

UNIVERSITY OF KWAZULU-NATAL

**THE EFFECT OF PRINT MEDIA PUBLICITY ON THE
PERFORMANCE OF THE ZIMBABWE TOURISM
DESTINATION BRAND**

By

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**A dissertation submitted in partial fulfillment of the requirements
for the degree**

of

Doctor of Business Administration

Graduate School of Business

Faculty of Management Studies

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2017

DECLARATION

I **Farai Chigora** declare that

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Dedication

My effort alone as the researcher could not have been fruitful without the unconditional love and support I got from my wife Chipo, my mother Christine Chigora, and my two girls Tavonga and Tawananyasha. Lastly I dedicate this research to my late father Maxwell Farirai Chigora.

Acknowledgement

I would like to express my gratitude to various individuals and organisations who helped by giving guidance and support in carrying out this research. Dr. Joram Ndlovu my supervisor, mentor, coach and guide. I thank him for his patience, constant support and encouragement throughout the study. My sincere thanks to Dr. Jeskinus Mukonoweshuro, for sharing his past study experiences with me and providing guides through the research. Also I extend my gratitude to Professor Elias Munapo for his encouragement and support during the study. I would also like to thank the following organisations for providing me valuable information in order to carry out the study:

- Zimbabwe Tourism Authority
- Ministry of Tourism and Hospitality in Zimbabwe
- Ministry of Media and Publicity in Zimbabwe
- Zimbabwe Broadcasting Authority
- All other individuals and organisations who participated directly and indirectly

I would like to thank the University of KwaZulu-Natal and the Department of Graduate School and Business Leadership for awarding me a scholarship, which enabled me to work through the thesis. I would also want to thank Tafemerwa Vutete for his support in statistical data analysis and Genevieve Wood for editing the thesis. Finally, I would like to extend my gratitude to all the friends and relatives who helped with their love, encouragement and support during the period of research.

Abstract

The aim of the study is to examine the effect of print media publicity on the performance of Zimbabwean tourism brand. The study sought to analyse the role of print media in destination branding and assess its effect on brand equity with particular focus on how information can be managed to project a positive image of the destination. The main objective was to establish the extent to which the print media can either build or destroy a destination. Furthermore, the study sought to identify the strategies that can be used by Destination Marketing Organisations to minimise the negative impact of the media whilst improving the image and brand equity of the destination. A mixed method approach was used for the study, where both qualitative and quantitative research designs were implemented. A total of 544 survey questionnaires were distributed to various stakeholders with a response rate of 83.9% from tourism and print media organisations and 80.7% tourists. The participants were selected from the tourism sector namely, the accommodation, travel and resorts, print media, tourists and government. Four (4) interviews were conducted with key informants. The results showed that the print media has a direct impact on destination brand awareness, perceived brand quality and brand association. The study also revealed other types of media, besides print, which proved to have a direct influence on brand image and brand loyalty. They were other factors that were found to have a positive effect on destination brand performance, including hospitable people, attractions and local culture. For the destination brand to remain competitive, the study recommends a continuous improvement on stakeholder consultation, development of partnerships and resource mobilisation.

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CHAPTER 1

INTRODUCTION

1.0 INTRODUCTION

The image of a tourism destination is subject to and dependent upon both local and international media publicity. Media has developed the power to inform the state of a tourism destination at any given point in time. The power of media publicity is seen in its ability to spread both positive and negative news concerning a specific tourism destination to its existing and prospective tourists. News headlines, content and readership, or broadcasting frequency, play a significant role in building the brand image of a tourism destination. Media, therefore, also has the power to enlighten the socio-economic state and political situation in a tourist destination.

The performance of Zimbabwe tourism brand has been negatively affected by various negative socio-economic and political issues over the years. There are concerns amongst various media that the country's tourism brand appeal is no longer keeping pace with time in a highly volatile and unpredictable operating environment (Mirimi, Utete, Mapingure, Mumbengegwi, & Kabote, 2013, p. 47).

The poor performance of Zimbabwe tourism destination brand is proven by a staggering growth in tourist arrivals especially between year 1999 and 2015, as reflected in Table 1.1 below.

Table 1.1 Tourists' Arrivals between Year 1999 and 2008

| Tourism Year | Tourists' Arrivals |
|---------------------|---------------------------|
| 1999 | 2,249,615 |
| 2000 | 1,966,582 |
| 2002 | 2,041,202 |
| 2004 | 1,854,488 |
| 2005 | 1,558,501 |
| 2008 | 1,955,594 |
| 2011 | 2,423,280 |
| 2012 | 1,794,230 |
| 2013 | 1,832,570 |
| 2014 | 1, 880, 028 |
| 2015 | 2, 056, 588 |

Source: Zimbabwe Tourism Authority (2011, p.1; 2015, p.10)

The presentation in Table 1.1 shows significant growth in the number of tourists arrival, where numbers in respective periods are as follows: -13% (1999 to 2000); +4% (2000 to 2002); -9% (2002 to 2004); -15% (2004 to 2005); +25 % (2005 to 2008); -26% (2011 to 2012); +3% (2012 to 2013); and +9% (2014 to 2015). The trend in tourists' arrivals is a reflection of the poor performance of the tourism industry in Zimbabwe, which might be resolved through a tourist destination's branding and re-branding process. Branding can be a vital tool in improving the perception of potential tourists towards a tourism destination. As postulated by Mirimi et al. (2013, p. 48) looking at Zimbabwe as a destination, destination branding becomes an important component in positioning the country as a prime international tourist destination. This study proposes that there is an inherited tourism destination brand in Zimbabwe, which may be improved through a re-branding process. Chikafu et al. (2014,p.33) have defined re-branding to be the creation of a new name, term, symbol, design or combination thereof under the auspices of an established brand, with the intention of developing a differentiated (new) position in the mind of the stakeholders and competitors. Therefore, introducing print media publicity in the re-branding process for Zimbabwe tourism destination might improve its global market position and performance.

This chapter presents the background of the study, highlighting events that took place in Zimbabwe that has affected its brand as a tourist destination. Understanding these events helps in formulating the problem

statement, which clearly explains the gap to be filled by this study. In addition, the chapter discusses the significance of the study to all the stakeholders who are directly and indirectly affected by the Zimbabwe tourism destination branding process. The research objectives and questions are presented in this chapter, clarifying its aim and rationale. Finally, the chapter provides an explanation of chapters in the study, briefly explains the research methodology, research limitations, research delimitations and definition of terms.

1.1 BACKGROUND OF THE STUDY

Zimbabwe occupies 390,757 km² of land in South Central Africa, between the Limpopo and Zambezi rivers. The land-locked country is bounded by Mozambique to the East, Zambia to the North and North-West, South Africa to the South, and to the South-West by Botswana (SADC, 2012).

The two distinct colonial and post-colonial eras in what is now referred to as Zimbabwe moulded its branding and tourism development (Chibaya, 2013, p. 85). When Zimbabwe achieved independence in 1980, the new government inherited a relatively well-developed and diversified economy in comparison with other African countries, proven by the manufacturing sector's contribution of 25% to GDP, annual GDP growth of 4.2%, average annual inflation at 12%, employment growth at 1.9%, and 0.2% in export growth (ANSA, LEDRIZ, & ZCTU, 2012, p. 2). Even noting the contribution by Chibaya (2013, p. 85) that the Zimbabwean government soon after independence focused on achieving its gains by focusing on agriculture, manufacturing and mining only, it also invested in the development of tourism as a pillar for economic growth.

In line with the objective to promote equity in resources distribution, government publicly adopted a socialist and conservative macroeconomic agenda, replacing the pre-colonial capitalist policy. This resulted in the indigenous black population dominating senior economic positions, with policy being established for the benefit of locals through the advent of free education, free healthcare for all, and through the support of various other initiatives of support for indigenous people. This transformation was not appreciated by Britain and its allies, where it can be found that the negotiated Lancaster House Agreement of 1979 was centered on continuing with capitalism without adopting a new socialism agenda to manage economic resources in Zimbabwe (ANSA, LEDRIZ, & ZCTU, 2012, p.4). There was a massive exodus of key white capitalists dominating greater share of the industry, as they reallocated their investments to neighbouring South Africa and Austria, fearing the uncertainties inspiring black majority rule (Chibaya, 2013, p. 85). As the tourism industry was mainly getting visitors from families and friends of British citizens in Zimbabwe, this may account for a reduced rate of tourism in the years that followed.

Signs of a troubled economy started to emerge in the early 1980s, as shown by a decrease in real GDP from 4.2% to 2.8%, increased average annual inflation from 12% to 26.6%, budget deficit from -3% to -5.8%, and growth of exports from 0.2% to 0.1% (ANSA, LEDRIZ, & ZCTU, 2012, p. 22). The government then extended its focus from agriculture, manufacturing and mining, to tourism.

In 1981, the Zimbabwean Tourism Development Corporation (ZTDC) was formed under a government agenda to monitor investment in the country's tourism industry, replaced by Zimbabwe Tourism Authority (ZTA) in 1996 with an improved agenda to promote and market Zimbabwe as a tourism destination to local, regional and international tourists (Chibaya, 2013, p. 85). Therefore, for this study, the focus was on branding Zimbabwe as a tourism destination, which according to traditional marketing philosophy, is undertaken by the Zimbabwean Tourism Authority.

After independence in 1980, the country showcased its first brand identity and position to the world by changing its name from Rhodesia to Zimbabwe (Ndlovu, 2009, p. 193). The new Zimbabwe brand was then developed into the tourism-centred brand name "Discover Zimbabwe" by Zimbabwe Tourism Development Corporation (ZTDC). This tourism destination brand was formulated in relation to vibrant performance of the country's tourism sector (Mirimi et al., 2014, p.107). The positive performance was mainly attributed to frequent travels by the white British citizens between Zimbabwe and the outside world to visit family and friends on holidays and business. The number of tourist arrivals in Zimbabwe subsequently increased tremendously from independence in 1980 up to the year 1999. In 1980, tourist arrivals in the country were 237 668, which increased to 303 387 in 1985, and 2 090 407 in 1998 (Zimbabwe Tourism Authority, 2011, p. 1). However, the positive development in the country's tourism industry was disturbed by a series of deleterious socio-economic and political events transpiring in the country.

Political mayhem in Zimbabwe was the main contributor to the initial decline in tourism performance. The political instability was followed by several socio-economic consequences, which were triggered by Economic Structural Adjustment Programme (ESAP) in 1991, massive drought in 1992, mass stay-aways between 1996 and 1998, food riots in 1998, a constitutional referendum and parliamentary elections in year 2000 (Chibaya, 2013, p.86). These adjustments and policies negatively impacted on the livelihood of societies in the country, which resulted in increased levels of unemployment, food shortages, and political violence, respectively.

The Zimbabwean government's agenda was centered on taking the large portions of land owned by the minority British white farmers back to the majority indigenous black peasants, as a reward for their role in the country's independence. It is with this stated agenda that the government then initiated a land redistribution programme in year 2000, which was fraught with irregularities as the British farmers together

with their western allies resisted to be moved away from the farms (Zibanai, 2014). The country's operating environment was then faced by skyrocketing prices, food shortages, and severe money shortages, which accelerated hyperinflation and insolvency of the country as a whole. The country could not only not attract tourists, but was then labelled bankrupt by international arbitrators such as the International Monetary Fund (IMF) and the World Bank. Then dominant international media like the Cable News Network (CNN) and the British Broadcasting Corporation (BBC) became catalysts in spreading negative publicity about these negative socio-economic and political events in the country (Zibanai, 2014). To a greater extent, the political pandemonium which arose in year 2000 resulted in tourists being warned and given travel bans from their parent countries to avoid Zimbabwe as an unsafe and insecure destination to visit (Mkono, 2010, p.387).

Tourist arrivals reduced from 2 090 407 in 1998 to 1 868 412 in year 2000 (Zimbabwe Tourism Authority, 2011, p. 2). The reduced numbers of visitors is a reflection of the fact that the "Discover Zimbabwe" tourism destination brand's image was tarnished by increased negative international media publicity over these socio-economic and political events.

In addition, as postulated by Chigora & Zvavahera (2015, p. 29), there is lack of stakeholder involvement in the formulation of the Zimbabwe tourism destination brand. This view agrees with the contribution by Ndlovu (2009, p. 193) that the "Discover Zimbabwe" tourism destination brand was hastily introduced in order to redetermine brand identity, but failed to consider all relevant stakeholders in its implementation. In an effort to improve the brand image of the tourism destination through stakeholder involvement and consultation, in the year 1996, the inception of Zimbabwe Tourism Authority (ZTA) inspired the new organisation to re-brand Zimbabwe in tourism terms as "Africa's Paradise" (Chibaya, 2013, p. 84; Ndlovu, 2009, p. 194). The main aim was to create a brand that included consultation of all crucial stakeholders, where even the European Union was involved in the funding of this re-branding exercise. The expected result was to have a comprehensive and highly involving attractive brand with maximum support provided to all stakeholders.

On the other hand even with the efforts of the government and several organisations to revamp the economy through various fiscal and monetary policies, the country continued to witness turmoil in its socio-economic and political environments between the years of 2000 and 2008. The "paradise" theme of the brand was somewhat undercut by socio-economic turbulence, which included hyperinflation, repeat cholera epidemics and violent elections (Chibaya, 2013, p. 87). Therefore, the reflection of a paradise, as purported by the new tourism destination brand, was removed. Zimbabwe was no longer a paradise to the local,

regional and international travellers. The predicament following the “Africa’s Paradise” branding made it difficult to sell Zimbabwe tourism destination globally.

The poor relations between Zimbabwe and the western community mainly accelerated by political and socio-economic upheaval in the country meant that there was a slump in tourists’ arrivals from these traditional markets. Survival strategies had to be considered, and in 2003, Zimbabwe adopted a ‘Look East’ economic reform policy. The agenda of this policy was to re-direct its Zimbabwe tourism destination’s marketing efforts to emerging markets in Asia particularly in China.

In the year 1999, there was a political transformation in Zimbabwe when a new political party called the Movement for Democratic Change (MDC) came into play. The political party was formed from the Zimbabwe Congress of Trade Union (ZCTU), an arbitrary body involved in lobbying for better remuneration and working conditions between workers and the Zimbabwean government. Zimbabwe was at this time a one-party state controlled by the Zimbabwe African National Union-Patriotic Front (ZANU PF), which has since been labelled a failure for policies that resulted in political and socio-economic crisis in Zimbabwe. The opposition MDC became popular since its inception in 1999, attracting attention to its manifesto not only from local Zimbabweans, but also from the international community, especially those in the traditional western tourism markets like Britain, Germany and America. As the political rivalry intensified between the MDC and ZANU PF in April 2009, the two parties eventually formed a Government of National Unity (GNU) (ANSA, LEDRIZ, & ZCTU, 2012). The main reason for the engagement was to project a sense of cooperation, peace and stability in the country meant to improve perception that may result in Foreign Direct Investment (FDI) and increased international business.

The Government of National Unity ushered in a new dispensation economically characterised by a reduction in the average annual inflation from 7.7% in 2009 to 4% in 2010 (Zimbabwe Trade Policy Review, 2011). This resulted in the introduction of multi-currency dominated by the United States dollar, which curbed hyperinflation. Investment in all sectors of the economy including tourism started to increase. Refurbishment of accommodation, travel and resorts began during this era. The situation helped in resolving various political and socio-economic slumps in the country. The tourism sector saw positive gains as the status quo provided reassurance of a safe tourism environment for tourists to counter the negative image that had built up over time. The period between 2009 and 2013 therefore saw Zimbabwe Tourism Authority successfully repositioning of Zimbabwe using various promotional tools including travel expos and ‘indabas’.

Leaving behind the era during which “Africa Paradise” branding was undercut by negative socio-economic and political events, in January 2011 Zimbabwe Tourism Authority re-branded it as a destination as “A

World of Wonders” and this new brand was launched in Brazil’s city of Madrid (Zimbabwe Tourism Authority, 2012). Reportedly, the new brand received a positive reception from tourists though the revenue contributions were not as significant as those experienced in 1980 and 1998. Even with a better perception about the prevailing environment, the performance of Zimbabwe tourism industry was hindered in other ways, such as the imposition of political sanctions from the European Union (EU) and stiff visa requirements for Zimbabweans intending to travel to western and other countries.

Some of the positive developments that caused a facelift of the Zimbabwe tourism destination brand were hosting of the Africa Travel Association (ATA) in 2012 by Zimbabwe, and co-hosting with Zambia the 2013 United Nations World Tourism Organisation (UNWTO) General Assembly. These events reflected peace and stability existing in the country, which positively influenced performance of Zimbabwe tourism destination brand.

It is with this background that Zimbabwe as a tourism destination has faced both negative and positive injectors, mostly resulting in the poor performance as a destination brand. An investigation of the effect of print media publicity on Zimbabwe as a destination brand was conducted as part of this study with the aim of finding out how print media can become a catalyst for improving the development of Zimbabwe as a vibrant destination brand.

1.2 STATEMENT OF PROBLEM

The Zimbabwe tourism destination brand has suffered from negative perception amongst tourists, due to the negative publicity connected to socio-economic and political events that transpired in the country. Some of the factors leading to a negative operating environment and poor brand performance in Zimbabwe were closure of industries associated with increased unemployment because of the Economic Structural Adjustment Programme (ESAP) in 1991, the severe drought of 1992, mass stay-aways between 1996 and 1998, food riots in 1998, a land redistribution programme in 2000, repeat cholera epidemics, violent elections, and hyper inflationary macro-environment between 2000 and 2008 (Chibaya, 2013, p. 86).

These unfavourable events deterred the performance of the tourism industry especially from year 2000 onwards. The tourism destination and its brand became increasingly unpopular in its traditional tourism markets such as Britain, Germany and America. It is evident that from the year 2000 onwards, Zimbabwe as a destination brand lost its market, by developing a negative image internationally, failure to create positive awareness and perceived poor quality of the tourism products and services offered. The situation

resulted in the destination failing to gain loyalty and association from potential tourists. On a broader scale, the tourism destination lost its global brand equity. As announced by Gartner & Ruzzier (2011), a tourism destination's brand equity is an amalgamation of destination image, awareness, perceived quality, loyalty, and association.

A measurement of the Zimbabwe tourism destination brand performance using brand equity variables calls for improved promotional and marketing strategies. Due to the negative market identity reflected, Zimbabwe as a tourist destination has faced intense competition from other neighbouring destination brands, like South Africa and Zambia. The failure of a competitive market can be attributed to a loss in identity, relevance, emotional appeal and connection with the global tourism market.

The negative state of affairs in Zimbabwe as a tourism destination influenced a strategic brand management approach by Zimbabwe Tourism Authority as a tool to position and improves identity of the country's tourism destination to the outside world. The strategic re-branding approach resulted in the tourism destination re-branding three times in three decades, between 1980 and 2014. It started with the "Discover Zimbabwe" brand just after independence in 1980, re-branded itself as "Africa's Paradise" in 1996, and "A World of Wonders" in 2011.

In the year 1980, Zimbabwe launched the brand "Discover Zimbabwe" with a relative vibrancy reflected by increasing tourists arrivals from 237 668 in 1980, to 303 387 in 1985, and 2 090 407 in 1998 (Zimbabwe Tourism Authority, 2011, p. 1). The growth in tourist arrivals might be attributable to the fact that besides changes in political leadership, the country still had strong ties with Britain and its western allies. British citizens still dominated ownership of local business, including tourism, which increased travels between the two countries, boosting the tourism industry in the accommodation, resorts, and travel sectors.

The "Discover Zimbabwe" brand name was replaced by "Africa's Paradise" in 1996, and as discussed in the background of this study, the new brand faced socio-economic and political challenges that downplayed its performance. International media such as Cable News Network (CNN) and British Broadcasting Corporation (BBC) spread negative publicity about Zimbabwe as an unsafe tourism destination (Zibanai, 2014). In line with this negative publicity, international tourists were also issued travel bans in their countries, initiating a decrease in tourist arrivals. In an effort to restore a positive image of the Zimbabwe tourism destination through branding, in 2011 the Zimbabwe Tourism Authority further re-branded the destination as "A World of Wonders", but the sector is still experiencing a staggered growth in tourists' arrivals and revenues not matching or exceeding the early years after independence that is between 1980 and 1999 when the Zimbabwe tourism sector was at peak. On the other hand there is increased negative perception by the tourists mostly emanating from continuous negative publicity in various international

media, informing news about Zimbabwe being an unsafe destination for visitors. Media has therefore proved to have a negative impact that can deter efforts of a brand to sell the tourism destination in its target markets. It is from this perspective the study specifically focused on print media with the aim to understand if it can positively influence better performance of Zimbabwe tourism destination brand.

Various authors agreed that there is generally a positive relationship between media and brand equity of a tourism destination (Severi & Ling, 2014; Abu-Rumman & Alhadid, 2014; Habibi et al., 2014; Lange-Faria, 2012; Linh, 2012). However, their studies mainly examined online media, to the exclusion of print media. Whilst Habibi et al. (2014) explored the effect of media on brand communication, the main focus was online communications. Morgan et al. (2011) show only how online and offline media affects brand communications in tourism.

As already indicated, although there is an interrelationship between media and the image of a given destination, not many studies have concentrated on the role of print media in tourism. Several studies have been conducted on image and positioning from a product and destination perspective (Pike & Page, 2014; Kim & Perdue, 2011; Martins, 2015; Pan & Li, 2011; Schaar, 2013 ; Gartner & Ruzzier, 2011), with very limited focus placed on destination brand equity from a print media communication standpoint. A gap therefore exists in understanding the role played by print media in creating positive brand equity for a tourist destination.

The poor performance of Zimbabwe as a destination brand is reflected by a continuous re-branding exercise, with an effort to have a new identity and market position. As a result of the changes described above, Zimbabwe's destination brand has lost its global market identity, its appeal, attachment, and failed to outweigh its competitors leading to a low market position amongst other factors. To a greater extent the brand equity variables that have been downplayed include tourism destination brand awareness, brand image, perceived brand quality, brand loyalty, and brand association.

A tourism destination brand performance has proved to be influenced by several internal and external factors. From a Zimbabwean perspective, the internal socio-economic and political factors have impacted negatively on the attractiveness of the tourism destination brand. As noted, reaction to these internal problems led external media to spread negative publicity, which crippled the tourism destination and its brand. This study therefore investigated the effect of print media on the Zimbabwe tourism destination brand performance.

1.3 SIGNIFICANCE OF THE STUDY

Branding proves to be vital in the creation of the image of a destination. As noted in the problem statement section, several studies have been conducted on destination positioning from a product and destination perspective (Harsha, 1997; Beerli & Martin, 2004, p. 65). Many tourism destinations including Zimbabwe have emphasised the unique features of the country, especially natural wonders, in to outwardly project a representation of themselves. However, Zimbabwe suffers even from that perspective since it concentrates these efforts on outdated mass tourism, which no longer attracts attention for most tourists around the globe. The new tourist is now looking for individualised types of tourism. This means that branding for mass tourism focusing on a destination's natural landscape is no longer effective. Maximising communication mixes has helped in improving brands in most manufacturing and service industries. However, studies on tourism destination from a media communication standpoint are scarce. This study therefore, with a view to close that gap, extensively explores available print media theories and concepts in Zimbabwe for the way in which they contribute to an understanding of tourism destination brand positioning and performance. This study considers in particular tourism consumption, particularly buying behaviour in relation to publicity provided by print media.

Globally, destination re-branding has been regarded as important for the success of any destination whose appeal has suffered in the targeted source markets since it allows for the growth and diversification of the tourism product (Anholt, 2007). In order for a destination to be recognised by potential tourists, there is need for strategic positioning, establishing an acknowledged brand image (Dolnicar & Huybers, 2010).

As a country, Zimbabwe has also faced immense competition, especially from neighbouring destinations like South Africa and Zambia, which have arguably indirectly benefitted from the negative publicity Zimbabwe has faced, especially between years of 2000 and 2008. These countries could even promote their tourism destination using Zimbabwe's natural wonders. For instance, tourists were encouraged to 'visit South Africa and see Victoria Falls'. Although Victoria Falls is in Zimbabwe, the efficient transport networks in neighboring destinations made it easier for them to capitalise on the negative image of the country by taking tourists to Victoria Falls during the day, and swiftly returning them to their destination for accommodation and other tourist paying activities.

However, this study forwards that effective branding can reposition and improve the competitive advantage for Zimbabwe as a tourism destination. Places compete in attracting visitors, residents, and businesses, and

many of them are doing this by promoting a place brand that encapsulates the qualities that the place has in order to generate memorable associations and powerful place brand equity (Morgan et al., 2011).

The economy of the country has suffered enormously since independence, mainly prior to 2009. Businesses across all sectors, including tourism, have closed as a result of high inflation rates that undercut their viability. Also, tourism and hospitality infrastructure has suffered from obsolescence due to failure by operators to refurbish, update and mechanise. The main contributory factor has been lack of working capital and Foreign Direct Investment (FDI). Those brands that recognised media in their development have been successful in reaching customers (Bulearca & Bulearca, 2010). This means that media communications can have the power to attract more tourists and revenue gains. This will, to a large extent, improve the economic well-being of the country, by investing the profits accrued via tourism into further development of the tourism industry, thereby improving the Gross Domestic Product of the country.

The study also helps Destination Marketing Organisations (DMOs) in Zimbabwe, in particular the Zimbabwe Tourism Authority, to craft intensive branding strategies based on informed and justified analysis. The strategies that were established in this study helps in formulating best ways to be used in improving Zimbabwe tourism destination brand identity, brand appeal, brand recognition and the ultimate brand image through the application of an effective blend of print media mixes. In this way, the study positions itself as crucial to destination marketers and planners, and will add value to tourism management best practices for Zimbabwe as well as other developing countries.

Media has managed to improve wide coverage of Destination Marketing Organisations in their communication with tourists (Lange-Faria, 2012, p. 196). The reality for DMOs is that place reputation is derived from a host of sources (Morgan et al., 2011). The problem with the current Zimbabwe tourism as a brand is as to how to improve awareness in high-valued low-volume traditional markets, whilst attracting other new markets. Media has the power to transmit positive information to the world through the news it provides, spearheaded by attractive headlines and rich content. This study proposes a print media communication model that can be effectively employed to position Zimbabwe as a favourable tourism destination.

Several researches on media and destination marketing have applied a research methodology based on either purely qualitative, purely quantitative or concurrently qualitative and quantitative (Pan, 2011; Castellort & Mader, 2010; Gartner & Ruzzier, 2011; Răvar, 2011, Hosany & Prayag, 2013; Hsu & Song, 2013), and they did not use a sequential mixed method. This study used a quantitative to qualitative

sequential mixed method, contributing a new dimension in media and destination marketing researches. The method helped in improving sense of the quantitative findings, through a further qualitative research (Creswell, 2014, p.285) and reduced validity criticism of the study (Eaves & Walton, 2013, p. 8). This study adds highly comprehensive information and knowledge on print media application and relationship for future scholarly review. The theories and concepts discussed here are an integration of various types of print media with brand equity variables, in particular brand image, brand awareness, perceived quality, brand loyalty, and association. Also, the framework provided relates re-branding to print media, as well as brand identity, brand positioning, brand experience, brand emotional appeal, brand connections, and brand metaphorical. Lastly the framework establishes the effect of re-branding on destination brand's competitive advantage, relevance, performance and presence.

The Government of Zimbabwe also benefits from this study, where it addresses various socio-economic and political problems from a tourism destination branding standpoint. The government is the chief planner in fiscal and monetary policy running the country. It directs national investments, national revenues, public expenditure, monitoring, and regulates all industries, including tourism. The study provides knowledge on the state affairs of Zimbabwe's tourism industry from 1980 to 2015 in relation to tourism brand performance and how it relates to revenue receipts, tourist arrivals, expenditure associated with various socio-economic and political events. The government is able to craft and design effective strategies for the tourism industry from the strengths, weaknesses, opportunities and difficulties detailed in this study. A clear platform is provided for the government to structure adequate budgets, for destination branding, infrastructure development, and other sustainable practices that may result in the success of future brands. This helps in improving the image of the country and restores its position as a tourism destination of choice. A country with a strong brand will improve its tourism, due to positive perception (Gabriella & Sofia, 2013, p. 1).

Information publicity is a crucial tool for the success of any organisation and government. The Zimbabwean government's Ministry of Media and Information Publicity is responsible for crafting and formulating communication strategies on behalf of the government. The ministry's agenda is to spread positive news about Zimbabwe to the world, and protect the reputation of the country. The study helps in enlightening the government with regards to the best print media mix on which to rely for managing reputation and public perception of the country to the world. The Ministry of Information and Media Publicity is also able to work jointly with the Ministry of Tourism and Hospitality to protect the image of Zimbabwe, amalgamated from the point of instilling a positive perception in target markets. In line with the objective to improve on positive publicity of Zimbabwe as a tourism destination, the marketing and communication department for

Zimbabwe Tourism Authority benefits from the study, as it highlights the gap that exists in the communication strategies from a print media standpoint. It is the consumer who is increasingly shaping brands and the media (Epperson, 2009). Whilst destination marketing organisations never control a product, they cannot even now pretend to control the message about it that they convey, and have to think in terms of intersubjective conversations with consumers, rather than one-way campaigns (Epperson, 2009). The Ministry will as a result of this study be able to understand the most relevant and widely followed type of print media to use for maximising positive publicity of Zimbabwe as a tourism destination, through the amalgamated print media publicity structure presented here.

1.4 OBJECTIVES OF THE STUDY

In light of the argument forwarded above, the main aim of the study is:

- To establish the effect of print media publicity to the performance of Zimbabwe tourism destination brand.

Various specific objectives were used in the study in support of the main objective and these are:

- to assess the impact of the print media publicity on destination image;
- to establish the level of influence that the print media have on Zimbabwe tourism destination brand equity;
- to discuss the extent to which the print media publicity has created positive conducive environment for tourism;
- to evaluate the strategies employed by destination marketing organisations in minimising the impact of negative publicity;
- to examine the level of collaboration between the print media and tourism marketing organisations;
- to evaluate the effect of perception created by print media on tourists' buying behaviour; and
- to contribute to the existing knowledge on the effect of print media on tourism destinations.

1.5 RESEARCH QUESTIONS

To address the main problem of the study, the main question was:

- What is the effect of print media publicity to the performance of Zimbabwe tourism destination brand?

Various specific questions were addressed in order to resolve the main question of the study, namely:

- to what extent do the print media cultivate destination image?
- what influence do print media have on the Zimbabwe tourism destination brand equity?
- how proactive is the print media in creating a positive environment for tourist arrivals?
- which strategies can be developed by destination marketing organisations to control print media activities?
- what is the level of collaboration between print media and tourism marketing organisations?
- what is the impact of perception that is created by print media on brand equity and to what extent does this affect tourist buying behaviour?

1.6 RESEARCH STRUCTURE

The research structure used to carry out the study is as shown in Table 1.2 below.

Table 1.2 Structure of the Research

| CHAPTERS | HEADING | FOCUS |
|-----------|------------------------------------|---|
| Chapter 1 | Introduction | <ul style="list-style-type: none">• Background of the study• Problem Statement• Study Focus |
| Chapter 2 | The Power of destination marketing | <ul style="list-style-type: none">• Overview of Zimbabwe tourism brand• Destination marketing organisations• Development of tourism in Zimbabwe• Tourism destination marketing mixes |
| Chapter 3 | Destination branding in Zimbabwe | <ul style="list-style-type: none">• Role of destination branding in tourism marketing• Importance of destination branding |

| | | |
|------------------|--|---|
| | | <ul style="list-style-type: none"> • Destination branding challenges • Brand identity • Brand personality • Tourism destination brand equity variables |
| Chapter 4 | The role of print media in tourism destination branding | <ul style="list-style-type: none"> • Evolution of media • Element of media affecting mass communication • Presence of print media in tourism marketing • Print media mixes • Other types of media • Relationship between print media and brand equity variables |
| Chapter 5 | Methodology | <ul style="list-style-type: none"> • Research philosophy • Research paradigm • Research population • Research sampling • Research design • Data collection and analysis • Reliability and validity |
| Chapter 6 | Destination brand equity in Zimbabwe | <ul style="list-style-type: none"> • Empirical findings and discussions on brand equity variables in relation to Zimbabwe tourism destination |
| Chapter 7 | Print media publicity in Zimbabwe tourism destination marketing | <ul style="list-style-type: none"> • Empirical findings and discussions on print media publicity in the marketing of Zimbabwe tourism destination |
| Chapter 8 | Towards a framework destination for destination brand equity in Zimbabwe | <ul style="list-style-type: none"> • Construction of a destination branding framework |
| Chapter 9 | Conclusions and recommendations | <ul style="list-style-type: none"> • Discoveries of the study • Recommendations • Research summary • Areas for further research |

1.7 METHODOLOGY

The research design was a pragmatist, which applied both post-positivism and interpretivism philosophies. For post-positivism, a deductive approach was used to collect research data by referring to existing theories and concepts through a literature review. The study aligned with the interpretivism philosophy by

conducting an inductive strategy, whereby field research was done in order to obtain data through in-depth interviews.

The study was based on a quantitative to qualitative sequential mixed-methods research design, which involves the use of both quantitative design first, followed by a qualitative design (Jogulu et al., 2011). Quantitative data for the study was derived from assessing the statistical relationship between print media and brand equity. This was achieved using descriptive and inferential statistics to demonstrate, analyse and explain research data. The research population for all sectors of the tourism industry in Zimbabwe was extracted from the Zimbabwe Tourism Authority database. The database had a register for all tourism businesses in Zimbabwe grouped according to the main sectors to which they belong; showing the telephone number, email address and location of every registered and licensed tourism business. The research population for the study also came from the media industry in Zimbabwe, as well as tourists. A stratified random sampling was done in order to select the media businesses, tourists and main sectors of the tourism industry that is accommodation, travel and holiday resorts. Stratified random sampling is useful in heterogeneous populations, with homogeneous strata, making random sampling for each stratum (Singh & Masuku, 2014, p.3). A sample size formula by Yamane (1967) was then used to determine the sample size from the population in all selected sectors and tourists.

Purposive judgmental sampling technique has helped in gathering quality data from well-experienced and qualified experts (Singh & Masuku, 2014, p.3). Therefore a qualitative design was used to extract subjective views and perceptions of respondents on the effects of print media on Zimbabwe tourism brand performance through in-depth interviews. The respondents were selected using purposive judgmental sampling from strategic level managers and experts in the Ministry of Tourism and Hospitality, Ministry of Media and Information Publicity, Print Media, Zimbabwe Tourism Authority, Accommodation Sector, Travel Sector and Holiday Resorts.

The researcher used questionnaires to collect quantitative research data from the respondents. Qualitative data for the research was established using in-depth interviews. Analysis of quantitative data was done using SPSS and for qualitative data was achieved using NVIVO. SPSS quantitative data analysis was done using mainly simple regression analysis, multiple regression analysis and chi square tests. The study also used the Pearson Correlation test, and factor analysis. Content analysis was therefore done on qualitative data through recording, playing and coding discussions, identifying emerging patterns for interpretation.

The study mainly used test-retest reliability, coefficient alpha reliability, statistical analysis and correlation between the results of the first test and second test to determine reliability. External validity was achieved through assessing and replicating findings in similar studies, and following procedures done by experts in branding other destinations. Content validity was attained by testing questionnaires with qualified experts in both the tourism and print media industries. Construct validity was reached through pilot studies, in order to measure the construct of the questionnaire and interview themes. Internal validity was seen from the study's established relationship between print media and brand equity.

1.8 LIMITATIONS

The study required information on political events, and how they relate to print media. Release of such information, especially through interviews, was difficult, since it is classified as sensitive. Therefore the study was purposively conducted using in-depth interviews with senior government representatives in the ministry of tourism, hospitality and ministry of media publicity. This is because those at a strategic level appreciate research as a tool for solving problems, and were willing to divulge information required by the study. In addition to this, the study used a letter from the university's ethics office to show that the interviews were for academic purpose only, and that they were kept highly confidential. The study was time consuming, since print media enjoys wide coverage, and the tourism industry is vast, with many different types of associated activities. In order to achieve the objectives of the study in the required time frame, a stratified random sampling and purposive judgmental sampling was used in order to select those who frequently use print media, who appreciate media in general as a tool for marketing and the key tourism sectors on which to focus. There were little secondary sources on the relationship between print media and brand performance, making it difficult to deductively establish information from existing concepts and theories. The study therefore applied an inductive approach in order to gather data through in-depth interviews.

Using a pragmatist view in establishing the research methodology, it is not possible to allow for the equal contribution of both quantitative and qualitative research in one study. In any study, there is at least one dominating research design. For this study, many survey questionnaires were distributed compared to in-depth interviews. This made the research more quantitative than qualitative. Since quantitative research is more deductive, it is highly likely to regenerate what already exists, without constructing new knowledge. However, this study then used a combination of quantitative and qualitative sequential mixed methods. It started with quantitative research, then strengthened the findings by referring to highly qualified and well-experienced experts in destination marketing and media communications, through in-depth interviews. The

views and opinions of these experts not only helps to facilitate new knowledge but also helped in validating the responses received from survey questionnaires.

1.9 DELIMITATIONS

The research investigated the effect of print media publicity on the Zimbabwe tourism destination brand performance, covering trends and tourism issues from the year 1980 to 2015. Focus was on the three main sectors of Zimbabwe tourism industry, viz. accommodation, travel, and resorts. The research was therefore carried out across all areas of tourist activity in Zimbabwe governed by the Zimbabwe Tourism Authority database for registered tourism businesses, since the industry extends geographically beyond the country's natural attractions. Zimbabwean print media industry was also involved in study. Respondents to the study were managers and employees in tourism industry, media, tourists and the government of Zimbabwe. The main brand equity variables investigated as brand performance measurement standpoints were tourism destination brand awareness, brand image, perceived brand quality, brand loyalty and brand association.

DEFINITION OF TERMS

- **Print media:** refers to information provided in a typed or graphical form using both manual and digital devices to enhance communication between two or more parties. For this study, print media was the independent variable used to determine performance of Zimbabwe tourism brand. As a traditional type of media, print media was tested for its effectiveness in improving Zimbabwe tourism destination brand performance in comparison to other contemporary types of media.
- **Media:** used to communicate between the Zimbabwe destination markets and the potential tourists. It is a source of Zimbabwe tourism destination brand publicity, such that it is known and appreciated by all potential tourists around the world.
- **Performance:** the ability to improve attraction to Zimbabwe as a tourism destination brand. For this study it tested in terms of the degree to which print media help in improving the performance of Zimbabwe tourism brand.
- **Brand:** refers to symbols and statements that are being used to represent Zimbabwe tourism destination to the outside world. This brand becomes a source of identity for the tourism destination to its potential tourists.

- **Publicity:** the knowledge that the potential tourists have about the Zimbabwe tourism destination brand. For this study, it is assumed to be improved through the use of print media.
- **Destination:** Zimbabwe as an area where people can travel to enjoy their holidays and relaxation. The attractions, infra-and-superstructures in the destination help in attracting tourists to visit at any given period in time.
- **Tourism:** This is a process of visiting Zimbabwe in order to enjoy the holiday and the benefits of both natural and man-made attractions.
- **Brand Equity:** a gain in Zimbabwe as a tourism destination brand, enhanced by print media publicity involving the improvement in the attractiveness of Zimbabwe tourism brand, and greater tourist inflows and revenue.
- **Destination Brand Image:** the negative or positive view that the potential tourists have of Zimbabwe as a destination brand.
- **Destination Brand Awareness:** the knowledge that potential tourists have in their mind with regards to the Zimbabwe destination brand at any given period in time.
- **Perceived Destination Brand Quality:** These are intangible imaginations and real benefits that potential tourists have in their mind with regards to the quality of a destination brand.
- **Destination Brand Loyalty:** Zimbabwe tourism destination brand becoming a first choice, even when there is competition from other existing tourism destination brands.
- **Destination Brand Association:** a tourist decides to be attached to Zimbabwe destination brand when given the opportunity.

1.10 CHAPTER SUMMARY

This was an introductory chapter examining the trends that transpired in Zimbabwe as tourism destination, which included the formulation of the research topic with the aim of closing discovered gaps. The chapter informed on the background of events that took place in Zimbabwe affecting performance of the tourism

brand. This was through establishing how Zimbabwe tourism industry has transformed since independence of the country in 1980. The chapter therefore examined the changes that affected Zimbabwe tourism industry and its brand performance from a political and socio-economic perspective. The chapter shows political instability in Zimbabwe to be the main factor resulting in the poor performance of Zimbabwean tourism brands. This was followed by examination of economic down falls and other social upheavals that not only tarnished the image of tourism as a brand, but reduced tourists' inflows and revenues. The chapter also showed that Zimbabwe tourism as a brand has been change for three times in last three decades.

The background of study helped in setting up the problem and constructing a statement of the problem for this study, informing the problems being experienced by Zimbabwe tourism destination brand. It helped in understanding the likely effects of the problem, and how this study may contribute to resolving it. This helped in explaining significance of the study to all the related stakeholders. Also, the chapter informed on the objectives of the study, together with the questions that ought to be answered by the study.

The research structure was also presented showing every chapter and the topics addressed for each chapter. A brief discussion of the methodology for the research was discussed in this chapter, with the aim to clarify on the research design, types of sampling, research instruments, data analysis, reliability and validity test done. Limitations of the study and how they were resolved are presented in the chapter. Finally, the chapter presented the delimitations of the study and definition of terms. The following chapter examines the power of destination marketing.

CHAPTER 2

THE POWER OF DESTINATION MARKETING

2.0 INTRODUCTION

The immense returns generated from tourist destinations have caused governments to invest to a greater extent in developing the tourism industry, with the aim of improving its market share (Blanke & Chiesa, 2013). Scholars and policy makers for tourism destinations are not simply focusing on attracting more tourists, but on improving the competitive position of their destinations (Alberti & Giusti, 2012). For this reason, destination marketing has become a fountain for future growth and sustainability of tourism destinations in an increasingly globalised and competitive tourist market (UNWTO, 2011). The need to maintain a steady growth in tourism gains has increased pressure on marketers and promoters of Zimbabwe as a destination as they strive to attract and convince current and prospective tourists to partake in their tourism offerings. However, the efforts of various destination marketers in Zimbabwe have been undercut by the hyperinflation and unemployment of the country, which have destroyed both the supply and demand of tourism in Zimbabwe, as it became increasingly expensive, and where social unrest has grown. From a political perspective, the country witnessed fights and other forms of mayhem, which labeled the tourism destination unsafe for tourists' visits.

This chapter explores the destination marketing position for the Zimbabwe tourism industry. The following objectives are addressed in this chapter:

- to explain on the marketing strategies used in Zimbabwe tourism destination;
- to establish the main tourism sectors involved in tourism destination marketing;
- to explain factors that affects the image of a tourism destination;
- to establish the competitive environment in tourism destination;
- to outline the stages in Zimbabwe tourism destination Area Life Cycle;
- to inform on the marketing efforts that have been practiced in Zimbabwe tourism destination; and
- to evaluate the marketing mixes for Zimbabwe tourism destination success.

2.1 DEVELOPMENT OF TOURISM IN ZIMBABWE

For the past three decades, Tourism Area Life Cycle (TALC) introduced by Butler in 1980 is still mostly cited, and used in a variety of tourism research (Butler, 2011, p. 3). Even with rapid changes in tourism destinations, the continued testing and application of TLC in resorts means that the model is still relevant, especially to highly dynamic situations (Pechlaner et al., 2010). A tourism destination follows a lifecycle that defines stages in its development from the time it was not known to popularity (Hunt & Stronza, 2014). Every stage in the development has factors that either positively or negatively affect growth of the tourism industry. Similar to the life of a generic product, Butler in 1980 developed a model that clearly shows the stages involved in the life cycle of a tourism destination (Zmysłony, 2011, p. 3). As argued by Kamat (2010, p. 140), in the eighties, Butler introduced a life cycle specifically for the tourism industry known as the Tourism Area Life Cycle, and the model has six stages, namely exploration, investment, development, consolidation, stagnation, decline, and rejuvenation. The model is crucial in explaining the research and development of tourism resorts (Butler, 2011, p. 3).

Globally, all tourism destinations, including Zimbabwe, have gone through some of these stages in their life cycle. Even with various world changes such as the Great Depression, the end of apartheid, or the Oil Crisis of the 1970s, the model has remained a viable tool in understanding tourism development in various destinations (Butler & Suntikul, 2010; Butler, 2011). Zimbabwe as a tourist destination has witnessed a demise in its socio-economic and political state, where reference to the Tourism Area Life Cycle used to explain circumstances elsewhere might yield a conclusive analysis for Zimbabwe tourism destinations in crisis.

According to USAID (2013, p. 15) Zimbabwean tourism marketing can be classified into four main phases, namely immediate after independence (1980-1984); stable growth (1985-1999); stagnation and decline (2000-2008); and recovery (2009 to 2012). The phases can be assessed in relation to the Tourism Area Life Cycle, though there is little information on the pre-independence trends for Zimbabwe tourism destination and its marketing performance. From the statistics archived by Zimbabwe Tourism Authority as the leading marketer for Zimbabwe tourism as a destination, the year 1964 marks the earliest period with recorded and published figures of tourists' arrivals.

At the exploration stage, Zimbabwe discovered various areas for touristic activities, mainly driven by the aesthetic scenic landforms, flora and fauna. There was a low number of tourists' arrivals compared to other stages in the destination's life cycle. According to the Zimbabwean Tourism Authority (2010), in 1964 the

country had 198,121 tourists' arrivals, compare to year 2011 some four decades later, when the number of arrivals increased to 2,423,280. The early stage is characterised by low development in accommodation and other tourism infrastructure development and neglecting locals benefitting from tourism activities carried out in their communities (Zmysłony, 2011, p. 869).

European 'explorers' were the first to discover the attractiveness of Zimbabwe as a tourism destination. The discovery was achieved in their subsequent dominance over political and economic affairs of the country. The main popular tourist sites explored in the 1800s and beyond include the majestic Victoria Falls, which are reported to have been 'discovered' by the European scout David Livingstone, who then named the falls after the British Queen Victoria from its indigenous name, Mosi-oa-Tunya which means "The Smoke That Thunders." Also at the exploration stage of Zimbabwe as a tourists' destination was the discovery of wildlife, since the country is endowed with a variety range of wildlife, including the globally renowned 'big five' animals, which refers to the (sighting of) lion, elephant, rhinoceros, leopard and buffalo. Manmade structures and heritage became visible in their uniqueness at the exploration stage. These include traditional villages, ruins and rock paintings. Great Zimbabwe is one of the ancient discoveries that has grown in its recognition and popularity over the years.

