction it is progressing and how close its objectives are. As employees are the ones normally involved in implementing all plans, to help them understand more about the objective, it is necessary that the organization checks with employees in the setting of its objectives.

3.2.3 Marketing audit and analysis

Another method an organization could use to analyze its marketing position and performance is marketing audit. The micro environment includes the competitors, suppliers, interest groups, consumers and distributors. Porter's five forces analysis identifies the key to competitiveness in a particular industry. The model considers rivalry amongst existing organizations, the threat of market entry, and threat of substitutes, bargaining power of suppliers and bargaining power of buyers.

Kotler and Keller (2009, 696) define the marketing audit as a comprehensive, systematic, independent and periodic examination of a company's or business unit's marketing environment, objectives, strategies and activities, with regard to determining problem areas and opportunities and recommending a plan of action to improve the organization's marketing performance.

Market analysis has two main functions. The first is to find the attractiveness of the market. If the market is challenging and competitors are not earning any profits, then the organization should not invest in the market. The second objective is to understand how the market functions to be able to recognize the opportunities and threats and develop successful strategies. The market analysis must include the study of the market size, growth and profitability. (Aaker 2001, 22)

It is important for an organization to know what the size of the market for its products is. The market size depends on buyers who may be interested in a particular product or service. Potential buyers also need to have enough income and access to the product or service provided, thus interest in itself is not enough (Kotler 2000, 120)

The organization must know the sum of sales within the industry during a given period of time and also know the market shares of its competitors. It is important for the organization to try

and forecast future trends in the industry to determine if the total sales are increasing or reducing. (Kotler 2000, 125).

Profitability of the market depends on the level and amount of existing competition, the threat of new entrants entering the market, the threat of alternate substitute products and the bargaining power of customers and suppliers. (Aaker 2001, 23).

3.2.4 Assumptions

All organizations have key determinants of success about which assumptions have to be made before the planning process can continue. It is a question of evaluating the planning environment. Assumptions must be key, critical assumptions, meaning they are few in number. They should be consistent, applicable known facts and with defensible assumptions. This is one of the most vital steps in the preparation of a marketing plan as it is the easiest step to do incautiously. For example, a company that is fuelled by optimistic and unrealistic sales forecasts that are based on inadequate data from buyers can result in massive over capacity on the part of suppliers.

Examples of Corporate assumptions with regard to the industrial climate of the company might include a company assuming that industrial overcapacity will increase from 100 percent to 110 percent as new plants come into operation, price competition will force price levels down by 8 percent across the board, and a new product that competes with the company's product X will be introduced by a major competitor before the end of the second quarter. (McDonald et al., 2002, 30)

3.2.5 Marketing objectives and strategies

This is the key step in the whole market planning process because it highlights the objectives the organization plans to achieve and covers the strategies to be employed to attain these objectives. Kotler et al., (2008) defined the organizational objectives in areas of sales, market share and profit, and the issues that will affect these objectives. The marketing strategy presents the broad marketing approach that will be used to accomplish the plans objectives. (Kotler et al., 2008, 152).

The marketing objectives must always be connected to corporate overall strategic plans. In smaller organizations, the portion of marketing of the whole strategy is much bigger than in larger corporations. The marketing strategy process consists of situational analysis, strategy development and implementation activities. The activities required include developing a vision of the markets that the organization is interested in and later choosing the market

target strategies. The organization needs to set objectives and positioning strategies to meet the value requirements of the customers. (Cravens and Piercy, 2006)

3.2.6 Budget

This is a projected profit and loss statement that forecasts the expected financial outcomes from the plan. The organization has to know what resources, staff and money are needed to achieve the objectives. The marketing budget determines the amount of money that has to be spent in advance in reservations, booking and purchases in order to secure targeted sales volume and revenue. In the case of ZTB, as a tour operator, costs of brochure production, distribution and advertising would be committed months before full payments or even most of the deposits were received from customers.

The budget represents the total of the costs of individual marketing mix elements evaluated essentially by marketing managers to achieve specific objectives and targets. (McDonald et al., 2002, 32).

3.2.7 Implementation programme and controls

When an organization has obtained all the necessary customer data and set up a budget, implementation is essential because it gives the whole process meaning changing theory into practice. At this stage in the process, an organization has to know timing and responsibilities for marketing activities, calculate the breakeven point, describe the roles and functions within the organization and explain contingency plans for managing unexpected challenges and opportunities. (Wood 2003, 159).

Also at this level in the process, the marketing plan has been developed and the products have been launched. Provided that few environments are static, the marketing effort results should be monitored closely. Due to markets changing constantly, the marketing mix can be modified to accommodate the changes. Usually, minor changes in consumer wants can be addressed by changing the advertising message. As the changes become important, an entirely new product or product redesign may be needed. Organizations continual monitoring and adaptation is needed to satisfy customer needs accordingly over the long term. (Wood 2003, 124).

3.2.8 Situational analysis

The situational analysis comprises two parts: first is the analysis of the microenvironment and then of the macro environment. Organizations trying to make the right decisions for the

marketing mix and strategy must recognize all the key factors that might influence the marketing of the organizations offerings, internally and externally.

Since the research is focusing on entering a new market, the researcher will concentrate more on the analyzing of the Chinese tourism industry, competition and the macro environment in the target market in china.

To understand the microenvironment, the organization itself must be studied. The organization culture, organization resources and skills, product features and quality have to be studied. The analysis can be done using with the SWOT analysis or marketing audit. In a SWOT analysis, the organization's offerings are analyzed by studying the strengths, weaknesses, opportunities and threats. Strengths and weaknesses are internal issues within the organization whilst opportunities and threats are external issues.

The macro environment involves factors such as political, economic, social and cultural, technological and legal. The main strategic tool used to analyze the macro environment is termed a PEST analysis.

3.3 Strategic marketing

Marketing is important in all businesses if they are to be successful. Companies require solid marketing knowledge and precision in marketing and decision making in order to outperform the competition. The ZTB's positioning and positioning of its products and services depends on the formulation and implementation of intelligent and competitive strategic marketing plans.

Strategic marketing can be considered as instrumental in the choice of consumer value. Three key processes in the strategic design called market segmentation, market targeting and market positioning will be explained below.

3.3.1 Market segmentation

According to Kotler (2006), market segmentation is a process that can be used to identify and profile distinct groups of customers who differ in their needs and preferences, which more rest with consumer analysis. Kotler further notes that market segmentation can transform most companies into micro marketing at one of four levels. These are segments, niches, local areas and individuals.

In segment marketing, one of the marketing organization's main tasks is to identify and decide which ones to target. A market segment can be defined as a group of buyers who hold a similar set of needs and wants. However, each market segment remains big, as not everyone wants exactly the same things. (Blackwell et al., 2006, 739).

Various ways can be used to define market segments. The fundamental way to carve up a market is to identify preference segments (Kotler et al., 2006, 241). For instance, holiday buyers are asked how much they value social-culture and value nature as two destination attributes. Three different patterns can appear.

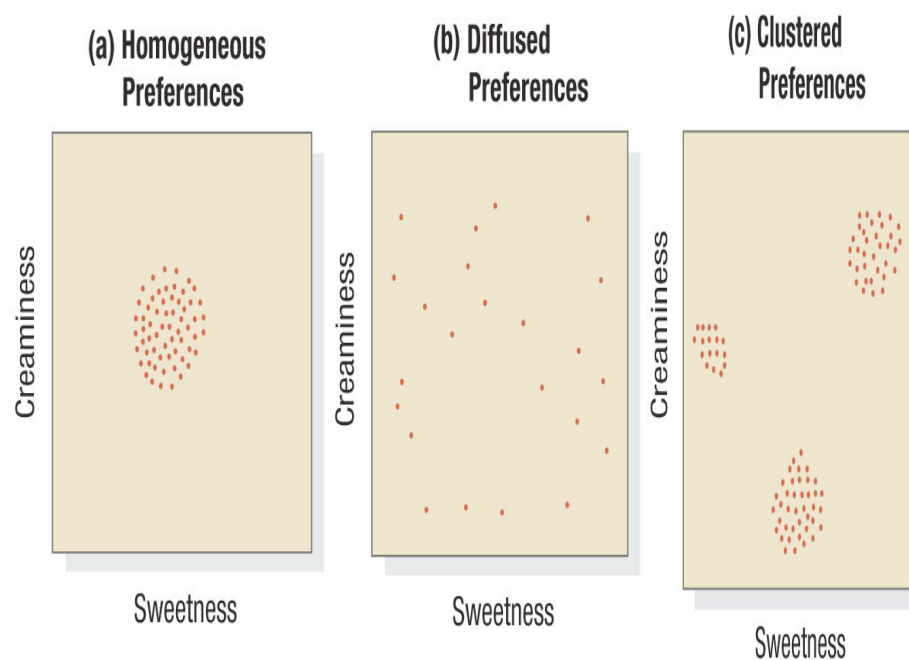


Figure 2: Basic market-preference patterns (Kotler and Keller 2006, 241)

From Kotler and Keller's (2006, 241-242) analysis, the three social patterns presented above can be individually explained as follows;

Homogenous preferences: indicates that all consumers have approximately the same preferences in a market where there are no natural segments. It can be forecast that existing brands are similar and cluster around the middle of the scale in nature or socio-culture.

Diffused preferences show that preferences are detached throughout the product market and in terms of consumers, vary greatly in their preferences. The first brand in the market usually positions itself to target all consumers. The next competitor can position itself in the same way with its first brand and fight for market share, or rather position itself to attract a customer group that is not satisfied with the center brand. If various brands exist in the market, they can position themselves throughout the space and show differences to match different consumer preferences.

Clustered preferences designate that few distinct preference clusters are revealed in the market, because they are natural market segments. In this market, ZTB being the destination marketing organization has three options. The organization can either position in the center

to attract all groups, position itself in the largest segment or develop various brands for each different segment.

Moreover, a segment can further be divided into sub-segments in terms of niches. A niche is a more specific defined customer group, which seeks a distinctive mix of benefit. Moseki 2004 notes that niches are smaller and attract moderately fewer competitors compared with a segment's large size and more competitors. A valuable niche has the following characteristics. Customers in the niche have a distinct set of needs; they will pay a premium to the organization that best satisfies their needs, the niche is not likely to attract other organizations, the niche gains certain economies through specializations and the niche has size, growth potential and profit. (Kotler et al., 2006, 242)

For an organization to be able to generally understand all segmentation levels, the last two called local marketing and customization are explained. To be able to narrow down a market segment and its niches, ZNTB as an organization should further tailor their marketing program to satisfy the needs and wants of local customer groups in terms of local market. These include individual stores, trading areas, and neighborhoods, which connect consumers as closely and personally as possible and reflect a growing trend. (kotler et al., 2006,242).

According to Peppers and Rogers (1993), individuals, sometimes-called "customerized marketing" is the ultimate level for segmentation. This means that marketing companies can respond to individual customers by customizing their products, services and information on a one-to-one basis.

3.3.2 Segmenting consumer markets

After understanding the levels of market segmentation, companies should also consider ways to segment consumer markets as they are also important. Schoeman (2006) introduced an approach, which involves four steps with regard to the process of segmentation. In this process, the marketing organization should start by identifying those segmentation variables, whose major four are briefly summarized below. They can be used separately or in combination to identify consumers' needs.

Variable	Variables included	Examples
Geographic	Region, city or metro size, density (urban, suburban, rural), climate	Africa, china

Demographic	Age and life cycle stage, life stage, gender, income, social class, ethnicity	Females shopping overseas, white collar, higher income, education
Psychographic	Personality, psychological traits, lifestyle, geo-demographic	Safari tours (for cultural, spiritual, romantic), honeymoon tours, adventure holidays
Behavioral	Occasions, benefits, user status, user rate, buying stage, loyalty status, attitude	Business travels, walking safaris tours

Table 1: Major segmentation variables for consumer markets Kotler and Keller (2006, 247-257); Schoeman (2006, 175-190)

Based on the above, in the second step, consumers are grouped with likely need sets into respective segments. This step generally involves consumer research including interviews, surveys and concept tests. When consumers with similar need sets are identified, each group should then be defined in terms of their demographics, media usage and lifestyles. Once a thorough understanding of each segment has been attained, the attractive segments could be selected and served within market targeting.

According to Best (1997), a needs-based segmentation approach can combine several variables in an effort to identify smaller, better defined target groups. It leads to a seven-step segmentation process. (Best 1997, 115).

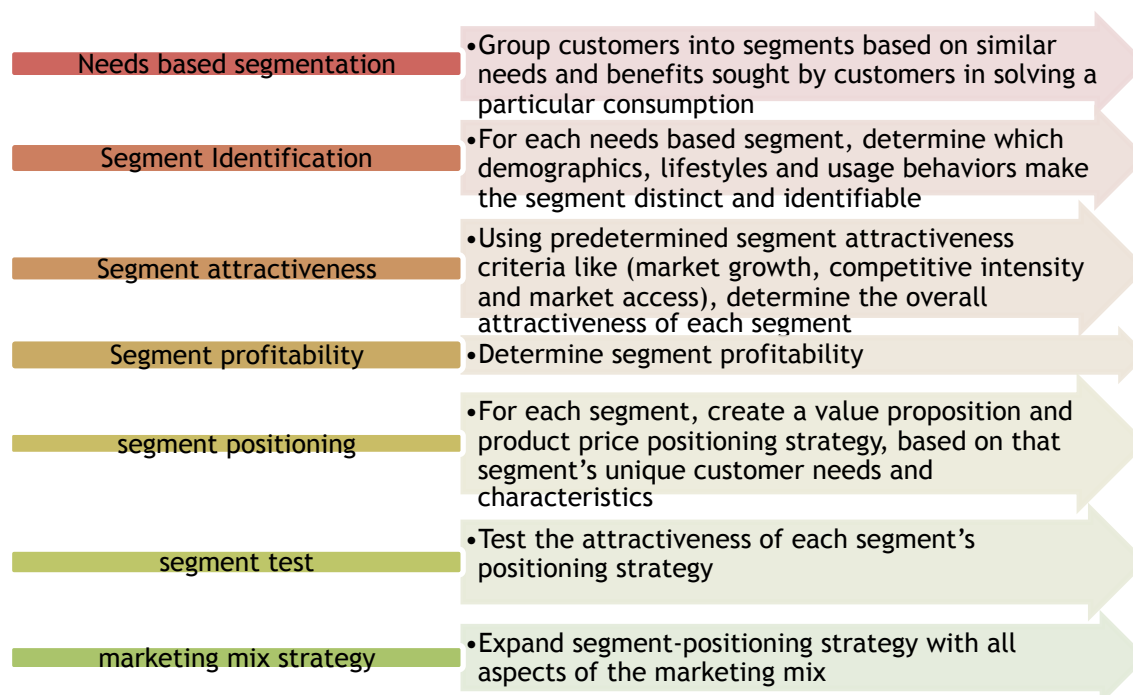


Figure 3: Seven step segmentation process (Best, 1997)

The above seven-step segmentation process involves the tasks of target targeting and the marketing mix which will be discussed in the following text.

3.3.3 Market targeting

Schoeman (2006, 180) states that market targeting involves the choosing of one or more of the attractive segments, as identified by the segmentation process. The main task of market targeting is to evaluate and chose market segments. However, market segments should be rated on four key criteria in order to be useful in evaluation (Kotler et al., 2009, 357).

Before a company can target a specific segment accurately, it should ask itself a number of questions. It is very important to evaluate the effectiveness of a targeting strategy and the viability of a segment to avoid money being wasted. The segmented market must meet the following criteria. (Kotler et al., 2009, 357)

In Substantial segments, the chosen segment has to have enough spending power for the company to sustain itself. It has to be large and profitable enough to serve. (Kotler et al., 2009, 357).

Differentiable segments have to be conceptually distinguishable and react differently to different marketing mix elements and programmes.

When evaluating the action ability of segments, effective programs have to be formulated to attract and serve the segments. The organization must evaluate itself if it has enough resources to reach its segments. There is no point in targeting segments the organization does not have resources to cater for. For example, a company manufacturing cars would not concentrate on the affluent and price sensitive market if they have no resources to do so. (Kotler et al., 2009, 357).

Kotler et al. (2009, 357) have further indicated that there are two factors that have to be considered in evaluating different market segments. Firstly, the company has to evaluate the segments overall attractiveness such as the above mentioned four criteria and general characteristics like size, risks and profitability. Secondly, the company has to know its objectives, both long and short term, competencies and resources available.

When those different segments have been evaluated, the marketing organization can then try to consider the five patterns for the target market selection. These are single-segment concentration, selective specialization, market specialization, product specialization and full market coverage as illustrated in the figure below.

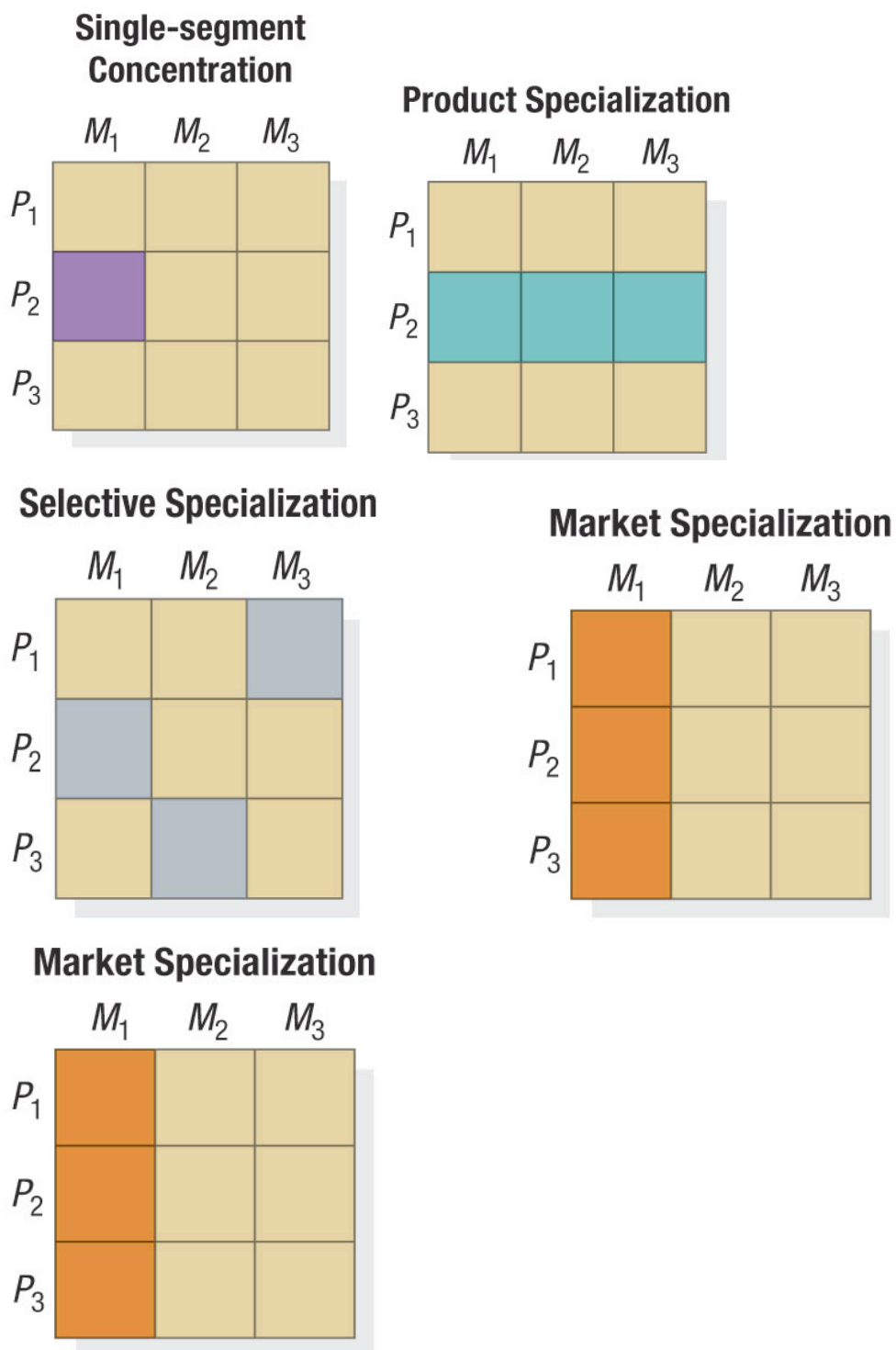


Figure 4: Five patterns of market selection (P=Product, M=market segment) Kotler et al., (2009, 357)

The Diagrams above can be used as tools for the marketing of Zambian tourism in China. It can be segmented by geographic variables into m_1 =Beijing, m_2 =Shanghai and m_3 =Guangdong

with reference to their holiday offerings such as p1=wildlife, p2=landmarks and p3=cultural ceremonies, while numerous target market selections can be appeared as drafted below.

The ZTB can elect to use the single-segments where it can concentrate on the Beijing area to sell wildlife tours, or chose to use selective specialization and select all the three areas but each by different offering. The organization can also use product specialization to sell wildlife tours to the different segments, or decide to use market specialization and concentrate on one city like Beijing to sell all offerings. To serve all segments with all offerings they might need, full market coverage has to be selected by the organization. It can further be divided into undifferentiated marketing and differentiated marketing.

3.4 Positioning

As noted earlier in the process of segmentation, an organization's positioning tasks start once the market has been divided and targeted. In tourism marketing, this is the way in which tourism destinations and its products are viewed or perceived by target audiences in relation to their competitors (Lumsdon 1997, 74). By analyzing this positioning concept, four necessary concepts can be explained below. (Lovelock and Wirtz 2004, 64).

Firstly, positioning is ultimately a question of how the destination is perceived by consumers. Secondly, positioning must be singular, providing one consistent, but simple message such as a brand. Thirdly, positioning should differentiate the offering from its competitors, where this can be through physical attributes, personnel, services, location or image. Lastly, the destination must focus on its efforts and not serve all things to all people.

From the principles above, Lovelock et al., (2004, 65) reflect that the marketing organization such as that of the ZTB can develop an effective positioning strategy in combining market and competitor analysis to internal corporate analysis. Therefore, it can be said that positioning plays an important role to link tourist destinations, its competitors and tourists in establishing a tourism marketing strategy.

Overall as suggested by Kotler and Keller (2006, 281), positioning tasks consist of three key steps.

The first step involves identifying a set of competitive advantages or unique selling propositions to select from such as price, attractions, image, accommodation and staff, which are normally referred to as differentiation.

The second step includes selecting the right competitive advantages. For example, South Africa and Kenya have an advantage by promoting wildlife to compete with competitors outside Africa, but travelers may visit other African nations such as Zimbabwe. Therefore,

Zambia may combine wildlife and attractions to enhance its image as a tourist destination in a target market like China.

The third step requires communicating and delivering the chosen position to the target market.

3.5 Tactical marketing

According to Kotler et al., (2006, 291) tactical marketing is the value provision and communication process, which supports the determined positioning strategy. In normal consumer markets, the process of tactical marketing is planned to increase chances so that consumers will have favorable thoughts and feelings about particular brands, products and services, will try them and repeatedly purchase them.

Peter et al., (2005,12) also wrote about tactical marketing, describing it in terms of the marketing mix involves developing and offering marketing stimuli, which is directed at chosen markets in order to influence their behaviors. Within marketing activities, the controllable stimuli can occur in all forms. Traditionally, the classical marketing mix includes a set of idiographic marketing tools, referred to as the 4Ps (product, price, promotion and place). These are used to achieve their marketing objectives. (Perreault and McCarthy 2002, 48). The particular marketing variables under each P are shown in the figure below.



Figure 5: Marketing mix variables (adapted after Kotler and Keller, 2006)

The figure above shows that the efforts of all particular variables under each P should support the positioning strategy and finally focuses on the target market. For an organization to create an integrated marketing strategy, all the above-mentioned marketing activities should be combined in a way to fit the needs and wants of the target consumers. In the figure above, the integrated strategy presents the marketing organization preparing and offering a mix of products, services and prices and then by communications mix of sales promotion, advertising, events and experiences, public relations, personal selling and direct marketing, it reaches the trade channels and finally meets the target consumers.

However, many theorists maintain the idea that the classical marketing mix 4Ps is too limited to apply within services, more especially tourism marketing. Zeithathaml et al., (1996) have suggested the 7P's of the services marketing mix can be mentioned in tourism to allow greater flexibility. The additional Ps are people, process and physical evidence. (Zeithaml and Bitner 1996, 26).

3.6 The tourism marketing mix (7Ps)

As mentioned in the above text, the marketing mix is extended as the 7Ps to suit tourism marketing due to several basic reasons. Firstly, the primary principles of tourism marketing, in comparison with the manufacturing industry, are the same in terms of overall marketing theories, which can also be applied to the tourism business. However, marketing operations within tourism have their own features. (Kotler and Keller 2006, 11) In practice, tourism marketing is more complex if compared with other sectors because it has more unique features.

Moreover, tourism is a composite of various services and products that are offered by different companies in different areas such as accommodation, attractions, food and beverages, transport and intermediaries, which co-operate in order to influence the outcome of tourism marketing. Finally, tourist demand is highly elastic and emotional. It can easily be influenced by subjective factors such as perception, motivation, attitudes and preferences. (Jooste 2005, 212-213)

The 7P's of tourism marketing mix

Product	Place (distribution)	Promotion (Communication)	Price	People	Physical evidence	Process
Physical features	Chanel type	Promotions	Flexibility	Employees	Facility design	Activity flow
Quality	Intermediaries	Advertising	Terms	Communication	Signage	Standardized
level	Exposure	Sales people	Price level	Customers	Equipment	Customized
Branding	Outlet locations	Internet	Discount		Employee dress	Reception
Packaging	Transaction	Publicity	Allowances		Other tangibility	Level of customer involvement
Warranties	Storage		Differentiation			
Product line						

Table 2: The 7P's of tourism marketing mix (Jooste, 2005: 216)

3.6.1 Branding tourism products (offerings)

George (2004, 192) states that the concept of branding tourism offerings is popular within the marketing operation. In tourism marketing, branding can be described as a name, color,

term, sign, design or a combination of these elements in order to identify the offerings of an organization or destination that differentiates them from competitors (Cooke 1996, A101). Attributes associated with a successful brand are identified as being a name (or symbol or both), that: is well known, unique and cannot be copied by competitors; is relative to the consumers self-image; represents the intangibles of a product; informs and influences a consumer at the point of consumption; and provides the foundation of all marketing activities. These attributes show that branding an offering or destination is particularly important in tourism marketing. The tourism offering's name or trademark can acquire several advantages. They help make it easy to buy the offering and add more value to the offering that they represent, makes distinction in the positioning strategy that is relative to the competition and service and provided an effective instrument in promotion. (Cooke, 1996).

However, the tourism product is wider than the destination's tourism assets and includes hotels and other accommodation; restaurants, transport to and from the country and the final destination; and tour services that connect the various components of a trip, including city tours and national parks. The attractiveness and competitiveness of the tourism product will depend on the accessibility and quality of built assets and the way in which the cultural and natural assets are conserved and managed. Tourists should have access to telecommunication, medical services and banking in all but remote areas. Physical security and access to appropriate health services is another important element that tourism product must have. (Lumsdon, 1997; Middleton and Clarke, 2001)

3.6.2 Pricing in tourism marketing

Pricing strategies normally follow the marketing objectives and the market itself. An organization may have various objectives, which influence the pricing, or the market sets up demands for various pricing strategies than what is selected generally. If an organization with a controlled pricing strategy wants to enter a market, which has large credit risks and difficult political situation, then it might have to consider a more radical pricing strategy to make sure they get a reasonable return on investment.

In reference to tourism marketing, the P for price is more or less considered redundant in the destinations marketing role. This is because it is very difficult to control prices set by the supply channel. It is not easy to say that pricing is not important particularly, nonetheless, in the tourism context, the high degree of product intangibility usually reduces the number of alternative bases for customers to compare. (Dibb et al., 2001)

When pricing products and services, success is often influenced by the availability of precise information to which an organization can establish its decision-making. This is something that

is not immediately available in all tourism industry sectors (Lumsdon, 1997). Customers have so much power and influence on price settings in the tourism industry. This can be attributed to the increasing ability of customers in some tourism sectors to compare and contrast prices through the tremendous growth in use of the interactive television systems, internet and much more. (Middleton and Clarke 2001).

3.6.3 Place

Place in the tourism context is defined as routes of exchange through which tourists access, reserves/books and pay for the tourist product. It also shows the location of all points of sale from where potential customers can find information about the product. The particular nature of the tourism gives special prominence to the role of intermediaries in the system of tourism distribution. The two most usual forms of intermediary in the tourism industry are the travel agent and the tour operator, nowadays from organizations and internet websites. Just like the P for price, place is almost redundant also in the marketing role of destinations as it offers experience, which cannot be bought from a shelf. However, marketers could market a place through being listed in represented and listed in tour operators/agents portfolios so that when potential customers visit such intermediaries to make bookings or request for information, they can advert the customer with printed brochure material or agent knowledge through verbal communication. (Dibbs et al., 2001)

3.6.4 Promotion

Promotion is one of the fundamental 4P's in the marketing mix and has an important role to play in market success. Checking that customers are aware of the goods and services the organization provides and that these are available to those customers are the main concern of promotion (Rowley, 1998).