The exploration of various attractions in Zimbabwe as a tourism destination transformed to involvement and development stages. This relates to take-off, describing the point at which the numbers of tourists start to increase, number of day trippers decline, massive investment in infrastructure, and local direct and indirect tourism benefits start to increase (Zmysłony, 2011, p. 3). The involvement and development stages arose in Zimbabwe as a result of increased western influences, development of jet aircraft, decreased travel restrictions, and travel, which developed beyond a mere privilege of a small elite, and was followed by the development of mass tourism (Butler, 2011, p. 5). Although the TALC has separated out involvement and development stages, this study has resorted to an analysis that either development should come first in order to attract involvement, or having the two stages evolving concurrently. These stages witnessed the demarcation of land to build hotels, roads, railways, airports, resorts and game parks in Zimbabwe as tourism destination. Tourism resorts and holiday places are essentially a product, and their development follows the development of a generic product, starting with acceptance or rejection in a market, and ending with becoming outmoded or unattractive (Butler, 2011, p. 4). Foreign tourists, especially from Europe, started to patronise Zimbabwe in sizeable numbers in the 1980s. The demand for accommodation and transportation increased as tourists stayed for some days, visiting touristic areas around the country. From this Zimbabwean tourism destination perspective it shows that the development and involvement stages of the life cycle evolved concurrently. Also these stages were subjected to the birth of mass tourism which

made authorities and marketers intensively prepare for an anticipated massive growth of the Zimbabwean tourism sector through enacting clauses, policies and other drivers by means of which to ensure sustainable tourism development. Tourism businesses and their functional structures were then established where marketing would ensure the sales and promotion of products and services on offer. Various bodies including the Zimbabwe Tourism Development Corporation and Zimbabwe Tourism Authority were established between 1980 and 1996, with the aim to intensify the marketing and promotion of tourism (Chibaya, 2013, p. 85). According to USAID (2013, p. 15), Zimbabwe tourism marketing realised a stable pattern of growth between the year 1985 and 1999. Tourists arrivals in 1985 were 303,387, increasing to 2,249,615 in 1996 (Zimbabwe Tourism Authority, 2010, p. 1). However, the political and economic turmoil hindered sustainable development in the country's tourism sector (Ndlovu & Heath, 2013, p. 948). Changes that have arisen in the operating environment, particularly changes in transportation, politics, social and other economic variables, resulted in tourism destinations developing in the hostile environment (Butler, 2011, p. 3). Zimbabwe tourism destination's operating environment became hostile, and development efforts could not continue to improve gains. The price of raw materials, accessories and other pertinent factors became expensive. This limited growth and development of the sector, as operators could not afford to build new and refurbish hotels or roads, or improve accessibility networks. The political instability hindered the growth of tourism as tourists regarded the Zimbabwe tourism destination unsafe for visits. The state of affairs therefore intensified pressure for marketers of Zimbabwe as a tourism destination to craft better marketing strategies in order to restore position and positive identity of the destination. This study was also premised on producing new marketing strategies to be applied in Zimbabwe tourism as a destination.

Consolidation and stagnation can be combined, informing a period where the tourism destination is no longer growing, requiring strategies to be implemented in order to return to a vibrant status quo (Hussin, 2014, p. 161). These stages can be referred to as critical range of elements of capacity (Butler, 2011, p.6). According to Garay & Cànoves (2011, p. 625), this is when the area reaches the highest number in tourist inflows, and becoming unattractive and no longer fashionable. The tourism destination at this point has exceeded its carrying capacity, with intense expansion into peripherals, day trippers increase and tourists' inflows dramatically fall (Zmyślony, 2011, p. 3). This is a critical stage, where numbers of tourists start to decline, and unsustainable practices, together with exceeding carrying capacity prevail. The decline in the tourism destination's attractiveness is characterised by diminishing demand, loss in attractiveness, high tourism costs, exorbitant prices, and loss of city's identity (Zmyślony, 2011, p. 3). Resorts will face decline if there is lack of management intervention keeping them competitive in the tourism markets, and where the intervention is not a biological evolution, but comes from the interested parties (Butler, 2011, p. 5).

According to Zimbabwe Tourism Authority (2010, p. 1) tourists' arrivals declined to 1,966,582 in the year 2000 from 2,249,615 in the year 1999. The main contributor to this rapid decline was the chaotic political situation that took precedence from year 2000 onwards (Chibaya, 2013; Ndlovu & Heath, 2013).

In many cases models follow an incremental change with regards to performance, design, structural changes and addition of new features aimed at maintaining existing markets and even capturing additional new markets but with tourists resorts they are a little different from a control perspective (Butler, 2011, p. 4).

Various marketing strategies were established to improve the state of affairs by the Zimbabwe Tourism Authority. These included re-branding exercises, a refocusing on new Eastern markets, where the traditional Western markets had fallen away. In addition, the authorities established standards and licensing for best practice in order to curb poor quality resulting from mass tourism. From an environmental perspective, various environmental standards have been enacted by the Ministry of Environment to restrict exceeding of carrying capacity and land degradation.

The patterns in the model might be regarded not moving and addressing evolving stages of the 21st century, which have witnessed fast development of new tourism destinations in the last few decades (Butler, 2011, p. 3). For Zimbabwe as a tourism destination, the usefulness of the TLC can be justified by the current state where the destination has reached stagnation, and rejuvenation strategies are needed. One of the main values of Tourism Area Life Cycle is that it integrates an economic and territorial interpretation of tourism (Garay & Cànoves, 2011, p. 653). Much of the research and published literature on tourism destinations using the TALC has been descriptive and based on case studies, such as that done by Gilbert in 1939 in England (Butler, 2011, p. 3), and little discussion has been undertaken with reference to Zimbabwe tourism life cycle development. Therefore, there was a need to establish a framework for Zimbabwean tourism development, especially with regards to destination marketing.

2.2 DESTINATION MARKETING IN ZIMBABWE

Tourism destination marketing literature has evolved from what it was in the 1970s (Pike & Page, 2014, p. 5). A destination represents an amalgam of a diverse and eclectic range of businesses and people, who might have a vested interest in the prosperity of their destination community (Thomas, et al, 2011). According to Kotler & Armstrong (2011, p. 4), marketing is the ability to manage a profitable customer relationship with the objective of attracting new customers promising superior value, keep and grow current customers by delivering satisfaction. Destination marketing refers to the application of marketing tools in promoting tourism products so as to maximise associated benefits for the destination

(Campelo et al., 2011, p. 4). Marketing can also be regarded as a social and managerial process that stimulates exchange between individuals and organisations, with the aim to improve customer satisfaction and maximising high returns for the providers of goods and services (SANIB, et al, 2013, p. 301). In line with these definitions, Pike & Page (2014, p. 5) have stipulated that the first definition for destination marketing was established by Wahab, Crampon and Rothfield in 1976, as follows:

Destination marketing is the management process through which the National Tourist Organisations and/or tourist enterprises identify their selected tourists, actual and potential, communicate with them to ascertain and influence their wishes, needs, motivations, likes and dislikes, at local, regional, national and international levels, and to formulate and adapt their tourist products accordingly in view of achieving optimal tourist satisfaction thereby fulfilling their objectives.

The definition shows that the main objective of destination marketing is to improve communication between tourism suppliers and potential tourists.

Destination marketing is applied with the expectation of increasing inbound tourism and its related expenditure (Dwyer et al., 2014, p. 285) and is focused on the available offerings. These offerings comprise tourism attributes in a destination that align with the values and actual needs of prospective tourists, which have the probability of stimulating the interest in visiting a tourism destination (Bassey & Ebitu, 2010). The development of Zimbabwe's tourism marketing strategy in the years after independence was mainly to position the country as a new destination in Africa (USAID, 2013, p. 15). This is because Zimbabwe possesses unique attractions, which can be regarded as its seven wonders (Chibaya, 2013, p. 84). They range from natural landforms to wildlife, and other man-made structures.

Tourism became the fastest growing sector in Zimbabwe between 1980 and 2000 (Karambakuwa et al., 2011, p. 68). Increased growth in the Zimbabwe tourism industry realised the need for intensive place marketing. The marketing of Zimbabwe as a place to visit with its tourism destinations became a responsibility of the Destination Marketing Organisations. The main tourism marketing body that committed efforts and resources to create awareness informed and persuade tourists in Zimbabwe since independence was the Zimbabwe Tourism Development Corporation (ZTDC), which was then transformed to Zimbabwe Tourism Authority (ZTA) in the year 1996 (Chibaya, 2013, p. 85). The marketing of the tourism destinations by this body is enhanced through tourism brand promotion, tourism directories, destination magazines, indabas, expos, carnivals and deployment of tourism marketers to other countries. Place marketing is concerned with achieving economic growth through enhancing industries, promoting

the expansion of exports markets and attracting outside investment (Campelo et al., 2011, p. 4). Zimbabwe as a place has focused on the development of its industries and export markets, of which tourism proves to be one of the pillars for economic growth. However, at the centre of place marketing is place image (Elliot et al., 2011, p. 520). Zimbabwe tourism marketing efforts have been disturbed by a negative image, caused by perceived socio-economic and political upheavals in the country (Ndlovu & Heath, 2013). Image is a critical variable that can either positively or negatively affect the marketing performance of a place and its tourism destinations. Zimbabwe, with its multiple destinations, has seen its image negatively affect the tourism destination's marketing efforts due to political conflict, a high inflation rate, soaring levels of unemployment, and associated social unrest, which caused the country to appear poverty stricken and economically insolvent, and caused the marketing of Zimbabwe's tourism destinations became difficult. However, even with high recognition, place image is complex and lacks theoretical development (Elliot et al., 2011, p.520). Also, tourism destinations are difficult to market due to their complex nature, and the involvement of many stakeholders (Zehrera & Raichb, 2010). This shows that there is a research gap in the area of place marketing associated with images, complexity, the multiplicity of destinations in a given country, and diversified stakeholders. This study therefore focused on managing the marketing and image of Zimbabwe as a multifaceted place to visit. There is little relevant literature in relation to Zimbabwe tourism destination marketing. This study produced concepts, theories and frameworks with regards to Zimbabwe's tourism destination marketing, focusing on branding as a marketing concept.

The model in Figure 2.1 below shows the factors that were proposed by Wang & Pizam 2011 as critical in tourism destination marketing.

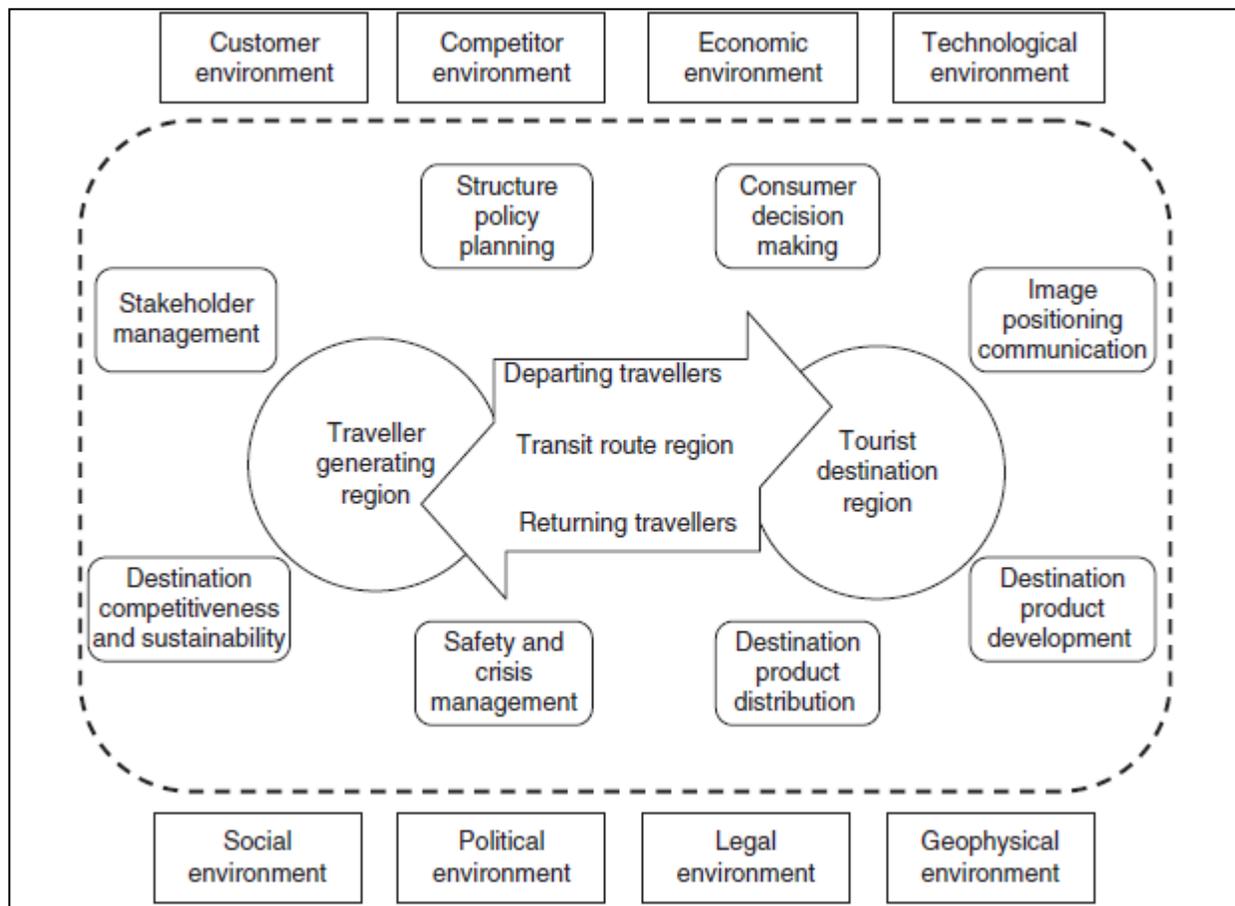


Figure 2.1 Concept and scope of destination marketing and management

Source: Wang & Pizam (2011)

The model in Figure 2.1 above shows the focus of destination marketing management. A tourism destination is a composite of many variables, which include general environmental factors and tourism specific concepts. These factors have both direct and indirect effect on the tourism destination marketing performance. The model illustrates the types of environments that control tourism destination marketing. There is the customer environment, the competitor environment, the economic environment and the technological environment. The knowledge of customer environment helps in knowing the changing tastes and preferences of potential tourists, and any other issues affecting their buying behaviour, where failing to understand and deal with the specific needs of customers may exacerbate an already encumbered tourist market.

Tourism destinations have increased over the years, calling for effective tourism destination marketing philosophies. This is because, since there are many new tourism destinations around the world, competition has also increased, calling for improved tourism destination marketing strategies. As shown by the model

in Figure 2.1 above, competitor environment must also be considered in tourism destination marketing. Zimbabwe as a tourism destination has faced intense competition, not only from its regional counterparts in South Africa, Zambia and Botswana, but also from other international tourism destinations. This is because the tourism products being offered across the globe are increasingly becoming similar from general nature-seeking to more specific types of tourism such as adventure tourism. It is within the same perspective that this model helps in constructing a viable marketing strategy to overcome competition from the surrounding global environments.

The model in Figure 2.1 above also reveals the need to consider the economic, technological, social, political, legal and geophysical environment. These are crucial variables that have helped in establishing a gap for this study. It has been mentioned how the political economy of Zimbabwe affects its tourism. Tourism destination marketing should take into consideration legal and geophysical environment. The legal environment is pertinent to policy makers in tourism destination marketing with regards to preservation of the geophysical environment for posterity. Zimbabwean tourism destination marketing has been enhanced mainly by the geographical attractions like Victoria Falls, Hwange National Park and other natural attractions. However, even with a rich geophysical environment, the marketing of Zimbabwe tourism destination is not providing expected returns.

The model in Figure 2.1 also illustrates issues of significance in the marketing and construction of a viable tourism destination marketing concepts for this study. These include the supremacy of stakeholder management, image positioning communication, destination product development, safety and crisis management, and destination competitiveness and sustainability. In Zimbabwe tourism as a destination, according to Mirimi et al. (2014.p 110) there is little research with regards to stakeholder involvement in its destination brand development, which might be the reason why it has failed to improve its marketing and branding strategies overtime. For this study it, was considered crucial to focus on media stakeholders, specifically print media, as drivers for better tourism destination marketing. In addition, this study examines image position communication in print media. The effect of tourism destination product development is important, as the desire of tourists to consume tourism is based on the types of products being offered to them by a given tourism destination. A tourism destination is required to be innovative in its product development, so as to adhere to the rapidly changing tastes and preference of the tourists. This helps in improving tourism destination marketing, by providing offerings that meet and satisfy the real needs of current tourists especially focusing on individualised tourism rather than mass tourism. In this case when destination marketers develop their products and services according to the expectations of their target markets, a tourism destination will become more competitive. This study makes note of the fact that Zimbabwean tourism remains focused on mass tourism, whilst other competing destinations across the

world have moved towards individualised tourism, and other new types of tourism, such as medical and religious tourism.

The model in Figure 2.1 above also informs us that tourism destination marketing ought to include safety and crisis management. Zimbabwe tourism as a destination has received international media publicity regarding it being unsafe for tourists. Negative publicity has downplayed its ability to market the tourism destination, resulting in potential tourists shunning the tourism destination, as they regard it to be harmful and unsafe for travel. Therefore, the aim of this study is to establish a marketing philosophy, for improved destination competitiveness and sustainability.

2.2.1 ANALYSIS OF DESTINATION MARKETING MODELS

Various authors have researched and produced models on tourism destination marketing. As discussed in this chapter, destination marketing has evolved since the 1970s (Pike & Page, 2014.p5). It is the role of Destination Marketing Organisations (DMOs) to spearhead the tourism destination marketing processes, with their main role being to co-ordinate all tourism activities for improved destination attractiveness. As postulated by Destination Consultancy Group (2012) the DMOs play a leadership role in the marketing and promotion of tourism destinations. There are various aspects that call for the need to have comprehensive tourism destination coordination and leadership. These include the need for positive image creation, infrastructure development, maintaining attractiveness of offerings, tourism product development, policy-making, and planning. This study was centered on informing and relating all matters in relation to Zimbabwe tourism destination branding through print media publicity. The presentation in Table 2.1 below shows some of the contributions made by various authors in relation to tourism destination marketing.

Table 2.1 Destination marketing models

| Author | Model | Factors | Similarities |
|---------------------------|-------------------------------|---|---|
| Bramwell & Rawding (1996) | Destination marketer | Focuses on small and large groups, as well as independent travellers. | The model relates to this study since it intended to improve destination marketing focusing at all types of tourists. |
| Morgan & Pritchard (1999) | Destination image | Brand image, destination brand positioning and positioning brand in attractive market places. | This study was also based on promoting a positive brand image and improving the brand position in targeted tourism markets |
| Heath & Wall (1992) | Tourism projects facilitation | Promoting tourism industry at local level, Increasing awareness of tourism businesses, tourism impact on the economy and leadership for tourism industry. | This study wanted to improve awareness of the tourism industry and its positive impact on economic well-being of a country. |
| Fyall & Garrod (2004) | Destination planning | Consideration of stakeholder interest | In this study it also informed on the importance of stakeholder involvement for the success of a tourism destination. |

As presented in Table 2.1 Bramwell & Rawding (1996) produced a model for a destination marketer, with a focus on exerting efforts amongst both small and large groups, as well as looking at independent travellers. Though the model is not totally similar to the focus of this study, it conforms in other aspects. This study focused on all types of tourists to be considered when crafting destination marketing strategies, to the extent of considering level of visit for all tourism sectors, which are mainly the accommodation, travel and resorts. Also, the study considered the views of the tourists in relation to the application of print media publicity in tourism destination brand performance. Morgan & Pritchard (1999) produced a model of destination image, destination brand positioning, and marketing places attractiveness. It was one of the main thrusts of this study to explore tourism destination marketing in relation to perceived image. The image of Zimbabwe as a tourism destination suffers from negative associations, proving a challenge for its marketers. Heath & Wall (1992) explored the facilitation of tourism projects, where the focus was on promoting tourism industry at local level to increase awareness and promote well-being. This study aimed to improve the economic well-being of a country through tourism by looking at ways to improve tourist influx and associated revenue. Fyall & Garrod (2004) focused on destination planning and announced that it is of great importance to consider stakeholders' interests in the tourism destination planning process. This aligns with the aim of this study to bring about consideration of stakeholders when formulating and implementing a tourism destination brand. It is however important to note that from the above contributions, there is little information and recommendations on tourism destination marketing in relation to print media and branding.

2.2.2 DESTINATION MARKETING ENVIRONMENT

Destination marketing is now acknowledged as a pillar of the future growth and sustainability of tourism destinations in an increasingly globalised and competitive market for tourists (UNWTO, 2011). The concept of destination marketing has been undertaken mainly by academics in applied studies, rather than pure research (Pike & Page, 2014, p. 4). On the other hand, destinations are unique and cannot be addressed by simply converting generic products and services marketing theories (Richards & Palmer, 2010). Undoubtedly, there is a lack of established concepts, frameworks and theories in destination marketing by means of which to provide testing and re-testing platforms for this field (Pike & Page, 2014, p. 5). In Zimbabwe, few studies have been done in destination marketing theories and models. Ndlovu and Heath in 2013 explored the re-branding of Zimbabwe in relation to sustainable development. Ndlovu, in 2009, examined branding in order to position Zimbabwe tourism destination through a stakeholder survey, Chibaya in 2013 focused on the move from Zimbabwe's "Africa Paradise" to "A World of Wonders", and Vutete and Chigora in 2013 investigated the role of tourism variables in re-branding Zimbabwe. Whilst these studies have in common a focus on branding as a marketing concept, there is still limited literature with regards to the evolution of destination marketing in Zimbabwe.

2.3 MARKETING OF THE MAIN TOURISM SECTORS IN A DESTINATION

The main sectors that are available in a tourism destination are the accommodation, travel and resorts (Karppinen, 2011, p. 11), as presented in Figure 2.2 below. A combination of these sectors provides a full package where tourists gain access to shelter, transportation and attractions. Government should support the development of infrastructure that promotes tourism from the accommodation to travel and resorts (Sibanda & Muzapu, 2016, p. 59). Though the model in figure 2.2 has revealed other elements supporting the travel and tourism industry such as ancillary services and destination management organisation, this study focused on the three main tourism sectors as mentioned above. In this section discussions have been made in relation to these main tourism sectors.



Figure 2.2 Structure of the Tourism Industry

Source: USAID (2013, p. 2)

Therefore, it is important to establish marketing strategies that can be used in the marketing and selling these tourism sectors. There is the need to have specific marketing strategies for specific sectors. This is because the requirements and expectations of tourists tend to differ from one sector to another. Understanding and establishing the marketing strategies for every sector also helps in creating effective strategies for the destination as a whole.

2.3.1 Accommodation Sector

The accommodation sector makes the basis of any tourism destination. It is responsible for providing shelter, relaxation and comfort to tourists during their stay in a tourism destination. Marketing of accommodation is important, since quality of the accommodation differs from one establishment to another (Seyed, 2011). This results in various accommodations being evaluated and accredited using star ratings. Leading destination marketing organisations are responsible for the standardisation and star rating of the accommodation, and for this study the Zimbabwe Tourism Authority is considered. The prime rating of

these accommodations is the five stars (Karppinen, 2011, p. 13) and it is the desire of any marketers in this sector to have this ranking in order to attract the most tourists (Kamau et al., 2015, p. 32). Therefore, there is need to charge a price that can match with the value of the product in accommodation (Markgraf, 2015). In addition, there are various types of accommodation ranging from lodges, motels and hotels. In the accommodation provided, there are other facilities that directly influence marketing strategies of a given kind of accommodation through their tangibility (Rodriguez, 2013). These include the ambience, designs, deco, food and beverages. Failure to meet the desires, changing tastes and preferences of potential tourists in these aspects will undermine the success of any marketing strategy.

Globally, there has been a significant evolution and improvement in the marketing of accommodation in tourism destinations. Accommodation establishments have increasingly become a platforms to sale brands as they make them more visible when they are displayed on the buildings in the form of logos, designs, and colours, such that tourists now visit them to stay for their holidays guided by popularity of the brand (Kamau et al., 2015, p. 33; Karppinen, 2011, p. 21). This has resulted in various operators working with the world's most powerful franchises in branding their businesses. The development has helped in creating an adhering to high global standards. However, the Zimbabwean accommodation sector requires further branding improvement. Despite the presence of other international brands such as Holiday Inn and Cresta, many establishments in Zimbabwe do not have international franchising such as the hotel Rainbow Towers, in the capital city of Harare has moved out of the Sheraton franchise. There has been a reduction in occupancy rate for Zimbabwe accommodation sector (Sibanda & Muzapu, 2016, p 60). The use of international brands in the marketing of accommodation has an advantage of attracting modern global tourists, who expect conformity in standards and quality. This might be the same reason why Zimbabwe as a tourism destination brand has failed to perform, where it can be found that the accommodation industry has failed to attract more tourists.

Green tourism is another concept that has influenced the marketing strategies of various accommodation establishments around the world (Mahika 2011, p. 5). This includes conservation of natural resources, use of natural energy and recycling of waste (Sibanda & Muzapu, 2016, p. 56). Those establishments that have managed to follow the green guidelines and standards have received recognition in the form of certification by international boards of standards, which they are able to display on their premises. This becomes a strong marketing concept, where tourists can be found to value such accreditation, and will only patronise a tourism establishment that has been certified. Accreditation is still only practiced minimally in Zimbabwe. Many establishments in the Zimbabwean accommodation sector have not yet engaged in the certification programme, which might destroy the marketing strategy of a tourism destination.

2.3.2 Travel Sectors

This sector is responsible for enhancing the movement of tourists from one sector to another. It links a tourism destination with the world. Evolution of the travel sector shows the development of the modes of transportation from the basic, to technologically advanced means of transportation. It used to take days to travel some longest journeys across the globe, but with the advancement in technology and development of most efficient airplanes, it is now taking mere hours. Therefore, a tourism destination can be marketed from the availability of transportation (Geza & Lorant, 2010). A tourism destination that enjoys various modes of advanced transport is likely to attract more tourists, since it will be easier to connect all the areas of touristic activities within the destination. It also helps in improving the links between the tourism destination and other existing destinations in the world. Marketing of Zimbabwe as a tourism destination has faced challenges with regards to air travel, where various international airlines have withdrawn their airbus services to the country. This has resulted in more connections required in order to reach Zimbabwe as a tourism destination. Even with some efforts to revamp the inflow of new and traditional airlines in Zimbabwe, there remains a low number when compared to the previous years (Sibanda & Muzapu, 2016, p58). Another advantage of having diverse airlines coming into the tourism destination is brand following. There are certain leading airline brands that are globally renowned for best quality in their comfort and service provision. These help in selling a tourism destination when a partnership is done with the local airliner. Air Zimbabwe is failing to form such partnerships, making it difficult to achieve this advantage. Also, the partnerships can help in achieving marketing economies of scale, which lead to a reduction in the marketing and promotion costs of the leading airliner in a given tourism destination. Air Zimbabwe is currently facing a budget deficit to develop and market its activities. This has even tarnished its reputation as a provider of excellence and quality services. In line with an increase in plane crashes globally, Air Zimbabwe is likely to suffer from negative perceptions regarding its safety, as they are many administrative and technical problems at the institution. For these various reasons, the Air Zimbabwe brand might be failing to attract potential tourists.

Travelling within Zimbabwe as a tourism destination has improved over the years, due to the availability of cars and buses. The number of vehicles in Zimbabwe has increased, especially because it has become cheaper to acquire second hand cars from Japan. Road transport is important for the movement of tourists across a given tourism destination. This means that a tourism destination can also be marketed using its road transport. The challenge for Zimbabwe as a tourism destination is that, due to lack of financial capital, roads have deteriorated without being repaired, making tourism access difficult. In some areas there are no roads at all. Use of road transport in a tourism destination is needed as it is cheap and gives tourists more time to explore and view areas of scenic interest. The poor state of affairs of Zimbabwean roads might be also another reason for failure to attract more tourists.

2.3.3 Resorts

Resorts form the basis for any attraction in a tourism destination (Brey, 2011). These resorts include parks for wildlife conservation, mountainous areas for scenic landscape views, rivers and dams. The management and marketing of resorts in Zimbabwe is overseen by the Zimbabwe Parks and Wildlife Management Authority, based on the philosophy of sustainable development (Akama, 2011 et al., p. 281). This has helped in managing the carrying capacity of visitors, wildlife and communities surround resorts and is in line with the agenda of United Nations to use the natural resources in a way that benefits the present generation, without compromising the same benefit for the future generations. The new modern tourist has followed the same agenda, and has only patronised resorts that adhere to the best sustainable practices. Therefore, the marketing and management of tourist resorts ought to include the sustainable ways of managing natural resources. Management of carrying capacity is done to ensure that a tourism resort does not exceed the number of tourists who can be accommodated at any given period in time. Likewise, there should be an effective management of wildlife, such that there will not be an overpopulation of animals in parks.

The most important component in marketing and managing resorts is the surrounding communities. These are the people who live around the resorts, who experience the direct effect of any resort activities. Resorts managers ought to consult with and involve these communities in the marketing and development resorts. This is because communities can affect the resorts from both a supply and demand perspective. From a tourism supply perspective, the community is able to sabotage any tourism development through poaching animals, burning bushes, and other means of harming nature. From a demand perspective, the people in surrounding communities ought to be hospitable to tourists when they visit and stay at a tourist resort, and efforts should be made to avoid the negative marketing impact caused by crime aimed at tourists. Resort managers should develop a marketing strategy that greatly include community involvement, as they have the power to improve or destroy the efforts of a resorts' marketers. In Zimbabwe, various guides and policies have been established in order to achieve the sustainable development agenda. Even considering this achievement, there is a high level of poaching in the parks around the country, which has discouraged tourism, such as the case reported worldwide of Cecil the lion. In some resorts, the carrying capacity is not monitored over time. Various community members, especially those surrounding national parks in Zimbabwe, have complained that they have not been consulted and involved in the parks' activities. However, there is little knowledge and research as to how marketing has been improved through adaptation of the sustainable development in tourism resorts.

2.4 THE ROLE OF DESTINATION MARKETING ORGANISATIONS

Destination Marketing Organisations is a coalition of many organisations with an interest of working together towards a mutual goal to market the country's tourism offerings (Klimek, 2013, p. 30). Their overall goal is to coordinate and integrate destination marketing elements so as to achieve effective and holistic destination marketing (Morrison, 2012). They work as the main vehicle that is used to compete and attract visitors to their distinctive place or visitor space (Pike & Page, 2014, p. 2). Destination Marketing Organisations conduct extensive destination marketing plans, and communicate with the most crucial target markets (Morrison, 2012). They mostly focus on the marketing, selling and promotion of a tourism destination, redesigning, reevaluating, re-engineering and repositioning the tourism destination in a highly competitive global tourism market (Klimek, 2013, p. 30). Their mandate ought to focus on harmonising development of destinations, with coherent use of their assets, especially to differentiate and attract visitors (Klimek et al., 2011). The Destination Consultancy Group (2012) summarised the critical roles of DMOs in destination management as: leadership and co-ordination, planning and research, product development, marketing and promotion, community relations, partnerships and team building. The Zimbabwean Tourism Authority is the chief destination marketer in the country. Whilst the roles and discussions have been clearly spelt out, and align with the roles of Zimbabwe Tourism Authority, there is little literature from the available studies regarding how Zimbabwe as a tourism destination has adopted and contextualised these specific roles in line with its ever-changing negative socio-economic and political operating environment, which sits in contrast with other relatively stable destinations around the world. It was according to this view that the study evaluated the current roles and strategies used by ZTA in its Zimbabwe destination marketing and branding, through the recognition of print media.

2.4.1 Destination Marketing Organisation Model

The presentation in Figure 2.3 below details the model established by Wang (2008) in an effort to explain the roles that are played by Destination Marketing Organisations.

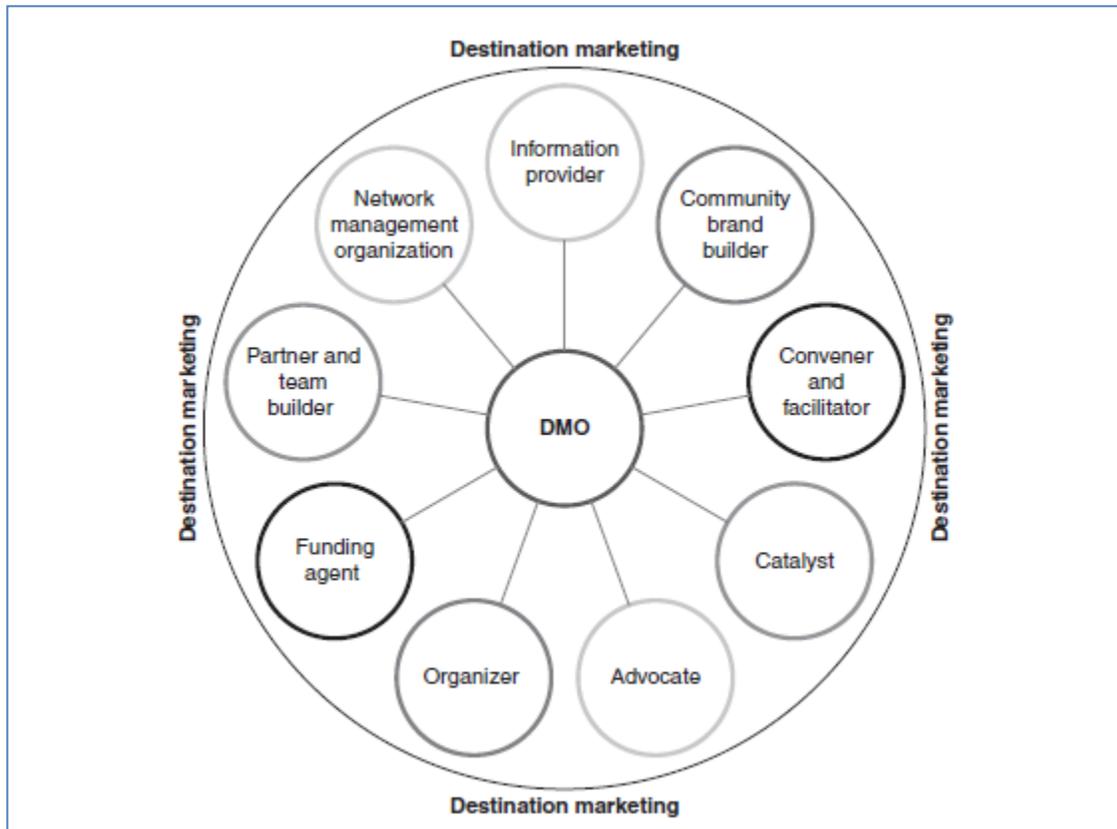


Figure 2.3 Destination Marketing Organisation Roles in Tourism Destination Marketing

Source: Wang (2008)

The model presented in Figure 2.3 above presents the functions of a destination marketing organisations as: funding agent, organiser, catalyst, advocate, community brand builders, network management organisation, information provider, convener and facilitator, partner, and team leader. The model supports the necessity of this study, especially when it comes to the role of a DMO as a community brand builder and information provider. This study focused on destination marketing with the aim of determining the effect of print media as a source of positive information about a tourism destination brand. In Zimbabwe, efforts to market to tourists is undertaken by Zimbabwe Tourism Authority, such that they are also the formulators and managers of Zimbabwe tourism destination brand. However, even with an appreciation of these functions, the Zimbabwe tourism destination brand is in a dire state. This might be because the Zimbabwe Tourism Authority has failed to perform all or some of the functions as presented in the model above.

2.5 STRATEGIES FOR MARKETING ZIMBABWE AS A TOURISM DESTINATION

The marketing of tourism should be taken as a strategic process, done by the leading marketers in a destination. Basically a marketing strategy is used in order to improve the competitiveness of a tourism destination (Királová & Malachovský, p. 93). It is the role of the destination marketing organisations to craft and structure marketing strategies that help in attracting more tourists at any given period in time (Varghese, 2016, p. 103). There is a need to have highly qualified marketers, who are able to construct strategies that are comprehensive, as the success of a tourism destination is based on its marketing. The marketing of tourism takes into account the availability of attractions, ability to adjust to changes in tastes and preferences of the tourist, and understanding the needs of a targeted market (Királová & Malachovský, p. 92). It also requires the tourism destination marketers to be able to meet global standards, policies, guides and procedures, which include ability to meet sustainable development practices. The modern customer is highly sensitive to changes in the global tourism market, such that failure to move with the changes will deter success of any tourism marketing strategies.

It is important to note that changes in information technology have also affected demand and supply of tourism globally. Technology has made it easier for destination marketers to craft marketing strategies that can reach potential tourists more easily around the world. In addition, customers have relied on the use of technology in order to select a destination to visit, and even view the attractions before making an actual visit. It is then important for tourist destinations to make use of technology as a strategic weapon in selling their tourism offerings.

Globally, the tourism industry has grown over the years (USAID, 2013, p. 1). In the new Zimbabwe, after independence in 1980, the tourism industry was identified as one of the main pillars to sustain the economic growth of the country. The gifts of nature, which include animals, forests, landscapes and favourable climatic conditions, constitute the main attractions that have improved inflow of tourism, resulting in a steady growth of the tourism destination in Zimbabwe (Sibanda & Muzapu, 2016, p. 55; USAID, 2013, p1). Tourists from all over the world, mainly in the western part of the globe, have visited the destination in order to experience their holidays. It is in line with this trend that the government and other responsible bodies in Zimbabwe have put policies in place in order to continuously market the tourism destination. Marketing strategies for the tourism destination were put in place just after the country's independence, spearheaded by the Zimbabwe Tourism Development Corporation (ZTDC), as the arm of government mandated to market manage tourism growth in the country (USAID, 2013, p. 14). Amongst the notable strategies for the industry's growth was destination branding. The reason for branding Zimbabwe as a

tourism destination was to give it a name that could improve its identity and global market position. In this regard, Zimbabwe as a tourist destination was branded to “Discover Zimbabwe” soon after independence (Chigora & Vutete, 2016, p. 203). Branding is a continuous process that calls for destination marketers to re-brand over and over again, in order to align a brand concept (Ndlovu & Heath, 2013 p. 947); with the changing tastes, preferences and views of the potential tourists. The same practice has been experienced in Zimbabwe, as the tourism destination was re-branded three consecutive times in the last three decades. The inception of Zimbabwe Tourism Authority in the year 1996 (USAID, 2013, p. 14; Chibaya, 2013, p. 85), which was given the powers to market and promotes the tourism industry in Zimbabwe by an Act of parliament that resulted in the re-branding of the destination from “Discover Zimbabwe” to “Africa’s Paradise”, to the current “A World of Wonders” (Ndlovu & Heath, 2013, p. 948). The problems lies in understanding whether the continuous re-branding exercise was in line with changing needs of the market, or whether it was due to a failure of the brand to attract tourists. Morrison (2012) announced that an effective destination brand ought to last, and it is with this view that this study pointed to the poor performance of re-branding of Zimbabwe as a tourism destination. As this study was based on finding ways to improve performance of Zimbabwe as a tourism destination brand through print media publicity, branding became a marketing strategy of focus. However, limited literature was found in relation to the marketing strategies that have been adopted by the Zimbabwe tourism destination marketers over the past years. It was then important to understand regarding other marketing strategies that are not branding, which were used by Zimbabwe as a tourism destination.

As noted earlier in this chapter, the formulated marketing strategies of Zimbabwe as tourism destination were targeted countries in the west including Germany, the United Kingdom, America and Europe. The marketing strategy in these tourism markets was based on promoting “Low Volume with High Value” tourism (Zhou, 2013, p. 890). This strategy was premised on serving fewer tourists, who are able to pay a higher prices for their tourism activities. The strategy worked for some time, especially in the years between 1980 and 1999, as there was a high inflow of tourists from the targeted source markets (Zimbabwe Tourism Authority, 2011, p. 18).

Zimbabwe as a tourism destination also engaged in a marketing strategy that was infrastructure-based in the early years after the country’s independence. This strategy resulted in the establishment of hotels, travel companies, and national parks, which the led to the establishment of three main tourism sectors in the country’s tourism industry, namely accommodation, travel and resorts, respectively. These sectors became a basis for measuring performance of the Zimbabwe tourism brand in this study. The infrastructure-based strategy therefore resulted in the formation of Rainbow Tourism Group and Africa Sun, which were owned by the government (Chibaya, 2013, p. 85). Also, since wildlife in the Zimbabwe tourism destination was

another vibrant source of attraction, it resulted in the formation of Zimbabwe Parks and Wildlife Authority through a government Act in 1982 (USAID, 2013, p. 16). This new organisation was empowered to manage and market all the wildlife in Zimbabwe, including the Big Five. The marketing strategies for Zimbabwe as a tourism destination established various organisations, which became marketing representatives of all sectors in the tourism industry. These included the Boats Operators Association of Zimbabwe (BOAZ), the Hospitality Association of Zimbabwe (HAZ) and the Safari Association of Zimbabwe (SOAZ). These organisations have been engaged in various ways of marketing and promoting the sectors they represent. From another perspective, marketing of the tourism destination has moved from an overall strategy to a sector-driven approach. This has resulted in those from accommodation travel and resorts each having their own respective marketing body. The move might be effective, as it helps in having a specialised and sector-oriented strategy, but can restrict conformity and unit to move towards an overall destination marketing goal. A tourism destination involves many individuals (Qu et al., 2011), where its success is based on selling the destination as a single package. Marketing from a sector perspective can restrict the use of a single brand to sell and promote the tourism destination, since different individuals and organisations will ascribe different views and meaning of the brand they use for market identity and positioning. Therefore, even with this marketing strategy in mind, Zimbabwe as a tourism destination brand is still failing to attract more tourist inflow, despite expectations. This has resulted in the study investigating issues that might have caused poor performance of the tourism destination brand, coming from a print media market communication perspective. The questions were then directed to various representatives of these marketing bodies and sectors.

Globally, the early years of mass tourism have proved to be dominant driver for improved inflows and growth of the tourism industry (Harrison, 2015). The concept of mass tourism has also been used as a basis for developing various marketing strategies in Zimbabwe as a tourism destination. Mass tourism promotes the use of marketing strategies that focus on any type of tourists, so as to increase volumes of inflow and revenue from the tourists. The problem of engaging this concept as a basis for tourism development in a destination is that it can result in exceeding the carrying capacity, which will in turn destroy the environment and attractiveness of a tourism destination (Maggi & Fredellå, 2010, p. 2). This contradicts the agenda for sustainable management of tourism environments. From a marketing perspective, the strategy can result in the tourism destination losing its appeal to potential modern tourists, who are highly environmentally conscientious. Some tourism destinations have reacted to this concept by resorting to individualised types of tourism. Individualised tourism marketing strategies is one that targets specific types of tourists, rather than having a more broadly driven approach. There is still a global development of this type of tourism, and Zimbabwe is still lagging behind, which could be a threat to improving growth of its global tourism

market share. However, some tourism destinations have adopted the marketing of their offerings from an individualised perspective. This has resulted in the formation of new types of tourism, which include religious tourism, health tourism, sports tourism and hunting tourism.

Marketing through sustainable tourism is another aspect that has evolved globally, which has a direct effect on the marketing strategy of any tourism destination. It is the role of Destination Marketing Organisations to facilitate sustainable tourism (Varghese, 2016, p. 106). The concept has become an important tool in improving marketing through certification programmes (Furqan et al., 2010, p. 67). It resulted in the formation of international standardising bodies for best environmental management. These have helped in formulating best standard operating procedures, policies, guides and monitoring mechanisms so as to accredit any tourism business for best practice in all sectors ranging from accommodation to travels and resorts. The concept has however influenced the consumption and desire to visit a tourism destination by the potential tourists. There is an existing marketing relationship between the visitors and management of tourism heritage (Fullerton et al., 2010). The concept is in line with the changing tastes and preferences of the modern tourist. This is because the modern tourist is highly sensitive to environmental issues, such that they only patronise destinations that are accredited and certified to be environmentally friendly. Therefore, certification of a tourism destination improves marketing of tourism destinations. Zimbabwe as a tourism destination has not achieved much in the practice of these certifications though efforts are being made by various institutions to monitor and certify all the tourism establishments in the country. This might be the other reason why Zimbabwe tourism destination has failed to attract more tourists from various source markets. A marketing strategy that is centered on sustainable development practices has the power to win potential tourists.

A tourism destination can be also be marketed from an accessibility perspective. Globally, destinations that are highly accessible have managed to market themselves and attract more tourists. Accessibility of a tourism destination is determined by availability of supporting infrastructure mainly roads, railways, airports and seaports (Geza & Lorant, 2010). Zimbabwe as a tourism destination has faced challenges in strategically marketing its offerings from an accessibility perspective. This is because there are no links to some of the most promising areas of touristic activities in the country. Even in some areas, where there is a link the transport networks have deteriorated due to lack of financial capital to refurbish and upgrade the infra- and super-structure that helps to improve accessibility. There is no access via air in various promising areas for tourist activities. This has hindered the Zimbabwe tourism destination marketers' ability to craft packages that encompass all tourism activities in the destination. There is the potential to improve tourism business in the destination if these gaps are addressed in potential touristic areas supported by effective

marketing policies and strategies. Usually, tourists prioritise convenience whilst travelling. Railway lines in Zimbabwe have been vandalised, reducing efficiency in traveling by train. The road network is dilapidated, with potholes due to lack of maintenance making it difficult to travel and access other areas of touristic activities. Also Zimbabwe is a land-locked country, which makes it impossible to market the tourism destination accessible by sea, which limits its marketability as a tourist destination to some degree.

Communication instruments play an important role in selling and marketing tourism offerings to potential and existing tourists. The marketing strategy of Zimbabwe as tourism destination cannot be explained from a specific communication instrument perspective. Zimbabwe Tourism Authority has used various marketing communication strategies in the past, but there is limited literature regarding the most effective type of instrument to use in promoting the destination. The instruments that have been used to promote Zimbabwe as a tourism destination include brochures, websites, newspapers, magazines and presenting in international conferences and exhibitions. The focus of this study was on applying print media specifically, in order to investigate the problem of tourism inflow in the country.

The above discussions show that there is little extant research in relation to Zimbabwe destination marketing strategies from a branding perspective. Branding has become a popular concept in generic products marketing and in destination marketing. Ndlovu (2009) conducted research on branding as a strategic tool in repositioning Zimbabwe making a survey of the key stakeholders; Mirimi et al. (2014) looked at tour operators perception on the “Zimbabwe a World of Wonders” brand; Chibaya (2013) investigated the benefits and challenges of rebranding Zimbabwe as a tourism destination; and Ndlovu & Heath (2013) reviewed the rebranding of Zimbabwe to enhance sustainable development. Whilst the focus of this research was mainly on branding, it did not look at the effect of media communications on destination branding. This study therefore investigated print media as a tool for rebranding Zimbabwe as a tourism destination.

2.6 COMPETITIVE MARKETING ENVIRONMENT

The dynamism of the twenty-first century has led to immense competition, causing organisations in the tourism and hospitality business to adopt new strategic management and operational marketing processes (Gustavo, 2013, p. 13). Tourism organisations must be aware of and understand the needs and wants of their customers in order to satisfy their demands at any given point in time (SANIB et al., 2013, p. 298). This shows that internationally, the rise in competition between destinations calls for effective marketing strategies to outweigh competitors, through being able to satisfy tourists better than others in the global market. From a marketing science perspective, a tourist destination ought to be highly competitive, as it is more than a distinctive geographical area comprised of many touristic destinations (Bornhorst et al., 2010).

A competitive environment is important in crafting viable marketing strategies for a tourism destination (Krešić & Prebežac, 2011, p.497). Globally there is an increasing number of developing tourism destinations (Leask, 2010). People are now travelling across the globe more than at any time before. There is a need for destination marketers to be creative in their marketing strategies in order to fight the growing competition as well as to understand the specific needs of their potential tourists in order to attract a larger market share. Various tourism destinations have reacted to the changing tastes of tourists by moving away from the generic products and offerings, to new types of tourism that concentrate on nature, culture and wildlife (Krešić & Prebežac, 2011, p. 500).

There is need to adopt strategic marketing models in order to overcome the growing competition on the global tourism market. Such generic models for sustainable competitive advantage include the Porters' Five Forces (Királová & Malachovský, 2014 p. 92; Mika, 2012, p. 92); Boston Consultant Group Matrix (MORARU, 2012); Value Chain Analysis (Chigora & Zvavahera, 2015); and Tourism Development Life Cycle (Butler, 2011). Of interest in the Porters Five Forces is the power of consumers, and the threat of competitors who are likely to enter in the existing tourism market (Dobrivojević, 2013, p.362). This is because the customers have such power in the market that failure to adhere to their changes in taste and preferences will result in a loss of tourist numbers to other destinations. Therefore, other tourism destinations are growing to become close substitutes, threatening the survival of other failing destinations. The Boston Consultant Group Matrix, from a generic product perspective, has helped in classifying portfolios according to their market share and profit level (Moraru, 2012), as cash cows, dogs, question marks, or stars. In this case, the most valuable are cash cows, as they have a high market share and high return. It is therefore important to classify different offerings in a tourism destination as portfolios (Sibanda & Muzapu, 2016, p. 59); that is, according to the market share, they attract and the level of returns. If market research reveals a certain offering to be a cash cow, then the destination marketers ought to exert more effort and investment in that types of tourism. The Value Chain Analysis has been used as a tool for sustainable competitive advantage in the manufacturing sector. However, the model can help in improving processes and service provision from a tourism destination perspective, through classifying all the value chain stages in relation to the tourism activity performed (Chigora & Zvavahera, 2015). This helps in cleaning up all gray areas for a composite competitive advantage. A tourism destination is an amalgam of many businesses, which ought to work together to satisfy a tourist. Since operators in a tourism destination are fragmented from one sector to another, they require a model that can harmonise their activities such that they share a common goal in order to satisfy the needs and wants of current and potential tourists. The Tourism Destination Life Cycle is important in understanding the levels of development that a tourism

destination has gone through during a certain period in time (Butler, 2011). It models the way in which tourism destinations evolve in product development. From a competitive advantage perspective, the model shows the market gap of a tourism destination, in comparison to other destination, especially when the products provided have become outdated. Compared to the rate of product development in other competing tourism destinations, the model predicts the new tourism products that then become available on the market as a result. Therefore, to fight the competition, a tourism destination ought to adapt to market trends during product development.

2.7 TOURISM DESTINATION MARKET SEGMENTATION

Market segmentation is a business concept grouping markets according to their specifications such as gender, age, income and geographical distribution (McDonald & Dunbar, 2010). Tourism destination marketers have also segmented their markets with the aim to provide service and products to a specified group. The importance of market segmentation is that it has redefined markets, from mass markets to specific markets. Mass marketing refers to producing large quantities of products in a similar way, with the intention to sell them to a possible customer. The main advantage that has come from mass marketing is enjoyment of economies of scale, as the average cost of production would go decrease after spreading all the costs to many products. However, there are many factors that affect the taste and preferences of customers, which differ from person to person, including lifestyle, cultural background, and even level of income. This in turn means that in order to serve a large number of individuals with different needs and wants in a market, there is a need to apply a market segmentation technique. This is done by grouping and serving current and potential customers according to their own specifications. Tourism destinations offer a wide range of products and activities, where the purpose for visiting a tourism destination differs from one individual to another. Some visit for adventure, scenic views, hunting, sports, business and any other (Sibanda & Muzapu, 2016, p. 59). Therefore, there is need for a tourism destination to tailor-make the tourist products and services, according to specific needs of the tourists, and destination design market strategies tend to have a focus on a specific target market for this reason (Kotler et al., 2010). When performing tourism market segmentation, there is a need to classify tourists according to their countries of origin. This is because the culture, customs, food and beverages differ from one country to another. Zimbabwe as a tourism destination has refocused its target markets from traditional Western markets to those in the East. The lifestyle and backgrounds of these two markets is different, such that there is a need to segment these markets according to their specific needs and wants. Market segmentation is increasingly becoming indispensable, due to the necessity of satisfying specific needs, rather than remaining generic. It is beneficial because it helps in fighting competition with other tourism providers, and results in product

and service differentiation, it strengthen relationships with customers, and helps in marketing selectivity, which reduces marketing and promotion budgets by employing specific strategies for specific markets. Ultimately, destination marketers will be able to craft a vision, objectives and marketing messages that harmonise with a certain group towards their participation in tourism.

It is important to note that with market segmentation, a marketing mix ought to be designed to cater for a specific target. This means that market segmentation as a concept cannot be separated from market positioning and target marketing. The power of market segmentation from a target and positioning perspective is that it provides competitive advantage to a tourism destination by operating in a market that does not have many competitors. There is an advantage to becoming an expert in that market, when tourism marketers understand their tourists and the tourists also understand the specific offerings of a tourism destination. There are no specific criteria to follow in market segmentation, especially for tourism destinations. Therefore, it is important to examine the methods that result in the success of market segmentation, as presented in the section below.

2.7.1 Successful Market Segmentation

There is a proliferation of literature in relation to the criteria for successful market segmentation, though not pertaining to specific situations. It is important to understand that successful market segmentation ought to be effective from its initial design. Successful market segmentation should be differentiable, measurable, actionable, accessible and substantial (Kotler & Keller, 2012). Differentiability of market segments refers to the ability of destination marketers to use distinguishable marketing mixes from other existing markets. There should be differentiability with regards to the types of products and services offered so as to attract a certain type of tourists in that segment. A market segment is measurable when the destination marketers can determine the value that is brought by the tourists in terms of the revenues and other market benefits like a high-value low-volume market. There is little research available regarding the market and purchasing value of the markets targeted by Zimbabwe tourism as a destination, though it is argued that the new Eastern markets are high-volume, with low-value.

2.8 TOURISM DESTINATION MARKETING MIX

Marketing strategy refers to the marketing logic used by companies to create customer value and achieve profitable relationships by deciding which customers to serve (segmentation and targeting), and in what way (differentiation and positioning) (Kotler & Armstrong, 2011, p. 48). The strategies call for decisions on specific target markets and marketing mixes may be used in promoting a superior positioning (Shahhosseini & Ardahaey, 2011, p. 231). In 1960, McCarthy introduced the first marketing mix model

based on four variables known as the ‘Four P’s’, namely price, promotion, product and place (Shahhosseini & Ardahaey, 2011, p. 232). The Four P’s were specifically for the marketing of real products. Realising the role of humans in the service industry, Judd in 1987 introduced a ‘fifth P’, “People”, as relevant to a labour intensive industry like tourism (SANIB et al., 2013, p. 301). The marketing mix has become the most fundamental marketing concept regarded as a mixer of ingredients that no one else has used to attract customers (Wolfe & Crotts, 2011, p. 2).

The main idea of the marketing mix has been to influence and convince customers to purchase and on top of the existing 5 P’s [sic] physical evidence and process approaches have been added in order to influence demand for products and services (Kotler & Armstrong, 2011; SANIB, et al., 2013).

In addition, to align with the nature of operation in the tourism industry, the Four Ps have been expanded to encompass Eight Ps, with the additional four being physical environment, purchasing process, packaging, and participation, respectively (Sarker et al., 2012, p. 274). The traditional Four P’s have been alternatively directed to new Four E’s for the tourism industry, viz. emotion, exclusivity, and engagement where branding management plays the most significant role (Lusensky, 2011). This is known as the Marketing 3.0 concept, which emphasises that emotional marketing complements with human spirit marketing and gains more relevance to consumers in global economic crisis increasingly impacted by rapid social, economic and environmental changes (Kotler et al., 2010, p. 4). From the inception of the guiding ‘Ps’ by McCarthy in 1960, various marketing practitioners have tried to develop marketing mixes specifically for tourism, showing that there is an extensive need to improve marketing strategies for the industry. Zimbabwe as a tourism destination has elements that can be related to both traditional (generic product oriented) and new (service-oriented) marketing mixes, which this study argues need to be explored in order to position and establish Zimbabwe’s own marketing strategies. There is little literature and researches that outline Zimbabwe tourism destination marketing mixes. This study combined the generic ‘Four Ps’ and tourism specifically, in the form of people, processes and physical evidence, so as to explain and establish marketing strategies for Zimbabwe as a tourism destination.

2.8.1 PLACE

Place refers to where the service is going to be provided, and here, this mainly comprises tourist businesses that include recreational areas, social facilities, and other physical places where tourism takes place (Sarker et al., 2012, p. 274). Zimbabwe’s magnificent world heritage sites include the majestic Victoria Falls and Great Zimbabwe walls, which draw tourists to visit the country. The difference between a place when

interpreted respectively by generic product marketing and tourism as a service, is that it is the customers (tourists) who visit a place in order to consume tourist offerings, as compared to the selling of generic products, which require the producers to distribute the products to various markets. It is crucial for tourism operators to provide packages that link with distributors like tour operators and travel agencies, as they can place your product in the right place for it to be seen (Saha, 2013, p. 68). From an accessibility perspective, a place cannot be defined without considering transportation as a most important element for tourism development (Musa & Adamu, 2011). This means that accessibility is a key factor in the development of the place where tourists visit. Major places of touristic activities are accessible in Zimbabwe tourism destinations, but there are other promising places with potential to revamp the tourism industry that are not accessible by any mode of transport. In these places there are no roads, and if available, they are in a bad state. In addition, there are no airports to connect all the promising places of touristic activities. This results in tourists travelling long distances for many hours, which is tiresome, causing fatigue to tourists, who are supposed to relax during their holiday visits. Instead, the government and other authorities expend more resources on refurbishing already existing airports like Victoria Falls, instead of decongesting these places of attraction through establishing many other new airports and roads around the country, linking all the potential places of potential tourist interest.

2.8.2 PROMOTION

Promotion is a crucial element of service marketing mix, blended with advertising, personal selling; public relations, and direct tools that companies engage with in order to pursue their marketing objectives (Kotler & Armstrong, 2011; Sarker et al., 2012). It is used to reach target markets through advertising, sales calls, personal selling, publicity, and providing information that persuades consumption (SANIB, et al., 2013, p. 302). Destination managers have to employ the right and most effective promotional mix that matches the communication demands of the time (Sarker et al., 2012, p. 275). Promotion can also be done using brands in the form of a name, logos and graphical symbols (Saha, 2013). Tourism was regarded as consumption for a select few from amongst the well-off members of the society in the early developmental stages of the industry in Zimbabwe, where a niche-driven approach was used. However, there was a shift in the status quo, especially in the years after 1980, when the country attained its political independence, which changed social classes and affordability of the previously marginalised indigenous black people. The demand for holidays and other touristic activities increased (Zhou, 2013, p. 886). Also, in order to improve promotion and gains from the industry, just after independence, the country introduced the first tourism brand known as “Discover Zimbabwe” (USAID, 2013, p. 15). Zimbabwe tourism destination marketers, spearheaded by Zimbabwe Tourism Authority, have used advertising, sales calls, personal selling, publicity, and branding to promote the tourism destinations around the country. Despite the variety of the promotional mixes used

in Zimbabwe as a tourism destination, there is lack of adequate evidence on the most effective promotional tool to use, such that this study focused on branding as one of the promotional mixes that can be used to improve identity and position of the country's tourism destinations.

Local Destination Marketing Organisations strive to develop adequate marketing strategies for the efficient promotion of tourists' destinations and their task is to suggest marketing opportunities that stimulate and support the development of a proper climate for exploitation of these opportunities (Vagionis & Loumioti, 2011, p. 355).

Zimbabwe tourism destination's operating environment has faced many changes resulting in a continuous re-arrangement of the promotional mixes in order to counter negative events. The tourism destination has suffered from negative publicity over its socio-economic instability (Ndlovu & Heath, 2013; Chibaya, 2013). Just after independence, the government formed a tourism marketing board known as Zimbabwe Tourism Development Corporation (ZTDC) (USAID, 2013, p. 14). The mandate of this board was to market and promote the Zimbabwe tourism industry to the world.

The need to continuously improve promotion of the Zimbabwe tourism sector through various marketing mechanisms resulted in the formation of Zimbabwe Tourism Authority (ZTA) in the year 1996 to replace ZTDC now with more tasks amongst them promoting through an effective tourism brand management (Chibaya, 2013, p. 85).

Branding and rebranding is the most common way in which the Zimbabwe Tourism Authority creates a national brand. Mirimi et al. have however noted that

...promotion through branding of the tourism destination faced a snag due to the massive media and word of mouth catalysed by negative media publicity and mainly driven by political upheavals that took precedence in Zimbabwe years after independence especially between 2000 and 2013 (2013 p. 107).

The land reform programme, coupled with the antagonism between the ruling Zimbabwe African National Union Patriotic Front (ZANU PF) political party and several European countries caused a tourism crisis (Zhou, 2013, p. 886). European and western countries have been the dominant traditional tourism market for Zimbabwe as a tourism destination, but the relations were quickly overpowered by the colonial transition from colonial British ownership to ownership on the part of the indigenous population. Britain as a member of the European and western community then gained support from its allies, reporting abuse,

unfairness and injustice act by ZANU PF-led government. The marketing and promotion of the Zimbabwe as a tourism destination started to drastically lose market share of the tourism industry in its traditional markets such as the Britain, German and France. Publicity and promotion of the tourism destination continued to be fruitless, as the country underwent political sanctions, which affected the economic performance of the country, which resulted in the tourism industry failing to maintain and upgrade its offerings for attractiveness. The rate of inflation, unemployment and social unrest started to soar, attracting global attention and negative media discussion that the country is not safe for visits. Marketing and promotion of the country became impossible, with greater efforts matched by lessening returns. To worsen the situation, the ruling political party, ZANU PF and the leading opposition party Movement for Democratic Change (MDC) started having internal battles over elections, constitution changes, and usage of resources. The western community also featured in the conflict, supporting a change of the government from ZANU PF to MDC. This proved an impediment to marketing and promotion success of the tourism destination through increased negative publicity in international media, especially in western countries. The Zimbabwe Tourism Authority and other tourism-related marketing bodies undertook promotional measures. These included sending marketing attachés and representatives to traditional and new Asian markets, annual expos, engaging with travel writers, participating in international tourism carnivals, and rebranding exercises (Karambakuwa et al., 2011; Chibaya, 2013). However, even with these promotional and marketing efforts, the Zimbabwe tourism destination is still experiencing a staggering growth in tourism revenues and tourists' inflows as compared to the years when the performance of the sector was at peak. The total number of international tourists arrivals in Zimbabwe declined from 2,249,615 in 1999 to 1,966,582 in 2000 to 2,041,202 in 2002, 1,854,488 in 2004, 1,558,501 in 2005, and 1,955,594 in 2008 (Zimbabwe Tourism Authority 2011, p.1). This shows staggering growth in the number of tourists arriving of -13% (1999 to 2000), +4% (2000 to 2002), -9% (2002 to 2004), -15% (2004 to 2005) and +25% (2005 to 2008).

2.8.3 PRODUCT

A product is an offering that is provided on the market to seek attention and consumption that might satisfy the needs and wants of the customers (Kotler and Armstrong, 2011). Tourism products in a destination include physical items such as attraction facilities, infrastructure and transportation that lure tourists, supporting safe and enjoyable stay (Morrison, 2012). A tourism destination from a product perspective consists of the climate (geophysical and archaeological characteristics), parking areas (health centers, spa and post shops), taverns and restaurants (gastronomy) (Sarker et al., 2012, p. 274). General infrastructure includes roads, airports, transport facilities and health services; while tourists' infrastructure includes hotels, restaurants, ease of access, tourists' centres, theme parks, entertainment and sports activities, shopping, and

casinos (Hsu & Song, 2013, p. 5). When a product has the features needed by the customer in terms of packaging and has been made after consulting customers in its development, it becomes highly attractive and accepted on the market (Saha, 2013, p. 68). Zimbabwe as a tourism destination has long relied on the traditional nature as a tourism asset. Amongst the most recognised tourist attractions in Zimbabwe is the majestic Victoria Falls. The waterfalls have attracted many tourists from all over the world, providing various forms of touristic experiences, including adventure, scenic viewing, research, and holidaying. Due to both its appeal and profitability, the waterfalls have become a source of cut-throat rivalry between Zimbabwe and its neighbouring countries, specifically Zambia, and South Africa, who market and sell this product as if their own offering, where the majority of the view of the Falls is situated on the Zimbabwean side of the border. Zimbabwe tourism destination marketers have been overpowered by these regional rivals in their marketing efforts due to various factors, such as low marketing budgets, caused by hyperinflationary environment. Also, besides the famous falls Zimbabwe has other many places of visit with both natural and man-made attractions. These include the Great Zimbabwe Ruins, Hwange National Park, Kariba Dam, cultural villages and townships. The available literature however does not reveal the most dominant tourism product to invest in marketing in order to maximise returns. Currently, the Zimbabwean tourism brand “Zimbabwe A World of Wonder” seem to be product oriented, without specifying the types of wonders representing Zimbabwe as a tourism destination brand.

Marketing of the Zimbabwe as a tourist destination is mainly biased towards flora and fauna dominated by wildlife, landforms and plants. The challenge of this focus is that nature-based tourism is losing its global market position. Tastes and preferences of modern tourists have changed, causing them to want to participate in individualised tourism activities. Therefore, Zimbabwe tourism destination is still relying on traditional types of tourism which have been replaced by newer types. There is still a minimal practice of new types of tourism such as sport tourism, health tourism, church tourism, and other related adventures.

In addition, the massive destruction of natural heritage with the aim of developing tourists comfort and access has compromised the originality and aesthetic richness of nature. The enjoyment of participation through investment and environmentally friendly practices has been antagonised due to the massive degradation of natural habitats, poaching of rare species, and destruction of rare plants. The threat stemming from these environmental gaps is a failure to attract and market Zimbabwean tourism destination products to the modern tourist, who is highly environmentally conscientious.

Cultural tourism has also emerged as another means by which to enrich Zimbabwe tourism’s destination offerings, on the basis that tourists are attracted by what they do not know, where relating to new cultural values and beliefs constitutes a novel adventure. The provision of traditional dishes in hotels and restaurants

for example promote cultural tourism. The adoption of less traditional lifestyles over time erodes the ability to introduce tourists to local practices. Many Zimbabweans have moved from their traditional food, dressing, language and homesteads, emulating those from other cultures, especially western culture, thereby diminishing cultural specificity and its allure.

2.8.4 PRICE

Price refers to the amount of money charged for a product or a service and represents sum of all the values that customers give up to gain the benefits of having or using a product or service (Kotler & Armstrong, 2011, p. 290). Repurchase is done after considering price, and customers look at the value for their money before making a purchase (SANIB, et al., 2013, p. 302). A business owner needs to structure the price in a way that attracts the customer and maintenance of a strong brand helps to obtain best price premium (Saha, 2013, p. 68). Price reflects the value that a product carries. It shows the amount that a customer will part with in order to gain a product or service. Tourism destinations ought to be able to match the pricing of tourism offerings with the perceived value seen by potential tourists. Determining a price based on the value perceived by tourists is a challenge, based on the intangible nature of tourism offerings.

Zimbabwe tourism destination pricing has changed several times, mainly due to changes in policies caused by economic booms and slumps, especially in the years between 2000 and 2013. The demand for Zimbabwe tourism offerings faced a huge decline due to exorbitant pricing within the tourism destination, such that other regional competing destinations became relatively affordable (Zhou, 2013, p. 885). Historically, the prices of the Zimbabwe tourism products were attractive, especially for foreign tourists coming from nations that use hard foreign currency like the United States dollar and the Euro, against which the Zimbabwean dollar was floating, particularly after year 2000. Marketing of the tourism destination was relatively easy, especially in the traditional tourism markets as prices were attractive, even without applying more convincing marketing strategies. Despite the promising low prices, political and socio-economic upheavals labelled led to the perception that Zimbabwe was a hostile destination for tourists. Increased negative media publicity associated with the political and socio-economic downfall crippled all sectors in the economy resulting in depreciation of the local Zimbabwe dollar and hyperinflation. Prices persistently and uncontrollably started to go up, removing the pricing-attractiveness of the tourism offerings. Comparatively, Zimbabwe as a tourism destination became relatively expensive in comparison to other regional tourism destinations like South Africa and Zambia. Zimbabwe as a tourism destination subsequently lost its regional market share. Prices of the main pillars of the tourism industry, viz. accommodation, travel, and resorts greatly increased, measured by high bed and breakfast charges, exorbitant fuel prices, and high entrance fees, respectively.

The power of Zimbabwe politics in economic turnaround was witnessed in the year 2009 when the two rivalry political parties ZANU PF and MDC signed a Memorandum of Understanding (MOU) giving birth to a dual new Government of National Unity (GNU) (Karambakuwa et al. 2011, p. 68).

The new government arrangement restored investor confidence, and in the same year, 2009, the pricing and hyperinflation problems were curtailed by the introduction of the multi-currencies dominated by the United States dollar. Price stability returned to Zimbabwe as a tourism destination. However, since the country moved from the local currency, with a relatively low value in exchange, to a high-valued, hard currency, the destination became even more expensive for tourists coming from regional countries like South Africa and Zambia. In addition, because the tourism destination was now using strong currency similar to that of its traditional markets such as the United States of America, the comparative currency advantage of tourists was removed.

2.8.5 PEOPLE

People influence the perception that customers have over the service being provided in the tourism industry through their performance, quality control and personal selling (SANIB et al., 2013; Sarker et al., 2012). The importance of people in a tourism destination can be seen from the way they relate with tourists as they exchange products and services. This makes “people” one of the most important factors to be considered for the success of a tourism industry as they directly interact with the tourists, either positively or negatively. Their behaviour and attitude towards their jobs and tourists influence purchase or repurchase of tourism. Also the communities surrounding a tourism destination influence both the perception and confidence of tourists. A destination proves socially hostile will become unpopular to tourists.

Zimbabwe as a tourism destination has a renowned intellectual capacity globally, providing highly qualified managers and employees for the tourism industry. The people who reside around tourist attractions are hospitable and friendly, welcoming visitors, which can be appreciated from the peacefulness they portray, even when suppressed with socio-economic predicaments caused by political and partisan conflict. However, in the realm of goodness, the socio-economic and political imbalance poses a real threat to the continued hospitality of the suffering populace residing in and around Zimbabwean tourism destinations. Economic difficulties, accompanied by a lack of investment in the tourism sector results in many skilled guides, chefs, managers and other technical specialists leaving the local tourism industries in search of better rewards and working conditions in neighbouring and international tourism destinations. The situation did not only cause a shortage of intellectual expertise in the industry, but these individuals have gone to promote vibrancy of regional tourism destination rivals like South Africa, Zambia and Namibia.

2.8.6 PROCESSES

Processes guide the way in which a product or service move from the development stage, until it is consumed. Tourism destination marketing ought to provide maximum attention to the procedures, schedules, activities, mechanisms and routines practiced in tourism business operations (Sarker et al., 2012, p. 275). When there is a delay or bottleneck in the provision of service or travel, tourists will be disappointed, and will not want to associate with the destination again.

Zimbabwe as a tourism destination, like any other regional and international destination, integrates many tourist-related processes. These processes are mainly centered on ensuring an effective coordination of accommodation, travel and resorts sectors. They start from the source, where the tourists originate, and extend to the travel and the tourism destination. The economic meltdown in the country and low level of investment in the tourism industry have resulted in the dilapidation of buildings, road networks, natural habitats and other superstructures (Zhou, 2013, p. 885). This has disturbed all the stages that complete tourism process formation emanating from poor transport networks, which takes tourists from their accommodation to the various sites of interest they've come to visit. In addition, the depreciation in accommodation has removed certain comfort for tourists.

2.8.7 Physical Evidence

When a tourist arrives at the area of their intended visit and makes a visual assessment and inspection of the available tourism offerings, they are surveying what is referred to as the physical evidence, viz. the point of evaluation between reality and expectations of the visitor. Physical evidence can be assessed mainly from the physical offerings belonging to a tourism destination rather than services which are intangible in nature. Satisfaction is therefore derived from the place, the decor, the people, and everything else related to the experience in store (Sarker et al. 2012, p. 275). It is the physical elements that make the tourist feel comfortable in a tourism destination, such as provision of shelter appropriate to the tourist and having transport accessible to all areas of interest.

Zimbabwe as a tourism destination has received intensive negative publicity over its negative socio-economic and political state globally (Mirimi et al., 2013 p.107). The desire of any prospective visitor to experience Zimbabwe's real situation as a country has been deterred by scary, unpleasant and unexpected reports, which made the Zimbabwe tourism destination unsafe for touristic activities. Physical evidence has not been experienced by many potential tourists, and only the minority adventurous tourists have ignored this to experience the real situation on the ground. This proves a challenge for Zimbabwe destination marketers.

2.9 CHAPTER SUMMARY

This chapter examined the power of destination marketing. The main thrust of the chapter was to understand how the concept of marketing has evolved in tourism destination development and management. Survival of all the sectors of a tourism industry, viz. accommodation, travel, and resorts has been proved to be based on the ability to market and promote tourism destination offerings effectively. Therefore, this chapter explored the evolution of destination marketing from an international to a Zimbabwe tourism destination perspective. In line with the destination marketing evolution concept, the chapter then reviewed literature on the evolution of destination marketing, dwelling on the accommodation sector, travel sector, and resorts. Also, the chapter examined the effects of images on tourism destination marketing, with the aim to understand how images have affected the efforts of tourism destination marketers through perception and publicity management.

Tourism destinations have gone through various stages in their development. This chapter also explored the Tourism Destination Life Cycle, particularly in relation to Zimbabwe as a tourism destination. This was achieved by looking at the generic Tourism Development Life Cycle, thereafter analysing each stage in comparison to Zimbabwean tourism destination development. Lastly, the chapter explored the marketing mixes that affect performance of a tourism destination. In this regard, the chapter examined the so-called ‘Seven Ps’ in relation to Zimbabwe tourism destination. The next chapter will review literature in relation to destination branding with a focus on the Zimbabwe tourism destination.

CHAPTER 3

DESTINATION BRANDING IN ZIMBABWE

3.0 INTRODUCTION

Globalisation has intensified marketing pressures for tourism destinations in their operations at a national, regional and international level (Klimek, 2013, p. 27). The dynamics of the twenty-first century have resulted in immense competition, causing organisations in the tourism and hospitality business to adopt new strategic management and operational marketing processes (Gustavo, 2013, p. 13). Branding has become one of the important marketing strategies in withstanding the competitive nature of the tourism industry when offering products and services to tourists (Yusof et al., 2014, p. 1). Zimbabwe as a tourism destination has also experienced various changes due to globalisation, induced by its socio-economic and political state of affairs. In order to survive and adhere to the changing market demands, Zimbabwe as a tourism destination has also adopted branding as a marketing strategy, with the aim of holding a high valued global market position through an extensive brand identity.

The aim of this chapter is to explore the concept of destination branding and relate to practices in Zimbabwe tourism destination. The chapter is therefore based on the following objectives.

- to explore the brand process by mainly looking at market analysis, brand development, brand positioning and brand implementation;
- to explain the role of branding in the marketing of a tourism destination;
- to establish challenges faced in tourism destination branding; and
- to explore the variables that constructs tourism destination brand equity.

3.1 AN OVERVIEW OF DESTINATION BRANDING

According to De San Eugenio Vela (2013, p. 467) Anholt (2008a) revealed that the connection between brands and territories can be traced back to Alexander the Great (356 B.C to 323 B.C). Kim & Lehto aver as follows:

The most comprehensive and widely used definition for destination branding has been proposed by Blain et al. (2005), who propounded that destination branding is a marketing

concept relating to (1) names, terms, symbols, logos or graphics that differentiate a destination (2) conveying travel experience expectations that are uniquely associated with a destination (3) connects the visitors emotionally and reduces the costs and efforts associated with information and perceived risk (2013, p. 118).

Branding is all about creating ownership that can extend into the future, which helps in differentiating and improving identity of a tourism destination (Gartner & Ruzzier, 2011, p. 471). The discussions reveal how destinations use branding as a tool to improve their visibility in a crowd dominated by other similar players. It also elaborates the benefits that tourists as consumers attain, mainly in the form of the ability to make tangible and visible their potential travel experience, such that tourists will not have to search for more information about a destination when they want to visit.

Destination branding is not a new area, and its relevance is increasing as the tourism industry is largely growing (Theodhori & Qirici, 2014). It is one of the hottest concepts to both marketers and scholars in destination marketing (Morrison, 2012). The concept has been explored since the 1990s (Yusof et al., 2014, p.1).

Historically, there were no comprehensive researches on the practise of destination branding though in 1995 Australia was successfully branded as a tourism destination using a Kangaroo Symbol and in 1999 realised the escalation of New Zealand using a strap line “100 % Pure New Zealand” (Morrison, 2012).

From a Zimbabwean perspective, little research has been done in relation to factors that lead to the success of its tourism destination brand. In 2002, Morgan, Pritchard, and Pride made the concept of destination branding clearer (Morrison, 2012). This study explores the role of print media in the performance of Zimbabwe destination brand, as per USAID (2013), Chibaya (2013), and Zimbabwe Tourism Authority (2010). Gartner & Ruzzier meanwhile note that:

In line with destination brand valuation, performance measurements can be done through assessing changes in the number of tourists, their expenditure levels and length of stay such that an underperforming destination brand will receive fewer tourists, with shorter lengths of stay and lower levels of spending (2011, p. 471).

Understanding the critical issues involved in destination branding is important in order to safeguard the success of any given tourism industry (Fyall et al., 2012). The steps of building a destination brand experience as presented in Figure 3.3 below are crucial in order to understand Zimbabwe destination brand performance and the critical issues involved. According to Morrison (2012) the first stages of developing a

destination brand is to do a situation analysis, competitive analysis, residents analysis, destination image analysis, whilst analysing past marketing programmes. This means that environmental and stakeholder analysis is essential in building an effective destination brand, where there was a need to do that for Zimbabwe destination branding.

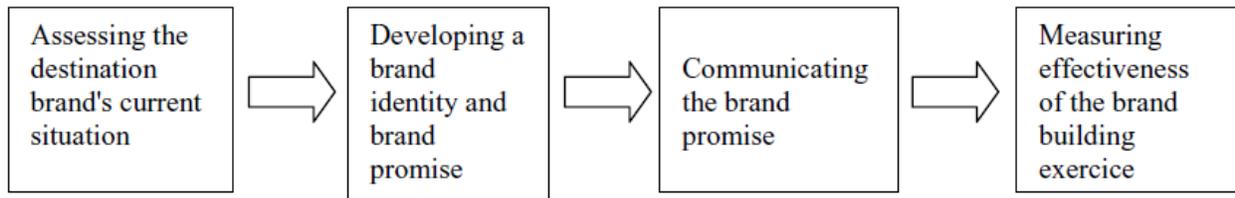


Figure 3.1 Four-steps of building destination brand experience

Source: Hudson & Ritchie (2009) cited in Yusof et al. (2014, p. 2)

Communicating a destination's values and the power of its assets through a destination brand can help in earning a better position in a tourism market (Da Silva Oliveira, 2013, p. 2). One of the characteristics of a good destination brand is that it ought to communicate the destination's quality and experiences (Morrison, 2012). The steps presented in Figure 3.1 do not show where media fit so as to communicate and develop a better brand identity. This study investigated the effect of print media in these presented stages, with the aim of determining where it might fit in Zimbabwe's destination brand communication.

3.2 DESTINATION BRANDING PROCESS

Destination branding is an important concept that has gained popularity in the study of tourism marketing and management (Meža & Šerić, 2014, p. 78). It is responsible for improving visibility of even small destinations, and those popularly known throughout the world. Various areas under destination branding have been explored through research, though there is still a knowledge gap (Qu et al., 2011), especially in relation to media communication effect on destination branding. There is a need to get views and insight in the area of destination branding with the aim of improving existing strategies dominating the global tourism market. Meža & Šerić (2014, p. 78) noted that destination branding is an integrated marketing process, whilst Da Silva Oliveira (2013, p. 3) announced that this is a strategic focus in the development of tourism destinations. Morrison (2013) said noted that destination branding is a comprehensive concept, since it calls for maximum stakeholder involvement and participation. Since there are diversified views and different perspectives with regards to destination branding, there is the need to understand and clarify what characterises the tourism destination brand process.

3.2.1 TOURISM DESTINATION MARKET ANALYSIS

Haskova (2015) indicated that at the initial stage of branding, marketers ought to carry out a market analysis. This is a process that helps in understanding how a destination is performing in a market that is dominated by other destinations. Market analysis can be regarded as a strategic approach that helps marketers to position their destination amongst competitors. It also helps in understanding the behaviour of potential tourists, so as to provide specific products and services needed by the potential tourists. To add to this, understanding the needs and wants of the potential tourists is important, as it helps in formulating and crafting an effective brand that is able to meet the expectations of the market at that point in time. As announced by Morrison (2012), an effective destination brand ought to be easily understood by potential tourists. It is only when an effective market analysis is done that destination marketers are able to formulate a brand that attracts tourists. Many tourism destination brands fail to perform on the market, because their meaning and the symbols used to represent it are not well understood. This might be the reason why Zimbabwe as a tourism destination brand has failed to perform as expected in past years. Morrison (2012) also noted that a successful tourism destination brand should be unique so that it can be easily differentiated from existing competitors. In line with this view, a market analysis that is comprehensive will enable destination marketers to formulate, craft and implement a brand that is different from others existing in the same market. A market analysis becomes an important practice in providing the tourism market with a brand that satisfies the customers and outweighs the power of competitors.

3.2.2 BRAND DEVELOPMENT

Brand development is also an important stage in the branding process of a tourism destination. It is a highly involving stage resulting in the crafting of a brand that should be positioned in highly competitive markets (Naidoo et al., 2010 p. 96). First, it is important to know and understand the requirements of the core market or segment that is targeted by the brand, where it is ultimately important to craft and develop a brand that serves all potential markets a specific segment will help in understanding the real gap that the brand is supposed to fill. As for Zimbabwe as a tourism destination brand, traditionally, its core market segments were western markets, though with time, it refocused its efforts to the eastern tourism markets. It is important to understand that the values and objectives of a destination brand changes from one type of a market to another. Potential tourists will resist a tourism destination brand if it does not align with their expectations. There is need to understand where Zimbabwe as a tourism destination brand has been developed, after considering the specific needs and requirements of the targeted markets as this might be the reason for failing to perform over the years.

Qualitative research in the development of a tourism destination brand is also crucial in obtaining the views, perceptions, feelings and attitudes of potential tourists towards the brand. At this stage, destination market researchers ought to move to all the targeted markets, and look for the key people to discuss and interview in relation their expectations. This helps in providing specific services and products that are needed by the potential tourists. Knowing the likes and dislikes of the customers is crucial in customising the tourism offerings according to the needs and wants of the market. Zimbabwe tourism destination marketing and brand development might have failed to perform in its targeted markets due to the fact that it did not qualitatively investigate the needs of these potential customers. There is minimal research on the effect of qualitative research on the performance of a destination brand, especially with regards to Zimbabwe as a tourism destination.

Brand development requires consultation and involvement of all the crucial stakeholders in a tourism destination (Giannopoulos et al., 2011). The reason for stakeholder involvement is that a tourism destination is a composite of various individuals and organisations, who directly and indirectly influencing the meaning and objectives of a destination brand (Királová & Malachovský, p. 92). Stakeholders play a pivotal role in the development of a tourism destination (Varghese, 2016, p. 104). These stakeholders include the government, destination marketing organisations, representatives of all tourism sectors, communities, and other supporting institutions. A tourism destination brand that recognises and considers participation of all relevant stakeholders in its development is likely to be successful and survive in the market. It will get full support in its development, which helps in eliminating issues that might lead to failure when implemented in the future.

There is need to carry out a stakeholder audit. Stakeholders have a direct effect on the perception and satisfaction of the potential tourists. Destination marketing organisations should be able to understand the views and inputs of various communities and operators in a tourism destination (Ruhanen 2012). Communities might not be interested in other forms of tourism like cultural tourism, and not taking their views into consideration will result in conflicts with the tourists when they make a visit. This will destroy the attractiveness of a destination brand. A stakeholder audit will also help in understanding the major issues that need to be considered, so as to improve the meaning and representing symbols of a destination brand. The Zimbabwe tourism destination brand “A World of Wonders” ought to have done an audit of its stakeholders so that its meaning not only take into account stakeholders’ views, but is also understood by potential tourists. There is little research on the brand audit for Zimbabwe tourism as a destination brand.

In brand development, it is also important for destination marketers to carry out a situational analysis. This helps in understanding the operational and technical factors that positively and negatively influence the

development of an effective tourism destination brand. A situational analysis at the brand development stage is based on carrying out a SWOT analysis, with the aim of establishing strengths, weaknesses, opportunities and threats (Haskova, 2015, p.15) with regards to a destination brand in its development stage. There are various factors to be considered as strengthening issues for a tourism destination brand development, but for this study, it was crucial to consider the awareness of the tourism destination on the global market. If the tourism destination is already known on the global tourism market, then it will be easier to develop a brand that can be known without using more resources to improve advertising and publicity. It is also important to note that when destination marketers apply an effective medium used by tourists, this can strengthen the development of a vibrant tourism destination brand. The brand developers ought to know the type of media that is effective in selling and improving publicity of a tourism destination brand in its target markets. As this study focused on the applicability of print media on Zimbabwe tourism destination brand performance, it helped in understanding whether print media can be used as a communication and publicity tool for the crafted brand.

This study finds those weakness that can affect development of a tourism destination brand to be the negative image portrayed by the country and tourism destination to the outside world. It goes without saying that it is difficult to develop a vibrant tourism destination brand in an environment that has a perceived negative image in its potential markets. For this study, it was important to consider the operating socio-economic and political environment, so as to understand how it would affect the image of the tourism destination, which ultimately impacted on the successful development of a tourism destination brand. This therefore helped in considering print media as a communication tool that might lead to improved positive publicity and good image for the development of a vibrant Zimbabwe tourism destination brand.

There are also various opportunities present in the development of any tourism destination brand. This study focused on the opportunities that are media based, which include the ability to improve positive publicity, to inform tourists, to raise awareness, and to be able to have a wide coverage in communication. It was then important to investigate the effect of print media on the performance of Zimbabwe as a tourism destination brand, after considering these highlighted issues. This helped in establishing opportunities that might come from print media in the development of Zimbabwe tourism destination brand.

Threats can be viewed as factors that are likely to disturb development of a vibrant tourism destination brand. These can be viewed from various perspectives, but this study assessed them from a print media perspective. There is no globally agreed upon type of media to use in improving performance of a tourism destination brand. Every type of media experiences certain threats, which can reduce the effectiveness of a

tourism destination brand. The threat of user acceptability, failure to have a wider coverage, not being able to send a messages quickly and other supplier-customer issues need to be considered.

3.2.3 DESTINATION BRAND POSITIONING

Morrison (2012) argues that a good brand should be consistent with positioning through conveying the desired image. In this case, “Zimbabwe A World of Wonders” should be able to justify its meaning and clearly demonstrate the positioning of ‘wonders’ in international terms. Kotler & Armstrong argue that

There is a need for marketers to position their brand clearly to the minds of targeted customers looking at the three levels of positioning which are; positioning with product attributes, positioning by associating its name with desirable benefits and positioning on strong beliefs and values (2012, p. 244).

The current Zimbabwe destination brand positions itself by means of product attributes, and the concern is in proving whether the wonders in Zimbabwe are attractive and unique, so as to use them in positioning the destination’s brand. Morrison (2012) postulated that a good destination brand should be unique and outstanding in a competitive market.

3.2.4 BRAND IDENTITY DEVELOPMENT

Academic practitioners in brand management currently define the concept of brand identity as internal and an inspirational construct that originates independently from brand management (Da Silveira et al., 2013, p. 29). According to Morrison (2012), brand identity is the creativeness that is done in the brand development stage, such as the use of new logo, colour, slogan and visual image. The issue for Zimbabwe as a destination brand is in knowing if it has a visible identity in the global tourism market and understanding the variables can help to improve its identity. Gioia et al. (2010) confirmed that not only internal but also external influences affect brand identity development. Besides the effort of Zimbabwe destination managers to improve brand identity, external factors such international relations and media influences might have affected the prosperity of the destination’s brand identity. Several practitioners have followed the notion that brand managers need to maintain consistency in their brand identity, such that the brand becomes a constant reference to the customers (Da Silveira et al., 2013, p. 28). As presented in Figure 3.4 below, brand managers should be able to match their projected image with the one that is desired by the potential tourists. According to Pike (2010, p.127): “brand identity is derived from the vision, values and personality of destination which is then conveyed in the form of a name, symbol or slogan so that at the end there is an actual image that is held by the consumers.”

It is difficult to know what is affecting the desire to have a positive brand identity for Zimbabwe destination; whether it is the crafting of a desired image, positioning elements, or the actual image held by consumers. According to Kim & Lehto (2013, p. 120), there is little attention paid to projected images by destination marketing organisations; yet, that might be a reason for Zimbabwe destination brand identity failure. From a consumer perspective, the actual image they perceive might be attributed to negative media publicity of the country and its destination.

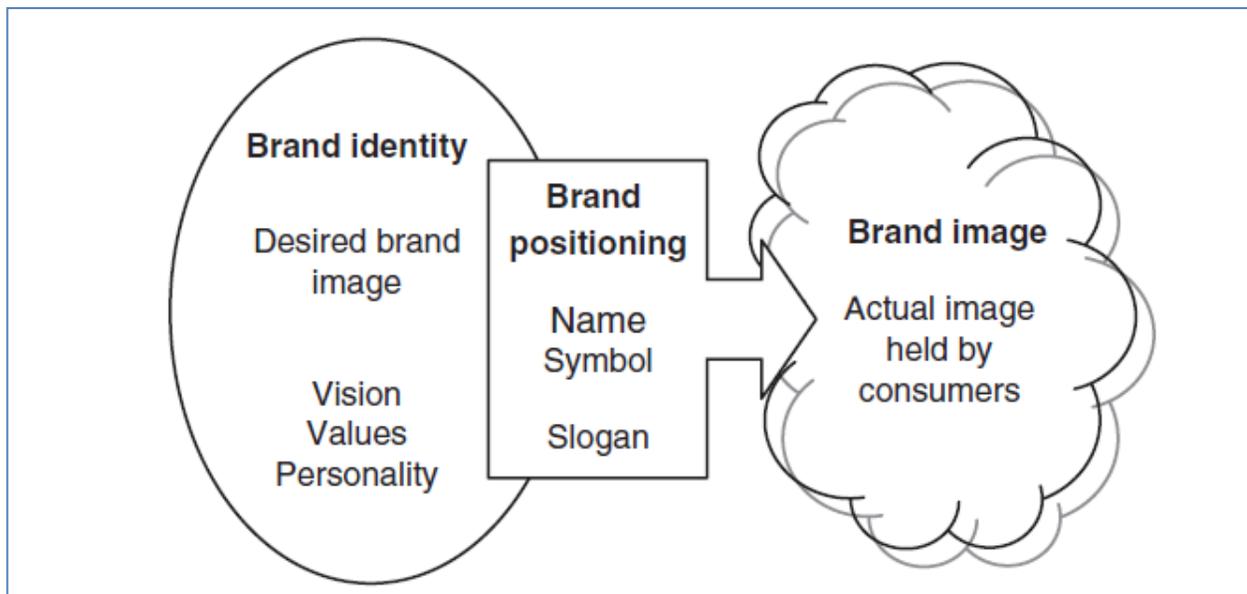


Figure 3.2 Brand identity and brand image

Source: Pike (2010, p. 127)

In addition, the brand positioning statements that have been used to construct the previous and current brands in Zimbabwe might not match the expectations of its target markets. Even with the assertion by Herstein (2012, p. 148) that destinations are endowed with some resources that can help to differentiate them from others in the region and at global level, the “Zimbabwe, A World of Wonder” brand might be confusing in its meaning to the targeted audience, even if it was formulated based on Zimbabwe’s natural wonders. Maybe the targeted market does not agree that there are unique wonders in Zimbabwe. Morrison (2012) postulated that some of the characteristics of a good destination brand are that it should be simple, attractive and communicate destination quality. This study therefore investigated the effect of print media in improving Zimbabwe destination brand identity.

3.2.5 DESTINATION PERSONALITY

A good destination brand should be able to express the destination’s personality (Morrison, 2012). Zimbabwe destination’s previous and current brands projected a personality might not be corresponding to

the one perceived by its potential customers. There is a direct relationship between the self-congruity of tourists and their revisit intentions, which impacts greatly on the way that tourists view themselves in a destination (Uşaklı & Baloglu, 2011). From an analytic perspective on the current Zimbabwe destination brand, a wonder should be astonishing, and attract people, but this kind of personality is not clear enough to justify the use of “A World of Wonders” as a tourism brand statement in Zimbabwe. Brand personality is evolving as an influential component in product brand management, despite the scant attention given to destination brand personality (Kim & Lehto, 2013, p. 117). The concept of brand personality is also vital in developing one’s own characteristics of a destination in line with various images existing in the minds of tourists (Kiliç & Adem, 2012, p. 96). The personality of a destination helps more in differentiating, such that tourists will always be able to identify a personality that suite their own (Kim & Lehto, 2013, p. 119). It is evident that both pre-visit and post-visit to a destination depends on the extent to which a given tourist’s personality matches with the nature of a destination (Bosnjak, 2010, p. 322). Zimbabwe as a destination brand might be failing because its personality is not matching with the expectations of the targeted markets. According to Kim & Lehto (2013, p. 119), the Brand Personality Scale developed by Aaker in 1997 comprises of five dimensions, which are sincerity, excitement, competence, sophistication, and ruggedness. There is a need to understand the personality that is perceived by tourists to be representing Zimbabwe destination brand whether it is sincerity, excitement or ruggedness so as to craft a corrective strategy that matches with the expectations of potential tourists.

3.2.6 BRAND IMPLEMENTATION

The implementation of a brand refers to the launching use of a brand in its target markets. This involves the launching of a brand so as to assess its performance of the market. Destination marketing organisations are responsible for implementing a destination brand (Morrison 2012). It is important to note that brand implementation also involves co-ordination and participation of all relevant stakeholders (Peric et al., 2014, p.275). Also, successful implementation of a destination brand relates to market acceptance. There is need to consider all aspects that makes a tourism destination and involve all the players in the implementation. This includes the travel personnel, hotel employees, communities, government officials and representative of all tourism sectors in the destination.

3.2.7 BRAND VALUE

There is a need for the leading Destination Marketing Organisation to spearhead and enhance the brand value to all the relevant stakeholders in a tourism destination. This helps in establishing a brand essence, which informs the real meaning of the brand (Da Costa Carvalho, 2015). Marketing communication channels should be well established, such that all the relevant parties share the same values and understanding of the brand (Qu et al., 2011). The tourism destination as a market will be able to know what

it ought to offer potential tourists. The meaning of the brand to all relevant societies will be made easier through establishing a brand value.

3.2.8 BRAND CHAMPIONS

This is a stage that is also directed by the Destination Marketing Organisation in order to have leaders who will sell and represent the brand in their various sectors. There is a need to have brand managers who will work directly with the Chief Executive Officer (CEO) of the DMO. In a Zimbabwean scenario, there should be brand managers, working closely with the CEO of the Zimbabwe Tourism Authority. A brand manager will then champion the brand, by linking with all stakeholders who are related to the destination brand, and sell the brand and its ideas to them. There is need to have excellence leadership skills to be a brand champion. Brand champions ought to be able to influence other stakeholders and potential tourists to come to like and become involved with the brand. There should be a drive for achievement in making sure that the brand performs and achieves its goal.