In tourism marketing, it is vital that the organization concentrates more on promotion. When promoting a destination, a company needs to ensure the development and communicate most effective messages to the target audience taking into consideration segmentation differences of its existing and potential customers. Particularly, the objectives of a promotional strategy will be described from an appropriate mixture of the following roles of promotion which are to: increase sales, maintain or improve market share, strengthening or changing a destinations positioning or image, increasing awareness, interest, desire or action in the target audience, shifting buyer behavior pattern according to seasonality or by time lag between purchase and use, generating prospect and new business ideas. A company must use different promotional channels if it has to achieve promotional objectives of any given promotion strategy. (Dibbs et al., 2001).

3.6.5 People

The people element is necessary in the marketing mix as it is the part of marketing that contributes most to the fluctuation of tourism products from a service encounter. This applies to relationships and interactions amongst tourists, staff of tourism organizations and the host community. Relationships and interactions with these three main people will significantly impact on the product satisfaction experienced by the tourist, the satisfaction by the staff and degree to which tourism is either rejected or accepted in the host destination.

3.6.6 Process

The process element is common in the final delivery of the service encounter. Other important elements of the value chain such as queue management and visitor-flow techniques, area interpretations, booking systems, and payment systems are examples of the process component of marketing in tourism context. The tourism experience is normally not highly dependent on the quality of service delivery as perceived by the user. (Middleton and Clarke, 2001).

3.6.7 Physical evidence

The physical environment is the core element of the tourism product in many aspects of tourism. This is particularly substantial in the context of destinations. However, in the marketing mix context, it refers to the design of the built environment controlled and owned by an organization. Based on the intangible nature of the tourism products, the marketing mix physical evidence is often used to make the offer tangible away from place of consumption especially at the point of sale to help influence buying (Middleton and Clarke, 2001).

Physical evidence is significant due to the underlying principle of concurrent provision and consumption. Physical evidence in the context of tourism is used to accomplish various objectives such as contributing to the communication of messages about differentiation, positioning and quality, helps the process of service delivery and it also helps to ease emotional states of behavior among an organizations staff and communicated values regarding the organization, brand and product. (Lumsdon, 1997).

4 Marketing communication

Fill (1999) posits that there is no general definition of marketing communications and there are numerous interpretations of the subject. Marketing communications is defined as being a process of presenting an integrated set of stimuli to a market with the intent of creating a

desired set of responses within that market set and putting channels to receive, interpret and act upon messages from the market for the intentions of modifying present organization messages and identifying new communication opportunities. Fill (1999) further states that marketing communications is a management process through which a company enters into a dialogue with its various audiences. To achieve this, the company develops, presents and evaluates a series of messages to identified stakeholder groups. The objective for companies doing marketing communication is to position the company and its products or services in the minds of members of the target audience. This attempts to encourage buyers and other stakeholders to perceive and experience the company and its offering as solutions to some of their current and future dilemmas (Fill 1999). Dialogue with the target audience can be accomplished through promotional messages, which are usually used to encourage members of the target audience to respond to the focus organization, product and brand. Such communication will usually have instigated attention and consideration of the message. This definition has three main themes which are dialogue, positioning and cognitive response. Dialogue is accomplished when marketing communications enables companies to communicate with their audiences in such a way that multi-way communications are stimulated. Positioning entails that the communications of the company affect all offering in the opportunity set. Product positioning only works if there are two or more offerings for the receiver to position. Cognitive response is that receivers are regarded as active problem solvers and they use marketing communications to help them in their purchasing and company related activities. (Fill 1999).

Marketing communications can also act as a differentiator, particularly in markets where there is little to separate competing brands and products. Often, brand images of similar products are created by the marketing communications surrounding them that can allow customers to make purchasing decisions. Marketing communication can inform, persuade, remind and build images to define a product or service. It tries to persuade or influence the potential consumer by conveying a message. This transfer may be directed to definite known or individually addressed persons in which case this is called personal communications. (Fill 1999). Mass communications are when a message transfer takes place to a number of receivers who cannot be identified using mass media to reach a broad audience. Personal communications are often directed marketing actions and personal selling. The other promotional tools are mass communication. Marketing communication can help remind people of a need they might have or remind them of the benefits of past transactions, therefore convincing them to enter into a similar exchange. The use of marketing communications is very important to companies since it helps retain current customers. However, advertising is usually considered a synonym of marketing communications, due to it being the most viable tool of the communications mix. A larger variety of communications tools and instruments exist of course, each with its own typical characteristics, strengths and weaknesses. The

communication mix tools are advertising, public relations, sponsorship, and point of purchase communication, direct marketing communication, exhibition and trade fairs, interactive marketing and personal selling. (De pelsmacker et al., 2001).

4.1 Marketing communication approaches

4.1.1 Pull strategy

According to Dibb et al., (2001), pull strategy is an approach in marketing communication involving the delivering of messages to the target market audiences. The objective of this approach is to increase customer demand by encouraging customers to pull the destination through the channels and to encourage the consumers to demand the products from the retailers. This means that the consumers go to their travel agents to inquire about a particular destination. If messages are targeted at target consumers, then the intention is invariably to generate increased levels of awareness, build or/and reinforce attitudes and ultimately provoke a motivation within the target group. This motivation is to induce action so that the target audience expects the offering to be available to them when they decide to enquire experiment or to make a repeat purchase. Consumers need to be made aware of a destinations existence. Therefore, an organization needs a communication strategy for particular target groups to help make and improve awareness levels. Pull strategy can also be used to help the way in which consumers perceive a destination, to reinforce the attitudes held towards a destination, to inform of new variants, and to reposition a destination in the minds of the target audience members. (Dibb et al., 2001).

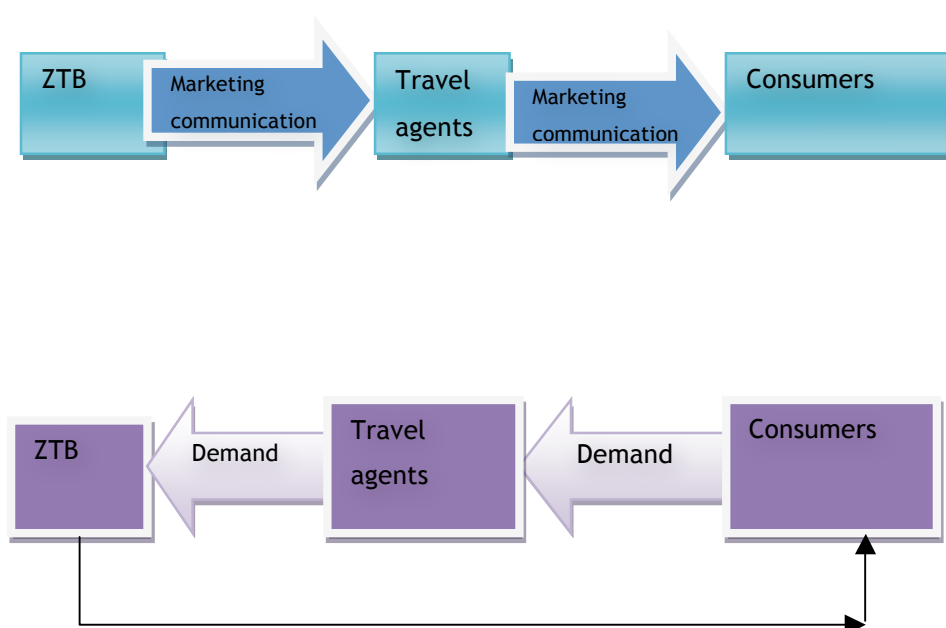


Figure 6: The push and pull strategy (Fill, 1998)

4.1.2 Push strategy

Communications with the members of the marketing channel network are essential if destinations are to be known to the end consumers. The reason for these communications is to urge intermediaries to take and hold brochures for example, to assign scarce resources such as shelf space and to encourage them to become advocates of the destination on behalf of the Zambia Tourist Board. This form of marketing communication strategy is referred to as a push strategy.

According to Middleton and Clarke (2001), the mix of tools used to communicate with members of the buying centre have been based around exhibitions, personal selling, marketing public relations, joint trade advertising and advertising in specialist trade journals. They further explain that this is because purchasing decisions in the business to business sector are largely based on rational decision making, where the use of emotion and imaginary messages is not necessary, inappropriate or just ineffective.

4.2 Marketing communication mix

Marketing communications tools are regarded as sales promotion, advertising, personal selling and public relations. Together, these tools are referred to as the promotion mix. However, some changes in the environment and the way companies send their message to their target audiences have happened over the past years. The new approaches to the promotion mix see recent combinations of communication tools being used. The promotion mix has now developed in such a way that the original main emphases on mass communication campaigns have given way to more direct and highly targeted promotion activities using direct marketing and other tools of the mix. (De Pelsmacker et al., 2001).

4.2.1 Advertising

Advertising is defined as any paid non-personal presentation and promotion of ideas, goods or services to a targeted audience by an identified sponsor. This definition explains the fact that segmentation and targeting always go before advertising according to Middleton et al., 2001. They also state that non-personal implies the use of media to access a large audience, as discrete from individually targeted forms of communication using a name, address and furthermore, that an identified sponsor implies that the advertiser's name or brand is clearly evident in the communication. (Middleton and Clarke, 2001).

Advertising is best at creating awareness, informing, persuading and reminding potential and existing customers about the products. Therefore, the main objective of advertising is to inform the target audience of the company's product benefits, a new product launch or a changed pricing structure to help convince them to change attitudes towards the brand, building product preference or altering product positioning. Advertising also helps to remind consumers after the purchase to reduce post-purchase anxiety, trigger word of mouth recommendation or help keep the brand name in mind for future purchases. Various advertising in travel and tourism are designed to stimulate immediate action. Advertising still accounts for a major part of most tourism marketing budgets and are the primary form of communications for most companies (Lumsdon 1997).

4.2.2 Sponsorship

This is when an organization invests cash or some kind of activity, in return for access to the use of commercial potential connected with that activity. The company promotes interests and brands by trying them to a specific and significance associated event or cause. Company sponsorship helps to generate awareness about a product and the promotion of positive message about the products or company. (Jobber and Fahy 2004).

4.2.3 Point of sale

This is any promotional material that is positioned at the point of sale. It can be interior displays, window displays or printed materials in travel agents. Point of sale also includes in store broadcasts and video screen demonstrations. Many companies use point of sale materials like window displays and brochure dispensers to improve a brand image. These are particularly put in travel agencies and information offices. However, these materials are essentially short term in that most of the material is meant for one season or pre season period only. (Jobber and Fahy 2004).

4.2.4 Public relations

Public relations are communication tools that are used as a systematic approach to promoting and maintaining goodwill between the company, its various stakeholders and the public. Jobber et al., (2004) described public relations as a corporate activity showing the desire to bring about mutual understanding between the company and its public. They further claim that public relations stimulate some form of feedback or dialogue. Public relations techniques can be used in several ways in the tourism sector. The principle techniques include press releases or press packs, which include accompanying printed publicity materials like compact discs and video, editorial or features in leading publications like newspapers, press

conferences such as at the travel exhibitions, of detailed text and photographs for journalists, travel writers, corporate buyers or intermediaries (Jobber and Fahy 2004).

4.2.5 Direct marketing

Direct marketing tries to target individual customers with the intention of delivering personalized messages and building a relationship with them based upon responses to the direct communication. To distinguish it from conventional approaches, direct marketing attempts to build one-to-one relationships, partnerships with customers by communicating with each customer on a personal and direct basis. Direct marketing communications might be used as a distribution technique or direct sales channel for example, the selling of products and services without face-to-face contact with intermediaries. (Jobber and Fahy, 2004).

4.2.6 Exhibitions and trade fairs

Exhibitions present companies the opportunity to bring targeted buyers and sellers from consumer and business-to-business sectors together in a competitive arena. The advantages of exhibitions are that they provide a forum for contact with influencers, sales leads, image building and gathering intelligence. (Middleton and Clarke, 2001) Swarbooke et al., 2001 state that during exhibitions, tour operators can also source potential destinations to develop, destinations can launch new tourism offerings, hotels can test reservation systems and everyone can watch closely what other organizations are doing for the next season.

4.2.7 Personal selling

This is defined as oral communication between the buyer or potential buyers of the products and the seller. Personal selling focuses initially on informing, giving demonstrations, developing or maintaining a long term relationship with the audience, and persuading particular members of a specific audience. It is one of the oldest forms of promotion as it involves the use of a sales force to encourage intermediaries to purchase the product or support retailers and provide after sales service. Personal selling functions can be summarized as persuasion to buy under four headings; persuasion to buy additional goods and services during service delivery process, big value purchase, business to business purchase and motivating purchases through distribution channels. (Halloway and Plant ,1989).

4.2.8 Sales promotion

In tourism, sales promotion is defined as a set of different techniques which when combined together, offer customers or intermediaries raised incentives to purchase or remain loyal to a particular brand.

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

5 Research and methodology

This section will explain how the research was conducted. The author will give details; methods used and also evaluate the validity and reliability of the methods used. In this research, the writer used both qualitative and quantitative methods and respondents were given the opportunity to give their own views and opinions without interruption thus opening areas for the researcher to learn. Silverman (1993, 8) states the four major methods used by qualitative researchers include observation, interviews, analyzing texts and documents, recording and transcribing.

The above-mentioned methods can be combined and used in a single case and they apply to both quantitative and qualitative research. Chinese tourists who have previously visited Zambia and local Chinese travel agencies and people were interviewed.

5.1 Data collection

Data collection for this research was collected via telephone interviews with the main industry players. The research process involved preparing the respondents via brief e-mails to acquaint them with the information needed and subjects to be discussed. The telephone calls were made through the Skype program as it proved to be cheaper and efficient. To avoid information loss, shorthand notes were taken during the interviews. Right after the interviews, the collected information was then recorded in full through the use of Microsoft word to ensure no information was lost.

More interviews done through questionnaires sent to respondents via e-mails to which they answered in their own convenient time. The writer conducted a desktop research on the population, economic development, and market characteristics of major tourist generating regions of China and other similar information.

A phone call to one of the senior officials of the China National Tourist Administration (CNTA) was made through the Zambian embassy in Sweden to help obtain up to date information about the Chinese government's regulations and policies on approved destination statuses (ADS) and also establishments of foreign organizations in China.