3.2.9 BRAND ADVOCATES

In implementing a tourism destination brand, there is also the need to have a brand advocate. A brand advocate is more of a brand ambassador, who should go back to the organisation, industry or sector represented, spreading a positive message, and the truth about a destination brand. They become owners of the brand with their high engagement, such that they develop a self-connection with the (Kanthavanich et al., 2012, p.12). Brand advocates should also be well trained to manage and market the destination brand. This refer to leaders and any other people who have an influential status in their organisation, to the extent that they can be easily heard, and so as to adopt a brand into their organisation.

3.2.10 INTERNAL MARKETING

This is a stage in brand implementation that calls for a buy-in of the key stakeholders, together with the employees of a destination marketing organisation. There is the need to share similar vision and values of a destination brand. Every stakeholder within a tourism destination should be able to know the meaning and aims of a destination brand for improved competitiveness (Baggio et al., 2010). The same applies with the employees who work for a destination marketing organisation, since it is there to convince potential tourists to buy the tourism offerings at any given point in time. It helps when the employees of the organisation get involved in marketing issues of the business (Mishra, 2010, p. 185). With effective internal marketing, the stakeholders and employees will be able to communicate any changes of the brand to tourists. Therefore, they ought to know the symbols, logos, colours and any representatives of the tourism destination brand. This will help in spreading the same to potential tourists so as to improve the performance

of the brand. Also, the destination brand ought to be linked to its culture. It should be able to communicate the culture it is representing, such that buy-in from the internal market is established as quickly as possible.

3.2.11 BRAND TOOLKIT

There is need for tourism destination marketers to be able to produce instruments that will be used in selling and promoting a tourism destination brand to its target markets. These are tools that help in improving internal processes for so as to improve brand identity (Urde, 2013, p. 747). The toolkits should be provided to all the relevant stakeholders, as well as the employees of a Destination Marketing Organisation (Morgan et al., 2011, p. 9). These should be in the form of logos, symbols, values, and other visible instruments. The marketing and communication instruments that are supposed to be used should also be provided to the stakeholders and employees. Therefore, the brand toolkits should be able to inform the brand essence and the role that is being played by the brand.

3.2.12 RESIDENTS

These refer to the people living within a tourism destination. There are communities surrounding an area of touristic activities, who should be involved in so as to inform the brand implementation stage. Thus destination marketers should be able to inform the residents about the existing tourism destination brand (Morgan et al., 2011, p.9). This can be done using various forms of media, presentations and even through discussion groups. Residents should be informed and understand the meaning of their tourism destination brand at a national level, both regionally and internationally.

3.2.13 CONSTANT MONITORING

There is a need for tourism destination marketers to keep track of the market performance of their tourism destination brand (Da Costa Carvalho, 2015, p. 24). A tourism destination performance should be benchmarked in order to determine its intended targets. This will create a position to refer when measuring and monitoring performance. Continuous surveys are needed in order to understand visitor satisfaction and return back for upgrades if there is a market gap (Aziz et al., 2012, p. 212).

However, some tourism destination brands even fail in their implementation. It is difficult to understand the stage at which a brand has failed, but it is tested at the implementation stage. For the Zimbabwe tourism destination brand, there is little research with regards to its implementation. Brand implementation involves setting up a platform where the brand is launched in its target markets. The current Zimbabwe tourism brand “A World of Wonders” was launched in Madrid in 2011 (Chibaya, 2013, p.87), though the success of its implementation is yet to be tested. There is need for effective publicity of a tourism brand when it is implemented, and this can be achieved using various media.

3.2.14 BRAND COMMUNICATION

Brand communication involves a process of making the brand known by the potential customers. A brand on its own should be able to communicate with its targeted markets through user-generated mechanisms (Smith et al., 2012), expressing the offerings it represents. Communication is vital, as it helps in informing and raising awareness of the brand. However, it is important to understand that some brands fail because they lack an effective communication channel so as to reach its targeted markets. Brand communication can be enhanced through the use of symbols, colours, having a brand name, and other factors. Therefore, the meaning and perception of a brand can be improved through brand communication (Bruhn et al., 2012). Media plays an important role in improving brand communication in a tourism destination. There are various types of media mixes in every tourism destination. It is difficult to know a specific media that is effective in communicating a brand to its target markets. This study focused on print media as a tool that might help in improving communication of the Zimbabwe tourism brand.

There is a need to frame a message effectively (Metila, 2013) about the meaning of a brand, so as to improve communication of a brand to its intended audience. Brand attitude plays an important role in communicating a brand to the potential tourists. If the potential market has a negative attitude regarding the tourism destination and its brand, then it will be difficult to communicate the brand effectively. This requires destination marketers to be persuasive in their formulation of a brand communication strategy. Therefore, destination and brand image play an important role in brand communication. A destination brand that is perceived to have a negative image by its potential tourists will face a challenge in its brand communication. Effective brand communication is achieved through framing a message that considers self-construal, product knowledge and consumer involvement. Self-construal involves defining one's personal attribute without external judgment. A destination brand communication ought to be able to consider its own attributes in order to optimally convey itself (Pike & Page, 2014, p.28). Consumer involvement helps to evaluate and define the type of the customer that a tourism destination brand is supposed to serve, which includes understanding their lifestyle, feelings, favorite products and attitude. This helps in framing a brand communication message that is effective and considers all the needs of the targeted consumers. Brand communication is also improved through product knowledge. The customer ought to have knowledge about the products represented by a brand, and the destination marketers should be able to understand their product such that they construct an effective brand message that explains the functions, benefits and achievement of their offerings.

3.2.2 ASSESSING THE IMPACT OF A DESTINATION BRAND

An assessment of the impact of a tourism destination brand should be a continuous process, whereby the destination marketers regularly measure its performance on the global market. This is because the perceptions of current and potential tourists changes over time. There is no prescribed period in which measure the impact of a brand, but usually it is done between two and three years into its establishment. It is important for tourism destination marketers to undergo surveys in order to know the impact of a destination brand. The surveys might be in the form of brand-tracking, online, and target specific countries, comparing itself against international changes, surveying current visitors on their level of satisfaction, and monitoring media communications. Therefore, the brand impact measure does not only help in understanding the performance of a brand on the market, but also helps in finding solutions such that the brand remains attractive on the market.

3.2.2.1 BRAND TRACKING

At this stage, it is important to assess whether the destination brand is unique, such that it can be differentiated from other brands that exist on the market. Destination marketers should go into the market and sample some customers who they investigate for their opinions and views about the brand (Ritson, 2011,p.17). The brand should be different in its general and emotional appeal. It should be able to fight competition existing on the market (Pike & Page, 2014, p. 34). A tourism destination brand ought to have features that are distinctive from those of its competitors. Also, at this stage, destination marketers should be able to know how people perceive the brand on its own, with regards to its ‘personality’ (Usaki & Baloglu 2011) and in relation to others existing in the market. This will also help in measuring the level of commitment that people have on the destination and its brand. The emotional appeal of a destination brand (Pike & Page, 2014, p. 25) ought to be measured, as it is more important than any other brand issues. Quantitative research can be done through presenting a set of questions that help in benchmarking and measuring the level of emotional appeal of a brand. However, the use of a qualitative research will work mostly in understanding the feeling that people have towards the destination brand. Brand tracking should be done on a regular basis so as to understand any major changes on people’s perception. This is an important procedure in understanding how the brand is performing in its target markets considering both those people have visited the destination before and potential visitors. According to this process, destination marketers will be warned of any decline in the attractiveness of a destination brand so as to refresh the brand through a rebranding process. There is a dearth of research regarding brand tracking from the point of view of a Zimbabwean tourism destination. In brand tracking, there are various reflections that show and influence a decline in the attractiveness of a destination brand, and these include political upheavals, negative news publicity, natural disasters, and other issues. These can have an impact by causing a negative awareness of the tourism destination brand on the global market.

3.2.2.2 ONLINE SURVEYS

Online surveys use of internet in carrying a market response measurement (Fulgoni, 2014, p. 2) and the brand performance are increasingly becoming the most popular channel. It has the advantage of being able to reach many people in a short period in time. The tourism destination marketer and other recruited agencies will built up demographics specifications of the targeted respondents to investigate a particular brand-related issue, then look for them online (Thomas, 2014). This process does not only focus on those selected or current tourists, but those current tourists can also recruit others. It will increase the numbers of online respondents, even without physically following the tourists. Therefore, an online survey has the advantage of being less expensive in reaching and getting reactions of a wider audience in a short period in time. In addition, with an online survey, it is easy to improve the visibility of brand representatives through images, video clips and sound that can trigger people to respond conclusively on issues that measure brand awareness and performance. The online survey will help in asking more questions than what can be done using any other form of survey. However, online surveys have the disadvantage of not gathering in-depth responses, especially when it comes to emotional related issues.

3.2.2.3 INTERNATIONAL BENCHMARKING SURVEYS

This is a process that should be considered in tourism destination planning (Martin & Tomáš, 2012,p.103). International benchmarking helps the tourism destination to measure its performance in relation to other competing tourism destinations existing on the global market (Pike & Page, 2014, p. 23). It specifically helps the destination marketers to measure their core competency and strength against those of other competing destinations (Crouch, 2010). Instead of looking at a country as a whole tourism destination for benchmarking survey, the concepts examine the cities, places, economy, the people, political environment and other variables within the tourism destination. This is supported by the Future Brand Country Brand Index, which analyses countries from eight dimensions, namely: attractions; authenticity; culture; ethos; geography; infrastructure; economy; and governance. These are important benchmarking variables in order to generate a competitive brand, because they show the area where a destination finds its strength. Identifying this area of strength will help in constructing and selling of a destination brand, using the selected variable.

3.2.2.5 VISITOR SATISFACTION SURVEYS

Visitor satisfaction is important for the survival of a tourism destination at any given period in time (Naidoo et al., 2010, p. 114). This is the most commonly used form of survey in tourism destinations. It focuses on the people who have already visited a tourism destination. It is a qualitative research form of which asks questions in relation to visitor experience, so as to establish the level of satisfaction of tourists (Li et al.,

2013). It has the advantage of getting first hand information and instant feedback from any questions asked, with the aim of winning the ever-increasing competition found amongst tourism destinations (Confente, 2015; Sparks & Browning, 2010). A Destination Marketing Organisation can structure questions, and this can be a regular exercise, usually conducted yearly. It has the advantage of informing any product deficiencies within the tourism destination. Visitor satisfaction survey is important, as it provides insight from people who have experienced a moment of truth in the tourism destination, rather than basing on perceptions (Wang & Davidson, 2010). Therefore, it is important to understand that the visitor experience survey shows what they like or dislike about their holiday experience, which will then affect their emotions and feelings towards a destination brand.

3.2.2.6 MONITORING MEDIA COVERAGE

This is an important element in measuring destination brand performance, and it should be viewed from both a positive and negative perspective (Berger & Milkman, 2012). A tourism destination aims to have positive media coverage about its potential markets (Ketter & Avraham, 2012). The type of media coverage about a destination in its target markets helps in building either a positive or negative image (Lahav et al., 2013), especially when it comes to its brand.

3.3 CRITICAL SUCCESS FACTORS OF A DESTINATION BRAND

There is need to understand the main target markets of the tourism destination and its brand (Schaar, 2013,p.5). This helps in creating and customising a tourism destination brand according to the needs and wants of the potential tourists. As already noted, in the target markets, destination marketers are able to understand the behaviour of potential tourists, which is important in constructing a destination personality that matches with the behaviour of the tourists (Usakli's, 2011). Also, understanding a target market for the destination brand is important in knowing the types of competitors who are serving the same market (Schaar, 2013,p.6). It helps in determining the level of market share that the destination brand is likely to achieve. In order to win the competition, a tourism destination brand ought to be unique in its presentation, as compared to other existing brands, since tourists view destination brand differently (Gartner & Ruzzier, 2011). The culture in one target market differs from that of another market (Schaar, 2013,p.2), and so, when the destination marketers have knowledge of the culture dominating the market, they will be able to produce a brand that conforms to the culture. Zimbabwe tourism as a destination brand has moved from its traditional target markets in the West, to those in the East, and there are few studies as to the effect of changing targeted markets on the Zimbabwe tourism destination brand performance.

Qualitative customer research is also needed for the success of a tourism destination brand. This helps in establishing a market gap with regards to what the existing marketing is currently providing, and what the potential tourists are expecting. The ability to understand the emotional experience of tourists (Garcia et al. 2012) and what they are looking for, which may not be covered in the current market, helps in establishing a unique destination brand on the global market. Therefore, market research helps in understanding the likes and dislikes of the tourists. It also helps in establishing what motivates a tourist to visit or consume destination offerings and the brand, as there is a correlation between expectations of a tourist and travel motivation (Lee et al., 2011).

Leadership and provision of support by the most senior management in a tourism destination is important for the success of a destination brand (Morgan et al., 2011, p. 3). The Chief Executive Officer of a Destination Marketing Organisation, government ministers, and other Cabinet representatives should be involved in sharing a common vision of a destination brand (Volgger & Pechlaner 2014). This is because leadership does not only help influencing others, but it helps in creating champions and advocates for the destination brand. The leaders are the most followed point of reference, such that when there are well-informed about the existing tourism brand, they can transmit their knowledge to their subordinates expeditiously.

There is a need to constantly communicate the brand to the internals of a tourism destination. These include the employees of a Destination Marketing Organisation, main stakeholders and communities at large (Pike & Page, 2014, p. 4). Constant internal communication helps in promoting buy-in at every level of the brand life cycle. This is through keeping the internals updated on developments and other improvements with regards to tourism as a destination brand. It promotes a sense of ownership to the brand, such that these internals will always be willing to serve as tourism destination brand ambassadors. Internal communication will therefore also help in sharing the same vision, objectives and values of a destination brand. This also helps in having a common drive and understanding of the logos, symbols, colours and representing statements of the destination brand which will be passed down to the potential customers through word of mouth and other necessary channels (Yavuz et al., 2016, p. 64).

Lastly, there is a need to have a long-term internal marketing commitment that is long-term for a destination brand (Del Chiappa & Bregoli, 2012). This is essential in building destination brand equity. Branding should be at the centre of marketing strategies that are carried out by a Destination Marketing Organisation (Pike & Page, 2014, p. 24). To improve brand equity, there ought to be a contribution of all the main parties

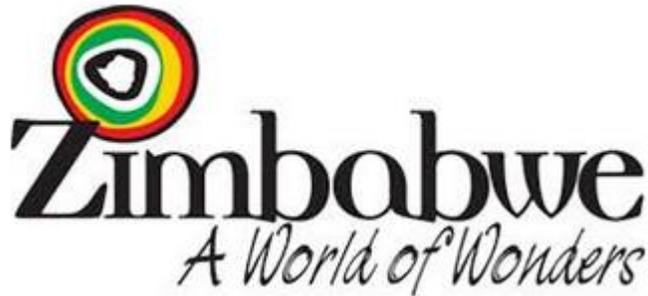
in a tourism destination, which are the marketers, stakeholders and residence. These parties will then develop a lasting attachment with the brand, from a behavioural and attitudinal perspective.

3.4 MEASURING BRAND PERFORMANCE

A successful destination brand should be able to lure the potential tourists to visit a tourism destination (Deskins & Seevers, 2011), where the success can be measured in by an increase in the numbers of arrivals and receipts (Pike & Page, 2014, p. 30). When a tourism destination brand is introduced in market many potential tourists are unaware of its existence. This then follows the efforts of destination marketers to inform the potential tourists about the brand using various mechanisms. At this stage, media plays an important role raising awareness of the brand. For this study, it focused on print media as a communication tool that might help in improving performance of the Zimbabwe tourism destination brand. After creation of awareness there is a high likelihood of having interested tourist inquire about the offerings and products represented by a destination brand. When they are convinced about the brand and its offerings, a purchase is made. Providers of tourism from every sector should ensure that they provide excellent services, which will then help in improving satisfaction of the tourists. The moment of truth should be the same or even exceed the promises made. Lastly, a satisfied tourist will become a brand advocate who will then go tell other friends and relatives to consume the brand and its offerings.

3.5 BRAND SLOGANS AND STRAP LINES

A slogan that represents a tourism destination brand should be able to stand as a summary of the personality of a destination mainly in the form of a brand name (Keller 2013, p. 158). This should be built from messages that are descriptive in nature, rather than just meaningless marketing words. Usually a slogan should accompany a logo and when it does not add any value to a logo, then it destroys its marketing purpose. It is difficult for many Destination Marketing Organisations to construct effective themes for their brand slogans (Pike 2012). Slogans can be changed to some extent from time to time, mainly with regards to changing market segments, and countries where a campaign is being carried out without compromising the value of a brand. The Zimbabwe tourism destination brand's slogan has changed three times in the past three decades (Ndlovu, 2009; Chibaya, 2013; Chigora & Zvavahera, 2015). Therefore, a brand essence, which should be constant, is reflected by a brand logo, and not the slogan, which can be changed in relation to a shifting market situation. There is need to clarify whether Zimbabwe as a tourism destination brand is being represented by the logo or slogan on the global tourism market. The current Zimbabwe tourism destination brand is "Zimbabwe A World of Wonders" as presented in Figure 3.1 below.



Picture 3.1 Zimbabwe Tourism Destination Brand

Source: Zimbabwe Tourism Authority (2011)

As postulated by Rehan (2014), a slogan for the tourism destination brand should be short and precise. There is little research of the effectiveness of Zimbabwe tourism destination brand's slogan. This study also investigated the effect of slogans on performance of tourism destination brand with a focus on Zimbabwe destination brand.

3.6 DESTINATION BRANDING IN ZIMBABWE

In 1980, Zimbabwe obtained its political independence from British colonialists. The name of the country concurrently changed from the colonial Rhodesia to the emancipated Zimbabwe. The transformation of the country's name from the colonially-sanctioned to an indigenously crafted one, concurrently renamed the country's tourism destination. According to Kotler & Armstrong (2011), a brand can be in the form of a symbol, name or logo that is used for identity by the customers. The statement shows that a name can be used as a branding tool and changing the country's name to Zimbabwe in 1980 initiated its tourism destination re-branding process. After independence, the tourism industry became one of the targeted pillars for economic prosperity in Zimbabwe (Zhou, 2013; Chibaya, 2013). This resulted in the formation of Zimbabwe Tourism Development Corporation (ZTDC) in 1981, a government body that was meant to be the planner and leader in managing the country's tourism investments (Chibaya, 2013, p. 85). The establishment of ZTDC coincided with the first tourism brand, named "Discover Zimbabwe" (USAID, 2013; Mirimi et al., 2014). The aim of the brand was mainly to position and form unique identity of the Zimbabwe tourism destination on the global tourism market. However, the "Discover Zimbabwe" brand failed to gain the expected mileage as a distinctive market positioning instrument for Zimbabwe tourism destination. There is limited literature on the issues that resulted in the failure of the "Discover Zimbabwe" tourism brand, but since the Zimbabwe tourism industry was in its realisation stage, and there was failure to consult relevant stakeholders, constructing effective policies and strategies might be other reasons for

the demise. Im et al. have noted, “an effective marketing strategy for locations should be driven by an orientation which comprises a long-term holistic approach to tourism planning, destination identity and image, stakeholder involvement, brand implementation, monitoring and review” (2012, p. 387).

In the year 1996, the government transformed Zimbabwe Tourism Development Corporation into a new marketing oriented establishment known as Zimbabwe Tourism Authority (ZTA) (USAID, 2013, p. 12). The tourism body became a source of marketing vibrancy, justified by an increase in tourists’ arrivals from 1,596,696 in 1996 to 2,249,615 in 1999 (Zimbabwe Tourism Authority, 2010, p. 1). Branding continued to be a key agenda of the Zimbabwean Tourism Authority, such that the organisation’s inaugural re-branding of the tourism destination took the form of “Africa’s Paradise” (Chibaya, 2013). The new brand was meant to sell Zimbabwe as a tourism destination as a paradise of Africa. However, the socio-economic landscape then shifted (Ndlovu & Heath 2013, p. 948), destroying the co-ordination of marketing activities. The historical performance of the Zimbabwe as a tourism brand can therefore be measured in relation to changes in tourists’ arrivals since year 1980, as summarised in Figure 3.5 below. In 1999 tourists’ arrivals were at a peak of 2,249,615 and a sudden decline to 1,966,582 in year 2000 (Zimbabwe Tourism Authority, 2011, p.18). Therefore, the worst performance of the Zimbabwe tourism sector can be seen to have started in the year 2000, with the “Africa’s Paradise” tourism brand in place. According to USAID (2013, p. 15), the years between 2000 and 2008 represented a socio-economic stagnation and decline. Zimbabwean tourism could no longer be called a paradise in these years (Chibaya, 2013, p. 87). The Tourism Authority wrote, “the major highlights that disturbed progress and the desire for a Zimbabwe tourism destination branding exercise can be summarised as politics over the land redistribution programme, 2008 elections and social outcry of the pandemic cholera disease” (Zimbabwe Tourism Authority, 2011, p. 18).

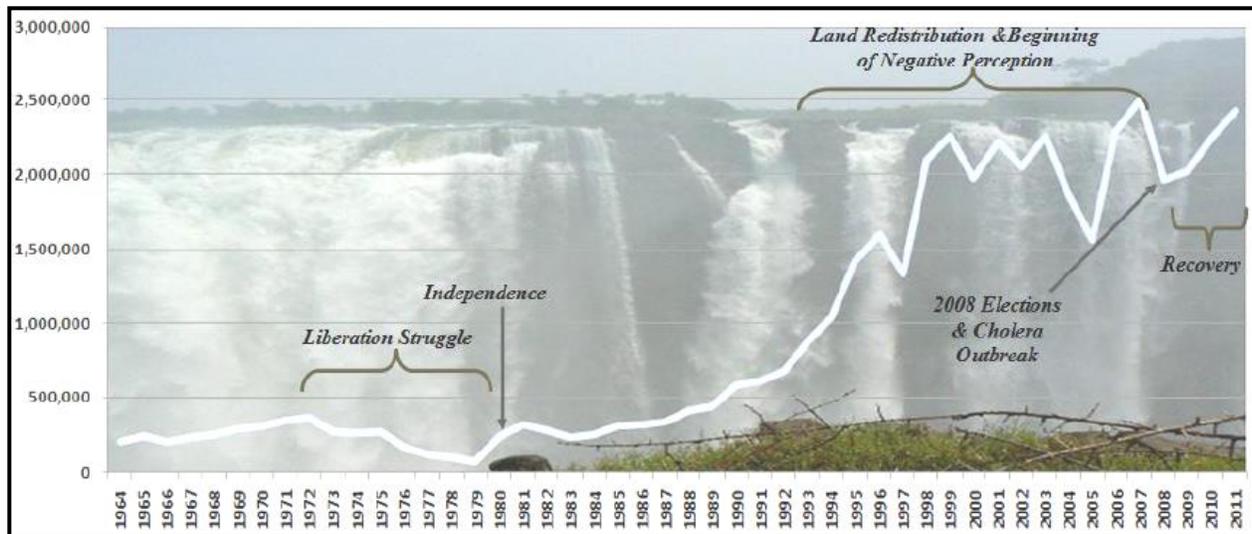


Figure 3.3 Trends affecting Zimbabwe tourism marketing performance

Source: Zimbabwe Tourism Authority (2011, p. 18)

There was an intensive political upheaval in Zimbabwe from the year 2000 onward. The land reform programme resulted in a chaotic state of affairs in the politics of Zimbabwe, wearing down the tourism destination brand immensely. The Zimbabwean government led by the new black president Robert Mugabe and Zimbabwe African National Union Patriotic Front (ZANU PF) engaged in land redistribution as a compensation for the liberation struggle to the war veterans and majority black populace. Before independence in 1980, large portions of land in the country were coopted by a few British white colonialists, who were labelled Rhodesians, a moniker borrowed from their colonial leader, Cecil Rhodes. The subsequent processes and measures that were applied by the independent government in redistributing the land antagonised the British landlords in Zimbabwe, together with their acquaintances in other western countries. Fights and quarrels began in Zimbabwe as the white British settlers snubbed the land reform exercise. Zimbabwe tourism as a brand could not survive the vengeful negative image created for the country by international media. The media declared Zimbabwe to be hostile and unsafe for tourists' activities globally. Tourists arrivals started to fall and staggering in a negative direction. The Zimbabwe Tourism Authority noted that "...the arrivals of tourists began to drastically fall in years after 2000 that is from 2,249,615 in year 1999 to 1,966,582 in year 2000 and further declined to 1,558,501 in the year 2005" (2011, p.18).

Political conflict in response to the 2008 and 2013 presidential elections, was initiated between the two main political parties in Zimbabwe, which are Zimbabwe African National Union Patriotic Front (ZANU PF), and the Movement for Democratic Change (MDC). The MDC, as a cutthroat rival to the ruling ZANU

PF, announced to the world that the election results were fraudulent. The message was also endorsed as true by the majority local populace. The European Union and its western allies, spearheaded by Britain, shared the same contention that there was no rule of law in Zimbabwe, and that the elections were not free and fair. ZANU PF resisted the efforts of its liberation struggle fought back through state owned media and other manipulative policies. The state of affairs in Zimbabwe worsened confusion and unrest, undermining itself as a tourism destination brand. According to the Zimbabwean Tourism Authority (2011, p.18), tourists arrivals fell from 2,505,988 in 2007 to 1,955,594 in 2008.

On 13 February 2009, the two main political rivalries in Zimbabwe, ZANU PF and MDC formed a Government of National Unit (GNU), which helped to improve the image and perception signaling peace and stability in Zimbabwe as a tourism destination. The GNU redirected the Zimbabwe tourism brand towards excellence. The positive effect was reflected in the yearly improved tourism receipts. The country's receipts from tourism grew from 523,000,000 in the year 2009 to 634,000,000 in 2010 and 664, 000,000 in 2011 (Zimbabwe Tourism Authority, 2011, p.18). The period of the GNU was therefore understood as a period of tourism recovery as the country was then portrayed to be peaceful and politically stable (USAID, 2013, p. 15). The international media also responded through reporting this positive dynamism in the country's political ascendancy by spreading favourable news headlines and content reflecting Zimbabwe as a safe tourism destination to visit. Unfortunately the GNU was short-lived and it dissolved in 2013, after ZANU PF won the presidential elections, reverting the state back to one-party governance. The elections were purportedly unfair, suppressing the rights of the Zimbabwean populace. Perceptions and allegations over political instability resurfaced since the 2013 presidential elections were found to be fraudulent by the influential western community. Various international media then responded by increasing negative publicity over the new state of affairs prevailing in Zimbabwe tourism destinations' politics. The dire position, image and identity of Zimbabwe as a tourism destination brand resurfaced with its political recovery becoming even more impossible.

Socially, Zimbabwe used a growth with equity model after it gained its political independence and the model was based on transforming the system governing the livelihood of the populace from capitalism to socialism (Ansa et al., 2012, p. 19). Management of vital social factors was done by the government in favour of the indigenous black majority. The populace received free education and healthcare. The free provision of various social facilities meant that the government was running a budget deficit in order to restore society. Agriculture was the main sector sustaining the government through its export market dominance, and likewise Zimbabwe was branded as the "Bread Basket of Africa", coinciding with the "Discover Zimbabwe" brand. However, since the country was agro-based, it experienced a huge disturbance from the severe droughts that hit every 10 years, in 1982, 1992 and 2002, respectively.

Agriculture could no longer sustain the country, and society started to experience alarming poverty. There was a high agriculture-dominated structural unemployment, which resulted in social unrest and donor dependency of the populace. The calamity was also worsened by the outbreak of cholera between year 2000 and 2008, as shown in Figure 3.3 above. The social outcry and health threats labelled the country as highly poverty stricken, and unfavourable for tourists to visit. The alarming rate of people dying due to poverty and disease discouraged the consumption of tourism offerings by many international tourists. It is also around 2000 onwards when the “Africa’s Paradise” brand name was ironically in place. The survival of the brand was therefore threatened.

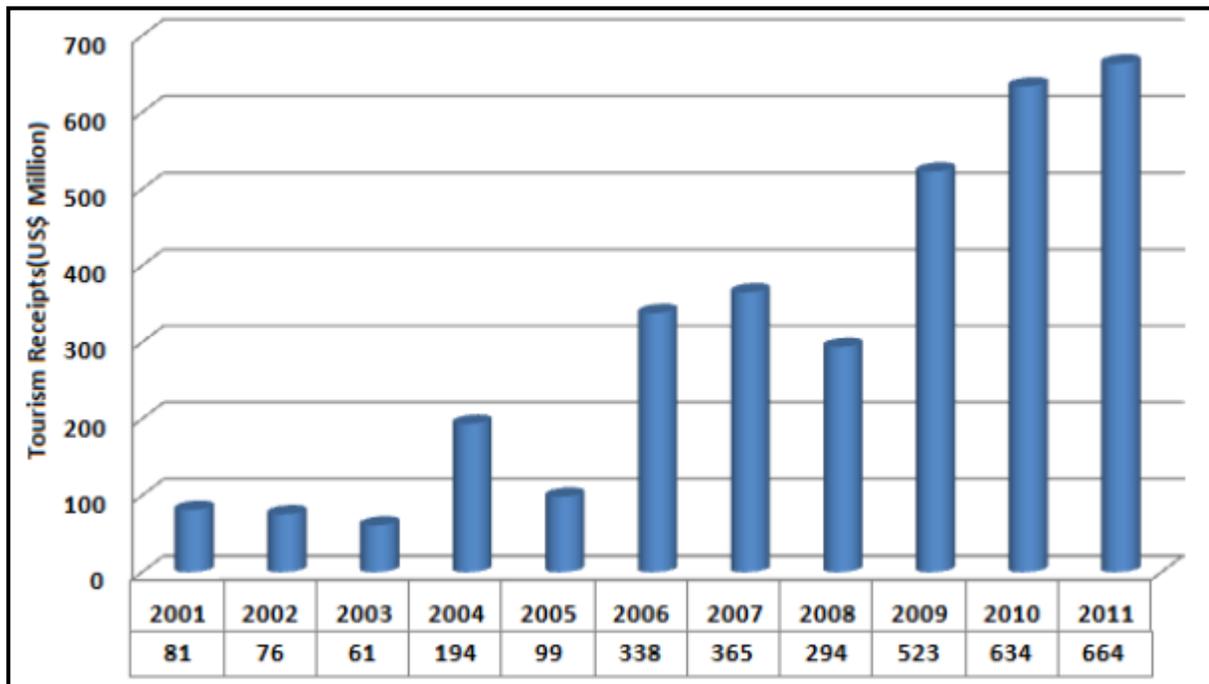


Figure 3.4 Zimbabwe historical tourism receipts

Source: Zimbabwe Tourism Authority (2011, p. 49)

Economically, the tourism industry in Zimbabwe contributed a significant share to the national income in the years just after independence (Zhou, 2013, p. 886). According to the Zimbabwe Tourism Authority (2011, p. 49), the tourism receipts grew from USD 38,000,000 in 1980 to USD 60,000,000 in 1990 and USD 232,000,000 in 1996. This is a more than 100% growth in revenue between year 1980 and 1996. However, as shown in Figure 3.6 above, the economic vibrancy measured by tourism revenues in Zimbabwe’s tourism sector could not continue in the years following the millennium. As shown in Figure 3.3 above, in year 2001 the country received USD 81,000,000 from tourism, USD 61,000,000 in 2003, USD 338,000,000 in 2006 and USD 294,000,000 in the year 2008. These booms and slumps in tourism revenues

have been mainly attributed to hyperinflationary environment that took precedence in the country between year 2000 and 2008 (Chibaya, 2013, p. 87). The loss in value of the country's currency resulted in tourism business establishments closing, due to viability problems. The price of tourism products and services were soaring. Tourists plan for their holidays in advance such that they work with budgets for their future spending. It became difficult for them to plan for a holiday in Zimbabwe, as their fully committed budgets would not match soaring prices when they came to make a planned visit to the country. The state of affairs in the Zimbabwe tourism destination therefore translated to negative spending. However, in the year 2009, the receipts from tourism started to increase, as shown in Figure 2 above, moving from USD 294,000,000 in 2008 to USD 523,000,000 in 2009 to USD 664,000,000 in 2011 (Zimbabwe Tourism Authority, 2011, p. 49). The improvement in tourism receipts has been attributed to the introduction of the multi-currency dominated by the United States dollar. The multi-currency brought stability in the purchasing power of tourists encouraging tourism exchange and revenues of tourism operators. Price stability encouraged savings and consumption of tourism offerings by both local and international tourists. Therefore, there was a restoration of confidence in the Zimbabwean tourism industry, sustaining a positive reflection of Zimbabwe as a tourism brand.

The Zimbabwe Tourism Authority as the leading destination marketing organisation responded by introducing another new tourism brand in order to restore identity and attain a new market position for the Zimbabwe tourism destination at a global market level. The "Zimbabwe, A World of Wonders" replaced "Africa's Paradise", which had become associated with socio-economic and political upheaval (Ndlovu & Heath, 2013; Chibaya, 2013; USAID, 2013); the objective was of showcasing the country's tourism destination brand by basing on its natural wonders.

3.6.1 DESTINATION IMAGE

Destination image is a concept which is based on understating the perceptions that potential tourists have about a destination (Kim & Perdue 2011). It mainly involves managing perception of tourists towards a destination and its offerings (Pan & Li, 2011, p. 134). A tourism destination that is perceived to have a good image is more likely to attract more tourists (Martins, 2015, p. 4). The use of marketing communication is important in creating a positive image of a tourism destination, though it is not the only means. There are various factors that help in uplifting the image of a tourism destination and for this study, where branding is one key factor. An effective brand can help in improving image of a tourism destination (Pan & Li, 2011, p. 134), especially when it is communicated using various media. Also, there is the power of word of mouth when those who have had a personal experience of a tourism destination become a trusted source of information for potential tourists. It is also important to note that destination branding on its own is not the only prerequisite to changing the image of a tourism destination. Even though the brand of a tourism

destination is the leading face and voice in communicating to the destination external environment, some other factors such as the source of information helps to influence the image of a tourism destination brand.

A review of printed newspapers confirms that the news headlines and discussions in these media have an influence on the image of a tourism destination. The newspapers have proved to be a convenient source for the public when they want to make personal decisions based on socio-economic and political events happening in a tourism destination. They can positively or negatively influence the society towards a certain decision. As noted, Zimbabwe as a tourism destination has been undercut by negative media publicity. Recent newspaper headlines and discussions which are brewing negative perception over the tourism destination include: “Govt at odds over rand adoption” (Daily News, 2017); and “Fuel Prices go up” (The Financial Gazette, 2017). These issues convey a sinking economy, which can then scare away potential tourists and any other likely investors. Also, from a social perspective, the printed newspapers have contributed in tarnishing the image of Zimbabwe tourism destination using headlines and discussions like “Cops can urinate in public: Minister” (Daily News, 2017); and “Rowdy youths disrupt meeting” (The Herald, 2017). From a political perspective there have been negative reports, such as “Escalating Zim crises point to disaster” (Daily News, 2017). This informs the potential tourists that there is political crisis in the country that makes the tourism destination unsafe for any visits. However, the newspapers can construct a positive destination image from their headings and discussions like “Tourism sector records increase in occupancy” (The Herald, 2017). This reduces perceived risk by potential tourists as it means that the tourism destination is becoming more attractive such that more people are now will to visit than before.

There is no universally agreed upon source of information that is effective in improving the image of a destination. Therefore, this study also tested print media as a source of information that might improve image of Zimbabwe as a tourism destination.

It is the duty of destination marketers and Destination Marketing Organisations to craft strategies that improve positive image of a tourism destination (Paunovic, 2014, p. 173); and even counter the negative perception that potential tourists have on the image of a destination. The process of destination image is complex to some extent since it is derived from the image of a country then goes down to the destination (Giraldi et al., 2011). If the image of a country is negative, then the tourism destination will be viewed negatively. Therefore, the operating environment of a country, as a construct of socio-economic and political factors, has the power to influence a positive or negative image of a tourism destination (Alvarez & Campo, 2014). Many tourism destinations have developed a negative image due to perceived negative political environment. Zimbabwe as a tourism destination has suffered a reduction in tourists’ arrivals and

influx because of the perceived political instability. It is difficult to market and promote a tourism destination with a perceived negative political environment.

The image of the country plays an important role in building a positive or negative perception towards a tourism destination image (Assante et al., 2014). However, it is important to note that the image of a country might take a long time to restore itself, even going on for generations. There are few studies in relation to the supremacy of country image over destination image, or on strategies that can help destination image to overpower the image of a country. Destination Marketing Organisations should therefore find novel ways that might help to generate a positive perception of a tourism destination even when a country has a negative image to the outside world. Effective promotion of cultural heritage, natural heritage and other aspects of a destination might help in improving destination image. However, the power of branding as a marketing and positive image catalyst has been seen in transformation of Spain, New Zealand and other countries as tourism destinations in past years.

Image is vital in creating attractiveness of a tourism destination in its target markets (Mohamad & Ghani, p.2). There is a need to develop comprehensive mechanisms that helps in promoting positive image of a tourism destination. Many tourism destinations have addressed negative image through hosting and participating in international expos, which help in improving positive perception of their destination to the world. This is because building a positive image is both an inward and outward approach, which requires effective interaction of the potential tourists and suppliers of tourism. Communication is important in building a positive image of a tourism destination. Media then becomes a strategic tool that can link a tourism destination and its potential tourists through its ability to improve communication and change perceptions. Media can cultivate a positive image of a tourism destination (Sibanda & Muzapu, 2016, p. 58). Destination marketers should be able to develop and apply the most effective type of media that helps improve a positive image of the tourism destination. There is limited contribution from various global researchers on the best media to use in order to improve destination image. According to perspectives, imagery is increasingly becoming important in promoting tourism destinations through expressions and messages (Molina et al., 2010). Destination image is an important concept in the management of destinations, and is enhanced through information management (Sigala, 2013). Information plays an important role in destination images (Ishida et al., 2016, p. 1). The problem is in understanding how best to manage information in order to improve the image of Zimbabwe tourism destination. This study resorted to print media as a tool to convey information that might improve Zimbabwe tourism destination image.

3.8 THE ROLE OF BRANDING IN DESTINATION MARKETING

The intensification of competition in tourism markets globally has resulted in authorities recognising destination branding as a tool to use in marketing promotion and management of tourism resources (Kim & Lehto, 2013, p. 117). Traditionally, brands have been used to identify general products mainly using names and symbols and now the concept is applied to marketing of services (Pike, 2010, p. 127). Even with minimal practice in other destinations, the advent of destination branding has resulted in many tourism marketers viewing destinations as brands, such that they have applied the concept from generic product branding theories to destinations (Kim & Lehto, 2013, p. 118). This shows that traditional identity of products through the use of brands can still apply to destination marketing. Marketing is done through the use of various objects and designs such as terms, symbols, signs that represent their brands or a combination of all with an advantage of differentiating own products from those of competitors (KILIÇ & Adem, 2012, p. 96). It is through the concept of branding that unique proposition is created which help to differentiate products and services provided by one business to those of competitors (Im et al., 2012, p. 385). Failure to manage the branding process is detrimental, since the process revolves around brand elements mix, brand identity, brand image building and marketing activities (Im et al., 2012, p. 388). There is little research on the role of destination branding in destination marketing particularly in a Zimbabwean context. The discussions provided by various authors show that destination branding helps in improving marketing of tourism destinations through positioning and differentiating the destination from others. Therefore, destination branding is indispensable in contemporary competitive markets dominated by producers and suppliers of homogenous tourism products and services. There are many existing tourism destinations globally, offering sometimes similar products and services, which call for differentiation as a marketing strategy, to which branding is a key and promising ingredient. Destination branding also helps in destination marketing through promoting identity of a destination in a global market. Zimbabwe destination's marketing success can be measured by its brand performance. The current situation shows that the Zimbabwe as a destination brand is struggling to stand its market dominance reflected by the continuous re-branding exercises. According to Morrison (2012), a good tourism destination brand should be market-tested and well-accepted by all stakeholders. The fact that Zimbabwe as a destination brand keeps on changing can be due to its failure to positively perform on the global market and not being accepted by pertinent stakeholders. This study therefore investigated on the effect of print media in strengthening market relevance of the Zimbabwe destination brand.

3.7 BENEFITS OF DESTINATION BRANDING

Destination branding helps in understanding how and to what extent brands are relevant to consumers which provide assistance to destination managers in knowing how to design branding mechanisms that make them work closely with their customers (Florek & Kavartzis, 2014, p. 103). It acts as a tool that is used to position a destination brand such that a good destination brand should be able to effectively position a destination on the global market (Morrison, 2012). The concept of branding also plays a significant role in improving identity, through the use of various symbols (Kotler & Armstrong, 2011). In addition, Morrison (2012) revealed that a good brand should be able to show the personality of a destination. This means that the concept of destination branding is important when tourists are able to view and align their personality with that of a given destination brand. These discussions shows that the concept of destination branding is important in promoting destination's brand identity, its global position and personality. There is little research in relation to Zimbabwe destination brand identity, positioning and personality though Ndlovu in 2009 investigated on branding as a strategic tool to reposition Zimbabwe destination through a stakeholder analysis.

3. 8 DESTINATION BRANDING CHALLENGES IN ZIMBABWE

Destinations are a composite of multi-cultures and ethnicity, meaning that every place in a destination has its customs, values and beliefs (Baran, 2011). The cultural divergence makes it difficult to agree on a brand that can be used by a destination to improve its global identity and market position. Interests, opinions and analysis of different groups vary according to their backgrounds. Zimbabwe has a diversified cultural base, with people using different languages, customs, and even separated traditional value like totems, and observing different physical geographic boundaries. The divergence means that a consensus on the type and name of a destination brand to use might be difficult since the experiences and needs of the main stakeholders differ. According to Da Silva Oliveira (2013) communication platforms and networks have greatly changed such that the traditional marketing strategies that have been used for selling promotions are no longer controlling the market but it is the tourists or travellers who are now controlling the content and context that is communicated about a destination.

According to Morrison (2012) Destination Marketing Organisations do not have ultimate control over the destination mixes that are represented by the brand. The Zimbabwean Tourism Authority has branded the destination as “A World of Wonders”, but it remains questionable as to whether the organisation is able to

control both the physical state and aesthetic nature of these wonders, so that they remain or become an effective tool for successful destination branding in Zimbabwe.

A destination is not driven or owned by one individual or organisation. It is an amalgam of various stakeholders, who are both independent and dependent on one another (Habibi et al., 2014; Morrison, 2012). Stakeholder involvement and agreement in destination brand formation is difficult. Every stakeholder has a different view over a label or identity that should be used as a destination brand. Implementation of a destination brand therefore usually eliminates other crucial stakeholders, making it an incomplete process, such that it is even difficult to gain acceptance in the market.

Destination branding is subjected to public criticism, since most members of the public are involved in travel at some point in time, they have their opinions and views over a crafted tourism destination brand (Morrison, 2012). Even with no recorded literature, critics have been raised on the previous brand “Africa’s Paradise” and the current “World of Wonder”, with questions asked regarding what makes Zimbabwe a paradise for Africa when the destination is poverty-stricken, and experiencing high social unrest, and which unique wonders are being communicated and emphasised in the destination brand?

Destination branding is a process that requires co-ordination of various parties, such that they share a common goal and spread a unified voice amongst target markets. Coordination of the destination brand exercise requires huge budgets. Various countries, especially in the developing world, such as Zimbabwe, have limited budgets to run all sectors of the economy, which makes it difficult for them to set aside funds to perform a destination branding process. This is there to train and inform key stakeholders regarding branding issues that call for workshops and group discussions. Various forms of communication are needed to spread news about the destination brand before and after it has been launched. Road shows and other travel for brand promotion across the globe are likewise needed. There is need for tourism destination marketers to adhere to new technologies, which help in increasing brand publicity, identity and positioning. These processes require enormous financial capital, which is a challenge for many tourism destinations in Africa. Zimbabwe as a country is regarded as financially insolvent, with various economic problems, making it difficult to have favorable budgets to carry out a workable branding exercise.

3.9 DESTINATION BRAND EQUITY

Brand equity refers to a brand worthiness, measured by a combination of variables, namely brand loyalty, name awareness, perceived quality, and potency of brand association, together with other key assets such as trademarks, patents, distribution channels and advertising (Kotler & Keller, 2012). The definition shows that the concept of brand equity is an amalgamation of brand awareness creation, image building and loyalty

(Gartner & Ruzzier, 2011, p. 473). Destination managers should evaluate their brand equity elements against those of their competitors in order to strengthen their competitiveness on the market (Im et al., 2012, p. 386). Several reports and studies have been done on Zimbabwe's destination brand, but without directly analysing the most dominant variable(s) that can lead to high destination brand equity. (Pike et al. (2010, p. 1) have noted that "even with attempts to measure Consumer- Based Brand Equity (CBBE) of destination brands, there remain a lack of theory to evaluate its applicability in the tourism context thus there is no concrete agreement on the effective measurement of destination brands. This study explored common brand equity variables, mainly brand image, brand awareness, perceived brand quality, brand loyalty, and association, for Zimbabwe as a destination, with the aim to understand their effect to the overall destination's brand performance. The power of a brand is measured by the level of its brand equity and ability to be differentiated from other existing brands (Kotler & Armstrong, 2012, p. 243). There is negative Zimbabwe destination brand equity resulting from the tarnished image of the destination by various international media (Chibaya, 2013; Ndlovu & Heath, 2013), which makes it relevant to engaging print media, and investigating its effect on Zimbabwe's destination brand equity. Also, when using brand loyalty as a measurement, there is low brand equity, since the number of tourist arrivals have followed a downward trend over the years. It is therefore difficult to have lasting associates for Zimbabwe's destination and its brand, if corrective measures are not taken. According to Gartner & Ruzzier (2011, p. 472) "brand equity can be viewed as the process of not only creating ownership for a particular brand but also the value of that ownership of which from a generic product perspective this value is reflected by additional monetary returns that comes from using a brand name." Pike (2010, p.125) has meanwhile noted that brand equity is commonly used as a term that represents brand performance, which is measured in financial value on the corporate balance sheet. This analysis can be related to Zimbabwe as a destination brand, as the revenues from the tourism industry have been staggeringly negative. However, the use of tourism revenues as a measurement of destination brand performance is debatable, since high volumes usually do not reflect high revenues and low volumes also does not mean low revenues. Traditionally, when Zimbabwe as a destination brand was at peak performance, the destination had low volumes of western tourists, with high value. Conversely, the periods associated with poor destination brand performance in Zimbabwe has seen a high volume of tourists, with low values, especially after engaging the Look East Policy moving from a "Low Volume-High Value" to "High Volume-Low Value" type of tourism. Therefore, destination brand performance might be measured using tourists' inflows, rather than purely relying on revenues. The reason for this is that brand followership highly reflects the destination's attractiveness in the market.

3.10.1 DIMENSIONS FOR MEASURING DESTINATION BRAND EQUITY

3.10.1.1 DESTINATION BRAND AWARENESS

The stage forms a foundation on which brand equity is constructed around a destination. Awareness is the first important step in creating brand equity of any organisation (Im et al., 2012, p. 389). Creation of awareness is essential, because a place must be known by the potential tourists before regarding it as a destination to visit (Gartner & Ruzzier, 2011, p. 473). Marketers ought to improve visibility of symbols or visual imagery attached to a destination brand name (Im et al., 2012, p. 390). The goal is to improve positive awareness of the destination brand at any given point in time. Gartner & Ruzzier have noted the following:

Researchers have explored awareness in the levels of dominant, top of mind, familiarity and knowledge such that even if dominant awareness occurs, it does not always translate into a positive brand equity as demonstrated by some of the world best-known places like Afghanistan and Iraq, which are highly known but not considered as safe places of visit (2011, p. 473).