In-depth interviews and questionnaires with Chinese tour operators, travel agencies and other major players in four cities (Shanghai, Shenzhen, Beijing and Guangzhou). Specifically, the directors and managers in charge of outbound travel business to African countries from six Chinese travel firms were interviewed including one in Shanghai, two in Shenzhen, and two in Beijing and one in Guangzhou.

Questionnaire surveys' for Chinese travelers were conducted in three key tourist-generating regions that are Shanghai, Guangdong and Beijing. They included travelers who have been to Africa before, what they know about Zambia and potential travelers who have never been to Africa but have the purchasing power for outbound travel. A total of 50 questionnaires were completed and 54 were usable.

The interviewer also did in-depth interviews with the Chinese tourist operators and comparative analysis on the travel products and services between Africa and other long-haul destinations.

5.1.1 Secondary data

This existing information that has been put together from some purpose outside the planning process. In practice, obtaining secondary data often means desk or library research. Secondary data was collected especially from books, newspapers, magazines, various computerized databases, and government agencies. The researcher had a clear understanding of the methodologies of data collection and their limitations.

5.1.2 Internet

In gathering the latest reliable information, the Internet was used. The advantage of using the Internet, as a form of data collection is that it is fast, versatile, and cheaper. Despite having these advantages, the use of online research has the risk of finding it hard to validate who the real respondent in the research is. Therefore, only formal websites from known companies and newsgroups were used to gather data.

5.2 Validity and reliability

In this research, external validation will be provided by the ZTB. Creswell (2004), states that external validity handles the establishing field to which findings can be generalized. External validity is also referred to as the degree to which the conclusions in the study would hold for other persons in other places at other times.

According to (Silverman, 2001) reliability is the degree of consistency to which instances are assigned to the same category by same or different observers on different occasions. To calculate reliability, it is necessary for the researcher to document the procedure and demonstrate that the categories have been used consistently. Reliability is important when conducting qualitative research since the objective is to minimize the errors in the study and therefore achieving high reliability. (Silverman 2001, 187))

The writer of thesis takes personal responsibility for the authenticity and validity of the data gathered. The primary data was gathered from experts with working experience in Zambian tourism and from tourists who had already been in Zambia making their contribution reliable to use in this research.

5.3 Analysis of the questionnaire

The questionnaires distributed mainly focused on factors that existing and potential tourists considered when travelling to Zambia. The writer of the thesis analyzed reasons why the Chinese travelers visited and why they did not visit Zambia. The satisfaction levels were also asked to travelers who were in Zambia at the moment the interviews were being conducted and to those have been to Zambia before. The results of the questionnaires are illustrated in the figure below.

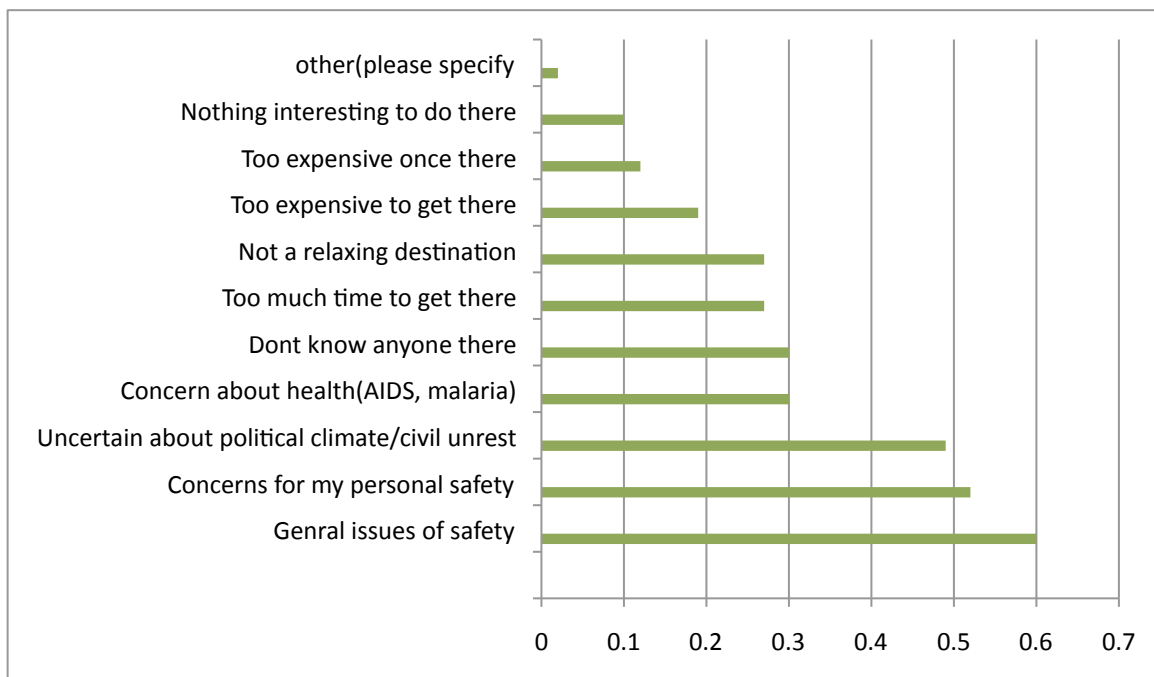


Figure 7: Reasons for not Visiting Zambia (%)

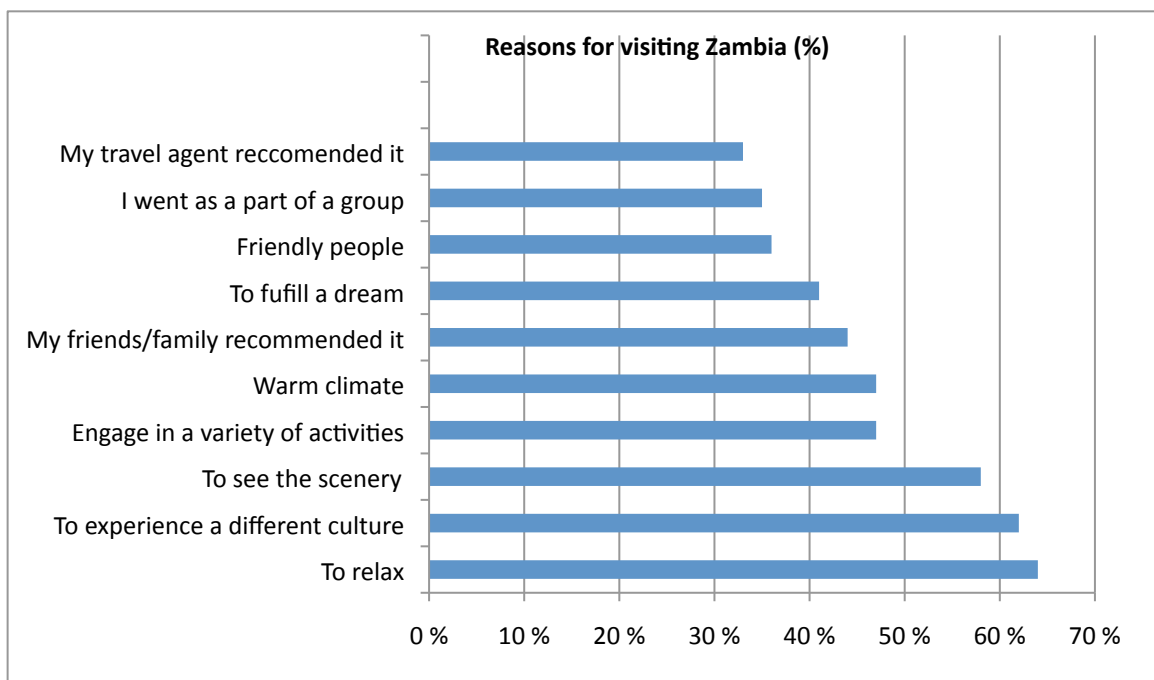


Figure 8: Reasons for visiting Zambia

Reasons for satisfaction

Interviews conducted in Zambia showed that most Chinese travelers were satisfied with Zambia's scenic beauty. However many tourists felt that they had no outstanding experiences. This is analyzed in the figure below.

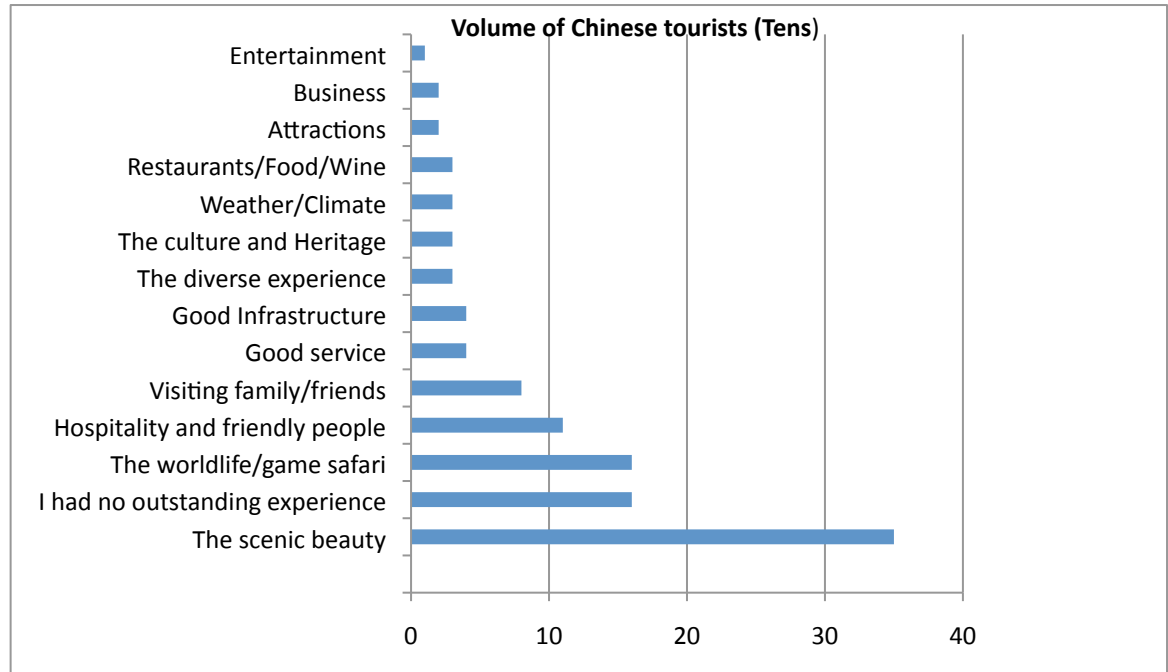


Figure 9: Reasons for satisfaction

ZTB conducted its own interviews with potential travelers in Beijing to find out what Chinese people's real perception of Zambia is. It was analyzed that there is prejudiced perception about Zambian people, safety concerns and lack of Knowledge. These are the main reasons that present substantial barriers for Chinese travelers to Zambia as can be shown in the figure below.

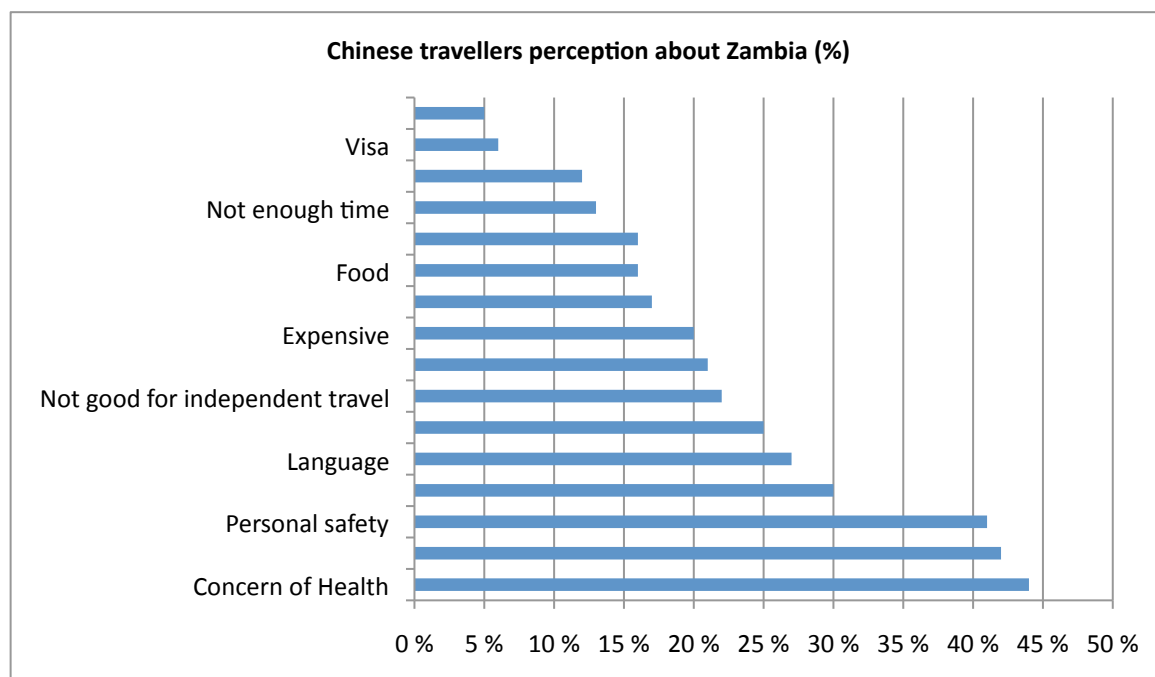


Figure 10: Chinese travellers' perception about Zambia (%)

6 Case study

6.1.1 The ZTB executive summary

The Zambia Tourist Board (ZTB) is an independent statutory body that was set up by the Zambian government under the Tourism Act of 1976. Its head office is located in Lusaka, Zambia and it has about 26 members of staff. ZTB is the formal tourism-marketing organization in Zambia. The board has been marketing itself across the world mainly focusing on three groups of travellers who are international leisure travellers, regional and the domestic travellers, and business tourists who travel to Zambia for conferences and other incentives. ZTB is also a board representative of both private and public sector entities in the tourism industry and employ the marketing objectives, co-ordinates and facilitates all the development activities of the tourism industry in Zambia. The ZTB's main activities include, understanding the market, choosing the attractive segments and marketing the chosen destination (eBizguides Zambia 2006, 218)

Through working with the Ministry of tourism, Environment and Natural Resources, the Zambian government is responsible for policy formulation whilst the ZTB is entrusted with the responsibility of marketing tourism at the national level. To accomplish this responsibility, the ZTB applies a complementary role to the marketing efforts of individual organizations such as small commercial enterprises that are involved in providing tourism products and services. Despite the ZTB applying the role of the promoter and facilitator in the marketing of

Zambia as a tourist destination, its role in practice is much narrower. This can be proved with the fact that the ZTB is not involved in the creation of particular products, pricing and delivery of the products, or the quality of the products and services being provided. Moreover, as an “umbrella organization” comprising of government and private sector bodies.

The ZTB is also expected to provide a number of support mechanisms to the spread range of mainly small commercial enterprises that comprise the tourism industry. Support services as such are provided in close cooperation with the industry partners and the key elements are as follows: to create a positive and attractive image of Zambia in all main markets through affordable advertising and public relations, research the markets and segments with the best potential for the range of products and services in Zambian tourism, to help provide accurate information services internationally and at home, focusing more in priority markets, the travel trade and potential travellers to Zambia. The ZTB has to act as a coordinator on behalf of industry partners like promotional events in appropriate markets such as exhibitions and road shows, to observe the profile and activities of visitors coming to Zambia and particularly their satisfaction level with the products and services and their experiences during the visit (eBizguides Zambia 2006, 231)

6.1.2 Organizational structure

The ZTB office in China will be managed primarily by government workers. The board will pursue more of a functional organization structure whereby employees will be focusing on their main area of expertise. The board will ensure that there is open communication between all employees at all levels. This will enable simple communication and support for one another. Demonstrating the importance that will be put on customers and ensuring they are satisfied with ZTB's services is a priority for organization structure. ZTB shall acknowledge the fact that motivation, discipline procedures and successful recruiting are keys to growth. Therefore, it intends to maintain and promote high quality work per employee, strong moral and good labour relations.

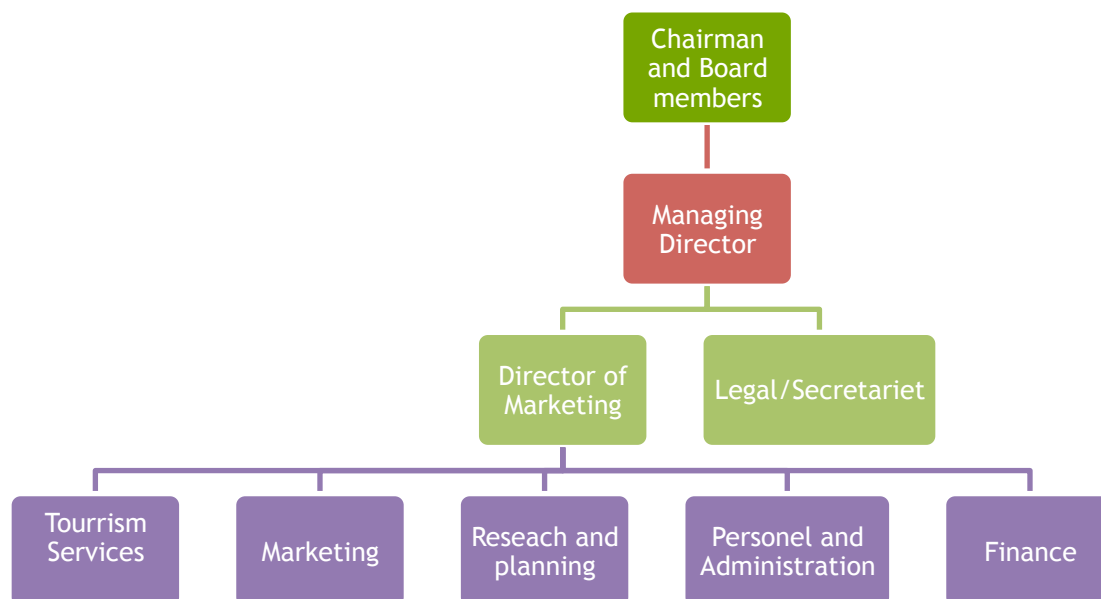


Figure 11: The ZTB organization Structure (Zambia Tourist Board, 2010)

6.1.3 Tourism product and attractions in Zambia

Zambia is blessed with one of the world's leading natural endowments. The Victoria falls, considered one of the seven natural wonders of the world and definitely a must see attraction of Africa and the Kafue national park graded as the second largest in Africa are some of the main attractions in Zambia. The country offers a unique potential for tourism more especially travel for adventure and wilderness. Zambia is ranked as Africa's number one emerging tourist destination by the World Tourism Organization due to the nations' tourism being Africa's best kept secret and thus making Zambia the most exciting destination in Africa (Country poverty papers/ Zambia, chapter 7).

The tourism product includes the total sum of all the facilities, amenities and services, not excluding the natural environment, which attracts visitors to a country (Dieke 2002). In Zambia's case, the tourism product is core based on its reputation for wildlife and wilderness adventure, best described as adventure tourism and culture (eBizguides Zambia 2006, 261-318)

According to Swarbrooke et al (2001), they state tourism is associated with recreation activities or services that take place in an outdoor land based setting. It is from this background that Zambia has marketed itself as "Zambia, the real Africa".

Swarbrooke et al (2001) further state that there is a distinction between soft and hard adventure tourism. The hard adventure tourism comprises unique experiences in an outdoor setting with excitement and a degree of risk. It often demands physical exertion as well as a

level of skill. Soft adventure tourism is mainly focused on providing a unique outdoors adventure or experience. Nevertheless, soft adventure tourism only has a few minor elements of risk, limited skills and little physical exertion involved. It is usually more about education and discovery, environment, indigenous cultures and heritage also being common aspects.

As mentioned above, the country has 19 national parks and 34 Game management areas covering up 33 percent of the country. The country is notable for its large protected wilderness areas and prime tourist attractions in the form of: the Kafue national park, the second largest in Africa; the largest man-made lake in the world, called Lake Kariba; the gateway to the source of river Nile and East Africa, called lake Tanganyika; the Zambezi river, referred as to the carrier of life in south-central Africa; the South Luangwa national park, particularly known to have high animal diversity and density. (Dieke 2007, 34).

Although Zambia is landlocked, it has many rivers and lakes ideal for those who wish to have a swim, sunbath and enjoy some water sports. The Zambezi River is one of the numerous rivers that provide the opportunity for kayaking, rafting, fishing, canoeing in unspoiled wilderness surroundings. Above all, Zambia has a clean wilderness with profuse wildlife and this is the information less known by the outside world. (The victoriafalls-zambiatravel-safaris 2010).

Zambia is a tourist destination enriched with many natural resources to exhibit, traditional ceremonies like the Kuomboka and N'cwala ceremony, scenery and natural sites such as game parks, the Victoria Falls. However, this has not completely distinguished Zambia as a well-known and popular destination amongst the other key tourist countries globally. (eBizguides Zambia 2006, 231)

Tourism is now considered an important contributor to the economy and has been formally placed as one of the key pillars of growth driving the national development plan. It is becoming an increasingly important foreign exchange earner and is considered by the government as having good potential for diversifying the Zambian economy and attaining broad based economic growth. Acknowledging that cumbersome and unpredictable licensing and administrative requirements to open and operate a tourism business have suppressed investment in tourism, the Zambian government has started to simplify and streamline the licensing system. Rationalizing the domestic tax is also being considered to prevent wasteful tax competition with the other countries in the region. Zambia's corporate tax of 35 percent is higher than the level in competing countries such as Tanzania, South Africa and Zimbabwe with 30 percent, and Botswana with 15 percent. The value added tax (VAT) is also high in Zambia compared to the countries it is competing with in the region, as are customs and excise duties on tourism inputs. For example, petrol in Zambia is three times more expensive than in South Africa and some drinks, such as wine, are four times as expensive. Tourism is in

general exempted from tax incentives provided to non-traditional goods exporters such as reduces corporate tax (15%), accentuating existing inequalities in the development of tourism .(Investment opportunities; the ZDA report, 2010).

Despite the recent economic change created by the exceptional price of Zambia's base and precious metal exports and associated mining investments, the tourism sector in Zambia is performing quite competitively against critical regional tourism markets such as Tanzania, Namibia, Botswana and Zimbabwe.

The tourism industry faces some constraints. They include inadequate supply of competitive accommodation as well as underdeveloped infrastructure. For these reasons, tourism is one of the sectors that offer great potential to investors. The industry has seen some growth over the past 4 years, with it contributing 3.9 per cent to the GDP. Foreign investors have shown increased interest in this sector as it can be seen with the establishment of hotels, Lodges and Motels in the major tourist town of Livingstone, Mfuwe and the city of Lusaka. (The Zambiatourism website, 2011).



Figure 12: Map showing Zambia national parks, rivers, lakes and waterfalls. (the zambiatourism website, 2011).

6.1.4 Economic impact of tourism

The tourism industry sector currently plays a major role in the economy of Zambia. The Zambia travel and tourism economy is ranked number 137 in absolute size worldwide, 172 in relative contribution to national economies and 21 in long term (10-year) growth.

World Travel and Tourism Council (WTTC), estimates travel and tourism contribution to Zambia's Gross Domestic Product (GDP) is expected to grow from 3.9% (656 million dollars) in 2010 to 4.1% (1,943.3 million dollars) by 2020.

The real GDP growth for the travel and tourism economy is expected to be 1.7 % in 2010 and to average 6.5 per annum over the next 10 years. It is also estimated that the travel and tourism economy contribution to employment will increase from a total employment of 59,000 jobs (3.8%) or 1 in every 26.1 jobs in 2010 to 4.1% of total employment, 75,000 jobs, or 1 in every 24.6 jobs by 2020.

Export earnings from international visitors and tourism goods is expected to generate about 3.9% of total exports, (196.8 million dollars) in 2010, increasing in (nominal terms) to 5.1% (437.2 million dollars) of total in 2020. Investment in the tourism industry in Zambia is currently estimated at 10.4% of total investments in the country. It is forecasted that by 2020, it should reach 11.5% of the total investment. (Travel and tourism economic impact, Zambia 2010)

7 Marketing plan for the ZTB

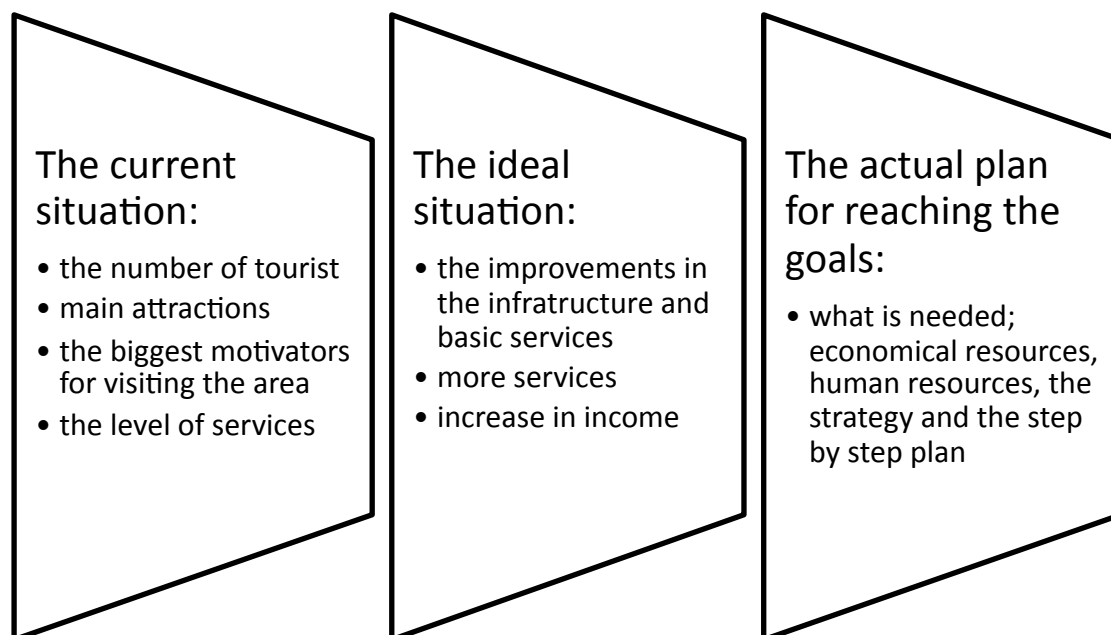


Figure 13: The tourism planning process (Hall 2000, 113).

It is important to constantly measure the results in order to develop in each destination because trends come and go and some destinations keep their popularity among tourists.

7.1 Mission

The ZTB's mission in China is to provide Chinese customers with adequate information about Zambia to meet their needs and enhance the attraction of Zambia as a tourist destination. The ZTB has the objective to develop a regional promotion and marketing strategy so as to increase their participation in the Chinese outbound market. The organization also hopes to have full in-depth understanding of the trends and characteristics of the Chinese Outbound market. In time, the ZTB plans to grasp the consumption characteristics and demands of Chinese travel customers, understand the characteristics of various tourist source markets of china and then formulate directed marketing plan strategies. The organisation hopes to cooperate with Chinese tour operators to develop suitable travel products and services for the Chinese customers and organise more Chinese tours to Africa. (Zambia Ministry of Tourism, Report 2010).

7.2 Vision

The ZTB's vision is to develop and implement tourism programs that differentiate Zambia by promoting the credibility of the destination and its attractions, local culture and history. The organization also takes consideration the needs and interest of current and potential travellers, local governments and local tourism businesses with regard for the environment

and the values of the community it is doing its business operations. (Zambia Ministry of Tourism, Report 2010)

7.3 Keys to success

The keys to ZTB's success will definitely be effective market segmentation through identification of various niche markets and implementation strategies. The organization should implement advertising, personal selling and direct marketing strategies to the target market. The personal selling marketing strategy should revolve around keeping in contact with travel agencies and hotels for major customers and advertising for more individual customers. Therefore, the key success factors for the ZTB in China will include the following;

Firstly, the Zambia Tourism Board must be excellent at fulfilling the promise. It must offer completely delightful, informative and comfortable travel experiences that will ensure that the Chinese travellers are thoroughly appreciative and satisfied at the end of the trip.

Secondly, the board should also be able to respond in time to customer requests because it cannot afford to delay its customers/clients for whatever reason. Lack of timely response may lead the organization having a negative bearing on its reputation and image. Hence, it is necessary that the ZTB continually communicate with its customers, including hotels and guest houses in order to be constantly available to meeting their expectations.

Thirdly, considering the nature of the products and services the ZTB will be offering to the Chinese market and it being new in the market, the organization should have solid and generative alliances with travel agencies, hotels, lodges and others so as to guarantee a constant flow of clients, satisfying their needs at every opportunity.