Zimbabwe destination brand awareness is subject to negative issues, especially those that were brewed from socio-economic and political mayhem, which directly marred the performance of “Africa’s Paradise” tourism brand and likely to continue in downplaying the current “A World of Wonders” brand. Gartner & Ruzzier have argued, “the idea is to understand that focal point of extensive coverage has led to social conflict which does not translate into increased travel inflows meaning that some dominant awareness of a place are of negative value to building brand equity” (2011, p. 473). Therefore it does not follow that every awareness results in the profitability of a destination and its brand ascendancy. Rather, it depends on the type of construct informing the awareness, whether positive or negative.

3.10.1.2 DESTINATION BRAND IMAGE

Branding has become a vital tool that helps a destination compete for visitors more effectively through enhancing its overall image (Yusof et al., 2014, p. 1). The meaning of a brand is built on the image it portrays to the world. Brand image is directed at the perception that resides in the memory of the customer regarding the existing brand (Pike et al., 2010; Im et al., 2012). A destination brand that possesses excellence image provides memorable thoughts, such that tourists favour it anytime when they need a holiday. There is no consensus on the mechanism(s) that completely spread negative or positive image of destination brand, or even highlighting the most probable type of media affecting destination brand image. Image in a destination is built from various aspects, both controllable and uncontrollable, by the destination

marketers. It ranges from social to physical, economic and political attributes. Zimbabwe's destination brand image was downplayed, mainly by political upheavals, which reduced the desire to visit and associate with the destination and its offerings (Ndlovu & Heath, 2013; Chibaya, 2013). When tourists receive negative news about a destination, this will remain in their memories and eventually reduce visits to the destination (Im et al., 2012, p. 391). Image of a destination remains in the tourist mind for some time (Myagmarsuren & Chen, 2011 p. 83). Images are an effective staple by means of which to counteract negative attributes that may be acquired through media (Gartner & Ruzzier, 2011, p. 474). The question here is as to how brand image counteracts negative attributes from various media. A destination brand represents an effective tool and potential node with which a number of image associations can be linked (Pike et al., 2010). There is little knowledge regarding the effect of destination branding to good image creation. Therefore, the aim of this study is to provide an instrument(s) that connects a Zimbabwe destination brand and positive image creation. Image capital is crucial when constructing a positive association with tourists to a particular brand, and in return, it is the same image that leads to uniqueness of a destination (Gartner & Ruzzier, 2011, p. 474). Destination brands, which are well known and patronised in the world, have gained their followers from the positive image they carry. Therefore, destination image as a concept has attracted attention in destination branding over the years (Gartner & Ruzzier, 2011; Im et al., 2012).

The value from visiting a destination can be created in the mind of consumers when they appreciate and understand communicated brand images, and likewise, tourism marketing boards develop more concern in matching the gap between projected and perceived brand images (Kim & Lehto, 2013, p. 118).

The main benefit of brand image building is supported by the fact that images carry attributes that one expects a destination possess, thus images help create positive awareness and reduce risks to the customer which are associated with visiting a place one knows very little about (Gartner & Ruzzier, 2011, p. 474).

Management of imagery building mechanisms helps tourists appreciate the state of a destination and will patronise or stop visiting when they have real knowledge and information, rather than basing their views on unconfirmed perceptions.

3.10.1.3 PERCEIVED DESTINATION BRAND QUALITY

Brand quality is the perception given to a brand regarding its ability to add value. It is highly subjective (Pike et al., 2010). There is a problem when trying to define and measure quality of a destination brand.

Since quality is highly subjective and is related to emotions that are not tangible. There is a need for physical experience and interaction with the offerings of a destination for before a tourist regard a destination brand to be of high quality. Im et al. (2012, p. 390) have postulated that quality is related to consumer's judgment on a product's overall superiority. One's judgment differs from that of the other party, such that a consensus on the quality of a destination brand would be hard to reach. In addition, the multidimensional nature and variety of stakeholders' involvement makes it difficult to relentlessly provide quality in a destination, where likewise, quality becomes a prerequisite for brand equity (Gartner & Ruzzier, 2011, p. 474). There is little disclosure regarding the ways in which quality of a destination brand can be assessed before it is approved for consumption. Zimbabwe as a destination brand has received negative perception over its socio-economic and political affairs, which might be the main reason for its perceived poor brand quality. Perceived quality becomes a construct that is regularly used by tourism researchers in brand equity development (Gartner & Ruzzier, 2011). To this extent, even with its subjectivity, quality can be made operational, through a variety of scales just like any other brand equity dimension (Konecnik, 2010). Print media might be an effective tool to operationalise quality in the measurement of brand equity. This study therefore investigated the effect of print media in improving the perceived quality of Zimbabwe as a destination brand.

3.10.1.4 DESTINATION BRAND LOYALTY

This is the highest level in destination brand equity building, whereby tourists develop an attachment and lasting relationship with a destination brand. According to Im et al. (2012, p. 391), brand loyalty comprises both the attitudinal and behavioural, with the former concentrating on consumer's repurchase intentions and the latter emphasising the repeat purchasing of a brand. In a destination loyalty is seen from repeat visits of tourists, which is triggered by past travel experiences and attachment to tradition (Gartner & Ruzzier, 2011, p. 474). Tourists' destination brand loyalty therefore can be assessed according to two main perspectives, namely attitudinal and behavioural loyalty. Behavioural loyalty refers to how consumers behave in their consumption (Mechinda et al., 2010). This is behaviour in purchasing and consumption (Kiliç & Adem, 2012, p. 97). Attitudinal loyalty is more of emotional attachment that is placed on goods or service (McKercher et al., 2012). It is the composite loyalty (both behavioural and attitudinal) that improves consumption of the tourism products and services, whereby revisiting and recommending others to visit a destination constitutes the complete act (Kiliç & Adem, 2012, p. 97). When there is frequent repeat visitation and positive word of mouth recommendations, brand loyalty is established (Pike, 2010, p. 129). The situation in Zimbabwe as a destination shows that there is negative tourist loyalty to the destination brand. Tourists' inflows have reduced over the years, which constitutes a sign that both behavioural and attitudinal loyalty in consumption has become negative.

3.10.1.5 DESTINATION BRAND ASSOCIATION

Brand association refers to a choice to purchase in the present that is triggered by the memory and experience that one has from previous purchase or consumption of the same product or service (Im et al., 2012, p. 390). A destination brand that is associated with excitement and relaxation becomes the first choice amongst others when one wants to make a holiday or any form of touristic visit. Brand association can refer to anything that can trigger memory and make an individual develop interest to visit a destination again (Pike, 2010, p. 129).

Zimbabwe as a destination brand has lost its appeal in the mind and memory of the tourists over the years especially, in traditional tourism markets such as United Kingdom and Germany. However, the creation of a positive association is a long-held process, as it requires the comprehensive integration of all activities that lead to improved awareness, positive images, high quality and improved tourist loyalty. As propounded by Qu et al. (2011), brand association variables are complete after considering image building and improved quality. This refers to when tourists are aware of the existence of a brand, and hold a positive perception of its image and quality such that they become loyal, and improve their association with the destination brand. Zimbabwe as a destination generally triggers fear and confusion for tourists, since news and other transmitters of information regard the destination as hostile and unsafe for visitors.

3.11 TOURISM DESTINATION BRAND EQUITY MODEL

The model in Figure 3.4 below shows the stages that are involved in tourism destination branding as a development from place branding to nation branding, country branding, and finally tourism destination branding.

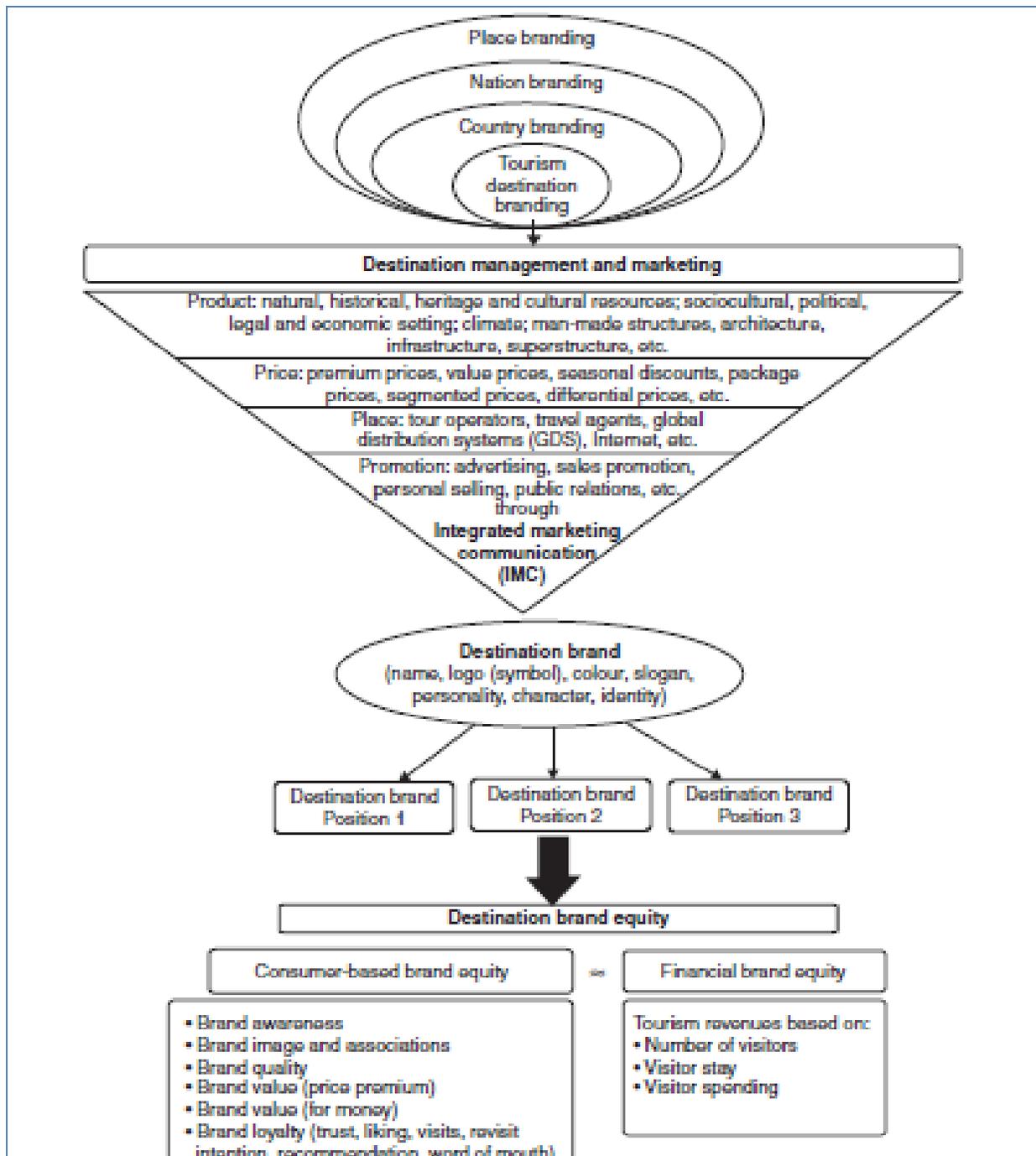


Figure 3.5 Tourism Destination Brand Equity Model

Source: Tasci (2011)

The place branding model as presented in Figure 3.5 above is insightful in differentiating place branding, nation branding, and tourism destination branding. There is always an interchange of these concepts, as some researchers view them concepts to have the same meaning. The model shows that at the top there is place branding, which is more of an overall branding concept is. This is followed by nation branding,

country branding, and lastly, tourism destination branding. There remains a need to define, differentiate and conceptualise these stages of branding. For this study, focus has been placed on tourism destination branding, though on the other hand, the performance of the Zimbabwe tourism as a destination brand is a reflection of how potential tourists and the international public more generally view Zimbabwe as a country. As a country, Zimbabwe has been perceived to be in a negative socio-economic and political state, which became the same view for Zimbabwe tourism as a destination brand, making the destination unsafe for tourists. In this case, country branding has a direct effect on the tourism destination brand.

The model in Figure 3.5 above is also of great importance in the effort to establish tourism destination branding. The importance can be seen in the 'Four Ps', which makes a tourism destination marketing mixes, and which are the foundation for tourism destination marketing and management that ultimately translates to the overall tourism destination brand. These marketing mixes have been analysed in Chapter 2, specifically in relation Zimbabwe as a tourism destination. There is a need to balance marketing mixes viz. product, price, promotion and place, before destination branding. The mixes influence the perception that target markets will have over the tourism destination brand. If the tourism destination is perceived to be overpriced, then the tourism destination brand will not be attractive to potential tourists.

In the case of tourism destination branding as presented from the model in Figure 3.4 above, there is need to establish a brand name, logos, symbols, character, identity, and personality. This helps in making the tourism destination branding known on the global tourism market. However, even with Zimbabwe tourism destinations making an effort to be known using a brand name and other symbols, it is still failing to perform an attract tourists as expected. This might be due to publicity problems, where for this study, the focus was placed on print media publicity. When a tourism destination brand is now known from its name, character and other variables, it will become easy to position the brand on the global tourism market. The assumption for this study is that Zimbabwe as a tourism destination brand has lost its global market position, which might also be due to negative media publicity.

The focus for this study was mainly on improving tourism destination brand performance, which is measured using the brand equity variables. In the model presented in Figure 3.4 above, the brand equity variables have been divided into two, viz. mainly the consumer based brand equity and financial brand equity variables. The model therefore relates with the brand equity variables for this study, which are brand awareness, brand image, perceived brand quality, brand loyalty and brand association. For this study, Zimbabwe as a tourism destination is assumed to have a low performance in these brand equity variables, such that it was important to investigate their relationship with print media publicity with the prospect that

this might lead to a better performance. Also, from a financial brand equity perspective, Zimbabwe as a tourism destination can be regarded as a destination with reduced numbers of visitors, low spending, and reduced visitor stays. Therefore, the model in Figure 3.4 above is significant in explaining the standpoint of this study.

3.12 ANALYSIS OF DESTINATION BRANDING MODEL

Destination branding is still a developing concept since its inception, with various authors sharing different views of how it ought to be theorised. The divergence in perspectives has resulted in the establishment of multiple brand equity models. Destination brand equity has therefore evolved over the years, constructed from both a customer and supplier point of view. Some of the models that have been developed in destination branding are as presented in Table 3.1 below.

Table 3.1 Destination Branding Models and Discussions

| Author | Model | Factors | Similarities |
|---|---|--|--|
| Konecnik (2005) | Consumer based brand equity for tourism destination (CBBED) | Brand awareness, brand image, perceived brand quality and brand loyalty | This study also focused on destination brand awareness, brand image, perceived brand quality and brand loyalty as brand performance measures. |
| Konecnik& Gartner (2007) | Tourism destination brand awareness | Leaders of a tourism destination, tourism destination name, tourism destination characteristics, tourism destination image, tourism destination characteristics, tourism destination image, logos, slogans and symbols of tourist destination. | This study revealed that a tourism destination brand can be identified as a name, and its brand awareness is affected by tourism destination image. Tourism destination characteristics of brand identity and brand positioning help in making a destination known, where slogans, logos and symbols define a destination brand. |
| | Tourism destination brand image | Political stability | This study revealed that a destination brand image can be downplayed by a political instability. |
| | Perceived brand quality | Low pricing, Good infrastructure | In this study, pricing and infrastructural development are found to highly influence that perceived destination brand quality. |
| | Destination brand loyalty | Positive recommendation from others, increased number of visitors | This study showed that positive recommendations have the power to improve destination brand loyalty. |
| Researches on destination branding | | | |
| Author | Tourism Destination | Branding Factors | Similarities |
| Pike et al. (2010) | Australia | Brand associations Brand loyalty Brand resonance | This study investigated the effect of print on brand equity variables. There are similarities |

| | | Brand salience | with the highlighted branding factors, as this study tested print media in relation to brand awareness, brand image, perceived brand quality, brand loyalty and brand association. |
|----------------------------------|---|--|---|
| Ruzzier & Gartner (2007) | Slovenia and Austria | Destination awareness Destination image Destination loyalty Destination quality | This study did not only analyse highlighted brand equity variables but extended to test their relationship with various types of print media including newspapers, journals, magazines and brochures. |
| Kladou & Kehagias (2014) | Roma (Italia) | Brand assets Brand associations Brand awareness Brand loyalty Brand quality | This study focused on destination brand association, brand loyalty, and perceived brand quality in relation to print media publicity. |
| Gartner & Ruzzier (2011) | Slovenia | Brand awareness Brand image Brand loyalty Brand quality | The study investigated all these variables with an additional brand association. |
| Chen & Myagmarsuren (2010) | Mongolia | Brand awareness Brand image Brand quality | This study also investigated all of the highlighted brand equity variables with the addition of brand loyalty and brand association |
| Branding Models | | | |
| Author | Branding Model | Model | Similarities |
| Dinnie (2008) | Nation Branding | Application of branding in fast developing countries, to attract tourists and stimulate inward investments and exports | This study focused on Zimbabwe as a tourism destination, which is in a developing country, where the reduction in the number of tourists and branding was investigated as a tool to attract and increase tourists so as to stimulate inward investment. |
| Anholt (2007) | Hexagon of Competitive Identity | Six points of the hexagon represent: tourism, brands, policy, investment, culture and people | This study mainly focused on brands and tourism as the critical variables for competitive identity though other elements like such as culture and people were considered in this study |
| Morgan, Pritchard & Pride (2010) | Destination Branding, Creating Unique Destination Proposition | Competitive identity, risk of promoting a destination not in the memory of tourists | This model helped in improving identity of a tourism destination using brands and their propositions. For this study, brand identity was also considered as a key factor that is needed to improve performance of a destination brand. |
| Steven Pike (2005) | Tourism Destination Branding Complexity | Balance between community agreement and brand theory, top down approach to destination brand implementation, stakeholder involvement | The model informs the complex nature of a tourism destination which has an impact on its brand. It considered the importance of stakeholders in destination branding. This study also considered the importance of stakeholders in destination branding such that print media became another important stakeholder in destination branding. |

As presented in Table 3.1 above, Konecnik (2005) produced a Consumer Based Brand Equity model that constitutes a composite of brand awareness, brand image, perceived brand quality and brand loyalty. These

are the standpoints of this study except that this study also looked at destination brand association as another brand equity variable for investigation. Konecnik & Gartner (2006) modelled tourism destination brand awareness as a construct of tourism destination leaders, tourism destination name, destination image, logos and symbols. They also announced tourism destination brand image as an effect of political stability and perceived brand quality, influenced by low pricing and good infrastructure. Lastly, the authors in their model informed us that brand loyalty is a result of positive recommendation from others. These contributions by Konecnik & Gartner (2006) align with the thrust of this study, which is to measure the Zimbabwe tourism destination brand equity using brand awareness, brand image, perceived brand quality, and brand loyalty. It is also important to note that there are similarities with this study, since it also looked at the effect of political stability and perceived image on tourists' arrivals.

As presented in Table 3.1 above, other authors have also done research related to destination branding for various countries. The focus of this study was on tourism destinations in Zimbabwe, whilst other authors included Pike et al. (2010) from Australia; Konecnik & Gartner (2007) from Slovenia and Austria; Kladou & Kehagias (2014) from Italy; Gartner & Ruzzier (2011) from Slovenia; and Chen & Myagmarsuren (2010) from Mongolia. A common aspect of these studies which is similar to this study is the use of brand equity variables which are brand awareness, brand image, perceived brand quality, brand loyalty, and brand association in measuring the destination brand performance.

Lastly, there are various branding specific models that have been established, as presented in Table 3.1 above, which also relate to this study. They include the following: *Nation Branding* by Dinnie (2008); *Hexagon of Competitive Identity* by Anholt (2007); *Destination Branding, Creating Unique Destination Proposition* by Morgan et al., (2010); and *Branding Complexity* by Pike (2005). A common contribution of these models is that they looked into branding with regards to tourism, which is also the main aim of this study.

3.17 CHAPTER SUMMARY

The main focus of this study is to improve Zimbabwe tourism brand performance and this performance was measured through brand equity variables namely brand image, brand awareness, perceived brand quality, brand loyalty and brand association. These brand equity variables became the basis for constructing this chapter. First the chapter looked at the destination branding process, which explored issues on market analysis, brand development, brand positioning and brand implementation. The aim was to understand how destination branding developed and the marketing demands that resulted in the introduction of branding as

a marketing concept. This also helped to understand the stages that are involved in the development of a destination brand.

The chapter went on to examine the role of branding in destination marketing. The reason for this was that destination branding has developed as another element of the marketing philosophies. It was important to find out how branding has become a marketing tool, and what it has improved in terms of marketing practices. There are challenges discovered globally in destination branding which resulted in this review of literature with regards to these challenges. Due to the fact that the main thrust was on brand performance measured by brand equity variables, the chapter also reviewed literature for each selected brand equity variable, namely brand awareness, brand image, perceived brand quality, brand loyalty, and brand association. The aim was to understand how each variable affects overall brand equity.

Lastly, the chapter analysed contributions of various authors in the area of tourism destination branding. This helped to determine similarities of this study to other studies that have been made in the same area. It also helped to expose the gaps that have been discovered and filled by this study. The following chapter (4) looks at the role of media in destination branding, which explores how media has influenced destination branding with a focus on print media publicity.

CHAPTER 4

THE ROLE OF THE MEDIA IN DESTINATION BRANDING

4.0 INTRODUCTION

The media helps tourism organisations in improving their brand equity, as it creates positive brand awareness, brand association and consumer loyalty (Muñiz & Schau, 2011; Ulusu, 2010). There are various media that can be used in a tourism destinations, calling for a need to find the correct media mix and frequency through a complete research and situational analysis (Morrison, 2010). Therefore, it is crucial to select the right promotional tools (Alipour et al., 2012, p. 110). This study focused on print media as a promotional tool, and its types with the aim to establish how its readership frequency can turn around the situation leading to the underperformance of the Zimbabwe tourism as a destination brand. The reason being for this is that print media like brochures, flyers and folios have helped in promoting brand identity for both lower and upper category hotels (Lupu, 2010). Since these print media have improved brand identity for hotels, they might also improve the overall identity for Zimbabwe as a tourism brand.

The objectives of this chapter are:

- to explore the evolution of media;
- to establish the uses and effects of media in destination marketing;
- to explain the implication of mass media communication in a tourism destination;
- to explore how both positive and negative media publicity has affected the marketing performance of tourism destinations;
- to discuss on the power of news headlines and content in a tourism destination;
- to explore the various media mixes available in a tourism destination;
- to inform on the importance of print media in destination marketing;
- to explain the effect of print media on tourism destination brand equity; and
- to analyse contributions made by various authorities in relation to media communication and destination branding.

4.1 EVOLUTION OF MEDIA

The media has changed over time where the type of media that was use in the early years is not the same that is used in the present world. There is a need to understand media evolution from the early years, as for any other school of thought, such as chemistry and physics. The life of media follows a linear transformation from its establishment from the 1800s to date. Various authors have used a linear model presented in Figure 4.1 below in order to explain how media has developed over the years.

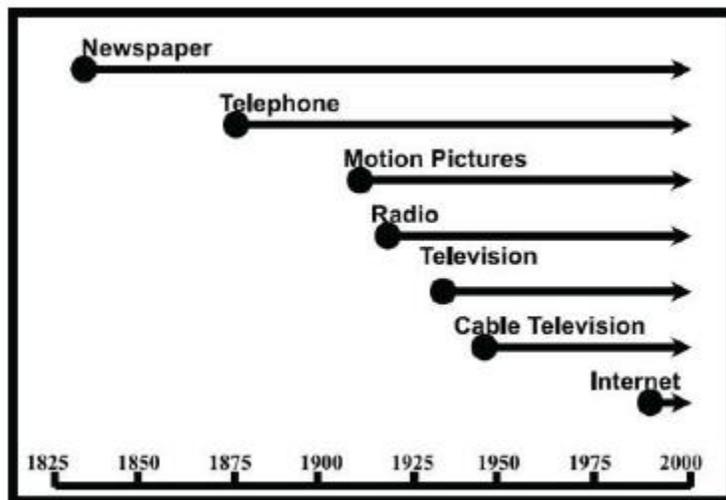


Figure 4.1 The American Media against time of Evolution

Source: Neuman (2010, p. 3)

As presented in Figure 4.1, it is important to understand that in the years between 1825 and 1850, newspapers have become predominant as the most commonly used type of media. This can be referred to the evolution of print media, which then transformed to telephonic media between 1875 and 1900. Telephone media was mainly focused on the communication between two parties. Thereafter, graphic presentation developed into motion pictures in 1900. Between 1900 and 1925 voice communication was improved through radio communications and it became a medium for mass voice communication. In 1925, the introduction of the television combined sound and image. The years between 1925 and 1950 then witnessed a further development of cable television. Online media communication became dominant in the years between 1975 and 2000, when the internet was progressively introduced. The present years have witnessed various forms of media mainly those based on social networks. In line with these timelines and development of media, there is little research on the most dominant types of media that have improved destination marketing performance over the years.

Media evolution can be viewed as an ecology, which is a struggle of groups more than individuals as different parties are involved including producers, customers, politicians, economic representatives, technology innovators and other crucial parties who contributed to the development of media (Scolari, 2012, p. 213). In tourism destination the evolution of media also play an important role in understanding how it has connected with the survival of various parties that include the tourism businesses, destination marketing organisations, tourists, communities, governments, international governing bodies and other representatives.

4.2 MEDIA EVOLUTION LIFE CYCLE

The evolution of new media has followed a natural life cycle as established by Lehman-Wilzig & Cohen-Avigdor (2004), cited in Scolari (2013, p. 1423). The stages in Natural Life Cycle of Media Evolution are and their descriptions are as presented in Table 4.2 below.

Table 6.2 Natural Life Cycle of New Media Evolution

| Phase | Description |
|--|---|
| Birth | The commencement of the "life cycle." A new medium draws on an existing technology or medium. The inventor(s) may not always foresee its real, ultimate use. |
| Market penetration | The new medium enters the market, developing new uses, and attracting users. From 0% to 16% of the market. If successful in passing 16% (Innovators + Early Adopters), then it moves to the next stage; if not, the new medium fades away. |
| Growth | From 16% to 50% of the market. Developers and users learn to exploit, apply, and expand the unique capabilities of the medium. |
| Maturation | The new medium (or adapting old medium) finds its place in the dynamic communications environment. From 50% to 90% of the market. Maximal use and application of the medium's capabilities. |
| Defensive resistance | Competition between old media and the new medium forces the former to seek new directions to preserve their traditional audiences. From 90% to 50% market (decline) for the traditional medium. |
| Adaptation, convergence, or obsolescence | Adaptation: The traditional medium adapts to the new situation by developing a different function and/or preserving (finding) its (new) audience. Convergence: The traditional medium cannot survive on its own but preserves its function by merging with or incorporating into a new medium. Obsolescence: The traditional medium does not successfully adapt to change; it declines or disappears. |

Source: Lehman-Wilzig & Cohen-Avigdor, (2004) adopted in Scolari (2013, p. 1423)

The presentation in Table 4.2 above is important in assessing print media as a focus for this study, which can be viewed as one that has passed all the mentioned stages. In order to measure how the print media has evolved in tourism destinations, the most important stages to consider for this study are Maturation, Defensive and Adaptation Convergence or Obsolescence.

Since print media has been tested in tourism destination markets, it has reached maturation, as there has been introduction of other new forms of media that have diluted its market share as a means of communication. This study focused its understanding on how print media can adapt and survive in a market that has received intense competition from other new media. This is supported by the next stage in the development life cycle which is Defensive. At this stage, print media a traditional communication tool seek to find a position and maintain its traditional audiences, or improve in its market share. Authorities and marketers have generally moved to other contemporary media, yet some of the targeted markets are still considering print media as their source for information. Therefore in the last stages of media evolution, this study determines whether print media has adapted, converged, or become obsolete in the marketing of a tourism destination. There was a need for this study to explore other new functions of print media in tourism destination marketing, while preserving other functions and even finding new audiences. This would help in the adaptation of print media in the existing world of new media. However, there has been a tremendous development in other new forms of media across tourism destinations, which have improved other ways of communication such that there is need for print media to converge with these new types. This will be achieved through merging and incorporating with these new forms of communication. Lastly, if the results of the study were to reveal that other media have taken total dominance of the existing market, then print media would be regarded as obsolete.

4.3 THE ROLE OF MEDIA AS A MARKETING TOOL IN ZIMBABWE

The power of media that is used by various agencies in a tourism destination is that it acts as gatekeepers who can reject or select information to include in news content and spread it to the world driven by the fact that media fully saturate our daily living as it moves emotions, challenges intellect and even insults intelligence within individuals and groups (Bressers & Gordon, 2010, p. 1).

The ability of the media to influence our emotions and intellect has seen tourists from various countries agreeing to the publicised news in various international media, portraying Zimbabwe as a tourism destination as hostile and dreadful to both humans and nature, which has resulted in reduced visits, with some tourists completely rejecting Zimbabwe as a tourism destination of choice. Media helps in defining who we are through picturing and shaping our interpretation of the real events that surround us (Baran, 2011, p. 4). Therefore, destination marketers should not underestimate the possible reach of influence of media (Ndlovu & Heath, 2013, p. 952). From 2000 onward, we have seen media effects resulting in a damaged image for Zimbabwe as a tourism destination and its brand, through negative safety reports

published worldwide (Chibaya, 2013, p. 84). According to Karambakuwa (2011, p. 68), Zimbabwe as a tourism destination faced a decrease in tourists' arrivals due to this negative media publicity. In the year 1999, tourists arrivals were 2,249,615, which decreased to 1,966,582 in year 2000, after which it declined further to 1,558,501 in 2005 (Zimbabwe Tourism Authority, 2010,p.1). Ndlovu & Heath (2013, p. 952), in their study on the re-branding of Zimbabwe towards sustainable development, postulated that media can influence perception of a destination, such that it can be used for image modification. Various destination marketing organisations, spearheaded by Zimbabwe Tourism Authority, have tried to strategically construct a positive image through re-branding the tourism destination, but little progress has been recorded to date. From these discussions, it shows that media has a negative contribution to the performance of Zimbabwe tourism destination brand, which also resulted in a negative perception by the tourists towards the brand. However, the challenge is to establish the type of media that has affected this performance, and how it can be used for a more positive image, which is as important for the present as it is for the future.

4.4 ROLE OF PRINT MEDIA AS A MASS COMMUNICATION TOOL IN A TOURISM DESTINATION

According to Freeman & Glazer (2015) mass media refers to the application of media that reaches a very large market, gives an advantage of being able to reach multiple targeted markets. Mass media is available to the public all the time, with universal provision of vast and complex information, addressing any part of the mass, extensive distribution, up to date and simplified information (Pantelescu & Ioncica, 2012, p. 803). Print media can be categorised as another form of mass media, justified by its ability to reach many people in a short period of time (Pantelescu & Ioncica, 2012, p. 803). As a selected choice amongst other media in tourism branding, print media can reach the masses, be used for niche target, is credible without risk of spam, has a more lasting presence, is detailed and informative (UNWTO, 2013). There are several market segments served by the suppliers of tourism offerings and Zimbabwe as a tourism destination has many potential tourists' segments around the world. This makes the use of mass media a plausible mechanism to reach these markets, so as to improve global visibility of the country's tourism destination brand.

According to Baran (2011, p. 6) mass communication is based on the ability to use mass media with an expectation of receiving feedback in the form of criticism such as newspaper column. Newspapers are categorised as a print media mix (Freeman & Glazer, 2015); and they help in presenting all tourist related variables from general to cultural issues through visualised images (Warta, 2011; Alipour et al., 2012). They hold the advantage of improving visibility of tourism offerings through pictorial presentations. Pictures are often more powerful than words, and it is through print media that tourism organisations and their offerings can be visualised (Warta, 2011). As announced by Özdemir (2010), pictures used in print

media help in improving the tangible nature that is required for tourism consumption. Though they might not provide direct or instant feedback, the effect of newspapers can be easily seen from the way that readers agree and make decisions based on the reports presented in newspapers, which can be further spread through word of mouth exchange. The effect of newspapers on the performance of Zimbabwe as a tourism brand has not been established fully in the available literature.

Magazines in their capacity as print media have started to publish information relating to tourism to a greater extent (Parashar & Indolia, 2013, p. 52). They are usually used to the display of pictures of tourism offerings that are present in all the three tourism sectors of accomodation, travel, and resorts. Also, the tourism industry uses flyers, catalogues, brochures and folios more than it does any other industry (Răvar, 2011, p. 95). House journals, photographs, displays, exhibits, booklets and brochures have become print media mixes dominating the tourism industry (Parashar & Indolia, 2013, p. 52). The discussions show that print media mixes are vital in tourism destination marketing, as they are able to inform customers as to the availability of products and services (Răvar, 2011, p. 95).

However, the use of print media in tourism means that printed materials are distributed freely to the potential tourists, which adds to the high distribution costs of tourism producers (Răvar, 2011, p. 95). The Zimbabwean economy is underperforming, and various tourism establishments and other indirectly related industries are closing operations due to soaring costs. Therefore, acceptance to engage print media in their promotions might be deterred, due to the increased costs of distribution. However, due to the challenge of marketing distribution costs, the image of Zimbabwe tourism as a destination brand has been downplayed tremendously, such that restoration ought now to be undertaken at any cost. Print media such as magazines and guide books play an important role in building the image of a tourists' destination since they are credible and reliable to a mass of potential tourists (Castelltort & Mader, 2010), and can therefore be instrumental in the refurbishment of the country's destination brand image.

There is limited knowledge available to determine whether the use of print media has a positive influence in uplifting the performance of Zimbabwe tourism destination brand. It was significant for this study to investigate various print media such as newspapers, magazines, flyers, brochures, directories and portfolios, so as to determine their effect on Zimbabwe as a tourism destination brand.

4.5 PUBLICITY IN DESTINATION MARKETING

Publicity involves communicating to the public so that the published information becomes public knowledge and for public consumption (Pember & Calvert, 2011, p. 279). Despite the adage "any publicity

is good publicity,” existing studies reflects that negative publicity has negative effects (Berger et al., 2010, p. 816). Though without reference to comprehensive literature, the effect of negative publicity was made visible in Zimbabwe as a tourism destination, as it discouraged tourism consumption, mainly by traditional tourists from the western markets. The perceived negative socio-economic and political affairs in the country prompted condemnation by both traditional and prospective new tourists globally. The dilemma is that a tourism destination brand is evaluated based on the negative publicity it portrays, causing tourists to find alternative destinations, which are perceived to be both peaceful and welcoming. Negative publicity can therefore make a tourism destination unpopular, to be potentially shunned by tourists forever, unless remedial strategies are employed. The power of negative publicity is that it can be easily heard and transmitted through the media and word of mouth. Positive publicity meanwhile tends to have a slow positive response. Knowing the type of media to use for positive publicity of a tourism destination and its brand is the main challenge, and this aspect is not put to rest in the available literature. This might be the reason why tourism destination brands, amongst them Zimbabwe in particular, are face a challenge in establishing a positive and type of publicity that prompts consumption.

This study has focused on print media, with the aim of understanding if it can be used to enhance the positive publicity of Zimbabwe as a tourism brand. A great percentage from a study carried out by Ndlovu & Heath (2013) revealed that negative publicity was experienced by Zimbabwe tourism destination in its source markets. According to Chibaya (2013, p.84), negative publicity of Zimbabwe as a tourism destination sharply increased between 2000 and 2008. This resulted in tourists’ arrivals declining from 2.4 million in 2004 to 1.8 million in 2008 (UNWTO, 2011). Negative reviews and rumors can damage product evaluation, which will condense purchase likelihood and sales (Huang & Chen, 2006 cited in Berger et al., 2010, p. 816). Any published rumour has a likelihood of being consumed and discussed publicly. If the rumour is negative, then the destination will carry a bad image amongst its target markets. Bad image that is generated from negative publicity has the power to derail the branding efforts of a tourism destination (Ndlovu & Heath, 2013, p. 947). Zimbabwe as a tourism destination and its brand’s image therefore suffered from negative international media publicity, resulting in reduced arrivals and low tourism revenues. Publicity then becomes an area in tourism destination media that requires intensive examination through research, with the aim of building a vibrant tourism destination brand.

4.6 THE POWER OF NEWS IN A DESTINATION

The significance of news resides in the impact it gives (scale and effect of event), prominence, proximity, relevance and associated human interest (Metila, 2013, p. 72). News provided, at any given period in time, comes in all shapes and sizes, usually diluted or enriched by journalism (Pember & Calvert, 2011, p. 369).

Through various forms of international news, potential tourists were informed about Zimbabwe as an unsafe destination for tourism activities. The spread of negative news was mainly conducted by the media in western countries, enhanced by their global dominance over publicity and multiple new channels, which encourage a wide network distribution to a large scale of audiences at any given period in time. It can be presumed that the dominance and wide coverage as strengths of western media helped in convincing a bad state about Zimbabwe tourism destination which crippled its brand identity and global market position. Alfonseca, Pighin, & Garrido have argued that, "...various news agencies decode and interpret events in different ways, leading to individuals and groups in different locations having diverse views on the same information, largely depending on the way it was broadcasted to them by these agencies, their opinion and depth of analysis" (2013, p. 1243).

Many tourism destinations, including Zimbabwe, face the challenge of knowing the most convincing platform to use when intending to spread positive news, and counteract any negative publications. Zimbabwe's case is one where most global audiences agreed, and conformed to the news that was broadcasted to them, reflecting negative socio-economic and political environments and the perceived harm to the tourists. The challenge is that there is no specified type of news source to point to, as a contributor to the Zimbabwe's tourism destination failure. Pember & Calvert (2011, p. 369) allude to the fact that news sources are one of the important wells from which the lifeblood of a society springs, and from the news get its power, which can be beneficial to destination managers. Also news has been regarded as a generic tool to understand what is happening in and around a tourism destination. Little literature is available on the effect of news in print media on tourism destination brands. Various researchers have only announced the types of media available for news exchange in tourism destinations, without mentioning the prominent media to use in order to inform and convince tourists so as to achieve positive brand equity.

Print media has the power to improve the brand identity of tourism businesses (Lupu, 2010). This is because it provides images that can be used to arouse the need to travel to a certain tourism destination (Pan, 2011). Tourists are arguably the group with the greatest level of interest and concern, as they rely on the news they get from various media for them to make decisions about their own travel.

4.6.1 EFFECT OF NEWS HEADLINES IN TOURISM DESTINATION PUBLICITY

Even with its spatial restrictions and institutional convention, a headline serves various functions including introducing the issues that are covered in the news, generating the interest of the audience and the attitude that is in the news agent (Molek-Kozakowska, 2014). This means that a headline provides insight into the message and information that is discussed in the news that is crafted by a news agency. The interest to continue reading after the headline is stimulated by the creativity and attractiveness of the idioms that has

been used to encode a headline. As a result, the power of news agencies is derived from their ability to frame issues based on self- or vested interest, with the aid of linguistic, styles and rhetorical resources (Bednarek & Caple, 2012). Various news headlines in print media have contributed to the current performance of Zimbabwe as a tourism destination, such as the Zimbabwe Independent Newspaper (2012) headline which read “Zim a destination for the brave” (Matiza & Oni, 2013, p.4745); “Why Zimbabwe remains an expensive tourism destination” (Herald, 2016); “Zimbabwe: Tourists Harassed” (Zimbabwe Today, 2017); “Zimbabwe dismally fails to attract EU tourists” (New Zimbabwe, 2017) ; and “Zim amongst worst tourism destinations” (Zimbabwe Independent, 2015). The power of such headlines is constructed with discourse comprising a set of meanings, images, statements, metaphors, stories and representation which will produce a particular version of events (Metila, 2013, p.71). To a greater extent, headlines enjoy a privileged position of presenting the ‘truth’, which may indeed be misleading, ambiguous and inaccurate (White, 2011; Turner & Petousis-Harris, 2009). Destination marketers use positive headlines about Zimbabwe, whilst the international community, especially from the west, craft negative headlines about the destination, which mislead the tourists as they cannot depict the real truth of events happening in the country. The international media platform Gadling (2012) publicised a head “World’s worst places: top 10 places you don’t want to visit in 2012” and Zimbabwe was one of the 10 destinations listed, discussed to be unsafe. As postulated by Matiza & Oni (2013, p. 475), it contradicts a local news headline, which reads “Zim ranks top three African Investment Destinations” (New Ziana, 2012). Therefore, strategists should be able to identify linguistic cues that can cunningly impose diluted views, and destroy the truth, as the readers are always facing an onslaught of headlines (Metila, 2013, p. 73). The available literature does not show the type of media that can be invested in order to recover from exaggerated opinions especially in a Zimbabwe tourism destination perspective. A headline can be decoded differently by different people, depending on how the headline has been crafted so as to capture and win the hearts and minds of the readers. This study also investigated on the application of print media headlines in improving performance of the Zimbabwe tourism destination brand.

4.6.2 CRAFTING OF NEWS ABOUT A TOURISM DESTINATION

The presentation style and variety of content in different media assists in summarising the meaning of the news, though it can destroy meaning due to increased subjectivity and variability (Alfonseca et al., 2013, p. 1243). The effectiveness of print media in presenting tourism services and products is enhanced when the content is accompanied by highly-defined photos, which can even help potential tourists to visualise hotels and other tourism establishments (Canfield, 2011). Newspapers and magazines help in presenting all touristic variables from general to cultural issues through visual images (Warta, 2011; Alipour et al., 2012). These are forms of print media that are present in all tourism destinations including Zimbabwe. There are

limited studies on the effect of news content on print media concerning tourism destination brands. Linguistic choices, subtle, structural and linguistic elements help in framing the content in order to define a problem, find causal relationships, do moral evaluations and make description that will draw reader's attention (Metila, 2013, p. 72). It shows that there are many aspects that contributes in constructing news content, and can be mainly summarised as linguistic choices, structural design and moral valuation. However, since there are many variables affecting the way in which news content is constructed, it becomes difficult to factor out element(s) of news content that lead to poor tourism brand performance in Zimbabwe. Knowing the element(s) might help in crafting effective news content that can dilute and counteract already spread of negative international discussions about Zimbabwe as a tourism destination.

Also, content framing is viewed as both episodic and thematic, with the former focusing on an event and the latter looking at effects, causes and corresponding issues (Metila, 2013, p. 73). One of the challenges of destination branding as postulated by Morrison (2012), namely that it is a long-term commitment which demands ongoing adjustment. Most commonly, social activists often argue when endemic, long-term issues receive episodic framing when reported in news, as this encourages incidences to be perceived as anomalies, as opposed to tacit, ongoing problems that are in need of remedial strategies (Bressers & Gordon, 2010, p. 2). Destination branding news content should also be taken as ongoing discussions and reports which require regular checks and improvement, thus not treating the news content as a once-off episodic issue. This might be one of the reasons why Zimbabwean tourism as a destination's brand has failed to achieve its promises, as the crafting of news content treats the branding process as a short-term issue, instead of an ongoing long-term discussion and interaction with potential tourists. Print media might help as a platform to provide consistent and positive long-term discussions about a tourism destination and its brand.

4.7 THE EFFECT OF THE MEDIA ON TOURISTS' BUYING BEHAVIOUR

Tourists' buying behaviour can be categorised into decision-making, values, motivations, self-concept and personality, expectations, attitudes, perceptions, satisfaction, trust and loyalty (Cohena et al., 2014, p. 875). These behaviours have received attention across various literature as mainly driven by personal, cultural and environmental values (Lopez-Masquera & Sanchez, 2011). Media has affected tourist buying behaviour in various ways. In the main, media controls the perception that tourists have over a particular tourism destination and its brand. Tourists make their buying decision based on perceived images and other information they receive from media about a tourism destination, which has a direct effect on the destination's brand. They want to patronise a tourism destination that carries a certain sense of personality, picturing a behaviour which resonates in some way with their own. Zimbabwe as a tourism destination can be viewed as a place that accommodates all types of tourists and their behaviour; though there are no

specific studies that have informed the type of behaviours that are represented by the Zimbabwe tourism destination and its brand. It is important to note that media headlines have negatively impacted the performance of Zimbabwe as a tourism destination, and its brand. A Zimbabwe Independent Newspaper (2015) news headline “Zim among worst tourism destinations” would reasonably result in potential tourists rejecting the tourism destination and its brand. However, some findings of past research claim that tourist markets variables, such as behavioural determinants, consumer experience, and expectations in tourism destinations vary according to nationality (Mustafa, 2011; Chai, 2011; Ariffin et al., 2011). This means that media can also influence tourists’ buying behaviour on the basis of their nationality.

Media have an effect on the culture of residents in a tourism destination (Wheeler & Frost, 2010, p. 31), informing a source destination on the cultures of various people in targeted and potential markets across the globe. Culture plays an important role in the consumption of tourism (VINH, 2013, p. 201), such that if destination marketers fail to adhere to the values and norms of tourists, they will face resistance. The use of media has helped in understanding the cultural expectations of various groups from the discussions and presentations they provide at various platforms (Munar, 2011). Cultural tourism is increasingly becoming a new product and media is a platform where destination marketing researchers can get information on the global trends in relation to a certain culture (Månsson & Eskilsson, 2013). Media has provided convenience, such that destination marketers can even know the cultures of other nations without physically visiting them (Munar & Jacobsen, 2014). Also, a tourism destination ought to conserve its cultural heritage in order to maintain originality and sustainability. Therefore, media in their various forms can be used by suppliers of tourism to promote, maintain and sell a certain culture. This means that media affects the culture in tourism destinations, from both demand and supply perspectives.

The media reports about a tourism destination thereby becomes a strong communication tool, used by different operators to control and manipulate tourists’ behaviours so as to align with the desire of destination managers and marketers.

4.8 OTHER TYPES OF MEDIA USED FOR DESTINATION MARKETING

The media environment in relation to advertising is changing immensely, resulting in new ways of advertising (Alipour et al., 2012, p. 109). There are various types of media to be found in a tourism destination. Their use depends on the agenda and expected audience from time to time. Tourism destinations usually use media that is mass-oriented, targeting both local and international tourists. The types of media available in a tourism destination include broadcast media, social media, electronic media, outdoor media, and direct media.

Broadcast media are one of the common media found in tourism destinations, which connects with the targeted audience, usually through the radio and television (Warta, 2011). The advantage of using broadcast media, especially television, can be found in its ability to bring alive views and movements of objects under discussion. Visual graphical presentation associated with audio and video presentation makes this type of media most desirable in providing a sense of the reality of a situation in a tourism destination. Tourism offerings such as mountains, animals, people, modes of transportation and other belongings of the accommodation, travel and resorts are broadcast in the form of videos and audio presentation. These can be used to sell a tourism destination and its brand to the world.

Electronic media have increased the dominance in tourism destinations globally. Electronic media is mostly based on the use of digitalised simplifications in communications. Websites have become the most dominant type of electronic media connecting all destinations and potential tourists on the World Wide Web (www) (Moradkhani, 2014). Electronic media has helped in bridging the distance thus improving convenience and accessibility for tourism businesses, marketers and tourists. It has become a platform where information, audio, videos and other communicating elements are posted for public consumption. Tourism offerings and brands are also showcased on electronic media platforms, increasing their visibility and information exchange between suppliers and customers in tourism destinations.