Lastly, the organization should know and understand the market it is entering. As a relatively new organization in the market, the ZTB will need to strongly market its business and services it will provide in order to be constantly at the top of its prospective customers' minds. The ZTB must also undertake advertising on a regular basis. (Zambia Ministry of Tourism, Report 2010)

7.4 Background of target market (China)

According to the International Monetary fund (IMF) in 2010, China was ranked the second largest economy in the world, with an estimated gross domestic product of 5.7 million dollars. With China's rapidly growing wealth base and expanding middle class, the outlook for targeting Chinese visitors to Zambia is positive. It is therefore important that Zambia

positions itself in the Chinese market to profit from the increasing number of outbound tourists.

It is predicted by the World Tourism Organisation (WTO) that by 2020 outbound travel from China will approximately reach 100 million and will be the world's fourth prominent source of international visitors. The Zambia tourism forecasting committee anticipates that China will be one of Zambia's fastest growing markets over the next decade with an average 10.5 per cent, to reach over 300,000 visitors by 2017. This will make China the fourth largest source of inbound visitation behind the United States of America, the United Kingdom and Australia.

According to Tourism Zambia's prioritisation list, China is an established market. It therefore has eminent resource allocation relative to lower prioritised markets. The ZTB currently has cooperative partnerships with Tourism Zambia and Ethiopian Airways and is also working to render funds of other agencies.

While the ZTB has increased its resource allocation and focus for China over the recent years, the rate and potential of growth from the market to Zambia will be dependent on the country's tourism efforts to increase the products and interests suitable for Chinese visitors to Zambia.

The China Market development plan 2008 - 2010 drafts various strategies and actions to increase the potential growth in the Chinese market for the Zambia tourism industry. It indicates the Zambian Government's priority to take advantage of the opportunities presented by the outbound tourism growth and rapid economic growth presently underway in China (China Travel Trends, 2010).

7.5 Profile of target market (China)

China is a diverse market with a large number of different provinces with several cultural, social and economic characteristics. For instance, provinces in the Southern part of China normally follow travel trends determined by the neighbouring Hong Kong and therefore are mostly considered a mature Market and concerned in in-depth travel itineraries. (China market development plan 2008-2010)

In recent years, there has been a tremendous number of Chinese visitors to Zambia due to Chinese investments in the country. Most of the visitors coming into Zambia are business travellers hoping to invest in Zambia and not visiting for wildlife or adventure tourism.

With China having a population of over a billion people and significant high levels of economic growth, the country has generated tremendous volumes of inbound, outbound and domestic tourism. These three forms of tourism continue to grow strongly. It is becoming increasingly

important for international operators and destination management organizations to understand the Chinese tourism market.

Chinese nationals are travelling beyond their borders more than ever before. In 2009, the number of outbound tourists numbered 47.7 million, up 4% from 2008. Approximately 87% travelled to other Asian locations, 7% to Europe, 3% to the Americas, 2% to Africa and 1% to Oceania. It is estimated by WTO that by 2020, China will generate over 100 million outbound trips annually, thus making it one of the most lucrative outbound travel markets.

Tourists internationally are displaying a growing interest in visiting China as well. A total of 132 million visitors arrived in 2007, with 41% of the total visitors staying overnight. Visitor arrivals and overnight visitors grew 5.4% and 9.5% respectively. Of the 132 million, the highest number of visitors originated from other parts of Asia, followed by Europe and America (the National Tourism Administration of China website, the Zambia Ministry of Tourism website, 2011).

7.6 China outbound tourism Industry summary

Chinese outbound tourism, used to develop under the control of the government has undergone 3 different stages. The first stage was the trial stage from 1983 to 1996, and then there was the initial stage from 1997 to 2001 and lastly the rapid development stage from 2002 until present. By mid-2009, 139 countries were approved on the ADS list and over 1000 travel agencies were granted permission to operate outbound businesses.

The Chinese outbound tourism market has been growing so fast in recent years. In Asia, China has now become the fastest tourist-generating nation. This growth in the Chinese market, in terms of the numbers of Chinese outbound departures has increased 50 times more over the past 20 years. The increase was more during the period from 2001-2008, with the average growth rate of outbound departures reaching over 20%.

In 2009, there was a slowdown in the growth of Chinese outbound departures and also a negative growth in the number to some destinations like many countries in Asia, Europe and America. This slowdown was under the influence of the pandemic (H1N1) and the global financial crisis. However, china's economy recovered quickly and the H1N1 vaccinations were introduced in 2009. It was expected that there would be an increase of over 10% in 2010 and growth to continue for the next few years in Chinese outbound departures.

From the small proportion of Chinese travellers going abroad to different continents, the travellers' most preferred destinations were the neighbouring countries. Asia accounted for 66% of the total number of Chinese travellers visiting abroad in 2009 making it the major destination.

Currently, the percentage of Chinese travellers to Africa is very small in the Chinese outbound market. However, the growth rate of Chinese travellers to Africa is the highest in recent years. It was recorded that between 2006 and 2007, the number of outbound departures in China to Africa as the first destination of arrival increased by 35.2%, 36.2% and 21.8% accordingly and an 18.5% increase was recorded in 2009.

The product structure of the Chinese outbound travel market has shown some changes in recent years. Chinese travellers prefer high quality tours and another form of tour becoming more and more popular in the market is the in-depth tours to one or two countries. Regular sightseeing itineraries that covered different countries have been less popular when compared with in-depth tour.

China is a country with a large territory and uneven economic development. Beijing, Guangdong, Shanghai and surrounding developed areas are the main sources of outbound tourists, belonging to the first-tier source market. The Second-tier source market includes the cities of better-developed provinces such as Hangzhou and Haerbin. Cities in underdeveloped areas belong to the third-tier source market. Zambia being an African destination, ZTB should focus their marketing and promotion on the first tier markets currently and gradually spread to the second-tier source markets later. (Study on Chinese outbound travel to Africa, 2010)

7.7 Visitor demographics

It can be seen from the figure below that of Zambia's 600,000 plus visitors, the majority are African with 90% visitor arrivals to Zambia. Europeans visitors are second with nearly 6% whilst Asia, Americas and other account for the remaining 4%.

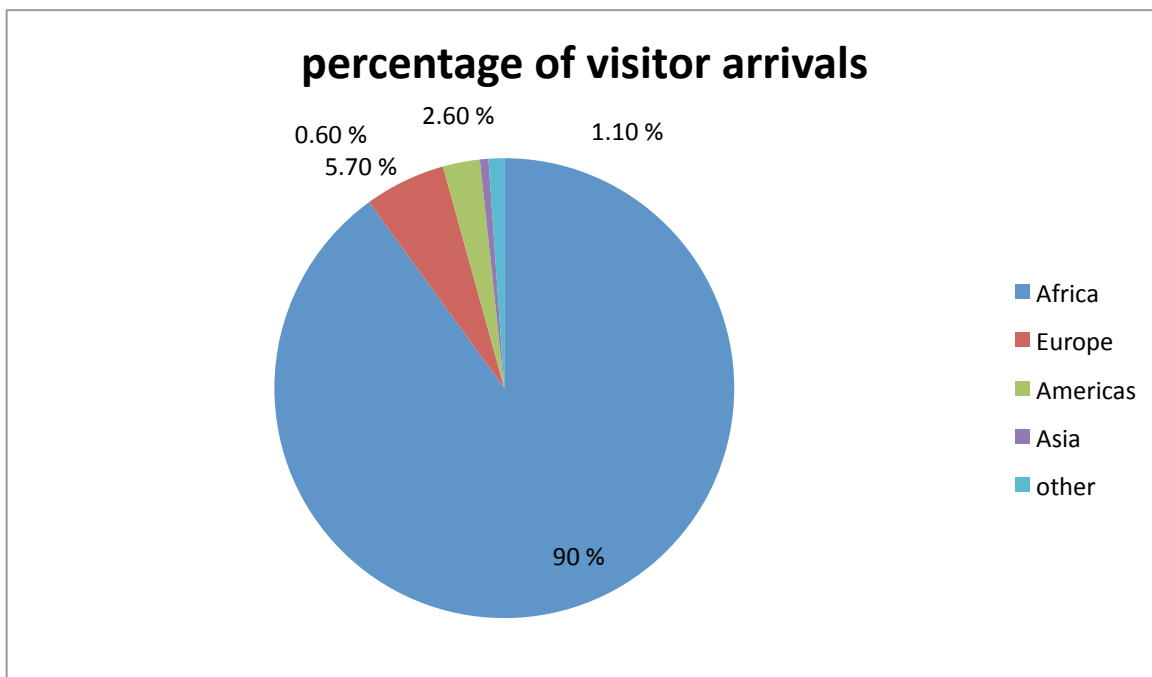
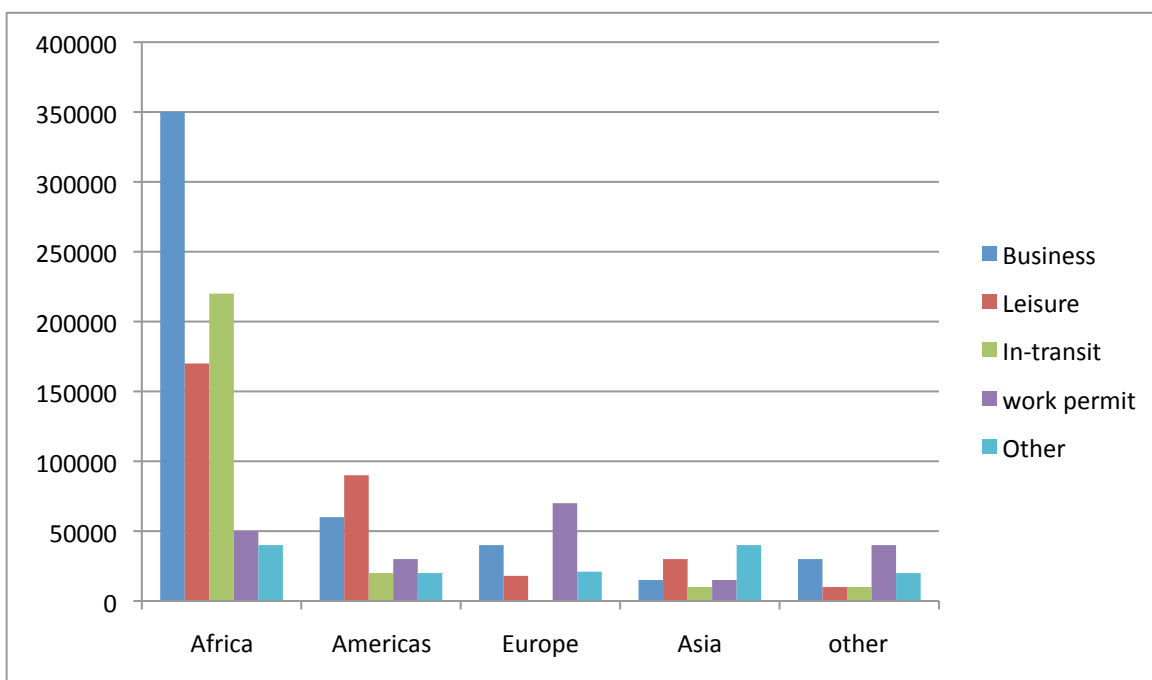


Figure 14: Visitor arrivals to Zambia (the Zambia Tourism Board, 2009)

Figure 15: Purpose of visit by region of origin (the Zambia Tourism Board, 2009)



7.8 Competition assessment

A rise in the number of Chinese outbound departures to Africa as their first destination of arrival increased from 59 000 in 2001 to 322,000 in 2008 according to the statistics from the

Chinese government. The actual number of Chinese departures to Africa is much higher than the number mentioned above because some travelers travelling to Africa via other destinations were not included in the statistics.

Egypt, Kenya and South Africa are where the majority of Chinese tourists are concentrated. In these three countries, Chinese travelers accounted for 28.1%, 13.2% and 20.3% of the total arrivals to Africa in 2008. A list of top ten African destinations organized by the travel agencies around China listed Egypt, South Africa, Kenya, Morocco, Namibia, Mauritius, Zimbabwe, Seychelles, Tanzania and Ethiopia. Therefore, the ZTB will have to work really hard to improve awareness of Zambia as a tourist destination realizing it is not on the top ten lists.

Presently, the business/official travel market forms the largest group of departures to Africa. There is a great development possibility for business/official travels to Africa with increasing international exchange and business cooperation between china and Africa from the time the forum on China-Africa cooperation held in 2000.

The growth for the leisure market is significant. This is because China's citizens have more knowledge of Africa now than ever before and flights between Africa and China have increased over the past few years enabling more Chinese leisure travelers to Africa to rise. (Study on Chinese outbound travel to Africa, 2010)

7.9 Competition analysis

There are many countries with offices in China providing information about their respective destinations. The top ten destinations in terms of advertising spend in China are Hong Kong, Korea, New Zealand, Singapore, Macau, Taiwan, Japan, Malaysia, and Australia. Currently, only 3 African countries which are South Africa, Egypt and Kenya have opened offices in Beijing, working closely with the China National Tourism Administration (CNTA) to promote their countries as tourist destinations. These offices organize promotional activities with their home offices, negotiate with the local travel industry, work with CNTA on government related issues and take part in consumer and trade shows. These destinations with offices in China often use mass media to promote themselves. For example, South Africa invited journalists from china to visit their destinations with the objective of bringing forth favorable stories about their destination in China (Tse and Hobson 2008, 136)

Travel agencies in China have begun to realize that inbound operator business is being affected by many factors outside their control, thus, they are now transferring their business to focus more on outbound travel, and as suppliers of customers, the outbound operator now has a more advantageous position when bargaining with land operators.

China has more than 700 travel agencies that are providing international outbound services within the country, which is a significant increase from fewer than 10 in the late 1990s. The main players are China International Travel Service (CITS), China Travel Service (CTS), Comfort Travel and China Youth Travel Service (CYTS). These are all trying to expand distribution and gain market share. (Du and Dai, 2006).

Due to increasing competition in the Chinese outbound market, this has led to product innovation and travel agency specialization to meet diverse consumer needs. Therefore, as competition intensifies and the outbound market matures, the market becomes increasingly consumer led. (Tse and Hobson 2008, 136)

Countries are increasingly realizing how profitable travel and tourism are. Therefore, Zambia will have restructured its operations if it has to appeal to more people. Traditionally, most Chinese people have been touring fellow Asian countries and Europe. It is therefore important for ZTB to understand that it is entering a market where its competitors have heavily invested in and will obviously encounter strong challenges from competitors with greater resources. ZTB must follow a differentiation policy to enable it acquire a market share that is lucrative and viable. The differentiation policy will help give the board a competitive advantage as it cannot compete with bigger economies in Europe and the United states. (the visitzambia website 2011)

8 SWOT analysis

The SWOT analysis interprets the key strengths and weaknesses within the organization and describes the opportunities and threats facing ZTB.



Figure 16: The ZTB SWOT analysis (The Zambia Ministry of Tourism, 2010)

8.1 Strengths

Tourism in Zambia is not a mass-market activity along the lines of South Africa, Kenya and Zimbabwe. This entails that demands on infrastructure are not of the magnitude encountered by the countries mentioned above.

Zambia has one of the high quality world leading natural endowments such as Game Parks that are known to have the high animal diversity and density, several waterfalls and Lakes. (Country poverty papers/Zambia, chapter 7)

8.2 Weaknesses

ZTB lacks dependable strategies for tourism, especially for the Chinese market and the organization is also short of resources for the Chinese market such as specific market research, human resources and adequate financial support.

Zambia is known to be a high cost destination in regional tourism terms. Accommodation rates in hotels and lodges compare unfavorably for almost same quality establishments in neighboring countries. For example, a room rate for one night at Holiday Inn in Lusaka is about 40% higher than for a similar hotel in Johannesburg, South Africa. Furthermore, Zambia has high travel and transit costs within the country as compared to its neighboring countries. Air tickets to resorts within the country cost in excess of at least 200 to 500 US dollars per person, and transit costs for stopovers from Windhoek or Johannesburg exceeding 500 dollars.

These rates are prohibitive, as are car hire rates of 20 dollars a day before driver expenses and fuel. In brief, services in Zambia are overpriced because of low volumes and high fixed costs. Zambia also has poor infrastructure especially the roads as only the roads in the main cities are well constructed. Lack of good quality guides and tour operators in comparison with competitor destinations is also considered as part of Zambia's weakness. This is because the standard of tour guiding received substantial criticism from Chinese tour operators who thought the quality to be worse when compared to its competing destinations of Kenya, Zimbabwe, and Botswana. Therefore, the ZTB needs to address this as a priority as the quality of tour guiding is important to the holiday experience. (The visitzambia website, 2011)

In 2008, Zambia Airways Corporation was liquidated. Zambia has since had no dedicated airline. The demise of Zambia Airways has caused a severe disruption in the air travel. Tourists visiting Zambia have to make connections via Europe or other countries making the journey harder and less appealing. The best connection flight to use so far is Kenya Airways as has it has flights flying from Guangzhou, China to Nairobi, Kenya. The Zambia Airways termination of operations coincided with the collapse of the nation's only state passenger transport company, the United Bus Company of Zambia (UBZ). The Zambian tourism industry experience low bed/room occupancy compared to the regional average. Domestic tourism industry is faced with difficulties such as questionable quality control and maintenance of standards. This has led for the industry to fail to realize adequate cash flows or surplus to invest sufficiently in human resource or infrastructure development. The industry is affected by inconsistent communication and power facilities, low product diversity and poor marketing arrangements. (The visitzambia website, 2011)

	NAME OF AIRLINE	ORIGIN	DOMESTIC	REGIONAL	INTERNATIONAL
1	Proflight Zambia	Lusaka	yes	yes	no
2	Zambezi airlines	Lusaka	yes	no	no
3	South African Airways	Johannesburg Durban	no	yes	yes
4	Kenya Airways	Nairobi	no	yes	yes

5	Ethiopian Airways	Addis Ababa	no	yes	yes
6	Air Malawi	Blantyre	no	yes	no
7	British Airways	London	no	no	yes
8	Air Egypt	Cairo	no	yes	yes

Table 3: Airlines operating in Zambia. (the Zambia Development Agency, 2010)

8.2.1.1 Opportunities

China provides a huge outbound tourist market, which continues to grow. Zambia National Tourist Board regards China as an important tourist source market because more and more Chinese tourists visit Zambia at a slow but steady pace.

Therefore, ZTB will provide advice to Zambia tourism operators on how to go about developing suitable products and promote these products to the China market. The tourism operators will be encouraged to undertake the following activities.

Activities for Zambian tourism operators
1. They will have to attend workshops and read consumer research reports to have more knowledge about the needs and requirements of Chinese visitors, and gradually develop suitable products for the market.
2. Attend trade shows such as the Chinese tourism Exchange and missions to promote their products to Chinese travel trade and Wholesalers and build important business relationships.
3. Develop Chinese language promotional materials including listing their products with the Zambia Tourism Data Warehouse in simplified and traditional Chinese languages.
4. Participate in cooperative marketing and public relations activities.
5. Participate in trade familiarizations targeting Zambian specialists to educate the Chinese travel trade on Zambia as a destination and travel experience.

Table 4: Activities for Zambia Tour Operators.

8.3 Threats

Wildlife destination countries such as South Africa, Kenya, Zimbabwe and Egypt consciously promote their destinations in China. Also, ZTB faces more competition from other African states because just like Zambia, more countries have been granted Approved Destination Status (ADS) by China's tourism authority. Another threat is that some general safety and health issues have damaged the reputation of Zambia. (the Zambia Ministry of Tourism, 2011).

9 Findings and discussion

9.1 Current the ZTB marketing and promotion activities

The ZTB is currently marketing Zambia's tourism under the brand name of 'Zambia, the real Africa'. Among the organizations principle tasks is to promote Zambia internationally as a tourist destination. The organization's marketing strategy seeks to differentiate Zambia from the rest of its competitors in the market place. Zambia Tourism Board is responsible for coordinating and leading the marketing of Zambia as a tourist destination. The marketing and promotion of Zambia is done locally and internationally. To assist in their marketing efforts, internationally, the ZTB has representation abroad in the country's prime tourist generating markets of South Africa, the United Kingdom and the United States of America. Aside from offices in the prime tourist generating markets, the ZTB has also general sales agents in potential markets of Sweden, Belgium, Austria, Italy, Canada, France, Denmark, Australia and Germany. Their core duty is to study the markets and implement the marketing measures. The foreign offices supply the domestic tourist industry with latest information on the development of tourism and on future views and perceptions in their own market areas. These offices also recognize the taking part of local tourist companies in trade fairs and keep in touch with tour operators and the media. The agents assist with marketing and sales of their respective and particular geographical markets. The Zambian government has a first secretary at all of its diplomatic offices that are responsible for trade and tourism promotion to further support the marketing and sales of Zambia. The visit Zambia campaign was initiated 2005 by the Zambian government and other stakeholders in the tourism industry. The campaign was to be used as a vehicle for promoting Zambia as a tourist destination and also make Zambia the most sought after tourism destination in sub-Saharan Africa and gradually the whole Africa (eBizguides Zambia, 2006, 259).

Furthermore, several promotion programs focusing more on awareness were put in practice. Activities to promote Zambia as a prime tourism destination were increased throughout the year 2007. Great emphasis was given to regional tourist because they generated swift tourism revenue for Zambia and the operational costs of these markets were relatively lower. Promotional efforts in long haul markets such as America and Europe continued to ensure that

Zambia maintained its image as an adventure tourist destination. Competitive sales promotions covering Australia and Asian countries such as China and India were contacted with the objective of improving the travel trade and tourism ties with tour operators from these countries. The organization has also participated in several expositions, tour and consumer trade exhibitions at the international level to reinforce the country's position as the tourism destination of choice in Southern Africa. By participating in these expositions and international exhibitions, there has been an increase in awareness of Zambia as an attractive tourism destination in the region. The organization also utilized these exhibitions and expositions as platforms for meeting potential foreign buyers. Zambia's marketing theme 'the Real Africa' has propelled the uniqueness of Zambia in the international arena and has itself become Zambia's tourism brand name. The brand name has been utilized in all advertising messages. Some special advertising campaigns such as visit Livingstone to mark the centenary of founding of the town of Livingstone and 150 years of first sighting of the Victoria Falls by the Scottish explorer Dr David Livingstone and the Visit Zambia Campaign were created in 2007 to promote Zambia. Zambia national Tourist Board places its advertisements in various countries worldwide and several Internet pages such as www.visitlivingstone.com and visitzambia.com. Adverts in international news media such as the British Broadcasting Corporation were also used to promote Zambia. The organization and its Cooperating partners in the tourism industry also publish different brochure and leaflets. The published brochures are often distributed to overseas agents, tourism offices, hotels and travel agencies in chosen countries and Zambia's embassies abroad.

10 Conclusion

Based on the interviews conducted, it can be concluded that Chinese travellers and travel agents are not fully aware of what Zambia has to offer as a tourism destination. The ZTB's main focus should be on how to change Chinese potential travellers' and travel agents' perception of Zambia as an adventure tourism destination into a positive way. Therefore, the ZTB should address travel agents in China that specifically focus on niche markets such as the adventure tourism destinations that Zambia offers.

As part of the marketing process, cooperation between Zambian and Chinese travel agents should be encouraged. To help enhance strong relationship between these two countries, familiarisation trips can be made by travel agents in both countries. These familiarisation trips can help Chinese travel agents to experience Zambia as a holiday destination and create knowledge that could be communicated to potential Chinese travellers in China. Different information material about Zambia, workshops and seminars in China can help achieve more knowledge. With due consideration to the fact that Zambia's future tourism industry is essential to the country's economic growth, it is important that the marketing materials be

provided in Chinese language. By doing so, it increases potential Chinese tourists feeling of safety and gives Zambia a trustworthy image.

The long distance to Zambia from China was found to be one of the major reasons why Zambia is an unappealing destination to Chinese customers. Furthermore, regulations of Visa applications create a great obstacle for Chinese travellers to consider Zambia as an attractive destination in Southern Africa. The issuing process for the travel Visa is considered to be long and costly.

11 Recommended action programs

In this chapter, the recommendations are based on the theoretical framework and analysis of the empirical data. In the case of the Zambia Tourism Board, different growth strategies and communication strategies can be applied in order to formulate a good marketing plan. Since Zambia has already obtained its ADS but is not yet open to Chinese travellers, it is important that it enhances its promotion and marketing activities in the main source market (Beijing) to make the Chinese people learn and know more about the country. Zambia could also develop relationships with better known African destinations such as South Africa or Egypt to create multi-country itineraries in order to increase its visibility in the Chinese tourism industry.

As Zambia has not established any offices for tourism promotion in China, another suggestion would be that the ZTB could entrust related firms in China with helping them to develop the marketing and promotion at the first stages to enter the Chinese market. After that, they can then select the best promotional strategy, for example establish an office, set up a tourism section in their embassy just like they have done in Sweden or promote via the foreign chamber of commerce in China.

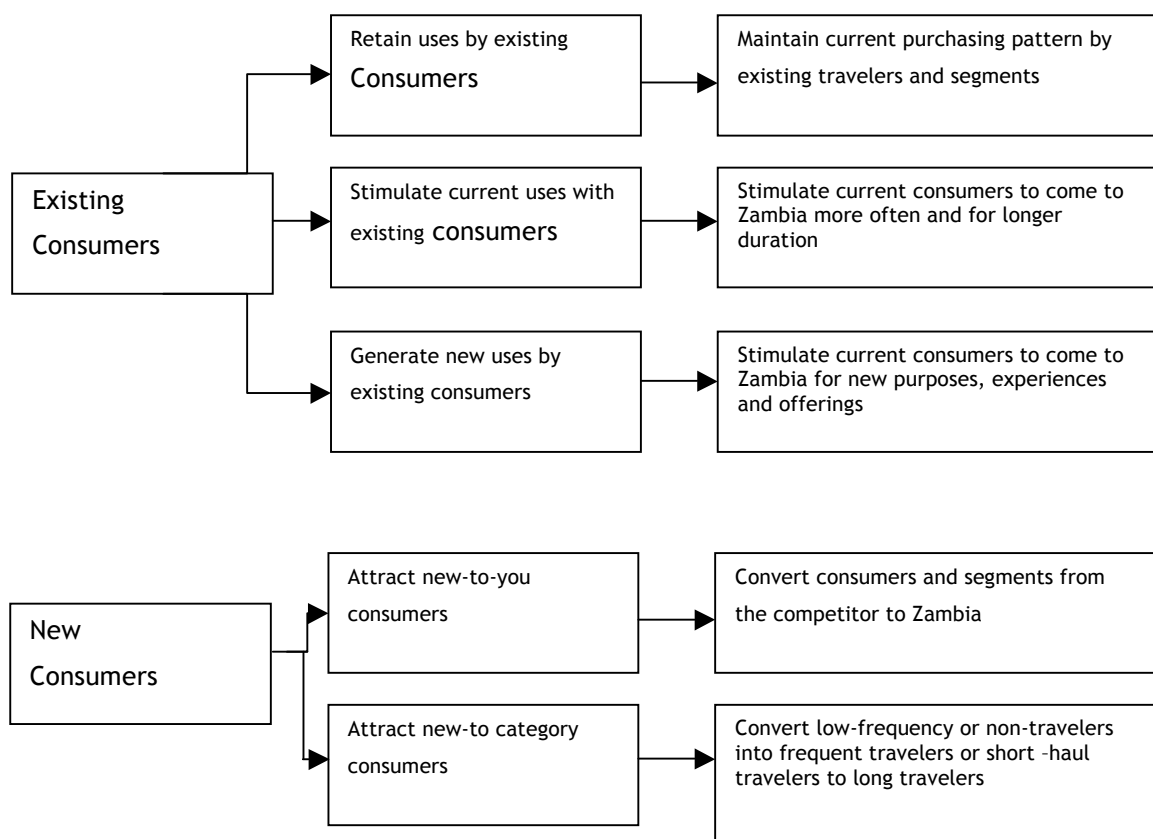


Figure 17: The ZTB growth strategy in China tourism industry

11.1 The ZTB marketing plan strategy for Chinese tourism industry

Currently, there is no marketing communication strategy for the ZTB in China. A study of the ZTB's marketing approaches unveil that no programs have been made to serve the Chinese tourism market. The writer's findings also show that promotion efforts are concentrated on promotions and awareness in tourism generating countries where the ZTB is physically present such as South Africa, the United Kingdom and the United States of America.

Since there is no physical presence in China yet, no promotional activities and marketing communication have taken place in the last few years apart from attending the world Travel Fair 2008 that was held in Shanghai in an attempt to build awareness. Dibb et al., (2001) argue that awareness building or enhancement is a continuous process and any stoppage will make the customer attention go to other competing destination.

However, one of the main reasons to lack of awareness and marketing communication efforts by the ZTB has been due to the organization facing severe financial constraints, making efforts towards accomplishing marketing and promotional objectives not attainable.