Social media has become the most recent type of media in use (WorldHost, 2013). It is widely used by individuals, groups and organisations to discuss events, share experiences, conform and decline a certain subject about a tourism destination. The most dominant types of social media at a global level include Facebook, Twitter, Skype, WhatsApp, blogs and other fora (Tourism Queensland, 2012). The power of social media can be appreciated in terms of its convenience as it can be accessed even on mobile devices such as cell phones, tablets and laptops. Social media is increasingly popular as a source of brand loyalty, through word of mouth exchanges that it facilitates between individuals and groups (Mikalef et al., 2012, p.25). The experience of individual or group in a tourism destination can be easily shared with others through social media. A bad experience will lead to negative word of mouth, and likewise, a good experience will improve tourist influx, through positive references contributing to both attitudinal and behavioural loyalty.

Direct media is also used by tourist organisations and related suppliers and potential tourists in a tourism destination. Various tourism communications have been improved through the use of direct media. Direct media can be classified as direct mail and direct email. Reservations and marketing departments in tourism destinations use both mails and emails to communicate rates, share birthday wishes and other vital

information with their customers. Tourism business brands are usually endorsed as letterheads and signatures on direct mails and emails distributed to the tourists and other stakeholders.

Outdoor media is another common type of media that is used in a tourism destination (Freeman & Glazer, 2015). The media usually communicate to audiences using outdoor billboards and banners (Cheong & Kim 2012; Sissors & Baron 2010; Belch & Belch 2012; Moriarty et al., 2012). These are placed in busy highways, shopping malls, touristic areas, and other busy public places. They are attractively designed, using pictorial and graphical presentation of nature, animals, buildings and tourist attractions. The current trend has also seen billboards and banners electronically coded, such that they will inform the public using video and audio support, promoting live presentation and broadcasting of discussions.

4.9 THE IMPORTANCE OF PRINT MEDIA IN DESTINATION BRANDING

The advent of other contemporary media technologies that have dominated global discussions might make print media obsolete as a destination marketing and promotional tool. However, contingency is needed in strategic analysis, so as to close existing gaps between traditional and modern philosophies. The situation of Zimbabwe's tourism destination brand failure might require the rethinking of the print media approach, which has proved to be indispensable in other tourism destinations. Also from a survey of available literature, little research has been done in relation to tourism destination brand performance and print media effects in Zimbabwe. The current trend is moving towards new technologies, especially social media, which experiences a glut of research, but where little progress has been recorded on the ascendancy of Zimbabwe as a tourism brand using these technologies. Engaging print media might indeed lead to the resuscitation of Zimbabwe's ill-performing tourism brand.

Any organisation that uses promotion tools will certainly make use of print media (Parashar & Indolia, 2013, p. 51). This is because it is able to achieve a large-scale distribution and easy visual presentation of tourist offerings (Răvar, 2011, p. 95). However, there is little literature on the distribution gains of the use of print media for Zimbabwe as a tourism destination, and its brand ascendancy. This study focused on establishing the effect of print media on the performance of Zimbabwe as a tourism brand.

Print media offers the benefit of providing visually-enhanced phrases and graphics in various forms thus making it a vibrant information source for destination communication and promotion (Răvar, 2011, p. 94). There is a wide range of print media that can be used to promote a tourism destination, ranging from newspapers, books, travel journals, brochures, catalogues, magazines, bill boards, folios and other forms. The most commonly used print media in interpreting offerings in the tourism sector include signs, maps, leaflets and books (Pendit & Zaibon, 2013). This type of print media in tourism destinations are used to

provide touristic information such as travel guides, visual images of available tourism offerings, destination maps, and other requirements for a complete touristic package to potential tourists. This has resulted in many tourism destinations using magazines and newspapers in providing information on available tourism events, destination brand displays, tourism brand advertisement, tourism trends records and offered packages which are then used as determinants for measuring the performance of a tourism destination brand. The impact of magazines and newspapers on tourism destination brand equity is immense, resulting from their high frequency of distribution, making them ever-present in the eyes and mind of the public (Pantelescu & Ioncica, 2012, p. 804). This high frequency of distribution helps in reinforcing the positive state of a destination brand, through well-crafted idioms and visual displays. People will tend to remember and appreciate things they read and see on a daily basis, which can remain in the memory for a long time. In this case, print media might help tourists to remember all events and offerings of the Zimbabwe tourism destination, which will in turn help to improve its brand equity.

Prominently, over the years print media has proved to have a loyal leadership in tourism destinations (Pantelescu & Ioncica, 2012, p. 804). The loyal leadership of print media may originate from its traditional dominance compared to other types of media, and the low information search costs of tourists. Also, the significance of print media can be seen from its function as a non-personal interpretive type of media used in touristic areas like cultural heritage sites, helping to educate and provide information to tourists (Pendit & Zaibon, 2013). Răvar argues, “in other instances print media in a tourism destination is represented by brochures, catalogues and flyers that help in marketing promotions through; creating a symbiotic relationship between the service providers and tourists, providing information, educating tourists, stimulating demand, promoting acquisition and can be a source of notoriety” (2011, p. 93). The printed information in these mixes can be easily visualised by tourists as they are presented in the form of written words, graphics, and pictorial designs, especially when comparison with audio broadcast media.

In support of this discussion, Warta (2011) proposed that pictures speak a thousand words, where hotels make avid use of image-filled print media to lure prospective vacationers. With print media there is the advantage that less effort is made by prospective tourists in shopping for a vibrant place to visit.

This is because the media provides extensive information with regards to hotel room dimensions and images of the ambience, pictures showing mode transport available and displays of landscapes available in a tourism destination.

Print media does not only stimulate demand, but helps in making a service more tangible (Răvar, 2011, p. 93). Visual graphics in print media helps in turning tourism services into tangible products. The intangibility of the tourism services is transformed into pictures and graphic displays in brochures and catalogues, their appearance enhanced through the use of highly defined cameras and other instruments. Continual usage of print media (especially brochures) in the tourism sector can be attributed to its supremacy in providing “tangible evidence” to tourists (Pantelescu & Ioncica, 2012, p. 805). The desire to purchase is therefore stimulated from these designs. Tourists will be able to make well-informed decisions by selecting the right packages that can satisfy the needs of that moment. From the pictures and graphs, tourists will be able to select the right mode of travel, comfortable accommodation and available holiday resorts to visit. Although it can be argued that schematic designs and pictorial creativity might mislead potential tourists through exaggerating the available offerings, it is the duty of tourism destination managers to enhance authenticity by matching their visual printed presentations with reality.

The importance of print media publicity has been realised more when the Minister of Tourism and Hospitality Industry, Walter Mzembi, gained massive global publicity when he was campaigning for UNWTO presidency. Various newspaper headlines such as “Mzembi takes world tourism campaign to France” (Chronicle, 2016); and “Why Mzembi will not fail Africa’s UNTWO vision” (Herald, 2017) are some of the proven benefits for using print media in tourism destination marketing. This did not only help in campaigning for the position, and making him the most prominent candidate, but it also raised global awareness of Zimbabwe as a tourism destination and its brand.

According to Răvar (2011, p. 95), Victor Middleton in 2001 announced that print media helps in improving tangibility of tourism products, informs potential customers as to the available offerings, educates customers, provides proof of the available tourism offerings, and can also be kept to hand for future reference. These attributes of print media can be generalised from a tourism product and service perspective, but their direct effect on Zimbabwe tourism brand performance is yet to be articulated. The functions of print media as described above shows that it can be an effective tool for improved market relations between tourism providers and tourists. Print media can help in creating awareness of the tourism product and can be vital to image building. Therefore, the application of print media in a tourism destination might help in uplifting the tourism destination brand equity. Available literature shows that print media has the ability to improve the brand image, brand awareness and brand knowledge, which will ultimately result in a tourism brand association. Strategic application of print media in Zimbabwe as a tourism destination might help in improving its performance.

4.9.1 THE EFFECT OF PRINT MEDIA ON DESTINATION BRAND EQUITY

Brand equity is viewed as an amalgamation of brand awareness creation, image building and loyalty (Gartner & Ruzzier, 2011, p. 473). This means that when brand awareness, brand image, and brand loyalty are improved, then a tourism destination will improve the performance of its brand. There is challenge in knowing the right tools and mechanisms to rely on in order to improve tourism destinations' brand equity. Media might be one of the significant tools, as noted by Hsu & Song (2013, p. 4) to inform tourists, as it affects their behaviour, as well as their cognitive and affective response towards a destination. It stimulates the demand of tourists to follow a particular tourism destination and its brand with the promise of a good experience, and enjoyable tourism offerings in that destination. There is little literature on the effect of media in improving Zimbabwe's tourism destination brand equity, such that this study investigated the effect of print media on Zimbabwe tourism brand equity variables.

A tourist destination ought to use media to effect an emotional response, and destination managers together with their intermediaries have to ensure that they include the emotional experience of their destination when they issue promotions and advertisements (Hosany & Prayag, 2013, p. 735). Emotions play an important role in completing a tourists' experience (Tung & Ritchie, 2011). Despite the research gathered on tourists, knowledge of emotional experience are still limited (Yuksel et al., 2010), especially in relation to print media. Emotions of the tourists are controlled by surrounding factors such as media reported socio-economic and political news of a tourism destination. They directly affect the perceived image of a tourism destination by the tourists. According to this perspective, brand image has been regarded as one of the critical elements used to built positive tourism destination brand equity (Gartner & Ruzzier, 2011; Im et al., 2012). Media is one of the tools that can be used for image modification (Ndlovu & Heath, 2013, p. 952). This is because projected images through media can arouse the desire to make a visit to a particular tourism destination (Pan, 2011). Some media mixes, such as magazines, have proved to be good sources of improving tourism destination image, through their credibility and reliability in reaching a broad audience (Castelltort & Mader, 2010), and through showing that print media might be a viable tool to improve the projected image for Zimbabwean tourism as a destination brand.

Print media as a tool for mass reports and discussions help in improving brand awareness through its wide scale distribution and ability to provide visual presentation of tourism offerings (Răvar, 2011, p. 95). As noted by Gartner & Ruzzier (2011, p. 473), brand awareness forms one of the most relied upon variables by means of which to improve a tourism destination's brand equity. When prospective tourists read and see displays showing the offerings of a tourism destination in various print media, they become aware of the experience that they are likely to have before an actual visit is made.

4.10 ANALYSIS OF MEDIA AND COMMUNICATION MODELS

Media has helped in improving communication and publicity of a destination brand to its targeted tourists' markets, as discussed in this chapter. However, the reviewed literature shows there is little information from the available research in relation to print media and its effect on destination brand performance. Various authors have tried to shed light on the area of media communications, and there are some similarities to this study. The presentation in Table 4.1 below shows the contributions made by various authors in relation to media and communication.

Table 4.1 Contributions in Media and Communication

| Author | Model | Factors | Similarities |
|----------------------------|--|--|---|
| Lasswell (1948) | Lasswell's "5W" Model | who; says what; in which channel; to whom; and with what effect? | This study answered these questions using print media publicity. However, the questions were analysed from a destination branding perspective, such that print media became a channel used to connect tourists and the destination brand. |
| Briggs et al. (2005) | Focus of awareness creation and consideration in purchase intent | use of radio; television; print media; and outdoor media. | This study also focused on print media to improve awareness of the destination brand. It discussed the impact of other media including broadcast and outdoor media. |
| Stafford et al. (2003) | Sales Maximisation | national television local radio | This study also focused on increasing sales revenues from a tourism brand using positive media publicity |
| Naik & Raman (2003) | Sales | television print media | This study mainly focused on print media to increase sales of the Zimbabwe tourism destination offerings and its brand. |
| Havlena et al. (2007) | Awareness Consideration | television print media | This study mainly focused on print media publicity to improve awareness of Zimbabwe tourism destination brand. |
| Confer & McGlathery (1991) | Awareness | television magazines | Magazines have been investigated in this study as a type of print media that might be used to improve destination brand awareness. |

As presented in Table 4.1 above, Lasswell (1948) produced a model based on five factors: 1) who 2) says what 3) in which channel 4) to whom 5) and with what effect? These questions form the basis for every type of communication found in a tourism destination. This study also focused on answering the questions using print media in order to improve performance of Zimbabwe tourism destination brand. Briggs et al. (2005) examined awareness creation and consideration in purchase intent using radio, television, print media, and outdoor media. This study mainly focused on print

media, but also revealed the impact of other types of media in building positive awareness of Zimbabwe tourism brand. Stafford et al. (2003) focused on sales maximisation through the use of national television and local radio, whilst Naik & Raman (2003) looked at increasing sale using television and print media. They all examined improving sales through media and this study also intended to improve sales revenue of the Zimbabwean tourism industry through positive media publicity of the tourism brand. Havlena et al. (2007) then considered awareness and consideration through television and print media, while Confer & McGlathery (1991) examined awareness creation using television and magazines. This study also focused on increasing awareness of Zimbabwe tourism brand through the use of print media.

4.11 CHAPTER SUMMARY

This chapter explained the uses and effects of media in destination marketing, with the aim of informing the way in which destination marketers have improved marketing of their offerings using media communications. Since tourism destinations are a composite of many suppliers of tourism offerings and potential tourists, there is a need to establish media that reach all targeted recipients. This chapter therefore considered the implication of mass media communication in a tourism destination. The reason for using media communications in tourism destinations is to improve positive publicity of a tourism destination and its offerings. It was important for this chapter to explore the effect of both positive and negative media publicity on marketing performance of tourism destinations.

Media publicity is important in conveying various forms of news to the public. It is important for tourism destination marketers to understand how this news is constructed. This chapter explained the supremacy of news headlines and news content in destination marketing and promotion. There are various types of media that affect performance of a tourism destination brand, where this chapter explored the available media mixes in a tourism destination. The overall marketing effect of print media on destination marketing was explored in this chapter. The main objective of this study was to establish the relationship between print media and Zimbabwe tourism destination brand performance, which was measured by brand equity variables, after which the chapter explained the effect of print media on tourism destination brand equity. Lastly, the chapter presented the contributions made by various authorities in media communications and destination marketing, in order to establish similarities to this study, which ultimately helped in exposing lacunae. The following chapter presents the methodology of the study.

CHAPTER 5

RESEARCH METHODOLOGY

5.0 INTRODUCTION

The term ‘method’ refers to the techniques and tools used in conducting a social research (Greener, 2011, p. 11). Research methodology is a systematic way used to solve a particular problem (Rajasekar et al., 2013, p. 5). Methodology can meanwhile be regarded as an examination of the methods, exploring their philosophies, usage and application (Eslami, 2013, p. 191). This study was based on investigating the effect of print media on the brand performance of Zimbabwe as a tourism destination in the context of negative publicity based on its political and socio-economic circumstances.

The use of how and what helps in summarising a research by explaining why the study was undertaken, how the research problem was formulated, what type of data were collected, what particular method was used and why a particular data analysis was applied (Rajasekar et al., 2013).

This research therefore used various methods and mechanisms to understand the effect of print media mixes on the brand performance of Zimbabwe as a tourism destination.

This chapter informs the methods, philosophies and strategies that were used to collect and construct empirical research data for analysis and presentation. Chapter 2 examines the power of destination marketing, Chapter 3 examines tourism destination branding in Zimbabwe, and Chapter 4 examines the role of media in destination branding. The aim of the literature review was to gather knowledge on the power of destination marketing, and to establish the existing gaps in print media-destination branding studies.

The literature gaps discovered in line with the problem statement helped in establishing the effective philosophies, strategies and methods to apply in gathering the research data. This then provided a basis for understanding the empirical state of affairs in relation to Zimbabwe’s operating environment, its tourism destination marketing, tourism destination branding, and print media effects on the tourism destination as a brand. The key questions for the research were as follows:

- To what extent can print media improve the positive publicity and identity of Zimbabwe tourism destination brand?

- What can be learned from Zimbabwe on the use of print media in strengthening positive visibility of the country together with its tourism destination brand?

In line with these extensive questions, several objectives were established for empirical investigation. The objectives of this chapter are thus:

- to inform on the type of research which governed the study;
- to elaborate on the strategies and philosophies which were used to establish the research design;
- to explain the tools and procedures that were used in collecting data for the study;
- to illustrate on the total sample population for empirical investigation and how the sample size was derived; and
- to establish data analysis procedures, research validity and reliability.

5.1 RESEARCH PHILOSOPHY

Research is a logical and systematic way of bringing new ideas in a field of study (Rajasekar et al., 2013, p. 2). This study intended to improve existing theories, concepts, frameworks and bring about new perspectives in the field of tourism destination branding with regards to print media communications. Therefore, this study applied a pragmatic philosophy in obtaining data from the respondents. A pragmatic philosophy supports deductive reasoning as a means of retrieving quantitative data, and the use of inductive logic in obtaining qualitative data (Eaves & Walton, 2013). This results in an ontology that promotes the use of multiple philosophies and paradigms, in order to construct knowledge from the existing investigations. Ontology refers to the way in which the research views the surrounding world (Eaves & Walton, 2013; Creswell, 2014, p. 35). Pragmatists do not only integrate quantitative and qualitative scientific methods, but they also vary in paradigms (worldviews) and philosophies (Plano Clark & Wang, 2010). Creswell (2014, p. 35) provided a summary of the interconnection of worldviews, designs and methods for the research as presented in Figure 5.1 below. These interconnections aid in justifying the pragmatic philosophical frame of this study, as it integrates both post-positivists and constructivists at the same study.

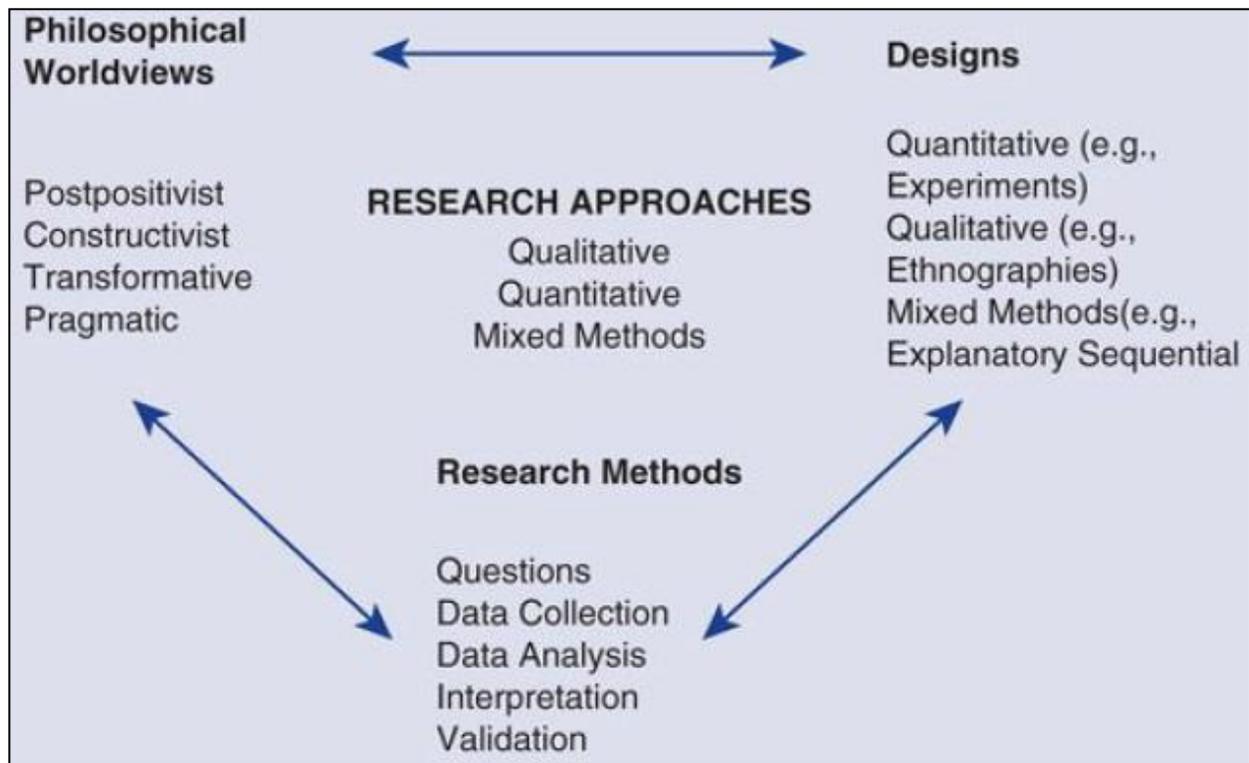


Figure 5.1 Elements Constructing the Research Philosophy

Source: Creswell (2014, p. 35)

Mixed researches use multiple paradigms within the same study (Ponterotto et al., 2013, p. 43). This study viewed the world according to positivist and interpretivist perspectives. Positivists' uses a hypothetico-deductive approach taken from the hard sciences, which includes physics and mathematics, measurable, theory verified, objective and hypothesis tested (Ponterotto et al., 2013, p. 44). It aims to explore reality, which is not controlled by human perception using a closed system (Eslami, 2013, p. 190). The advantage of using positivism is that it is accurate, associated with absolute truth, however, there are disadvantages to be found, where it views the world as consisting of objects, and lacking subjectivity of individuals (Eslami, 2013, p. 191). The positivism helped in applying already established and scientifically proven results on brand equity, which stipulate that in order to improve brand equity there should be high brand awareness, brand image, perceived brand quality, brand loyalty and brand association. These variables were then used to test Zimbabwe tourism destination brand performance. In addition, various print media mixes, which include newspapers, magazines, brochures, journals, and directories as supported by existing literature were used to identify their scientific relationship with brand equity variables.

Constructivists focus on producing new concepts and information in a real world with complexity, and the interpretation will be in different perspectives (Eslami, 2013, p. 190). Their research is highly subjective,

such that the construct is based on reality, feelings, views and opinions of individuals. This study also established new theories and frameworks constructed from the views and opinions of different parties in Zimbabwe tourism and media industries. The philosophy is highly pertinent in business and management spheres, which combine theory with practical in their research (Ågerfalk, 2010). This helped in building a new print media-tourism destination brand framework, adding to the existing media communications and tourism destination marketing theories.

The study is both constructivist and positivist. They helped in establishing an effective research design and proper methods of collecting data from respondents, as discussed in the following sections.

5.2 RESEARCH METHODS

The method used for this study started with a case study of Zimbabwe tourism destination. This was with the view that Zimbabwe as a tourism destination brand was underperforming, as justified by some discussions in the literature review, especially in Chapter 3. A case study is an empirical inquiry based on investigating about a phenomenon within its real-world context in which multiple data sources are used for inquiry (Yin, 2012). A case study approach is most suitable in research on tourism destination branding, due to the need to understand complex social set-ups impacting its performance (Adeyinka-Ojo et al., 2014, p.2). Zimbabwe as a tourism destination brand, like any other existing destination brands, is not only faced with social complexities, but also suffers from economic and political upheavals. Research follows a civilised path which becomes determinant for social, political and economic wellbeing of a nation (Rajasekar et al., 2013, p. 2). Therefore, Zimbabwe as a country with several tourists' destinations has faced socio-economic and political challenges, which have downplayed the performance of the destination brand, meaning that it was necessary to conduct research so as to find a solution to the existing problem. With a case study it is easy to extract variables for analysis, such as stakeholder involvement and potential critical factors required in building a destination brand (Adeyinka-Ojo et al., 2014, p.3). This study extracted variables that form destination brand equity, and those that are classified as print media, in order to understand how they can be integrated to improve Zimbabwe tourism brand performance.

5.2.1 Research Design

Since the nature and construct of this study was based on positivism and interpretivism, it required the application of both quantitative to qualitative mixed approaches. Triangulation is a mix of both quantitative and qualitative approaches in obtaining research data (Heyvaert et al., 2011; Migiro & Magangi, 2011). In addition, the use of mixed methods helps in providing complete solution to a research problem than when using qualitative or quantitative approach in isolation (Creswell, 2014, p. 32). Quantitative research is an

approach that is used to test relationships which is an objective testing concept whilst qualitative research explores and understands individuals and groups so as to find a meaning of a social problem (Creswell, 2014, p. 32). This is a design that also supports the essence of applied research in business. Applied researches can use either quantitative or qualitative or both research methods with the former based on measurements of quantities or numbers and the latter based on non-numerical, applies reasoning, descriptive, and uses words (Rajasekar, et al., 2013, p. 9); which justifies the use of a triangulation in obtaining research data for this study as it was an applied research. As alluded by Rajasekar, et al. (2013, p. 8) applied research is concerned with solving certain problems using well known and already accepted concepts, theories and principles. It has been regarded as a way of conforming to existing data, closing current information gaps, providing new methods and knowledge (Singh & Masuku, 2012). The advantage of using applied research is that it is practical in dealing with current events (Rajasekar et al., 2013, p. 8). Also, the application of both quantitative and qualitative designs in a single research design reduces validity criticism (Eaves & Walton, 2013, p. 8). This is because the use of both methods helps in overcoming the weaknesses of one method with the strengths of the other method.

This study, however, started with a quantitative research and was then followed by a qualitative research known as a quantitative to qualitative (QUA to QUAL) sequential mixed method or explanatory sequential mixed method (Creswell, 2014, p. 285). This is a mixed method, where data of equal weight is collected by first having quantitative data, then followed by qualitative data collection (Jogulu et al., 2011; Heyvaert et al., 2011; Eaves & Walton, 2013). The method helps in improving a sense of the quantitative findings through further qualitative interviews in the same area of study (Creswell, 2014, p.285). According to Migiro & Magangi (2011, p. 3758) multi-methods ensure that the research extracts quantitative measurements, and then assesses them using other methods, so as to investigate a social construction.

The quantitative research helped in establishing the statistically proven causal relationship between print media and brand equity variables in Zimbabwe as a tourism destination. The results obtained from the quantitative research were further assessed in comparison to the results that were obtained from qualitative research so as to conclude whether print media helps in improving performance of Zimbabwe tourism destination brand. A qualitative approach undertaken after quantitative analysis helped in building a new concept since it added to the establishment of new knowledge in the area of study. This is because quantitative techniques only provide hard data, which is rigid, and expected to yield the same results over and over again, and qualitative techniques provide diversity and different social views from a current social setting, which brings new ideas from the beliefs, perceptions, opinions, views and ways of living within an existing society.

5.3 DEVELOPING A RESEARCH STRATEGY

The strategy for this study was developed on the basis of an explanatory research, which was also supported by descriptive research. This helped in explaining research variables and their relationships, as well as describing respective relationships. Explanatory research is used when trying to find a causal relationship between independent and dependent variables (Jackson, 2011, p. 16; Pierson & Thomas 2010, p. 440). This is a type of research that complements both quantitative and qualitative research designs as a mixed method (Rubin & Babbie, 2010, p. 42). Descriptive research describes a phenomenon in its context such that it helps in enlightening and understanding a certain pattern in a social set-up (Baškarada, 2014, p. 4; Royse, 2011, p. 27). In line with the explanatory research, this study investigated whether there was a causal relationship between print media and brand equity variables of Zimbabwe as a tourism destination. The print media was analysed with regards to its effect on every brand equity variables; print media against brand image, brand awareness, perceived brand quality; brand loyalty and brand association. The descriptive research therefore helped in quantifying issues pertinent to Zimbabwe as tourism destination brand from a sample of the population, which helped in describing the causes and effect of print media on the brand performance. According to Rubin & Babbie (2010, p. 41), descriptive research is done within a sample and selected for quantitative studies. It helped in describing relationships between Zimbabwe as a tourism destination brand, with brand equity variables and other socio-economic and political factors, which would be announced in percentages, using graphs, tables and frequency distributions. Brand equity variables became the benchmark for this study in the sense that when a tourism destination brand is performing better, it ought to enjoy a good image and high awareness, reflecting supreme quality, loyal customers, and many followers.

5.3.1 Population

Population refers to the total number of respondents who can be investigated in order to answer the questions of the research. According to Singh & Masuku (2014), population is the aggregate number of people or objects that are targeted by the research. The population can be investigated and analysed in order to understand its opinions and views on a certain phenomenon affecting operations or state of well-being in a specific setup. For this study, focus was on print media and destination branding as concepts to construct a new phenomenon in relation to Zimbabwe tourism destination. The targeted population was tourism suppliers in Zimbabwe, print media industry and the tourists.

5.3.1.1 Zimbabwe tourism industry

The population of the tourism industry was established from a Zimbabwe Tourism Authority database of registered tourism operators in Zimbabwe, as for October 2014. The database listed all the tourism suppliers

operating in Zimbabwe. In this database, the tourism suppliers were grouped in three main categories, namely accommodation, travel and resorts. As presented in table 5.1 below, the total number of operators in the accommodation sector was 446, in the travel sector was 224 and for the holiday resorts was 51. Therefore, the total population for the Zimbabwe tourism industry was 721.

5.3.1.2 Print media organisations

For the print media organisations, the population was established by physically counting media businesses in the register presented by the Ministry of Information and media publicity, who specialise in various types of print media, namely newspapers, travel journals, brochures, flyers, tourism directories and tourism magazines. The population for each category was 9 for newspapers, 38 for travel journals, 70 for brochures, 48 for brochures, 20 for fliers, 8 for travel directories and 7 for tourism magazines giving a total population of 200.

5.3.1.3 Tourism authorities and ministries

At the Zimbabwean Tourism Authority, the study focused on one department responsible for destination branding, at the Ministry of Tourism and Hospitality, it was focused on one department responsible for nation and destination branding, and at the Ministry of Information and Media Publicity the study focused on one department responsible for publicity and public relations. At Zimbabwe tourism Authority, the department is responsible for naming and renaming the tourism destination while at the Ministry of Tourism and Hospitality it is responsible for formulating and monitoring policies in relation to destination and nation branding and at the Ministry of Information and Media Publicity it communicates with the citizens and the world at large on behalf of the government.

The total population for the study was 924 as shown from the calculations presented in Table 5.1 below.

5.3.2 Sample of tourism and media suppliers

A sample refers to a subset of individuals or objects derived from a total population, with the aim of estimating the characteristics of a whole population (Singh & Masuku, 2014). The sample for this study was obtained from the population of organisations in the print media, government, Zimbabwe Tourism Authority, accommodation, travel and holiday resorts sectors of the tourism industry, as discussed above. The total population for the study was then reduced to a manageable sample using Yamen's 1967 sample size formula as presented in Table 5.1 below. Samples for all the populations became as follows:

5.3.2.1 Zimbabwe tourism industry

The sample size for each stratum was 194 for accommodation, 99 for travel, and 48 for resorts thus reducing the total population to 341.

5.3.2.2 Print media organisations

The population was reduced to a sample size of 80 respondents.

5.3.2.3 Tourism authorities and ministries

The sample for Ministry of Tourism and Hospitality was 1 respondent, Ministry of Information and Media Publicity 1, and also 1 for Zimbabwe Tourism Authority.

The total sample that was investigated in this study was 404 as calculated in Table 5.1 below.

5.3.3 Population of tourists

Additionally, in order to understand end customer perceptions regarding Zimbabwe tourism as a brand, a population of tourists was considered for this study. The total population for the tourists was derived from three large and dominating hotels in Zimbabwe (their size determined by room numbers and monthly occupancy rate) that were randomly selected in the accommodation sector. The reason for this was that in all other sectors of the tourism industry, it is difficult to follow trend or find tourists who will be available for a long period, mainly in resorts tourists usually go for hours, where travel is just few hours again. In the accommodation sector, tourists tend to stay for more than a day, making it possible to arrange to engage with them. An enquiry with the reservations of the three (3) selected main hotels revealed an average occupancy rate of (breakdown) 322 tourists a month. Therefore, the total population for the tourists became 322 respondents as calculated in Table 5.2 below.

5.3.3 .1 Sample of tourists

In addition, the sample size for tourists' survey was determined by Yamen 1967 sample size formula as presented in Table 5.2 below. The sample sizes of the tourists were Hotel 1 (37), Hotel 2 (56), and Hotel 3 (47). This resulted in a total sample of 140 tourists.

Therefore, the total sample size for the study comprised of 404 respondents from a supply perspective and 140 tourists giving a total of 544 respondents.

5.3.4 Participants for in-depth interviews

According to Creswell (2014, p. 204), convenience sampling takes place when the respondents are selected based on ease of availability. This helped narrow selection for in-depth interviews by going to Head Quarters and Government Ministries, which are conveniently available and located in the Central Business District of Harare. Purposive judgmental sampling technique is premised on selecting units for the research, based on the purpose underlying the study (Migiro & Magangi 2011; Singh & Masuku 2014). This study therefore applied purposive judgmental sampling in selecting respondents for the study and to carry out in-depth interviews in strata of the selected three tourism sectors (accommodation, travel and resorts), print

media, and government representatives. These respondents were directors, managers and senior employees, who were selected based on their functional duties and position, work experience, expertise, and knowledge about Zimbabwe tourism brand or print media publicity. Therefore, the sample size for in-depth interviews was 1 director in the Ministry of Tourism and Hospitality, 1 Director from the Ministry of Information and media publicity, 1 Director from Zimbabwe Tourism Authority, 1 Director from the Resorts, 1 General Manager in the Accommodation, and 1 Senior Manager in the Travel Sector. The total sample for in-depth interviews was 6 informed respondents.

5.3.5 Sampling procedure

The sampling was done using stratified random sampling, and both convenience and purposive judgmental sampling methods. A sample size formula presented in section 5.3.5.1 was then used on the stratified sample in order to come up with the actual sample for a quantitative survey. As supported by Creswell (2014, p. 204), who denoted that stratification requires knowing the characteristics of the population first, then grouping this into strata, before an actual sample is done, making it easy to have an equal representation of the population from each stratum. Therefore, stratified sampling was done to establish a sample for survey research, whilst both convenience and purposive sampling were done in order to determine respondents for in-depth interviews.

Stratified sampling helped in grouping all the Zimbabwe tourism industry representatives according to their sectors and specialisation, such that sample was extracted in each sector's population. According to Singh & Masuku (2014), stratified random sampling is an important tool when dealing with heterogeneous population, as it puts the population into homogenous strata, each of which a random sampling. The Zimbabwe tourism destination brand is a representative of many different types of tourist-related businesses in the country. These tourism businesses operate in three main sectors of the tourism industry, that of accommodation, travel and resorts. The use of a stratified random sampling method helped in categorising the total population of Zimbabwe tourism industry representatives into three main strata, viz. accommodation, travel and resorts sectors. Each stratum was then investigated according to the effect of print media on Zimbabwe tourism destination brand performance. The government of Zimbabwe has various ministries, which can be grouped into strata, and in relation to the objectives of this study, the Ministry of Tourism and Hospitality and Ministry of Information and Media Publicity were selected for investigation. The Zimbabwean Tourism Authority was also chosen as a parastatal responsible for registering, regulating and authorising tourism businesses in the country.

5.3.5.1 Determining sample size

Sample size refers to the number of observations that are elected to be in the sample of a research (Singh & Masuku, 2014). An appropriate sample size is achieved through power analysis when conducting both quantitative and qualitative investigations (Migiyo & Magangi, 2011). The sample size is therefore derived using a mathematical formula. This study used a sample size formula that was established by Yamane in 1967, regarded as most suitable for stratified random sampling. The formula is as shown below:

First approximation calculation

$$n = \frac{N}{1 + N(e)^2}$$

Sample size calculation

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

Where: N = population size

n = sample size

e = sampling error or precision level (e.g. 5% for 95% confidence level), and

n_0 = the first approximation of n

Yamane formula helped in calculating and determining the sample size for investigation in all tourism strata and print media as shown in Table 5.1 below. It also helped in determining the sample size for tourists, who were involved in research survey as shown in Table 5.2 below. The sample size for the government ministries and Zimbabwe Tourism Authority was derived using census since the population was too small to be determined using Yamane formula.

Table 5.1 Zimbabwe Tourism and Media industry sample size calculation

| SECTOR | TYPE OF BUSINESS | POPULATION *ZTA (2014) (N) | CALCULATED SAMPLE SIZE (<i>n</i>) | SAMPLE SIZE (n) |
|---|-------------------------------------|----------------------------------|---|--------------------|
| Accommodation | Hotels | 98 | 79 | 44 |
| | Lodges | 180 | 124 | 74 |
| | Guest Houses | 118 | 91 | 52 |
| | Self Catering | 50 | 44 | 24 |
| SECTOR TOTAL | | 446 | 338 | 194 |
| Travel | Incentive travel organisations | 134 | 100 | 58 |
| | Tour operators | 90 | 73 | 41 |
| SECTOR TOTAL | | 224 | 173 | 99 |
| Holiday Resorts | Visitor Attractions | 7** | - | 7 |
| | Visitor activity | 44 | 40 | 21 |
| SECTOR TOTAL | | 51 | 40 | 28 |
| Media Organisations | Media | 200 | 133 | 80 |
| Government | Ministry of Tourism and Hospitality | 1** | - | 1 |
| | Ministry of Media and publicity | 1** | - | 1 |
| Destination Marketing Organisation | Zimbabwe Tourism Authority | 1** | - | 1 |
| RESEARCH TOTAL | | 924 | 684 | 404 |

*Zimbabwe Tourism Authority Survey for October 2014

**Population too small to calculate with the sampling formula census sampling was used

Source: Research Own Design

Table 5.2 Tourists sample size calculation

| *TYPE OF ACCOMODATION BUSINESS | MONTHLY OCCUPANCY RATE | ** TOTAL POPULATION OF TOURISTS | CALCULATED SAMPLE SIZE (no) | SAMPLE SIZE (n) |
|---------------------------------------|-------------------------------|--|------------------------------------|------------------------|
| Hotel 1 | 82 | 82 | 68 | 37 |
| Hotel 2 | 133 | 133 | 100 | 56 |
| Hotel 3 | 107 | 107 | 84 | 47 |
| TOTAL | 322 | 322 | 252 | 140 |

* Determined by number of rooms and operational size

**Monthly average occupancy rate provided by reservations office

Source: Research Own Design

5.3.6 Data collection methods

Mixed methods research applies both quantitative and qualitative data collection instruments, which include observations, interviews and questionnaires (Heyvaert et al., 2011, p.2). According to Harris & Brown (2010, p.1), questionnaires and interviews are used when research is based on triangulation, such that questionnaires help in providing evidence on the patterns of a large population and interviews gathering more in-depth issues on the attitude of participants, their actions, and what they think. This study used survey questionnaires and in-depth interviews to collect research data from the respondents, since it was based on a mixed methods research design.

The core of a survey is a questionnaire (Krosnick & Presser, 2010, p. 263). Two different types of survey questionnaires were used in this study, namely a main survey questionnaire for all respondents in the tourism and media industries, and another short one specifically for the tourists. Survey questionnaires were used to obtain information that could be quantitatively analysed and described in relation to the objectives and questions of the study. The questions that constructed the questionnaire helped in determining the relationship between print media variables and brand equity variables, so as to assess the brand performance of Zimbabwe as a tourism destination. The questions were both structured and open-ended. The use of structured questions helps participants to promptly respond by selecting predetermined answers provided in the form of multiple choice responses or Likert scales (Harris & Brown, 2010; Krosnick & Presser, 2010). Structured questions for this study were recorded in the form of Likert Scale ranging from 1 to 5, with 1 representing “strongly agree” and 5 representing “strongly disagree.” Open-ended questions were used to obtain other views on issue affecting Zimbabwe as a tourism brand.

The construct and effectiveness of the survey questionnaires was tested by having a pilot study before the actual questionnaire distribution. The respondents for the pilot study were five experts from the tourism

industry in Zimbabwe. In addition, 10 academic professionals were involved in the pilot study. Their contribution was mainly to strengthen the construct validity through advising on the practical relevance of the questionnaire in relation to the brand of Zimbabwe as a tourism destination, and academic fulfillment, respectively. The pilot study therefore helped in enriching the survey questionnaire as propounded by Krosnick & Presser (2010, p. 264) through:

- simplifying and applying familiar words without jargon, slang and other technical phrases;
- using simple and clear syntax;
- removing ambiguous words in the questions;
- making the response options complete and equally exclusive; and
- restricting leading questions and questions that force the respondent towards a certain answer.

5.3.6.1 Structure of the main survey questionnaire

In order to adhere to the ethical requirements of doctoral research, the front page of the questionnaire showed the title of the study, and the names of the researcher as well as the supervisor. In addition, the contact details of both the researcher and the supervisor were presented with a request for consent that asked the respondent to voluntarily agree or disagree to participate in the questionnaire.

Section A: Demographic profile of respondents

The section was essential in generating general information from respondents, which included their gender, age, and highest level of education. Specific guides were given on the highest level of education ranging from secondary education, diploma level, undergraduate degree, masters degree and doctorate level. Also, in this section, the questionnaire asked after the type of organisation they were representing. The organisations that received focus were those in the accommodation sector of the tourism industry in Zimbabwe, the travel sector, tourism resorts, the Zimbabwe Tourism Authority, and the Ministry of Tourism and Hospitality. Media organisations and the Ministry of Media and Publicity were also investigated.

Section B: Print media and Zimbabwe tourism destination brand equity

The section presented questions on the relationship between print media and Zimbabwe tourism destination brand equity. Question 1 sought out brand equity variables that can be improved through the use of print media in Zimbabwe as a tourism destination. The main tourism destination brand equity variables under scrutiny are brand awareness, brand image, perceived brand quality, brand loyalty and brand association. Question 2 asked respondents to match a type of print media with the brand equity variable it can improve. The types of print media presented were: travel directories, local newspapers, international newspapers,

and brochures. Question 3 asked the respondents to indicate the type of print media used by the tourists to find out about Zimbabwe as a tourism destination and brand. The listed print media were newspapers, magazines, brochures, travel journals, academic publications, regional tourism directories and local tourism directories. Question 4 examined the readership frequency of the respondents regarding various types of print media when trying to investigate issues concerning Zimbabwe as a tourism destination and brand. The frequencies ranged from daily, weekly, monthly, yearly, and never. Question 5 was a likert scale ranging from 1 to 5, with 1 representing strongly agree and 5, strongly disagree. The range of questions intended to understand how various aspects of print media, such as news content, headlines and mass communication affects Zimbabwe as a tourism brand performance. Likewise, Question 6 examined aspects of Zimbabwe as a tourism brand that are improved through the use of print media. These were also presented in a Likert scale of 1-5, focusing on name of the Zimbabwe tourism brand, logo, symbols, socio-economic and political factors that have a direct effect on the performance of Zimbabwean tourism brand performance. Question 7 asked respondents to indicate the issues discussed in the print media that affect a positive performance of Zimbabwe as a tourism brand. The issues presented include political instability, socio-economic problems, the beauty of natural resources, hospitable people in Zimbabwe, memorable tourism events and views, existing peace and stability, and sustainable management of resources. Lastly in this section, Question 8 called for respondents to indicate how they choose between competing tourism destinations and their brands using print media.

Section C: Print media against other media in Zimbabwe tourism destination brand equity

This section investigated how print media works against other media in improving Zimbabwe tourism destination's brand equity. Question 9 asked whether the type of media that helps in promoting a better performance of Zimbabwe tourism brand. The media presented for selection were social media, direct media, print media, outdoor media, broadcast media and electronic media. In Question 10, the focus was on how these various types of media help in improving several communication objectives of Zimbabwe as a tourism brand. The communication objectives include positive publicity, attractive news content, targeting mass audience, influencing a positive buying behaviour and convincing news headlines. According to a Likert scale, Question 11 asked respondents on listed variables which helped in comparing print media with other types of media in order to improve Zimbabwe tourism destination brand awareness; and Question 12 listed all the other types of media, asking respondents to show their level of agreement on how they compare to print media in improving Zimbabwe tourism brand awareness. According to a Likert scale, Question 13 asked respondents to show their level of agreement on the statements that relate to print media and Zimbabwe tourism destination brand image. According to a Likert scale, Question 14 listed a range of media type, and asked the respondents to show their level of agreement as to whether they are better than

print media in improving Zimbabwean tourism destination's brand image. Question 15 asked respondents to show their level of agreement as to whether print media, more so than other media types, can improve the perceived quality of Zimbabwe as a tourism destination and brand. Question 16 listed all other types of media in a Likert scale for respondents to show their level of agreement if these media are better than print media in improving Zimbabwe tourism destination perceived brand quality. According to a Likert scale, Question 17 asked respondents to show their level of agreement that print media can improve brand loyalty for Zimbabwe as a tourism destination better than other forms of media. Question 18, according to the same Likert scale, asked respondents to rate whether other types of media are better than print media in improving Zimbabwe tourism brand loyalty. According to a Likert scale, Question 19 asked whether print media would be better than other types of media in improving Zimbabwe as a tourism destination brand association with question 20 asking if other types of media outweigh print media in improving Zimbabwe tourism destination brand association.

According to a Likert scale, Question 21 asked respondents to indicate level of agreement on sources of Zimbabwe tourism brand identity, and Question 22 focused on Zimbabwe as a tourism destination brand looking at how it is positioned on the market. Question 23 asked respondents to inform on the Zimbabwe tourism destination brand equity issues they think need improvement so as to attract more visitors. Question 24 asked respondents to comment on the roles played by print media in rebranding Zimbabwe as a tourism destination. Question 25 asked about the areas of Zimbabwe tourism brand equity that might be improved using print media. Lastly, question 26 asked for recommendations from respondents on the ways to improve Zimbabwe tourism destination brand performance.

5.3.6.2 Structure of the tourists' survey questionnaire

In order to adhere to the ethical requirements of doctoral research, the front page of the questionnaire showed the title of the study, along with the names of the researcher and the supervisor. In addition, the contact details of both the researcher and the supervisor were presented with a consent that asked the respondent to voluntarily agree or disagree to participate in answering the questionnaire.

Section A: Demographic profile of respondents

This section asked for general information from respondents, which include their gender, age and highest level of education. Specific guides were given regarding the highest level of education attained, ranging from secondary education, diploma level, undergraduate degree, masters degree and doctorate level.

Section B: Knowledge about Zimbabwe tourism destination and its brand

This section sought to determine the perception of the tourists towards Zimbabwe tourism destination and its brand based on the knowledge they had acquired about the destination and the type of media used. Question 1 asked whether it was the first time for the respondent to visit the tourism destination. Question 2 listed some sources of tourism information, and asked the respondents to select the source where they got information in order to learn about Zimbabwe as a tourism destination. The sources include the internet, print media, travel agency, friends and relatives, books and guides. Question 3 was a 1 to 5 Likert scale, with 1 representing strongly agree and 5 strongly disagree to statements pertaining to Zimbabwe tourism destination's general image. Question 4 asked respondents to select the type of print media they use to know about Zimbabwe and its tourism brand. The listed types of print media were; newspapers, brochures, travel magazines, travel journals, academic publications, local and regional directories. Question 5 asked on the frequency that the respondents read various types of print media to know about Zimbabwe tourism destination and its brand. The frequencies ranged from daily, weekly, monthly and yearly. Question 6 asked on the issues that are discussed in print media which makes them want to visit Zimbabwe tourism destination and follow its brand. The presented issues include socio-economic problems, beauty of natural resources, hospitable people in Zimbabwe, memorable tourism events and views, existing peace and stability and sustainable management of resources. Question 7 asked how the respondents choose amongst competing destinations using print media. Question 8 was a 1 to 5 likert scale looking for respondents' level of agreement in relation to presented statements about Zimbabwe tourism destination's sources of brand association, brand identity and brand positioning. Question 9 presented other types of media and asked respondents to indicate if they used them to make their travel and tourism decisions in relation to Zimbabwe tourism destination. Also the question asked on the aspects dominated in these other media that make these media better in comparison to print media. Lastly question 10 asked the respondents their recommendations on any ways to improve performance of the Zimbabwe tourism destination brand.