Therefore, the ZTB has been forced to be selective in target markets and the use of communication tools. It must also be noted that tourism is one of the most competitive industries in the world. It is therefore important that the ZTB spends more time on marketing Zambia as a destination. Promotion is a very useful tool for increasing awareness and attracting in tourism marketing. There is a need by the ZTB to spend considerable time focusing on marketing and in particular promotion to ensure that the tourism product or destination is recognized by the public. To attain promotion objectives, there are many tactics using the marketing mix elements that a marketer can use in order to increase the impact of communications activities. (Holm, 2006). The basic classification of the promotional tools is the four way division into sales promotion, advertising, personal selling and public relations. When put together, they are referred to as the promotional mix. Each element of the promotion mix has different abilities to communicate and achieve different objectives. Word of mouth recommendation supplements the elements of the promotion mix because it is the most effective form of marketing communication. It is one of the strongest marketing communication tools and if the ZTB can develop a program to tackle and quicken the use of personal recommendation effectively, the marketing communication program is more likely to be successful.

Another one the Board's strategies will be differentiation from its competitors. In terms of marketing, the organization should ensure that the theme "Zambia, the Real Africa" and services are marketed on an extensive basis to allow customers to be aware of its existence. In price, the organization must offer reasonable and competitive process in comparison to its competitors and be able to sustain that. The organizations service marketing should strive assure that long term relationships with clients are established.

To enable the accomplishment of organizational objectives and to develop a sustainable tourism program for the Chinese market, the ZTB should successfully differentiate the destination and modify the technology.

In order to differentiate Zambia as a destination, the Zambia Tourism Board should clearly differentiate itself from the competition to help it become relevant in the minds of its current and potential consumers. Often, many destinations differentiate themselves based on physical attractions in their control. The most efficient way to truly differentiate Zambia is to promote its products based on its attractions such as the Victoria Falls and local culture. To support differentiation, the ZTB will have to develop a destination brand that will be integrated into every marketing effort and influenced by the tourism promotion organizations and community.

Another way the organization can be successful in its marketing promotions is through the use of the Internet and technology to the fullest. The best effective and efficient marketing

distribution channels for destinations to reach Chinese travelers are the internet. An average of 80% of all travel planning nowadays takes place on the internet, hence, it is imperative that ZTB upgrade its website, and enforce a comprehensive online marketing program.

When executed properly, this marketing approach and strategy will allow the Zambia tourism program to naturally unfold and generate long term results. There is a substantial strategic opportunity to differentiate Zambia and to give the destination life and difference by integrating authenticity, attractions and local culture into the tourism marketing efforts. Currently, more and more Chinese travelers want to experience the real side of a destination, which is a side that gives a destination like Zambia a life and distinction. Zambia has failed to execute the promotion of the authentic experience in the Asian markets including messages and images. Instead, it has listed attractions without providing a stimulating emotional connection to the experience for its target audience. To successfully build awareness, ZTB as an organization should differentiate the destination by emphasizing its core assets and strengths as depicted in the SWOT analysis of the plan, transforming them into meaningful and believable benefits for the target market segments.

Following the main points of differentiation, the organization must develop a marketing program that will emphasize assets and consumer benefits. For example, the attractions location should be easily accessible to consumers, and also be affordable. The accommodation must have high quality customer service and competitive rooms rates compared to competitors within the region.

11.2 Positioning/Branding strategy

To effectively differentiate and give a marketing program structure, the organization should promote a brand identity that merges tourism assets. A brand is described as a way in which consumers distinguish or perceive a destination. An effective brand should merge all of the destinations functional (events and recreation) and emotional benefits (solitude and culture) under all-inclusive identity (image and positioning statement) to make an unforgettable impression in the consumers mind.

Having a brand will not only serve to unify all of the assets and attributes of Zambia under one identity, but will work to unify the community and encourage it to provide the high quality standards and customer service that will reinforce the customer loyalty and brand over the long term.

11.3 Product strategy

The main objective associated with the tourism products is the never ending development and improvement of the quality in order to maintain a competitive advantage. The organization should analyze the Chinese customers to find out how well the product is suited for their needs. To have a competitive edge, it is important that the organization packages and present its products and services to its customers in the best way possible. Doing so may also convince customers that the firm is best placed to provide for their needs and fulfill their expectations.

The ZTB should consider improving its service process. The organization should create a more interactive relationship with its customers. Customers should have all necessary information about Zambian tourism and factors related to it such as safety and environmental issues.

11.4 Pricing strategy

Zambia Tourism Board should competitively price in comparison to the dictates of the market. Due to the introductory nature of the organizations services, the ZTB should implement a penetration pricing strategy to help ensure that the potential customers are not scared away by the prices until its services are appreciated and fully operational. However, costs must be providently kept so as to ensure the organizations financial objectives are achieved. The organization must make sure that its income structure matches its cost structure. This is important because all costs will be paid. After the Zambia Tourism Board has established itself in the market, it is necessary for the board to differentiate prices for the peak and low seasons in order to allow more tourists in the low season and avoid over bookings in the high seasons.

11.5 Promotion strategy

The main objective of this strategy must be to inform existing and potential customers of the existence of the Zambia Tourism Board product offerings and developing the adequate and reliable information available to the target market. The plan will be to highlight the benefit of utilizing the organizations services that may include; access to special interest travel according to the groups' preferences, service to fully appreciate destinations through information packages and access to exclusive travel destinations in Zambia. In a market like China, the ZTB cannot afford to appear of make mediocre material with poor labels that may make its products and services look less than they are. Therefore, the organization must leverage its presence using high quality brochures and other sales literature, including promotional material like complimentary slips, pads and pens. Internet, Newspaper, television, radios is also some of the indirect ways the Zambia Tourism Board could use to

promote Zambia as a tourism destination. Participating in international activities such as exhibitions will be good for the organizations' publicity.

Another way of promotion is through cooperation with competitors. The ZTB can either cooperate with South Africa, Kenya or Tanzania as they all have better promotion strategies in China than Zambia. Therefore, it would be to Zambia's advantage to cooperate with these competitor countries to promote its tourist attractions and attract more tourists based on the fact that these competitors are well established in the Chinese tourism market and have convenient transportation in their countries.

11.6 Place strategy

Presently, Zambia has a disadvantage when it comes to transportation as compared to its main competitors in the region. Therefore, it is necessary that the country must increase the transportation services quality.

To distribute the tourism products and services in the Chinese market, the internet should be used. The reason is that the Chinese market has had a steady growth concerning its online travel industry. For example, in 2007, the Chinese tourists made online travel bookings amounting to 32 billion dollars. This was mainly due to the travel agencies operating online in China. The 2010 forecast shows that online bookings will increase to 75 billion dollars. The growth in online booking services has been increasing recently due to growing trust in online payment transactions. Nowadays it is more secure to use credit cards during online purchases due to the improvements of financial institutions. (China travel trends. 2010 b.)

11.7 People strategy

Employees are Zambia Tourist Board's most valuable resource. It is therefore the organizations responsibility that the staff have good behaviour, physical appearance, knowledge and attitude. It is beneficial that staff have all these qualities because they have a powerful impact on customer's perception of the tourism product. The organization must verify that its employees are trained to ensure that the products and services are delivered according to the marketing strategic plan. Knowing who the traveller is and what they expect is the main priority when using the people strategy.

11.8 Physical evidence

Since this is known to be the material part of a service, most consumers tend to rely on material information. There are different ways in which the ZTB could use physical evidence

as a means of marketing communication. They include some of the following: Internet pages, business cards, signage, brochure, furnishings, uniforms for its staff, the office itself and paper work such as invoices, tickets and dispatch notes.

11.9 Process

This is an inseparable product. The ZTB should make sure that no part of the process is found unsuitable to the consumer as it could result in a negative evaluation of the whole products it is offering on the market.

11.10 The ZTB Segmentation strategy

The writer of this thesis will analyse the Chinese Consumer buyer behaviour is a general and from tourist perspective.

11.10.1 Geographic aspects

To define the Chinese consumer behaviour, it is important that ZTB analyses if there is a need for the products or service it is offering before entering the market. The main element for market segmentation is the geographic aspect of the country, specifically for the demand of adventure tourism for which natural resources are important. With a landmass of 9 600 000 square kilometres, China is the second largest country in the world, consisting of 25 provinces, municipalities and several autonomous regions. The country's climate is extremely diverse with the tropical in the south and subarctic in the north. China consists mainly of high plateaus, deserts in the west, mountains, plains, delta and hills in the east (Central Intelligence Agency. 2010a)

11.10.2 Demographic aspects

The consumer structure in China differs not only in regard to its vast geography but also because of its demographic aspects. In reference to its population, China is the most populous country in the world with an estimated 1.3 billion inhabitants, one-fifth of the world's total. Of its total population, 43% live in urban areas. 91.6% of Chinese people are Han. The non-Han population are part of the 55 ethnic minorities in China. Taoism and Buddhism are the main religions, followed by a small percentage of Christians and Muslims. 72.1% of the total population are aged between 15 and 64 years old, 19.7% are at least 14 years and 8.2% are 65 years or older. (Central Intelligence Agency, 2010 a.) The numbers are particularly important for helping ZTB define the target groups for Zambia. The ZTB can divide the market into groups based on the basis of variables such as family size, age, gender, family life cycle,

occupation, income, religion, and social class. Demographic variables are a good way to segment as they are often associated with customer needs and wants and are easy to measure.

11.10.3 Behavioural segmentation

Another important factor for consumer culture is behavioural segmentation. In this segment, the ZTB will have to place buyers into groups on the basis of their knowledge of, use of, attitude toward or response to the product.

Over the last 2 decades, Chinese average income has increased spectacularly. Despite the increase, the gap between the rich and the poor has also increased. The Chinese population can be subdivided into upper class, middle class, and lower class. For example, people in the urban areas can earn up to 2000 Euros respectively whilst people in rural areas can earn 35 Euros monthly. This has led to a mixed demand of products and services whereby, some people demand for high quality goods whilst others demand for standardised goods at low prices (Wang et al., 185, 2003)

11.10.4 Psychographic segmentation

Norms and values, as well as historical and cultural factors are important roles in the Chinese lifestyles and therefore influence the consumer's behaviours. In China, the decision making process is strongly influenced by the country's history.

In this segment, the Board should use psychology and demographics to better understand the consumer market consumers. The organization will have to divide buyers into different groups on the basis of personality/psychological traits, values and lifestyle. The Zambia Tourism Board must also understand that different psychographic profiles can be exhibited by people within the same demographic group and therefore show different lifestyles. When developing psychographic profiles, the ZTB must refer to the three variables known as activities, interests and opinions as they are factors that describe individual lifestyles. (Kotler et al., 2009, 349)

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Appendices

When selecting a destination for an overseas trip. Several things are important for various people. Below are some attributes that may be important to you. Please indicate how important each attribute is to you by checking the boxes below the appropriate number. Please be sure to indicate how important each item is to you. Room has been left for you to add up 4 more attributes that you may feel are very important to you.

Importance to you:

1 = Not at all important

2 = Not very important

3 = Neutral

4 = Important

5 = very important

Trip Attributes

Importance

1	Outstanding scenery	1	2	3	4	5
2	Reliable weather	1	2	3	4	5
3	Interesting and friendly people	1	2	3	4	5
4	Local cuisine	1	2	3	4	5
5	Local festivals	1	2	3	4	5
6	Ease of obtaining Visa	1	2	3	4	5
7	Shopping	1	2	3	4	5
8	Wilderness and undisturbed areas	1	2	3	4	5
9	Non-stop flights to Zambia from china	1	2	3	4	5

10	Big modern cities	1	2	3	4	5
11	Museums and galleries	1	2	3	4	5
12	Standards of hygiene and cleanliness	1	2	3	4	5
13	Inexpensive travel to the country	1	2	3	4	5
14	Inexpensive travel in the country	1	2	3	4	5
15	Personal safety	1	2	3	4	5
16	Small towns and villages	1	2	3	4	5
17	Presence of Chinese in the country	1	2	3	4	5
18	Historical, archaeological or military sites	1	2	3	4	5
19	Amusement or theme parks	1	2	3	4	5
20	Environmental quality of air, water and soil	1	2	3	4	5
21		1	2	3	4	5
22		1	2	3	4	5
23		1	2	3	4	5
24		1	2	3	4	5

Questionnaire 1

Interview sheet for Chinese travel Agencies.

1. In which part of Africa is Zambia located?
2. What do you know about Zambia's tourism and offerings?
3. Zambia's tourism is described as adventure tourism. Do you know any activities available in Zambia?
4. Following your answer in Question 4, would your company be interested in receiving marketing or promotional materials about Zambia's tourism and offering?
5. Could you please give your opinion about Zambia as a tourist destination?
6. How do you think Zambia is positioned in China as compared to other African nations?

7. Has your company received any marketing or promotional materials about Zambia in the last year?

Questionnaire 2.

Interview Sheet Staff for Zambia Tourist Board (ZTB).

1. What are the ZNTB's key objectives for positioning Zambia as a tourist destination in China?
2. How does ZNTB aim to position Zambia as the tourist destination?
3. How is this being prosecuted?
4. Following the question above, what are the strategies being used to achieve the positioning objective?
5. In your opinion, does ZNTB meet the requirements for positioning?
6. If yes/no, how did it/plan to achieve this?
7. Following question 1, please elaborate on the objectives from ZNTB perspective?
8. Concentrating more specifically at positioning the country as a tourist destination, what are the strategies appropriate to achieve the objectives?
9. Please discuss what you think is the future for positioning Zambia as a destination in China.

Questionnaire 3.

Interview sheet for Chinese Tourists in Zambia:

1. Gender:
2. Age:
3. Education:
4. Income:
5. Have you ever travelled outside China before?
6. Are you currently planning a vacation outside China? If yes, which country/countries are you planning to visit?
7. What is your travel purpose?
8. Have you ever thought about visiting Zambia as a vacation destination?
9. If yes, what is it in Zambia that you would like to see or experience? E.g., are there specific places you would like to see or things to do in Canada?
10. If no, then please give reasons.
11. If you are going to describe Zambia as a tourist destination, what are the three words or phrases you will use? Please indicate them below.
12. In which season would you want to visit Zambia? Spring? Summer? Fall? Winter?

13. Would you be interested in joining a tour offered by outbound travel agencies or plan the trip by yourself?
14. How long would you like to spend travelling to Zambia? 1-7 days, 8-17days, 15-21 days.
15. What type of accommodation do you prefer? A) guest house b) youth hostels c) 1-5 star hotel
16. What types of local transport do you prefer? (a) trains b) rental car, c) Bus or subway d) taxis