5.3.6.3 In-depth interviews

The study used in-depth interviews in order to obtain qualitative subjective data in the form of opinions and perceptions from various experts and senior managers with regards to Zimbabwe tourism brand performance in understanding the role of print media in improving the country's brand awareness, image, perceived quality, loyalty and association. Harris & Brown (2010, p. 1) have postulated in-depth interviews to have open-ended questions, so as to obtain detailed information from the respondents. The questions for in-depth interviews were open-ended and arranged in an order that extracted data from all relevant stakeholders in government, media, travel, accommodation and resorts tourism sectors. These questions

were put into three main categories, which are destination marketing processes, destination branding processes, and print media effects. The respondents for the interviews were chosen based on their experience, functional position, and expertise in matters to do with Zimbabwe tourism marketing and print media usage. The in-depth interview respondents included one from Ministry of Tourism and Hospitality, one from Zimbabwe Tourism Authority, one from Ministry of Media and Information Publicity, and one from the Zimbabwe National Parks and Wildlife Management, making a total of four respondents to the in-depth interviews.

5.4 DATA COLLECTION PROCEDURE

Data collection helps in providing evidence and the most common conventional pre-testing involves sending questionnaires and carrying out interviews with a selected sample of the population (Krosnick & Presser, 2010, p. 296). In order to gather quantitative data for this study, a database was obtained from the Zimbabwean Tourism Authority of all tourism businesses in the accommodation, travel and resorts sectors. The database provided physical addresses, phone numbers and email addresses of every tourism business registered by the Zimbabwean Tourism Authority. The contacts on the database helped in directing the physical and email distribution of questionnaires to various respondents across the country. The researcher visited establishments in accommodation, travel and resorts in order to gather answers to a personal distribution and administer questionnaire. In order to expedite the questionnaire, distribution and answering of key issues from respondents the researcher was assisted by front office personnel and administrators, who also monitored and gave guidance to the respondents on behalf of the researcher. The assistance that was provided to the respondents was mainly to explain some issues they did not clearly understand and comprehend. The assistance helped in reducing a high rate of return of unanswered questionnaires. E-mail distribution of questionnaires improved convenience, especially reaching respondents not easily reachable, due to time limit and long distances. The E-mailed questionnaires were encoded in a format that could be answered and returned online.

The qualitative data was obtained using in-depth interviews that involved first making appointments with the respondents over the telephone, and thereafter agreeing on the convenient venue date and time to meet. On the day of visit, the interviewee was given a copy of the interview guide and signed a consent agreeing to have the interview digitally recorded. The interview questions were presented on the interview guide as open-ended, with the aim of probing for a wider response. Discussions and recording of the interviews took between 20 and 40 minutes.

5.4.1 Issues and challenges

The data survey process involved going to various tourism and media establishments across the country. This involved a lot of travelling, though in some cases questionnaires were distributed online. Since the study focused on the three main tourism sectors that is accommodation, travel and resorts, it was relatively easy to distribute questionnaires in the accommodation sector compared to the travel sector and holiday resorts. This is because, in the accommodation both tourists and employees would be stationed there for some days making it easy to distribute and even assisting any issues they did not understand. However, in the travel sector mostly the respondents were in transit and it was difficult to find them available to answer the lengthy survey instrument. The study however managed to achieve a high response as the researcher would in some instances travel direct to the respondents and even spend days waiting for the survey questionnaires to be answered and do a self-collection. In other instances, the researcher hired some assistants who would also go with the survey questionnaires to the targeted respondents and collect them to the researcher which also increased the response rate.

Also interviews were carried out with key informants, at their head offices in the capital city of Harare. The interviewees came from Zimbabwe Tourism Authority (Principal in destination marketing for 29.16 minutes), Ministry of Tourism and Hospitality (Senior Principal officer in nation branding for 28.01 minutes), Ministry of Media and Publicity (Information communication manager for 23.35 minutes) and Parks and Wildlife Management Authority (Business development manager for 43.05 minutes).

5.5 DATA PROCESSING AND ANALYSIS

The study was based on both quantitative and qualitative research as methods for obtaining research data. The research data was therefore analysed using both objective and subjective methods. Software Package for Social Scientists (SPSS) version 21 was then used to analyse quantitative data, and NVIVO software package analysed qualitative data for the research. SPSS provided a basis for simple regression analysis, multiple regression analysis, the Chi-square test, the Pearson correlation test, and factor analysis.

The use of simple regression analysis helped in determining whether there was a direct relationship between print media and brand equity. Multiple regression analysis was extended by examining the relationship between print media and every variable of brand equity, that is: print media and brand awareness; print media and brand image; print media and perceived brand quality; print media and brand loyalty; and print media and brand association. Factor analysis was done with the aim of assessing the strength of print media

over other forms of media. This included factoring strength of print media against social media, broadcasting media, direct media, and outdoor media.

NVIVO helped in establishing themes and content analysis for qualitative research data. The thrust was on recording, playing, and coding dimensions, and identifying emerging patterns for interpretation.

5.6 RELIABILITY AND VALIDITY OF RESEARCH INSTRUMENTS

5.6.1 Validity

Validity is concerned with justifying the meaningfulness the research provides, through analysing if the research is absolutely measuring what it is supposed to measure (Drost, 2011). Validity is the result of assessing whether the instrument that is used for any measurement is measuring that which it is required to do (Thatcher, 2010). This study focused on understanding the role of print media in improving the brand performance for Zimbabwe tourism destination. Therefore the validity of this research was premised on generating results that either agree or disagree the ability of print media to turn around Zimbabwe as a tourism brand. According to Drost (2011), validity exists in different ways, namely, internal validity, external validity, construct validity, content validity and statistical conclusion validity. This study applied these four types of validity in assessing whether the study measured what it was intended to measure.

5.6.1.1 Internal validity

Internal validity is based on identifying a causal effect on two variables such that a causal factor is known (Drost, 2011). This is achieved through establishing an optimal and convincing response and participation, which justify the ability of the causal factor to establish a conclusion of the study. The main objective of this study was to establish whether print media can be used as a branding tool for Zimbabwe as a tourism brand. Internal validity was therefore established through having a precise and convincing response rate on the print media's causal effect on Zimbabwe tourism brand performance. This was justified by the use of correct research instruments and a high rate of response from the selected participants.

5.6.1.2 External validity

External validity is the ability of the research results to be generalised in other related settings (Drost, 2011). The study assessed available concepts and theories produced by other experts in the area of destination branding, brand equity and media. The validity was measured through assessing and replicating findings in these similar studies. In addition, the study will borrow procedures that have been followed by other consultants and experts in branding other destinations that have resulted in the improvement of their brand equity. The study will extract data and information published by Zimbabwe Tourism Authority in their

effort to rebrand, and ascertains whether the same result they suggested also aligns with the findings of the study.

5.6.1.3 Construct validity

Construct validity is based on measuring how a concept underpinning the research was transformed into operational reality (Drost, 2011). It is concerned with experimental actions, and can be tested using hypothesis on theoretical concepts (Thatcher, 2010). The causal relationship between two variables ought to be established, and then have specific constructs attached to this relationship. The results established on the causal relationship between print media and Zimbabwe tourism brand equity were broadened to inform the particular causal constructs of the relationship. These constructs were focused on Zimbabwe as a tourism brand in terms of awareness, image, perceived quality, loyalty, and association. The constructs became areas for assessing the causal relationship between print media and Zimbabwe tourism brand performance. In addition to this, a pilot study was done so as to measure the construct of the questionnaire and interview themes. The pilot study was achieved through distributing questionnaires to five experts and professionals in the tourism industry, and 10 in academic profession, with the aim of strengthening the construct of research instruments.

5.6.1.4 Statistical conclusion validity

Statistical conclusion validity is assessed through statistically measuring the relationship between two variables (Drost, 2011). This study assessed the relationship between two variables, which are print media and brand equity. Print media was the independent variable and Zimbabwe tourism brand equity became the dependent variable. The statistical tests focused on assessing whether print media has the power to uplift performance of Zimbabwe as a tourism brand, or not. Correlation tests were therefore used in concluding the relationship between the two variables.

5.6.1.5 Content Validity

Content validity refers to the coverage provided by a measurement device (Drost, 2011). The content validity for this study was done on the research instruments which were used to extract data from the respondents. This study tested the effectiveness of questionnaires by giving them to qualified experts in tourism destination marketing and media. These experts provided professional advice, through correcting and strengthening the questionnaire, so as to improve the presentation of questions in an understandable manner relevant to the subject of destination brand equity and print media.

5.6.2 Reliability

This refers to the extent to which measurement and experimental devices can yield the same results as in the first instance when a repeat test is conducted the same group or objects (Thatcher, 2010). This study

repeated a survey in the accommodation sector, and the results that were obtained in the second survey were similar to those in the first instance. This is referred to as test-retest reliability, where a similar group is researched in first instance, and later again, with the aim to determine whether the same results will be obtained (Drost, 2011). The statistical instrument of correlation analysis was used, through investigating whether the relationship between print media and brand equity of Zimbabwe as a tourism destination discovered in the first test gave the same results in the second test.

5.7 CHAPTER SUMMARY

This chapter examined the method used to establish data for the research. It serves to show the number of respondents that participated in this study, together with how they were drawn, in order to enrich and arrive at a detailed conclusion for this research, first the chapter informed on the type of a research philosophy that was used for the study. This helped in establishing the worldviews that guided this research, mainly based on the pragmatists' view of how research is constructed. The worldview combines two perspectives, namely interpretivism, and post-positivism. Secondly, the chapter explained the research design, and methods that were used for this study, emphasising an applied research design that was used in combining both the independent and dependent variables as relationship measurements for the study. It also helped to develop a research strategy for the study, which was devised to be a combination of both the explanatory and descriptive. The explanatory was used to establish a causal relationship between independent and dependent variables, whilst the descriptive helped in theorising what was happening in Zimbabwe as a tourism destination. Research population and sample size were also explained in this chapter, which included a total of 1246, made of 924 from tourism and media organisations and 322 tourists. However, these populations were reduced by a sample size formula to 404 and 140, respectively; resulting in the total number of 544 respondents. The chapter also looked at the research design that was applied in this study. Since the research used a pragmatist's worldview, a mixed method research design was used, which combined both quantitative and qualitative research designs. This was followed by data collection methods, whereby both survey questionnaires and in-depth interviews were used. Survey questionnaires helped in collecting quantitative data for the research, whilst in-depth interviews collected qualitative data. Thirdly, the chapter informed the data collection procedure that was used for the research, which was guided by the use of survey questionnaires and in-depth interviews. The chapter explained how data was processed and analysed such that for quantitative data SPSS version 21 was used; and for in-depth interviews, Nvivo software package was used. Finally the chapter explained the reliability and validity of research instruments used for the study. The next chapter presents the results of the empirical research, and discusses the issues hindering a positive performance of Zimbabwe as a tourism destination brand.

CHAPTER 6

RESULTS FOR DESTINATION BRAND EQUITY IN ZIMBABWE

6.0 INTRODUCTION

The chapter presents findings from research surveys and in-depth interviews that were done in order to obtain research data on the construct of Zimbabwe tourism destination brand equity through print media. Respondents to the study were representatives of the Zimbabwe tourism industry, media industry and tourists. Since the study focused on establishing the relationship between print media and Zimbabwe tourism destination brand equity, the analysis in this chapter is mainly in relation to destination brand equity in Zimbabwe, and responses for specific print media issues are analysed and discussed in the next chapter. The main objectives of this study presented in this chapter include:

- assessment of the effect of print media to Zimbabwe tourism destination brand equity;
- analysis of the role of print media in branding a tourism destination for market leadership; and
- identification of the strategies that can be used by Destination Marketing Organisations in order to control print media activities.

6.1 GENERAL INFORMATION OF THE RESPONDENTS

The study involved tourism and media industry representatives who provided the research data from a survey done through questionnaire distribution. A total of 450 questionnaires were distributed with an expectation of having 404 responses. However, 111 questionnaires were excluded from further analysis since they had missing spaces (partly-filled), and some were not even returned.

In order to complement the demand perspective for Zimbabwe as a tourism brand, a research survey was also done with tourists. This was also done through distribution of survey questionnaires to three major hotels in Zimbabwe. A total of 200 questionnaires were distributed with an expectation of receiving 140 responses. However, 87 of the questions had missing spaces (partly-filled), and some were not returned, and hence, were removed from further analysis.

The study also established its research data from the in-depth interviews that were done with four experts in the Zimbabwe tourism and media industry. The profiles of these respondents and interview themes are as shown in Appendix 4.

6.1.1 Response Rate for Tourism, Media and Tourists Representatives

The presentation in Table 6.1 below shows the specific types of tourism organisations, media and tourists who responded to this study. Included in the presentation is the number of respondents who were expected to participate in the survey, against the achieved responses.

Table 6.1 Response Rate of Tourism and Media Organisations and Tourists

| RESPONSE RATE OF TOURISM AND MEDIA ORGANISATIONS | | | |
|---|-------------------------------------|-------------------------------------|----------------------|
| Type of Organisation | Achieved number of responses | Expected Number of responses | Response rate |
| Accommodation | 174 | 194 | 89.7 |
| Travel | 74 | 99 | 74.7 |
| Tourism Resort | 21 | 28 | 75.0 |
| Ministry of Tourism and Hospitality | 1 | 1 | 100 |
| Ministry of Media and Publicity | 1 | 1 | 100 |
| Zimbabwe Tourism Authority | 1 | 1 | 100 |
| Media organization | 67 | 80 | 83.8 |
| Total | 339 | 404 | 83.9 |
| RESPONSE RATE OF TOURISTS | | | |
| Type of Organisation | Achieved number of responses | Expected Number of responses | Response rate |
| Hotel 1 | 28 | 37 | 75.7 |
| Hotel 2 | 47 | 56 | 84 |
| Hotel 3 | 38 | 47 | 80.9 |
| Total | 113 | 140 | 80.7 |

Table 6.1 above shows that there was a high response rate (89.7%) in the accommodation sector of the Zimbabwe Tourism Industry, followed by media organisations, with a response rate of 83.8 percent. The accommodation sector takes a large share of the tourism industry in Zimbabwe, just like in any other

competing tourism destinations, at a regional and international level. This is because when people travel, they want to have a comfortable shelter, which is similar to being at home, and even better. Therefore, the tourism industry has invested capital in building many types of accommodation, including hotels, motels, guest houses and lodges, with an expectation of satisfying the need for shelter with expectation of high returns. This means that those in the accommodation sector have a high interest in having a vibrant Zimbabwe tourism brand, as it might help in improving their global market position and profitability. Their high response rate (89.7%) is a reflection that the study was carried out on individuals from a sector that has a great dominance in the tourism industry, with a high interest in the marketing and branding of the Zimbabwe tourism industry.

The same applies with a high rate of response (83.3%) of those in the media industry. Media has been a catalyst in informing potential tourists on the socio-economic and political state of affairs in Zimbabwe tourism destination (Zimbabwe Tourism Authority, 2011, p. 18; Ndlovu & Heath, 2013, p. 948). It was important to have media representatives in the study, and the high response rate was due to the fact that the research managed to involve all crucial representatives of the media industry ranging from private, to public, print and online media.

A relatively low response rate from those in the travel (74.4%) and tourism resorts (75%) might be due to the fact that in the travel sector, potential respondents are always in transit, moving from one place to another, and making it difficult to organise and meet for questioning and answering procedures. Likewise, for tourism resorts, there is always a limited time to meet and discuss with potential respondents, since they will be moving from one area of scenic interest to another.

6.1.2 Response Rate for Organisations and Tourists

As shown in Table 6.1 above, a composite of expected participants (404) from the Tourism and Media organisations against the actual achieved number of responses (339), shows that there was a high response rate of 83.9 percent. In addition, for Tourists there was a high responses rate of 80.7% since out of a targeted 140 respondents, where 113 responded to the survey questionnaires. According to Saldivar (2012, p. 9) a response rate between 80% and 85% is good for survey research; which makes the respective 83.9% and 80.7% for Organisations and Tourists judged to be adequate for this study. In addition, Field (2013) prescribed a normative minimum response rate of 70%, such that the responses to this study were judged to be acceptable.

6.2 Demographics of the Respondents

Table 6.2 Demographics of the Respondents

| 1. AGE | Range | Mean ± SD |
|--|---|----------------------------|
| Tourism and Media Organisations (N=339) | 33 to 53 | 43.0914± 10.04637 |
| Tourists (N=113) | 39 to 66 | 52.5133 ± 13.59301 |
| 2. GENDER | Male | Female |
| Tourism and Media Organisations (N=339) | 45.1% | 54.9% |
| Tourists (N=113) | 50.4% | 49.6% |
| 3. HIGHEST EDUCATIONAL LEVEL | Tourism and Media Organisations N= 339 | Tourists N= 113 |
| Secondary education | 5.6% | 4.4% |
| Diploma/HND | 44.2% | 16.8% |
| Undergraduate Degree | 38.9% | 37.2% |
| Masters Degree | 11.2% | 31.9% |
| Doctorate Degree | 0% | 9.7% |
| 4. TYPE OF ORGANISATION | Percentage N=339 | |
| Accommodation | 51.3% | |
| Travel | 21.8% | |
| Tourism Resort | 6.2% | |
| Ministry of Tourism and Hospitality | 0.29% | |
| Ministry of Media and Publicity | 0.29% | |
| Zimbabwe Tourism Authority | 0.29% | |
| Media organisations | 19.8% | |

6.2.1 Age Range of Respondents from Organisations and Tourists

The presentation in Table 6.2 above shows that two thirds (2/3) as a Standard Deviation of the respondents had their ages ranging between 33 years (43.0914 -10.04637) and 53 years (43.0914 + 10.04637). The age range demographically represents the dominant working and professional age in Zimbabwe. On average, when normally distributed, people in Zimbabwe start going to work at the age of 21, and retire at the age of 65, where the study managed to get data from responses in this age range. Similarly, the statistics show that the study managed to get information from those who are regarded to have worked in the tourism and media industry for more than five years. These are assumed to be people who have witnessed trends that transpired in the country's socio-economic and political environment, affecting various tourism business operations, including the success of Zimbabwe as a tourism destination brand. The age range also represents mature people, who are likely to respond to questions with honest answers, rather than mere immature exaggerations and speculation. This therefore helped in garnering quality responses, improving the reliability and credibility of the research data.

As shown in Table 6.2 the Standard Deviation for Tourists informs that 2/3 of the population range between 39 years (52.5133 -13.59301) and 66 years (52.5133 + 13.59301). This age range also is dominated by people who have had an opportunity to travel within and outside Zimbabwe as a tourism destination, experiencing different socio-economic and political issues, and making them the best evaluators of the Zimbabwe tourism destination and its brand. Also, there is a high likelihood that this age range has had an opportunity to read various news headlines, news content and discussions in print media such that they are able to evaluate this type of media with other contemporary media.

6.2.2 Gender of the respondents from Organisations and Tourists

The presentation in Table 6.2 above shows that the majority of the respondents for Tourism and Media organisations were females (54.9%) compared to males with 45.1 percent. This might be due to the fact that since the tourism business is service-oriented, with less physical effort required, the industry has globally witnessed a high female dominance. Many tourism businesses in Zimbabwe have more female employees at their front office and marketing departments, which constituted data for this research. Therefore the study managed to get its data from relevant respondents based on their gender and working roles in the tourism industry.

In addition, Table 6.2 shows an equal participation of both male (50.4%) and female (49.6%) tourists to this study. The equal dominance helped in removing some masculine and feminine subjectivity associated with emotions, beliefs and societal stigmatisation caused by gender imbalance, which might compromise

the quality of responses. This enriched the study, as varied views and opinions received helped in constructing meaningful information for further analysis. The balance eliminated issues to do with gender bias thus improving credibility of this study.

6.2.3 Highest Education Level of Respondents from Organisations and Tourists

The responses in Table 6.2 above show that the majority (44.2%) of respondents from Tourism and Media organisations had diplomas, followed by those with Undergraduate Degrees (38.9%). The reason might be that many tourism and hospitality professionals in Zimbabwe have been trained at polytechnics, which offer diplomas, though there is growth in the number of universities offering degrees in the same field. It is therefore evident that most of the senior professionals in Zimbabwe tourism industry have diplomas and degrees. The level of education improved their ability to interpret and answer questions specific to tourism, since they could precisely decode the questions. This made it easy for these respondents to then connect print media publicity with Zimbabwe tourism destination brand performance measurement. It eliminated errors and bias caused by failure to interpret what is being asked in the research questions, which increased the quality and credibility of their responses.

Also, the statistics in Table 6.2 above informs that the majority (37.2%) of the tourists had undergraduate degrees, followed by those with master's degrees (31.9%). The reason might be due to the fact that those with both undergraduate and master's degrees occupy high ranks as working professionals in various industries. The assumption is that they are given a relatively high salaries, which makes them able to spare and budget some finances for future holidays and travel. Even without a great deal of knowledge in relating print media with the concept of tourism destination branding, the tourists could easily understand what was being asked from the questions presented, due to their high literacy level.

6.2.4 Types of Tourism Organisation

The presentation in Table 6.2 also shows that the majority (51.3%) of respondents to this study were representative for the accommodation sector in the Zimbabwean tourism industry. This might be due to the fact that globally, the accommodation sector takes up the largest share of the tourism and hospitality industry, because when people travel, they need a place to stay as they do their various touristic activities. Those in travel (21.8%) also contributed to this study, with 19.8% from the media industry, 6.2% from resorts, 0.29% from the Ministry of Tourism and Hospitality, 0.29% from the Ministry of Media and Publicity and 0.29% from Zimbabwe Tourism Authority.

6.3 TEST OF SURVEY INSTRUMENT RELIABILITY

The reliability of the survey instruments that were used for this study was tested using Cronbach's alpha in the SPSS version 22. The results are as presented in Table 6.3 below.

Table 6.3 Cronbach's Alpha: Organisations and Tourists Survey Instruments

| Type of Questionnaire | Cronbach's Alpha | Number of Items on Survey Instrument |
|---|------------------|--------------------------------------|
| Tourism and Media Organisations Questionnaire | 0.787 | 155 |
| Tourists Questionnaire | 0.763 | 56 |

As shown in Table 6.3 above, reliability test for the survey questionnaire that was used to collect data from Tourism and Media organisations had a Cronbach's alpha of 0.787 and for the tourists it was 0.763. Tavakol & Dennick (2011, p. 54) announced that the acceptable numeric Cronbach's alpha ranges from 0.70 to 0.95. This means that the survey instruments had an internal consistency meaning that the questions managed to measure the same construct.

6.4 BRAND EQUITY VARIABLES THAT ARE IMPROVED BY PRINT MEDIA IN ZIMBABWE TOURISM DESTINATION

The study focused on establishing the relationship between print media and Zimbabwe tourism brand equity which made it necessary to investigate on the level of influence that print media to the Zimbabwe tourism destination brand equity. Squared multiple correlations in the SPSS AMOS were used to test the relationships and levels of influence that print media has on Zimbabwe tourism destination brand equity, which was then used to construct a framework of this study presented in the next chapter. The presentation in Table 6.4 below shows the level of influence that print media have on Zimbabwe tourism destination brand equity variables.

Table 6.4 Squared Multiple Correlations: Levels of print media influence on brand equity variables

| TOURISM AND MEDIA ORGANISATIONS RESPONSES | |
|--|-----------------|
| Destination Brand Equity Variables | Estimate |
| Tourists Association with the Brand | 0.299 |
| Loyalty of tourists to Zimbabwe Tourism Brand | 0.057 |
| Perceived Quality of the Zimbabwe Tourism Brand | 0.337 |
| Zimbabwe Tourism Brand Image | 0.119 |
| Zimbabwe Tourism Brand Awareness | 0.241 |

Table 6.4 above shows that print media has an overall influence on all the Zimbabwe tourism destination brand equity variables as follows: tourists association with the brand (29.9 %); loyalty of tourists to Zimbabwe tourism brand (5.7%); perceived quality of the Zimbabwe tourism brand (33.7%); Zimbabwe tourism brand image (11.9%); and Zimbabwe tourism brand awareness (24.1%). However, these statistics only show the overall level of influence of print media to each of the brand equity variables, but not showing other media that influence these brand equity variables more than print media. In addition, there are no specific types of print media mixes such as newspapers and magazines that have been mentioned to have that influence on these brand equity variables. Therefore, further tests were done in order to understand other types of media that influence the entire brand equity variable better than print, as discussed in section 6.4.1 below. For the specific types of print media mixes and the brand equity variables they influence, the discussion is in the following section 6.4.2.

6.4.1 PRINT MEDIA AGAINST OTHER MEDIA IN IMPROVING ZIMBABWE TOURISM DESTINATION BRAND EQUITY VARIABLES

In order to discover the supremacy of print media against other types of media, the study investigated other types of media, namely broadcast media, social media, direct media, outdoor media and electronic media on their influence to brand equity variables. Firstly, this helped in screening out every type of media that had more influence on a certain brand equity variable, and secondly, it helped in knowing the brand equity variable it can improve performance in comparison to print media.

6.4.1.1 PRINT MEDIA AGAINST OTHER TYPES OF MEDIA IN IMPROVING ZIMBABWE TOURISM DESTINATION BRAND AWARENESS

Print media helps in improving brand awareness as it is able to reach the masses in a short period of time (Pantelescu & Ioncica, 2012, p. 803; Răvar, 2011, p. 95). The presentation in Table 6.5 below shows the responses in relation to the effectiveness of print media against other media in improving Zimbabwe tourism destination brand awareness.

Table 6.5 Responses in print media against other media in improving Zimbabwe Tourism Destination Brand Equity Variables

| Tourism and Media Organisations (n=339) | | |
|--|------|---|
| Zimbabwe Tourism Brand Awareness | Mean | One-Sample Test (Level of Significance =1.64) |
| Compared with other media, print media is an effective tool in improving awareness for the Zimbabwe tourism destination brand. | 4.01 | 39.254 |
| Tourism operators can improve brand awareness of the Zimbabwe tourism destination through print media, than through other media. | 1.46 | -36.654 |
| Tourists develop high awareness of the Zimbabwe tourism destination brand through print media, than through other media. | 1.65 | -30.845 |
| Zimbabwean tourist destinations are highly recognisable in the print media | 2.8 | 6.450 |
| The Zimbabwean tourist destinations have an excellent print media presence | 1.61 | -28.409 |

H0: Respondents disagreed on the effectiveness of print media (mean Likert value is greater than 2.5).

H1: Respondents agreed on the effectiveness of print media (mean Likert value is less than 2.5).

The critical value of the t-statistics according to the students' t-distribution table at 0.05 level of significance is 1.64, hence we accept any outcome less than 1.64 as a positive relationship, and more than 1.64 as negative. The presentation in Table 6.5 above shows that respondents agreed that tourism operators can improve brand awareness of the Zimbabwe as a tourism destination through print media better than through other media; tourists develop higher awareness of the Zimbabwe as a tourism destination brand through print media than through other media; and the Zimbabwean tourist destinations have an excellent print media presence. These positive responses are justified by their mean Likert values, which are less than 2.5, and one-sample test level of significance, which are less than 1.64, hence we accept H1 and reject H0. As noted by R1, print media has the advantage of being a mass communication tool. The results from the tests might be due to the fact that traditionally, print media has been used in the form of brochures, magazines, flyers, guides and others by tourism and media organisations in the marketing and promotion of tourism destinations, as discussed in Chapter 4. The advantage of this is that when print media is used by marketers through tangible printed handouts, customers will have time to read through the material at their own pace,

and have time obtaining the information they need for their decision-making (Karam & Saydam, 2015, p. 75). This therefore improves tourists' awareness of the tourism destination and its brand publicity.

However, there was a disagreement on the effectiveness of print media in the following issues: Zimbabwe tourist destinations are very recognisable and distinguishable in the print media; and compared with other media, the print media is an effective tool in improving awareness for Zimbabwe as a tourism destination brand. Here, the mean Likert values were greater than 2.5, and one-sample test level of significance which are greater than 1.64, thus we accept H0 and reject H1. This is supported by R4, who noted that print media lacks interactivity such that there is need for high creativity in making print media more effective as said by R3 yet R1 concurred by expressing that print media has been overtaken by contemporary media. According to Gensler et al. (2013, p. 243) generated stories from social media are becoming more impactful when compared to traditional media, since they are digitalised with instant feedback, and are dynamic. These other new forms of media have been discussed in Chapter Four and the specific ones for this study are presented in the following sections.

6.4.1.1.2 OTHER MEDIA INFLUENCING ZIMBABWE TOURISM BRAND AWARENESS

The presentation in Table 6.6 above shows that 24.1% of Zimbabwe tourism brand awareness is attributed to print media. This means that 75.9% is explained by other media. The responses on the other types of media that can improve brand awareness better than print media have been classified and ranked in their mean responses, as presented in Table 6.7 below.

Table 6.7 Responses on other media that influence Zimbabwe Tourism Destination Brand Awareness

| Tourism and Media Organisations (n=339) | |
|---|-----------------|
| Types of Media | Mean |
| Broadcast Media e.g. TV, Radio | 1.51 |
| Electronic Media e.g. Websites | 1.59 |
| Social Media e.g. Facebook, Twitter, Blogs | 1.78 |
| Direct Media e.g. Direct Mail, Direct Email | 3.60 |
| Outdoor Media e.g. Billboards, Banners | 3.13 |
| Cronbach's Alpha | 0.742*** |

*** Acceptable numeric Cronbach's alpha ranges from 0.70 to 0.95

Table 6.7 above concludes that amongst all the presented media, broadcast media has a lowest mean of 1.51, meaning that it has the highest degree of influence on Zimbabwe tourism destination brand awareness. R4 concurred, revealing that broadcast media is better than print media when it comes to performance of the Zimbabwe tourism brand. This might be due to the fact that broadcast media has wide international

coverage, such that it is able to reach many potential tourists at once. In addition to this, Pantelescu & Ioncica (2012, p. 803) postulated broadcast media to be the most popular, due to its advantages in communicating using colours, sounds, and movements. The benefits of wider coverage and improved presentation contribute to increased tourism destination brand awareness.

6.4.1.1.3 TOURISTS VISITING THE ZIMBABWE TOURISM DESTINATION FOR THE FIRST TIME

It is crucial for a tourism destination to be known by potential tourists before they make an actual visit (Gartner & Ruzzier, 2011, p. 473). Tourism destination brand awareness can be measured based on the frequency of tourists' visit to that particular destination. Branding is superior in strengthening relationships between customers and businesses, which results in sustainable profits as compared to unbranded products (Karam & Saydam, 2015, p. 67). This means that a tourism destination brand with high positive awareness is likely to be patronised more than those with low awareness. Therefore, it was necessary to assess whether the tourists surveyed were visiting Zimbabwe as a tourism destination for the first time in an effort to understand the level of Zimbabwe tourism destination brand awareness. Figure 6.1 below shows the responses of tourists pertaining to visiting Zimbabwe as a tourism destination for the first time.

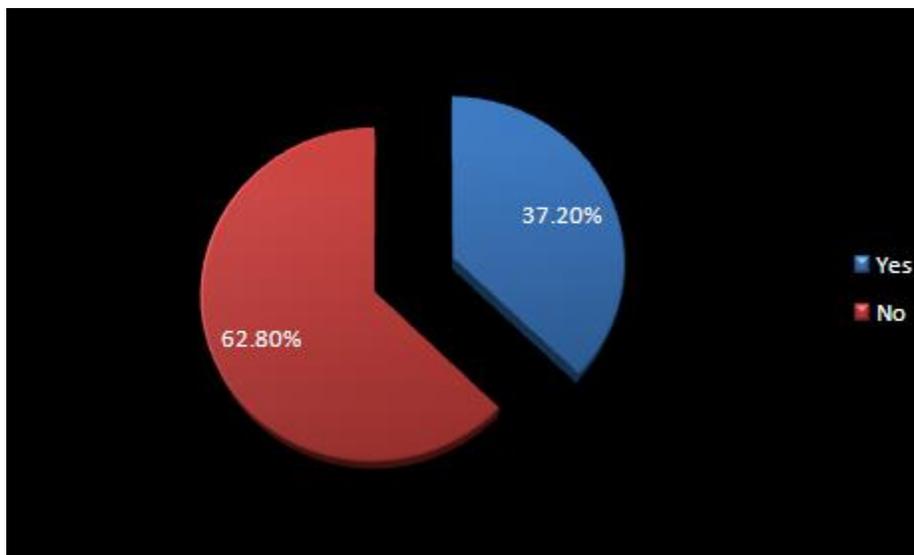


Figure 6.1 Responses of tourists on visiting Zimbabwe as a tourism destination for the first time

The statistics in Figure 6.1 above shows that the majority (62.8%) disagreed that it was their first time to visit Zimbabwe as a tourism destination. This is in comparison to 37.2% of the tourists, who agreed that it was their first time to visit Zimbabwe as a tourism destination. This may be due to the fact that in order to reduce the risks associated with travelling to new and unknown destinations, modern tourists usually visit tourism destinations they already know, rather than visiting for the first time. Supported by Vladi (2014, p.

168), who asserted that tourists choose a tourism destination to visit mainly based on its brand awareness. In this case, if print media is used effectively, it may result in an improved awareness of Zimbabwe as a tourism destination brand, since it has wide coverage. As expressed by R4, print media has the opportunity of wide coverage, which can be achieved by using it as a publicity tool.

6.4.1.1.4 POPULARITY OF ZIMBABWE TOURISM DESTINATION

High popularity means that there is a considerably high brand awareness of the tourism destination. However, it is important to understand that a tourism destination can be highly popular for its negative state of affairs, which can even downplay performance of the tourism destination brand. Gartner & Ruzzier (2011, p. 473) announced that some dominant awareness of a place are of negative value to building brand equity, as discussed in Chapter Three, that popularity of most tourism destinations is derived from their negative awareness. The presentation in Figure 6.2 below shows the responses of tourists on the popularity of Zimbabwe as a tourism destination.

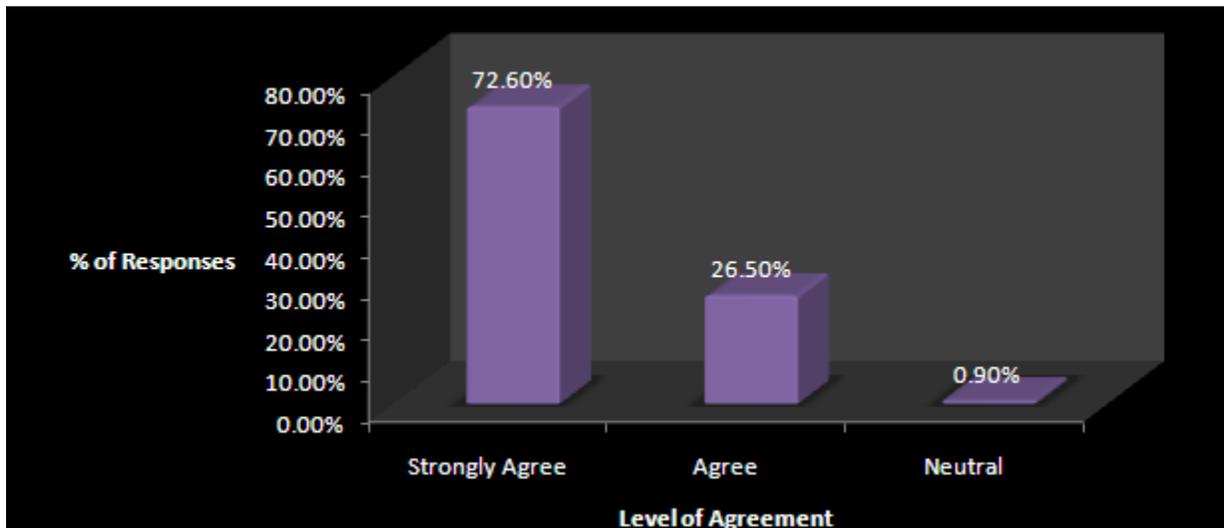


Figure 6.2 Responses by tourists on the popularity of Zimbabwe as a tourism destination

The majority (99.1%) of tourists, as presented in Figure 6.2 above, agreed that Zimbabwe is highly popular as a tourism destination. This is a positive assessment, towards improving the publicity of the Zimbabwe as a tourism destination brand. However, there is a need to know the source of Zimbabwe popularity as a tourism destination, as it might be as a result of negative issues which do not contribute to the improvement of the country's brand vibrancy. The popularity might be due to negative socio-economic and political events in Zimbabwe, which have received extensive negative media publicity internationally. Therefore, without knowing the source of popularity it will be difficult for the destination marketers to take advantage in selling the destination brand in targeted markets. This is because even the most unsafe tourism destinations are more popular such that it does not result in more arrivals and revenues, but reduces the

market value of the brand.

6.4.1.2 PRINT MEDIA IN ZIMBABWE TOURISM DESTINATION BRAND IMAGE AGAINST OTHER TYPES OF MEDIA

The statistics in Table 6.8 below shows the results from the survey on print media’s supremacy, against other types in improving the brand image of Zimbabwe as a tourism destination.

Table 6.8 Responses on print media in Zimbabwe tourism destination brand image against other types of media

| Tourism and Media Organisations (n=339) | | |
|---|------|---|
| Zimbabwe Tourism Brand Image | Mean | One-Sample Test (Level of Significance =1.64) |
| Compared with other forms of media, the print media is effective in the creation of a positive brand image for Zimbabwe as a tourism destination. | 4.51 | 61.526 |
| Print media can connect to positive memories of Zimbabwe’s tourism brand image. | 4.43 | 64.990 |
| Print media can raise Zimbabwean tourism’s brand image through graphics and pictorial designs. | 3.11 | 12.569 |
| Agents in print media have an influence over a negative brand image for Zimbabwe as a tourism destination. | 1.46 | -38.356 |

H0: Respondents disagreed on the effectiveness of print media (mean Likert value is greater than 2.5).

H1: Respondents agreed on the effectiveness of print media (mean Likert value is less than 2.5).

The critical value of the t-statistics according to the students’-distribution table at 0.05 level of significance is 1.64, hence it is possible to accept any outcome less than 1.64 as positive relationships and less than 1.64 as negative. Table 6.8 informs a positive response in relation to an assessment that agents in print media have an influence over negative brand image for Zimbabwe as a tourism destination with a one-sample test level of significance equal to -38.356, where we accept H1 and reject H0. However, there were disagreements in relation to all other issues, as they were above 1.64 and 2.5. From the in-depth interviews carried out, R1 expressed that print media has been overtaken by contemporary media, where the reason might be that due to the fact that globally there is high development of new technologies that provide interactive exchange of information and live communications, which has a positive influence on tourists’ perception of the image of a tourism destination. R4 informed that social media has become a better tool for improving Zimbabwe tourism’s brand performance more than print media. As alluded by (Ráthonyi, 2012, p. 108), in a survey on brand socialisation in relation to usage of blogs, revealed that their usage has increased steadily between the year 2008 and 2010, such that tourists are now using them as trustworthy sources to obtain travel information. This is a reflection on the fact that other media, such as those online,

are becoming more effective in enhancing a positive image of tourism destination brands. Ndlovu & Heath (2013, p. 947) postulated that negative image generated from negative publicity of the operating environment has the effect of derailing rebranding efforts. This might be the reason why Zimbabwe as a tourism destination brand has failed to perform over the years.

6.4.1.2.1 Other media that influence Zimbabwe Tourism Destination Brand Image

The presentation in Table 6.4 above shows that 11.9% of Zimbabwe’s tourism brand image is influenced by print media. Table 6.9 ranks other types of media that participants noted to have greater influence than print media on Zimbabwean tourism as a brand image.

Table 6.9 Responses on other media that influence Zimbabwe Tourism Destination Brand Image

| Tourism and Media Organisations (n=339) | |
|---|-----------------|
| Types of Media | Mean |
| Broadcast Media e.g. TV, radio | 4.24 |
| Electronic Media e.g. websites | 1.62 |
| Social Media e.g. Facebook, Twitter, blogs | 1.68 |
| Direct Media e.g. direct mail, direct email | 1.29 |
| Outdoor Media e.g. billboards, banners | 3.62 |
| Cronbach’s Alpha | 0.747*** |

*** Acceptable numeric Cronbach’s alpha ranges from 0.70 to 0.95

Table 6.9 above shows that direct media (1.29) has a greater influence on the Zimbabwe as a tourism destination brand image compared to other types of media. This was supported by R3, who noted that websites that provide a platform for direct mail help to enhance better performance of the Zimbabwe tourism brand more than print media. This might be due to the fact that direct media, especially emails, tend to benefit personal discussions with potential tourists on various issues that relates to a tourism destination. This helps in improving a positive image when destination marketers are able to directly influence potential tourist consumers of the benefits of travel to Zimbabwe.

6.4.1.2.2 Tourists having a unique positive image Zimbabwe as a tourism destination

Tourists are the best evaluators of tourism destination image. The study therefore investigated how tourists view Zimbabwe as a tourism destination, with a unique positive image. Their responses are as presented in Figure 6.3 below.

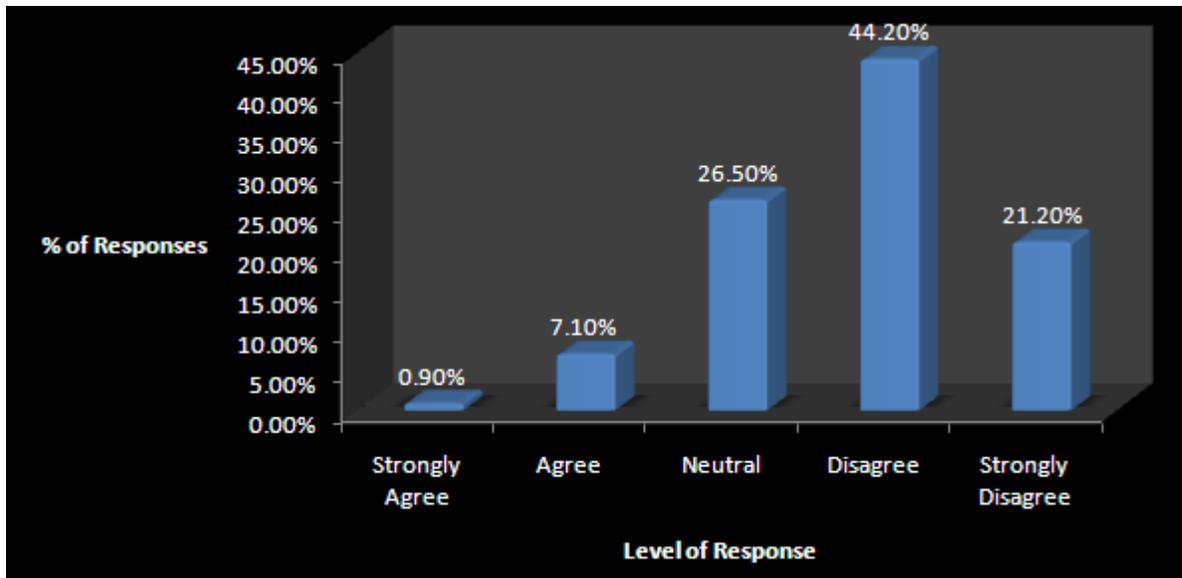


Figure 6.3 Tourists responses on whether Zimbabwe has a positive image as a tourism destination

The presentation in Figure 6.3 above shows that the majority (65.4%) of the tourists disagreed that Zimbabwe as a tourism destination has a uniquely positive image. The reason might be that various international media have spread negative news concerning the operating environment in Zimbabwe tourism destination, which then brewed a negative perception of potential tourists about Zimbabwe tourism destination and its brand. This was supported by Unurlu et al. (2013, p. 89), who informed that brand image constitutes a reasoned perception that tourists develop and attach to a specified brand; such that when a tourism destination is reported to have negative attributes, tourists are likely to make their consumption decisions based on these reports. Therefore, print media might help in improving tourists' perception of Zimbabwe as a tourism brand.

6.4.1.3 Print media against other types in improving perceived quality of Zimbabwe tourism destination brand

Perceived quality in tourism destinations can be assessed in relation to the way in which customers view the quality of products and services offered in a tourism destination especially in comparison to other competing destinations (Severi & Ling, 2013, p. 127). Table 6.9 below shows the statistics from an investigation on print media's effectiveness in improving perceived quality of Zimbabwe tourism destination brand in relation to other types of media.

Table 6.10 Responses on print media against other types in improving perceived quality of Zimbabwe tourism destination brand

| Tourism and Media Organisations (n=339) | | |
|---|------|---|
| Zimbabwe Tourism Perceived Brand Quality | Mean | One-Sample Test (Level of Significance =1.64) |
| Print media can improve the perceived quality of Zimbabwe tourism brand. | 1.40 | -40.086 |
| Print media helps in making quality of Zimbabwe tourism brand measurable through printed statements, pictures and graphic displays. | 3.68 | 30.009 |
| Perceived quality of both man-made and natural structures associated with Zimbabwe tourism brand can be seen through print media. | 1.64 | -31.797 |

H0: Respondents disagreed on the effectiveness of print media (mean Likert value is greater than 2.5).

H1: Respondents agreed on the effectiveness of print media (mean Likert value is less than 2.5).

The critical value of the t-statistics according to the student t-distribution Table at 0.05 level of significance is 1.64, hence the study accepts any outcome less than 1.64 as positive relationships and less than 1.64 as negative. The presentation in Table 6.10 above shows that the respondents agreed that print media can improve the perceived quality of Zimbabwe tourism as a brand and perceived quality of both man-made and natural structures associated with Zimbabwe as a tourism brand is evidenced in print media. The one-sample test levels of significance were -40.086 and -31.797, respectively. These were less than 1.64, hence we accept H1 and reject H0. R4 said that print media can help in improving Zimbabwe tourism destination market visibility through pictures. This aligns with discussions in Chapter Four that pictures in print media helps in improving the visibility of tourism offerings and the destination brand. It is an advantage to have print media as an effective tool for improving perceived brand quality, as supported by Yuwo et al. (2013, p. 10), who postulated that an improvement in perceived brand quality uplifts all other brand equity variables, specifically brand image and brand awareness. Therefore, these responses show that print media has the potential of improving all brand equity elements of the Zimbabwe tourism brand, since it has the ability to uplift perceived brand quality.

In addition, the statistics reveal that the respondent disagreed that print media helps in causing the quality of Zimbabwe as a tourism brand to become measurable through printed statements, pictures and graphic displays, since the one-sample test level of significance result was 30.009, which is above 1.64, hence we accept H0 and reject H1. This aligns with R4, who said that print media lacks interactivity. Live views helps in easily demonstrating the quality of offerings especially in the form of videos which make tangible the intangible. Pantelescu & Ioncica (2012, p. 804) therefore inform us that broadcast media, especially television, has the advantage of providing moving views which improves on imagery and real live communications with tourists.

6.4.1.3.1 Other media that influence perceived quality of Zimbabwe as a Tourism Destination Brand

Table 6.4 above shows that 33.7% of the Zimbabwe tourism brand's perceived quality is influenced by print media, meaning that 66.3% is attributed to other types of media. The presentation in Table 6.11 below shows the mean rankings of other types of media suggested influence on perceived quality of the Zimbabwe tourism destination brand better than print media.

Table 6.11 Responses on other media that influence perceived quality of Zimbabwe as a Tourism Destination Brand

| Tourism and Media Organisations (n=339) | |
|---|-----------------|
| Types of Media | Mean |
| Broadcast Media e.g. TV, radio | 3.04 |
| Electronic Media e.g. websites | 2.88 |
| Social Media e.g. Facebook, Twitter, blogs | 1.95 |
| Direct Media e.g. direct mail, direct email | 1.59 |
| Outdoor Media e.g. billboards, banners | 1.65 |
| Cronbach's Alpha | 0.723*** |

*** Acceptable numeric Cronbach's alpha ranges from 0.70 to 0.95

The presentation in Table 6.11 above shows that direct media (1.59) has a great influence on perceived quality of Zimbabwe as a tourism destination brand. This might be due to the fact that tourism businesses are able to directly send pictures and videos of the available tourism offerings to prospective tourists using direct media, in this case, email communications. As expressed by R4 and R1, print media lacks interactivity, where in this case, direct media enjoys supremacy. Therefore, the tourism offerings presented by the tourism brand are easily projected as images or moving objects, and the projected quality will be easy to see for pre- and post-consumption evaluation.

6.4.1.4 Print media against other media in improving Zimbabwe tourism destination brand loyalty

Tourism destination brand loyalty refers to the attachment that tourists have to a particular brand (Unurlu et al., 2013, p. 89). Im et al. (2012, p. 391) have postulated that repurchase intention is as a result of attitudinal brand loyalty; meaning that repeat visit of tourists is a reflection of a better performing tourism destination brand. The statistics in Table 6.12 below show the responses regarding print media in relation to other media in improving Zimbabwe tourism brand loyalty.

Table 6.12 Responses on print media against other media in improving Zimbabwe tourism destination brand loyalty

| Tourism and Media Organisations (n=339) | | |
|--|------|---|
| Zimbabwe Tourism Brand Loyalty | Mean | One-Sample Test (Level of Significance =1.66) |
| Print media is effective in improving Zimbabwe tourism brand loyalty. | 1.72 | -22.162 |
| Use of print media can help trigger the mind of tourists reconsider Zimbabwe tourism offerings, as compared with other forms of media. | 2.66 | 3.377 |
| Print media is effective in spreading positive word of mouth about Zimbabwe tourism destination brand than other forms of media. | 1.53 | -34.306 |
| Tourists base their opinions about Zimbabwe tourism from what they read in print media than from other forms of media. | 1.96 | -15.800 |

H0: Respondents disagreed on the effectiveness of print media (mean Likert value is greater than 2.5).

H1: Respondents agreed on the effectiveness of print media (mean Likert value is less than 2.5).

The critical value of the t-statistics according to the students'-distribution table at 0.05 level of significance is 1.64 hence we accept any outcome less than 1.64 as positive relationships and less than -1.64 as negative. As presented in Table 6.12 above respondents agreed on the following with specific one-sample test levels of significance: print media is more effective in spreading positive word of mouth about Zimbabwe as a tourism destination brand than other forms of media (-34.306); print media is effective in improving Zimbabwe tourism brand loyalty (-22.162); and tourists base their opinions about Zimbabwean tourism more on what they read in print media than on other forms of media (-15.800). The one-sample tests level of significance were less than 1.64, hence we accept H1 and reject H0. R3 concurred that print media has the advantage of having wide coverage, whilst R1 was of the opinion that it is an effective mass communication tool, making it a better tool for spreading positive word of mouth. Though Unurlu et al. (2013, p.90), separated print media and word of mouth, concluding that word of mouth has a greater influence than does print media. Print media, especially newspapers, brochures and magazines, have a highly loyal readership, making them a more useful advertising tool compared to the internet (Pantelescu & Ioncica, 2012, p.804). Therefore, print media can be tried in promoting Zimbabwe tourism brand loyalty, as discovered by this study. However, there was a one-simple test significance level of 3.377 on an assessment that the use of print media can help trigger the mind of tourists reconsidering Zimbabwe tourism offerings when compared with other forms of media. The test therefore accepted H0 and rejected H1 showing that the respondents disagreed.

6.4.1.4.1 OTHER MEDIA THAT INFLUENCE LOYALTY TOWARDS ZIMBABWE AS A TOURISM DESTINATION BRAND

The presentation in Table 6.4 above shows that the bulk of Zimbabwe tourism brand loyalty cannot be improved through print media, but through other forms. This is because print media has a 5.7% influence, compared to 94.3% attributed to other types of media. For this reason, print media have the least degree of influence on the Zimbabwe tourism destination brand loyalty. The presentation in Table 6.13 below shows rankings of other types of media that have greater influence on Zimbabwe as a tourism brand.

Table 6.13 Responses on other media that influence Loyalty towards Zimbabwe as a Tourism Destination Brand

| Types of Media | Mean |
|---|--------------|
| Broadcast Media e.g. TV, radio | 1.85 |
| Electronic Media e.g. websites | 1.52 |
| Social Media e.g. Facebook, Twitter, blogs | 1.49 |
| Direct Media e.g. direct mail, direct email | 1.52 |
| Outdoor Media e.g. billboards, banners | 1.95 |
| Cronbach's Alpha | 0.760 |

*** Acceptable numeric Cronbach's alpha ranges from 0.70 to 0.95

Table 6.13 above shows that social media has the lowest mean of 1.49 meaning that it is the one with highest influence on Zimbabwe tourism brand loyalty. R1 agreed that social media is better than print media in promoting improved performance of Zimbabwe as a tourism destination brand. This might be due to the fact that social media has managed to influence conformity of various individuals and groups, such that they are able to refer to one another to consume or not to consume a certain tourism destination brand. It has become an improved source for word of mouth exchange, influencing both attitudinal and behavioural loyalty.

6.4.1.5 PRINT MEDIA AGAINST OTHER MEDIA IN IMPROVING THE ASSOCIATIONS MADE IN RELATION TO ZIMBABWE AS A TOURISM DESTINATION BRAND

Brand association can be referred to as anything that can trigger memory, and cause an individual to develop an interest in visiting a destination again (Pike, 2010, p. 129). There has been a reduction in repeat visits of tourists in Zimbabwe tourism destination, especially from traditional sources. Though some discussions and insights have been given in Chapter Two on some operating environment factors that led to the demise, it was important to have a pragmatic understanding through a research survey on issues affecting Zimbabwe

tourism brand association. Table 6.14 below shows the responses on issues that affect Zimbabwean tourism brand association in relation to print media.

Table 6.14 Responses on print media against other media in improving Zimbabwe tourism destination brand association

| Zimbabwe Tourism Brand Association | Mean | One-Sample Test (Level of Significance =1.66) |
|---|------|---|
| Print media has the power to create association for Zimbabwe tourism brand. | 1.47 | -31.038 |
| Tourists feel proud to be associated with Zimbabwe tourism brand through print media. | 1.73 | -21.389 |
| Print media facilitates repeat visits of tourists from the news it provides. | 3.26 | 20.333 |
| Print media provides lasting memories about Zimbabwe tourism brand. | 1.76 | -16.553 |

H0: Respondents disagreed as to the effectiveness of print media (mean Likert value is greater than 2.5).

H1: Respondents agreed as to the effectiveness of print media (mean Likert value is less than 2.5).

The critical value of the t-statistics according to the student's t-distribution Table at 0.05 level of significance is 1.64, where we accept any outcome less than 1.64 as positive relationships and less than 1.64 as negative.

The statistics in Table 6.14 above shows that the respondents agreed with most of the investigated issues about Zimbabwe tourism brand association, except the issue that print media facilitates repeat visits of tourists from the news it provides, which had one-sample test value of 20.333 above 1.64. The disagreement might be due to what was raised by R1, that print media has been overtaken by other contemporary media such as social and electronic media, which are now directing and influencing tourists' consumption decisions more than ever before. This is in contrast with Unurlu et al. (2013, p. 90), who postulated that print ads influences personal conversation and the exchange of information, which affects both pre-and post-usage attitudes and perceptions.

Conversely, the responses in Table 6.14 shows that print media have the following brand association advantages: it has the power to create association for Zimbabwe tourism brand (-31.038); tourists feel proud to be associated with Zimbabwe tourism brand through print media (-21.389); and print media provides lasting memories about Zimbabwe tourism brand (-16.553). R2 supported the view that print media can improve Zimbabwe tourism as a destination brand association since it is the most known from traditional media, whilst R1 informed that it has wide coverage. This makes it easy to reach associates even in the most remote places through print media publicity. These responses are positive, in an effort to improve the overall brand equity of the Zimbabwe tourism brand as alluded to by Davcik et al. (2014, p. 7), who note

that brand equity is as a result of a sincerity brand association in the market place. The results then confirm that print media has a high potential of improving the Zimbabwe tourism destination brand equity, where it ought to be tried as a brand publicity tool in Zimbabwe as a tourism destination.

6.4.1.5.1 OTHER MEDIA THAT INFLUENCE ZIMBABWE TOURISM DESTINATION BRAND ASSOCIATION

The results of the study in Table 6.4 above show that 29.9% of Zimbabwe tourism destination brand association is attributable to print media. It means that 69.1% of the Zimbabwe tourism brand association is influenced by other media. Table 6.15 below presents other types of media with a better influence on Zimbabwe tourism brand association.

Table 6.15 Responses to other media that influence brand association

| Types of Media | Mean |
|---|--------------|
| Broadcast Media e.g. TV, radio | 1.36 |
| Electronic Media e.g. websites | 1.55 |
| Social Media e.g. Facebook, Twitter, blogs | 1.60 |
| Direct Media e.g. direct mail, direct email | 3.69 |
| Outdoor Media e.g. billboards, banners | 3.83 |
| Cronbach's Alpha | 0.732 |

*** Acceptable numeric Cronbach's alpha ranges from 0.70 to 0.95

The results in Table 6.15 above confirm that broadcast media has the lowest mean of 1.36, reflecting that it has the highest degree of influence over Zimbabwe tourism destination brand association. R3 also expressed that broadcast media is better than print media in improving the performance of the Zimbabwe tourism destination brand. This might be due to the fact that television and radio broadcasts are traditional tools for mass communication (Pantelescu & Ioncica, 2012, p. 804); such that globally, people refer to them when searching for news and other important issues that affect their decision-making. Usually, most people follow particular broadcasted programmes and channels, where potential tourists are likely to become associates to tourism destination brands that enjoy high levels of publicity in broadcast media.

6.5 TYPE OF PRINT MEDIA AND THE BRAND EQUITY VARIABLE IT CAN IMPROVE

Globally, there are various types of print media used in the marketing publicity of tourism destinations and their brands. These types of print media have been discussed in Chapter Four. The benefit of using print media as a brand publicity tool has been supported by Barišić (2014, p. 27), who announced that print ads help in creating a high brand value. Therefore, this study investigated the most popular types of print media used in tourism marketing communications, which are: travel directories, newspapers, magazines and brochures. These were tested to establish their relationship with all the brand equity variables. This helped in understanding a type of print media and the specific brand equity variable it may improve. A study conducted by Pantelescu & Ioncica (2012, p. 806), confirmed the printed press as effective in selling and promoting travel packages. For this study, tests were undertaken using regression weights for constructing conceptual model, which is a function of SPSS AMOS.

The results shows that newspapers have the highest influence (48.8%) over perceived brand quality when compared to other types of print media. This might be due to the fact that newspapers are used globally in presenting advertisements in pictorial and graphic presentations. These presentations promote visibility and tangibility of quality for tourism services represented by a tourism destination brand. Alipour et al, (2012) commented that newspapers are highly effective in making tourism destination known, because they present any general tourism and cultural issues through visual images. Newspapers have also proved to have the highest level of influence (33.3%) on Zimbabwean tourism brand awareness, as supported by Aziz et al. (2012, p. 21), who note that newspapers have the ability to improve brand awareness. R2 noted that newspapers have been used as a vibrant tool in enhancing Zimbabwe tourism destination brand publicity. This might be due to their wide coverage, where they are accessed even in remote areas at a low cost. As announced by R4, the opportunity of using print media is that it is economical. In addition, newspapers have a high level of awareness, due to the high level of acceptance by societies using newspapers as a traditional source of information, where R3 has noted print media to be the most traditional type of media.

For Zimbabwe as a tourism destination brand image, the results confirms that all the investigated types of print media had minimal influence on Zimbabwe tourism destination brand image. This might be due to the development of other modern and technologically advanced media, including social media, which has in many ways become a competitively convenient means of spreading news about any issues that affect the image of a tourism destination and its brand. Social media has been agreed by R1 to be the most effective tool to use in improving Zimbabwe tourism brand performance compared to print media. Karam & Saydam (2015, p. 75) announced that businesses are able to reach wide demographics with precision through new

media, which have enhanced debates and information exchange on websites and other blogs, though in comparison to other forms of print media, local directories (3.1%) can be developed to improve Zimbabwe tourism destination brand image. This might be due to the fact that local directories are used when an individual is ready certain to be travelling to a specific tourism destination. Therefore the imagery and discussions in these directories are likely to have a great impact in influencing decision making of the tourists.

The results also show that when it comes to tourists' loyalty to Zimbabwe tourism destination brand, all the types of print media have a low influence. Also, in comparison to other print media, travel journals (6.9%) have a better chance to be developed in order to promote Zimbabwe tourism destination brand loyalty. The brand loyalty of tourists has received great influence from new technologies, which are now convenient for individual and group discussions, enhancing repeat purchases by tourists. Travel journals have also proved to have a high influence (40%) on the Zimbabwe tourism destination brand association. This might be due to the fact that travel journals are used by people who have already engaged a relationship with a given tourism destination and its brand.

Figure 6.4 below provides a summary of the type of print media and the brand equity variable it influence.

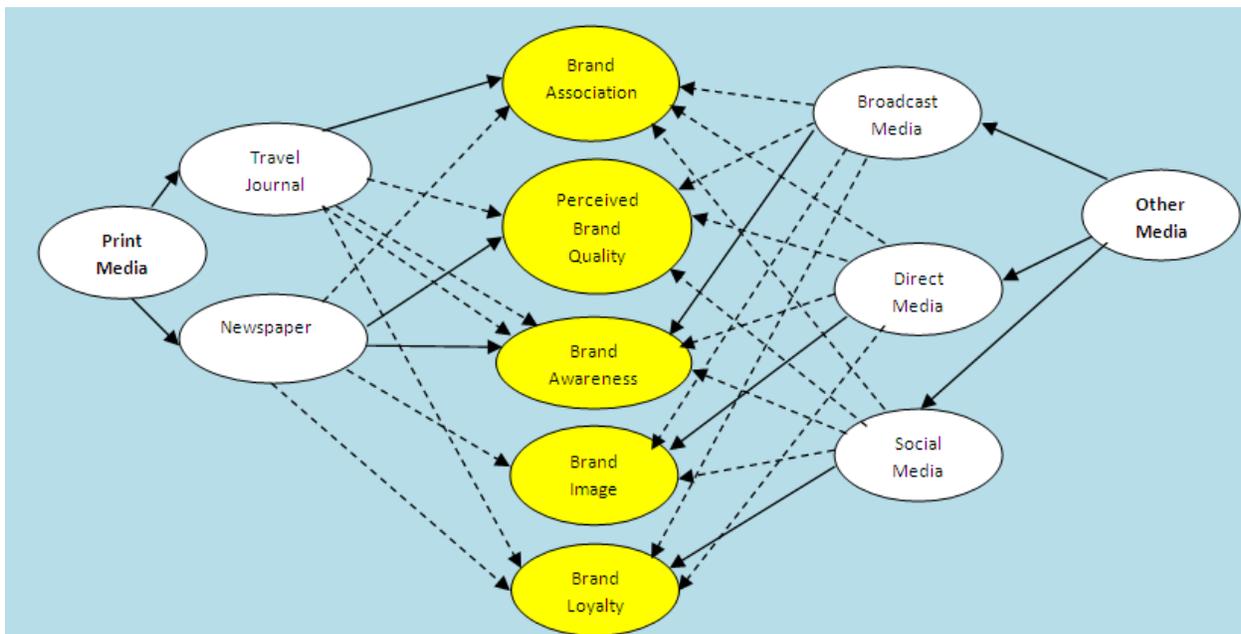


Figure 6.4 Types of print media and the brand equity variable they influence

The model in Figure 6.4 shows the relationships between print media and the destination brand equity variables. It also shows the established relationship between other types of media and these destination brand equity variables. The relationship between different types of print media and the brand equity variables

were established using SPSS AMOS for modelling, which revealed that P Value of *** (meaning that $p < 0.001$) for travel journals and brand association is the same with newspapers and brand awareness and newspapers and perceived brand quality. Since all of the p values are less than 0.05, we reject H0 and accept H1.

For other media, a test was done using SPSS version 21, which helped in selecting other types of media that influence the brand equity variables better than print media. Using mean values the results revealed that social media influence brand loyalty better than print media, with a lowest mean of 1.49. In addition, the outcome showed that direct media influence brand image better than print media, with a lowest mean of 1.29. Lastly, it showed that broadcast media influences brand awareness more than print media, with a lowest mean value of 1.51. The presentation in Figure 6.4 therefore helped as a basis for establishing the contributing framework for this study as shown in the next Chapter (see section 7.8).

6.6 CHOOSING BETWEEN COMPETING TOURISM DESTINATION BRANDS USING PRINT MEDIA

The global tourism market is dominated by many tourism destinations, which compete for the same tourists. The offerings provided across all tourism destinations are relatively similar, such that it is difficult to distinguish one tourism destination from another. This has resulted in tourism destinations being viewed as brands, as this helps to differentiate them from others (Barišić, 2014, p. 26). Branding has become one of the more important marketing strategies used to withstand competition in tourism businesses (Yusof et al., 2014, p. 1). As branding has become one of the most practiced ways for improved market identity and positioning of tourism destinations, brand publicity was the main focus of this study.

6.6.1 BASIS FOR CHOOSING TOURISM DESTINATION BRAND

Tourism destination brands are always competing for visitors, where the most attractive brand will get more followers in global tourism markets. It is through the concept of branding that a unique proposition is created, which helps to differentiate products and services provided by one business to those of competitors (Im et al., 2012, p. 385) as discussed in Chapter Three. Those tourism brands that are negatively perceived by tourists are likely to fail in achieving market leadership. It is therefore important to understand how tourists and relevant organisations choose between competing tourism destination brands using the publicity they get from print media. The presentation in Table 6.16 below shows the responses of both organisations and tourists on their basis of choosing between competing tourism destination brands using print media.

Table 6.16 Basis for choosing tourism destination brand

| Basis for Choosing between Competing Tourism destination Brands | Tourism and Media Organisations (N=339) | Tourists (N=113) |
|--|--|-----------------------------|
| Choosing a destination brand that has positive print media publicity | 99.7% | 64.6% |
| Selecting the brand that has colorful designs and symbols in print media | 44.2% | 76.1% |
| Based on historical printed issues | 31.6% | 92.0% |
| By selecting the one that is frequently discussed in print media | 75.5% | 75.2% |
| Based on positive public comments presented in print media | 81.7% | 83.2% |
| Pearson Correlation | -0.594 (p-value 0.291) | |
| Spearman's rho | -0.600 (p-value 0.285) | |

It is important for destination marketers to know the factors used in selecting a destination to travel to for a vacation (Loncaric et al., 2013, p. 373). According to Table 6.16 above, Pearson Correlation confirmed that there is a strong negative relationship of -0.594, which is above -0.5, with an insignificant p-value of 0.291, since it is above 0.05 hence, we reject the H1 and conclude that there is no relationship between the responses of tourists and tourism organisations on their basis of choosing between competing tourism destination brands. Spearman rho correlation was -0.600, which has a strong negative relationship with a p-value of 0.285, which is above 0.05. Hence, we reject H1 and conclude that there is a strong negative relationship between tourists and organisations on their basis for choosing competing tourism destination brands. The differences in responses mainly emanated from the following issues: a majority (99.7%) of those in tourism and media organisations choose the brand that has positive print media publicity when selecting a tourism destination brand from amongst other competing brands, against 64.6% of tourists who shared the same view. This might be due to the fact that tourists are no longer choosing tourism destination to visit based on prudence (Matos et al., 2012, p. 1), they look for real positive word of mouth and personal experience in making their travel and consumption decision. However, Zimbabwe as a tourism destination brand is eliminated from a positive publicity assessment, as informed by Ndlovu & Heath (2013, p. 951), that Zimbabwe tourism destination brand has a negative media publicity, which has then influenced the downfall of the Zimbabwe as a tourism destination brand. In addition there is a disagreement regarding the views of organisations and tourists when selecting the brand that has printed colourful designs and symbols, where tourism and media organisation are 42.2% and tourists are 76.1 percent, respectively. This might be due to the fact that print media fails to provide high definition pictures. R3 supported the same view by informing that the quality of printed material ought to be improved for it to be used as a vibrant publicity tool of the Zimbabwe tourism destination brand.

In summary, the responses shows that tourism and media organisations are failing to understand how they

can effectively use print media in order to improve tourists' consumption of the Zimbabwe as a tourism destination brand. This hinders destination marketer's efforts to improve the performance of the Zimbabwe tourism brand using print media in areas relevant to tourists in their appreciation of the brand.

6.7 VIEW OF THE ZIMBABWE TOURISM DESTINATION BRAND IDENTITY

Strategic management is essential for a tourism destination brand identity and global market position. Zimbabwe has lost its vibrant market position as a tourist destination over the years, reflected by a decrease in the arrival of tourists and the failure of the country to be identified as a tourism destination of choice internationally. Strategic management is mainly based on establishing a vision of the brand, which is guided by a clear mission and well defined objectives and values. It was thus important to understand the strategic effect of print media in building a vibrant identity and position of the Zimbabwe tourism destination brand.

6.7.1 SOURCES OF ZIMBABWE DESTINATION BRAND IDENTITY

A tourism destination brand ought to be identified as the best amongst others on the global tourism market. As presented in Chapter Three, the main issues for constructing a brand identity include its vision, objectives, values, position, and image. The presentation in Table 6.17 below shows the responses by both organisations and tourists on the sources of Zimbabwe tourism brand identity.

Table 6.17 Responses by organisations and tourists on the sources of Zimbabwe tourism destination brand identity

| TOURISM AND MEDIA ORGANISATIONS | | TOURISTS | |
|--|-----------------|--|-----------------|
| | Mean (N=339) | | Mean (N=113) |
| It is based on a good image that exists in the tourism destination | 1.59 | It is due to the good image of the Zimbabwe tourism brand that made me visit this tourism destination. | 3.02 |
| It comes from a clear vision of the tourism destination's brand. | 4.20 | The vision of the Zimbabwe tourism brand is clear and I understand its meaning. | 4.00 |
| Is based on meaningful values of the tourism destination's brand. | 3.88 | Zimbabwe tourism brand is based on clear values of the tourism destination. | 4.18 |
| It matches with a good personality that is expected by tourists. | 3.71 | I know the personality of the Zimbabwe tourism brand and it matches with my own personality. | 4.28 |
| It can be improved through the use of print media promotion. | 1.86 | Print media has helped me to identify Zimbabwe tourism destination and its brand on the global tourism market. | 1.67 |
| Paired Samples t-statistics = -1.271 (p-value :0.273) | | | |

Table 6.17 above shows that the paired sample t-test statistic was found to be -1.271, with a p-value of 0.273, which is greater than 0.05, and hence we accept H0 and conclude that there is no significant difference between the mean responses of tourists and organisations. As informed by R1, print media has the advantage of wide coverage, which might help in improving the global identity of the tourism destination brand. This means that there great potential for improving the identity of the Zimbabwe as a tourism destination brand through print media publicity as reflected by an agreement by organisations that brand can be improved through the use of print media promotions (1.86), whilst tourists share the same, by agreeing that print media has helped them to identify Zimbabwe tourism destination and its brand on the global tourism market (1.67).

6.7.2 SOURCES OF ZIMBABWE DESTINATION BRAND POSITIONING

Destination marketers ought to strive to create an effective positioning strategy for the destination, so as to differentiate it from competitors in the mind of the customers (Matos et al., 2012, p. 110). Brand positioning can be done as symbolic positioning, functional positioning, and positioning through experience (Janiszewska, 2012, p. 13). Table 6.18 below presents survey findings on sources of Zimbabwe tourism brand market positioning.

Table 6.18 Responses by organisations and tourists on the sources of Zimbabwe tourism destination brand position

| TOURISM AND MEDIAORGANISATION | | TOURISTS | |
|---|-----------------|--|-----------------|
| | Mean (N=339) | | Mean (N=113) |
| The tourism destination's brand name has a clear meaning. | 4.39 | I know and understand the meaning of the Zimbabwe tourism brand name. | 4.07 |
| Symbols that have been used to position the tourism destination brand connects with the expectations of the tourists. | 3.60 | I am familiar with the symbols that were used to represent Zimbabwe tourism brand. | 3.97 |
| There are slogans associated with the positioning of Zimbabwe tourism brand. | 1.83 | Slogans used in Zimbabwe tourism destination brand promotion increase the desire to visit the tourism destination. | 4.36 |

Results in Table 6.18 above show a high cause of concern with regards to Zimbabwe tourism brand position. This is because the majority of the responses are in a negative range, with means above 3. Both the organisations and tourists disagreed that the Zimbabwe tourism brand name has a clear meaning (4.39 and 4.07 respectively), and that symbols that have been used to construct the tourism brand connects with the tourists' expectations (3.6 and 3.97, respectively). There was a gap in responses between the two parties with regards to slogans used in promoting Zimbabwe as a tourism destination, as the organisation highly (1.83) agreed that they use slogans to promote Zimbabwe as a tourism brand, yet a high disagreement (4.36) by tourists that slogans used to promote the tourism brand attracts them to visit Zimbabwe as a tourism destination. Use of names, symbols and logos helps in uplifting a brand (Barišić, 2014, p. 27). This means that even with the use of slogans by tourism and media organisations, tourists do not know or even use these slogans in making their consumption decision for Zimbabwe tourism destination brand. Brand positioning ought to be externally driven (Janiszewska, 2012, p. 11); meaning that it should come from tourists. R4 agreed, saying that market position of Zimbabwe as a tourism brand can be improved by the improved visibility from pictures presented in print media. The results clearly show that Zimbabwe as a tourism destination brand is currently in a dire state, which needs to be addressed through correcting the gaps in knowledge and publicity between organisations and tourists.

6.10 CHAPTER SUMMARY

The chapter interpreted the empirical findings from the research, derived from survey questionnaires and in-depth interviews. In this chapter, the general information characterizing the respondents was displayed. This includes the response rate of both organisations and tourists, followed by demographics of the respondents. The demographics of the respondents looked at the age range, gender, educational level and types of organisations that were involved. The chapter displayed results from reliability test of survey instruments using a Cronbach's alpha. The main objectives of this study that were answered in this chapter included assessing the effect of print media on Zimbabwean tourism destination brand equity; to analyse the role of print media in branding a tourism destination for market leadership; and to identify the strategies that can be used by destination marketing organisations to control print media activities. All the objectives of the study were then analysed and discussed under various headings, which include: brand equity variables that are improved using print media in Zimbabwe tourism destination; print media compared against other media for the way in which they improve Zimbabwe tourism destination brand equity variables; print media against other types of media in improving Zimbabwe tourism destination brand

awareness; and print media in Zimbabwe tourism destination brand against other types of media. The chapter also discussed print media against other types of media in improving perceived quality of Zimbabwe as a tourism destination brand, print media against other media in improving Zimbabwe tourism destination brand loyalty, and print media against other media in improving Zimbabwe tourism brand association. The chapter displayed a model to summarise the relationship between print and other media, with Zimbabwean tourism destination brand equity variables. Finally, the chapter examined the basis for choosing between competing tourism destination brand using print media, source of Zimbabwe destination brand identity, and brand positioning. The following chapter examines print media publicity in Zimbabwe tourism destination marketing.

CHAPTER 7

RESULTS FOR PRINT MEDIA AND PUBLICITY IN ZIMBABWE

7.0 INTRODUCTION

The previous chapter analysed and discussed results from both surveys and in-depth interviews on destination brand equity in Zimbabwe. This chapter focuses on print media publicity in Zimbabwe tourism destination marketing. The aim of this chapter was to understand how print media has been used as marketing and communication tool in Zimbabwe tourism destination. This helped in evaluating print media successes and disadvantages so as a tool for Zimbabwe tourism destination publicity in comparison to other existing media.

This chapter answers the following main objectives:

- to establish how proactive can print media create a positive environment for tourists' arrival;
- to evaluate the role of print media in cultivating a positive image for a tourism destination;
- to analyse the role of print media in branding a tourism destination for market leadership;
- to establish how proactive can print media create a positive environment for tourists' arrival; and
- to determine how information can be managed to project a positive image of the tourism destination; and to add value to already existing studies on destination branding, image and brand equity development as well as print media effects on tourism destinations.

7.1 TYPES OF PRINT MEDIA USED BY TOURISTS TO KNOW ABOUT ZIMBABWE TOURISM DESTINATION AND ITS BRAND

It was important to know the type of print media used by the tourists to know about the Zimbabwe tourism destination and its brand. This helps destination marketers to apply the right type of print media in destination marketing promotions, rather than wasting scarce resources using some print media that are not regarded as information by the tourists. The presentation in Table 7.1 below shows the responses by both organisations and tourists regarding the types of print media used by tourists to find out about Zimbabwe as a tourism destination, and its brand.

Table 7.1 Responses on the types of print media used by tourists to find out about Zimbabwe tourism destination and its brand

| TYPE OF PRINT MEDIA | Tourism and Media Organisations (N=339) | Tourists (N=113) |
|------------------------------|---|------------------|
| Newspapers | 85.0% | 92.0% |
| Travel magazines | 60.2% | 90.3% |
| Travel journals | 25.1% | 38.1% |
| Brochures | 74.6% | 71.7% |
| Academic publications | 16.8% | 14.2% |
| Regional tourism directories | 60.2% | 65.5% |
| Local tourism directories | 27.4% | 23.0% |
| Pearson Correlation | 0.919(**) p-value=0.003 | |
| Spearman's rho | 0.901(**)p-value=0.006 | |

The statistics in Table 7.1 above shows the responses by both organisations and tourists in relation to the types of print media used as information sources by tourists. There was no significant difference in their responses, where they highly agreed that these are the types of print media used for information search. This is proven by both Pearson and Spearman tests, which had coefficient values of 0.919 and 0.901 respectively, which are above 0.5, meaning a strong positive relationship between organisations and tourists. In addition, the p-value for Pearson was 0.003 and 0.006 for Spearman, which are both less than 0.05, hence we reject H0 and accept H1 that there was a positive relationship between the responses of the organisations and tourists. R4 agreed that magazines and brochures are used for the international marketing of the Zimbabwe as a tourism destination brand. R2 informed that newspapers, magazines and brochures have been used for Zimbabwe as a tourism destination, where marketers should take advantage of these types of print media, as they have been agreed upon as valid information sources for tourists by both the suppliers and consumers of the Zimbabwe tourism brand.

7.2 PRINT MEDIA READERSHIP FREQUENCY IN ORDER TO KNOW ISSUES ABOUT ZIMBABWE TOURISM BRAND

An assessment of the types of print media used to know about Zimbabwe tourism destination and its brand was not adequate in order to absolutely recommend the most types to use in improving publicity of Zimbabwe tourism brand. Therefore, the study further investigated on the readership frequency of these print media mixes, namely: travel directories, newspapers, magazines, travel journals, brochures, local and regional journals. Results from the research survey are as presented in Table 7.2 below.

Table 7.2 Types of print media and their readership frequency

| O=TOURISM AND MEDIA ORGANISATION (N=339) | | | | | T= TOURISTS (N=113) | | | | | |
|--|--------------------------|------|------------------------------|------|--------------------------|------|------------------|------|-----------------------|------|
| FREQUENCY | Travel directory | | Local newspapers | | International newspapers | | Travel magazines | | Brochures | |
| | O | T | O | T | O | T | O | T | O | T |
| Daily | 0.3 | 0 | 14.2 | 14.2 | 36.0 | 31.9 | 0.3 | 0 | 0 | 0 |
| Weekly | 1.2 | 0 | 76.1 | 90.3 | 34.8 | 64.6 | 1.2 | 0 | 5.9 | 0 |
| Monthly | 10.9 | 36.3 | 9.7 | 0 | 28.3 | 3.5 | 43.7 | 31.9 | 39.2 | 2.6 |
| Only end of year | 24.2 | 89.4 | 0 | 0 | 0.3 | 0 | 44.0 | 54.9 | 43.1 | 83.2 |
| Never | 63.4 | 0 | 0 | 0 | 0.6 | 0 | 10.9 | 13.3 | 11.8 | 14.2 |
| Pearson Correlation | 0.986 (p-value 0.011) | | - | | 0.161 (p-value 0.731) | | - | | 0.391 (p-value 0.609) | |
| Spearman's rho | - | | 1.000(**) (p-value 0.005) | | - | | 0.975(**) | | - | |

** Spearman's rho Correlation is significant at the 0.01 level (2-tailed)

According to Table 7.2 above, Pearson Correlation confirmed that there is a strong positive relationship of 0.986, which is above 0.5, though with an insignificant p-value of 0.011, and since it is below 0.05, we reject the H0, and conclude that there is a relationship between the responses of tourists and tourism organisations on the readership of travel directories. Spearman rho correlation was 1, which is a perfectly positive relationship, and greatly less than the p-value of 0.05; hence, H0 was rejected, and it was concluded that there is a strong relationship between tourists and organisations and their responses to their readership of local newspapers. Pearson correlation coefficients show a weak positive relationship of 0.161, which is below 0.5, though with an insignificant p-value of 0.731, since it is above 0.05; hence, H1 was rejected, and it was concluded that there is no relationship between the responses of tourists and tourism organisations on the readership of international newspapers. Spearman rho correlation was 0.975, which is a strong positive relationship, as it is greater than 0.5, and a p-value of 0.005, which is less than 0.05; hence, H0 was rejected, and it was concluded that there is a strong relationship between tourists and organisations in their responses to their readership of local newspapers. Pearson correlation coefficient shows a weak positive relationship of 0.391, which is below 0.5 though, with an insignificant p-value of 0.609, since it is above 0.05; hence, we reject the H1 and conclude that there is no relationship between the responses of tourists and tourism organisations on the readership of international newspapers.

Therefore, to conclude the above statistics, Table 7.2 informs that organisations and tourists only agreed on their readership frequency of directories, local newspapers and travel magazines. It is therefore of significance for Zimbabwe tourism destination marketers to invest in these types of print media, as they coincide in their readership frequency between suppliers of tourism offerings and the potential tourists.

7.3 COMMUNICATION OBJECTIVES OF THE ZIMBABWE TOURISM BRAND IMPROVE BY PRINT MEDIA PUBLICITY

There are various communication objectives of a tourism destination brand that can be improved through print media publicity. The main communication objective when using media in a tourism destination is to create a positive image through positive publicity. As discussed in Chapter Four, the objectives of any media communication can be seen from crafting of news headline, news content and audience coverage. Since print media was the main focus of this study, it was important to assess it in comparison, so as to understand how it helps in improving various communication objectives of the Zimbabwe as a tourism destination brand.

Table 7.3 Responses on communication objectives of the Zimbabwe tourism brand improve by print media publicity

| TOURISM AND MEDIA ORGANISATION (N=339) | | | | | | |
|--|----|----------|---------|-------|-------|--------------|
| Print Media Aspects | SD | Disagree | Neutral | Agree | SA | Mean |
| The print media can help to improve positive publicity of Zimbabwe tourism brand. | 0% | 0% | 0% | 13.6% | 86.4% | 1.14 |
| News content in print media can influence tourists to associate with the Zimbabwe tourism brand. | 0% | 0% | 0.3% | 31.9% | 67.8% | 1.32 |
| Headlines made in print media can improve the attractiveness of Zimbabwe tourism brand. | 0% | 0% | 0% | 42.2% | 57.8% | 1.42 |
| Print media helps as a mass communication tool for the Zimbabwe tourism brand. | 0% | 0% | 0% | 43.7% | 56.3% | 1.44 |
| Overall Mean | | | | | | 1.33 |
| Cronbach's Alpha | | | | | | 0.745 |

*** Acceptable numeric Cronbach's alpha ranges from 0.70 to 0.95

As shown in Table 7.3, above all the responses have a mean that is less than three, meaning that the respondents agreed on these various communication objectives in relation to Zimbabwe tourism brand publicity through print media. This is also justified by an overall mean of 1.33, which shows that the participants agreed on all the communication objectives that were asked.

However, ranking with the one that has the lowest mean (1.14) shows that the use of print media in Zimbabwe as a tourism destination helps to improve positive publicity of the Zimbabwe tourism brand. This is because a decline in the tourists' arrivals was mainly due to both projected and perceived negative media publicity that portrayed the Zimbabwe as a tourism destination as unsafe for tourists' activities (Mirimi, 2014, p. 107). This is justified by another low mean (1.32) in response, which shows that news

content in the print media influence the tourists to associate with Zimbabwe as a tourism brand. This is due to news content that was crafted mainly in European news, which tarnished the image of Zimbabwe tourism destination and its brand. Therefore, there is an opportunity to improve Zimbabwe tourism brand ascendancy through print media.

7.4 ASPECTS OF ZIMBABWE AS A TOURISM BRAND THAT ARE IMPROVED THROUGH THE USE OF PRINT MEDIA

As discussed in Chapter Three, there are various aspects of the Zimbabwe tourism destination brand that need to be improved through print media publicity in order to achieve high brand equity. These range from the name, logos, symbols, identity, and positioning. The presentation in Table 7.4 below shows the responses by tourism and media organisation on the aspects of Zimbabwe tourism destination brand achieved through print media publicity.

Table 7.4 Responses on aspects of the Zimbabwe tourism brand that are improved through the use of print media

| TOURISM AND MEDIA ORGANISATION (N=339) | | | | | | |
|--|-----------|-----------------|----------------|--------------|-----------|--------------|
| Print and Zimbabwe Tourism Brand Performance | SD | Disagree | Neutral | Agree | SA | Mean |
| The name of Zimbabwe tourism destination brand has a clear meaning because of the print media. | 0% | 0% | 2.7% | 27.4% | 69.9% | 1.33 |
| Print media improves the visibility of the Zimbabwe tourism brand's logo and other symbols. | 0.6% | 20.6% | 63.4% | 15% | 0.3% | 3.06 |
| The print media truly reflects the political situation associated with Zimbabwe tourism destination brand. | 0% | 0.3% | 0.9% | 64% | 34.8% | 1.68 |
| Economic issues that are affecting the tourism brand are clearly explained in print media. | 0% | 0% | 0.3% | 65.5% | 33.9% | 1.66 |
| All tourism offerings represented by the Zimbabwe as a tourism destination brand are clearly observable through print media publicity. | 1.5% | 41.9% | 38.3% | 18.5% | 0% | 3.27 |
| The use of print media improves stakeholder involvement in Zimbabwe tourism destination brand development. | 4.25% | 37.2% | 20.1% | 0.3% | 0.0% | 4.22 |
| Print media can lead to improved international identity of Zimbabwe tourism destination brand. | 1.8% | 2.4% | 80.5% | 15.3% | 0% | 2.91 |
| There is better positioning of the Zimbabwe tourism brand through print media. | | | | | | 3.63 |
| Overall Mean | | | | | | 2.72 |
| Cronbach's Alpha | | | | | | 0.867 |

The responses presented in Table 7.4 above shows that the respondents were positive that: the name of Zimbabwe tourism destination brand has a clear meaning because of the print media (1.33); print media truly represents the political situation associated with Zimbabwe tourism destination brand (1.68); and the

economic issues affecting the tourism brand are clearly explained in print media (1.66). This shows that print media might be a better tool to explain the real political and economic state of affairs in Zimbabwe as a tourism destination. The Zimbabwe tourism destination has received international media publicity as politically and economically unstable (Chibaya, 2013, p. 11). Through the use of print media, negative perceptions might be turned to positive ones in order to resuscitate Zimbabwe as a tourism destination brand. The highest ranking of the presented means (1.33) notified that the brand name of the Zimbabwe tourism destination has a clear meaning in the print media. Zimbabwe as a tourism destination marketer can therefore engage print media in improving publicity of its brand name.

By way of contrast, there were negative responses when it came to other aspects of the Zimbabwe as a tourism destination brand that could be improved through print media, which are: print media improves the visibility of the Zimbabwe tourism brand's logo and other symbols (3.06); all tourism offerings represented by the Zimbabwe tourism destination brand are clearly seen through print media publicity (3.27); the use of print media improves stakeholder involvement in Zimbabwe tourism destination brand development (4.22); Print media can lead to improved international identity of Zimbabwean tourism as a destination brand (2.91); and there is better positioning of the Zimbabwe tourism brand through print media (3.63). An Overall Mean of 3.42 shows that even with the extensive presence of print media in Zimbabwe as a tourism destination, it has: failed to improve the visibility of Zimbabwe tourism's destination brand logo; failed to show the available tourism offerings; could not improve Zimbabwe tourism brand identity; and failed to promote stakeholder involvement and improve Zimbabwe's global tourism position. Stakeholder involvement is crucial in establishing a vibrant tourism destination brand and as presented in the results of a study carried out by Chigora & Zvavahera (2015, p. 29), and Zimbabwe as a tourism destination brand did not fully engage crucial stakeholders, including those from media in its formulation. Also, Ndlovu & Heath (2013, p. 953) noted that re-branding a tourism destination is complex, and that this calls for involvement of all stakeholders. Failure of Zimbabwe as a tourism destination brand might be due to the fact that print media excellence has not been tried in improving Zimbabwe tourism brand performance, or that print media need to be augmented by other contemporary media in promoting the tourism destination brand. Pike (2010, p. 127) have denoted that brand identity is derived from the vision, values and personality of a tourism destination that is reflected by the name, symbols and logos. Though with limited published literature, print media helps in improving visibility of the tourism brand through printed logos and other designs, so as to enhance identity and positioning of the brand. Print media like brochures, flyers and folios have helped in promoting brand identity for both lower and upper category hotels (Lupu, 2010). Zimbabwe tourism destination marketers can therefore assess and find a strategic fit for print media by means of which to improve various aspects of Zimbabwe as a tourism brand.

7.5 ISSUES ARE DISCUSSED IN PRINT MEDIA THAT AFFECTS THE POSITIVE PERFORMANCE OF ZIMBABWE TOURISM DESTINATION BRAND

The issues discussed in print media affects a positive or negative performance of the Zimbabwe tourism destination brand. Loncaric et al. (2013, p. 373) postulated that tourists will be searching for different information at various stages, in order to plan for their trip, where discussions made in print media helps in tourists planning for holiday. This study analysed various common factors discussed in print, which are likely to affect a positive performance of the Zimbabwe tourism destination brand and tourists' planning for their holidays. As presented in Chapter Two, the issues discussed are mainly centered on socio-economics, politics and the environment. The presentation in Table 6.17 below shows the responses by both Organisations and Tourists regarding the operating environment, which are discussed in print media that are likely to affect a positive performance of the Zimbabwe tourism destination brand.

Table 7.5 Responses on issues discussed in print media that affects the positive performance of Zimbabwe tourism destination brand

| ISSUES DISCUSSED | Tourism and Media Organisations (N=339) | Tourists (N=113) |
|---|---|------------------|
| Socio-economic problems | 100% | 94.7% |
| Beauty of natural resources | 6.8% | 84.1% |
| Hospitable people in Zimbabwe | 36.6% | 71.7% |
| Memorable tourism events and views | 81.4% | 75.2% |
| Existing peace and stability | 63.4% | 23.9% |
| Sustainable management of tourism resources | 26% | 23% |
| Pearson Correlation | 0.629 (p-value 0.253) | |
| Spearman's rho | 0.468 (p-value 0.371) | |

According to Table 7.5 Pearson Correlation confirmed that there is a strong positive relationship of 0.629, which is above 0.5; though with an insignificant p-value of 0.253, since it is above 0.05. Also the Spearman's rho shows that there is a weak positive relationship of 0.468, which is below 0.5, hence we conclude that organisations and tourists did not agree on the majority issues they responded. The differences in responses were mainly on the following issues: beauty of natural resources (organisations 6.8% and tourists 84.1%); hospitable people (organisations 36.6% and tourists 71.7%); and existing political stability (organisations 63.4% and tourists 29.4%). From the in-depth interviews, it shows that R3 agreed that people are regarded as offerings used to market Zimbabwe as a tourism destination, yet R1 concurred with the beauty of natural resources by pointing out the specific natural resources as wildlife, culture and Victoria Falls.

7.6 TYPES OF MEDIA EFFECTIVE IN PROMOTING BETTER PERFORMANCE OF ZIMBABWE TOURISM DESTINATION BRAND

Print media has been used as a traditional marketing and promotion tool for the Zimbabwe tourism destination and its brand. However, even with an aim of finding some of the untapped benefits of print media, there are other existing contemporary media that have saturated the tourism market globally. A survey was therefore undertaken in order to ascertain the other types of media against print media that helps in improving performance of the Zimbabwe tourism destination brand. The results from the survey are as presented in Figure 7.1 below.

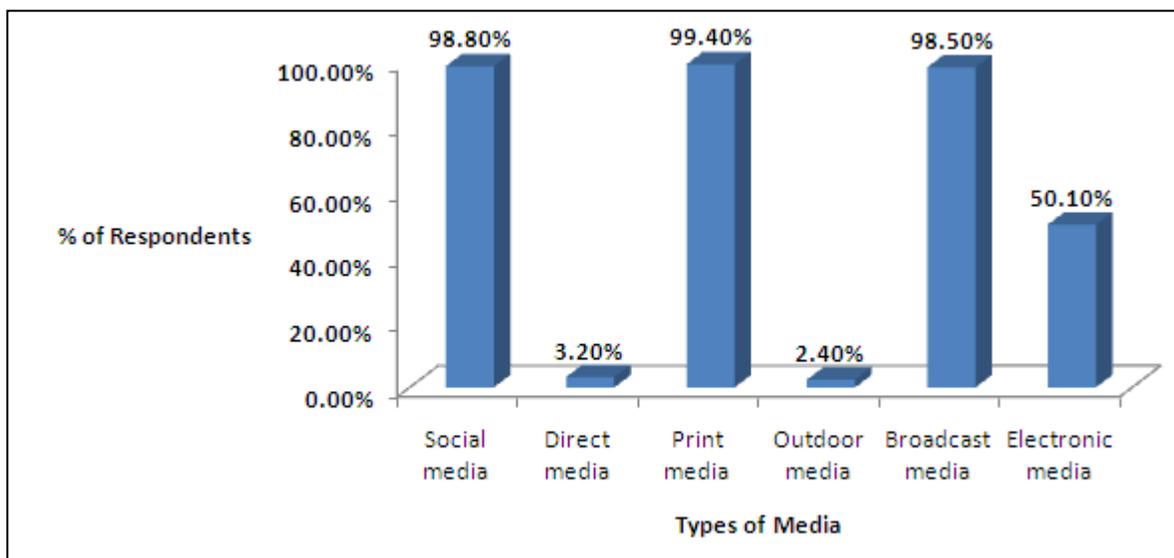


Figure 7.1 Responses on the types of media effective in promoting better performance of Zimbabwe as a tourism destination brand

The results in Figure 7.1 above shows that the majority (99.4%) of the respondents acknowledged print media as the most effective type of media to promote better performance of the Zimbabwe tourism as a destination brand. The reason might be due to the benefits of using print media, as discussed in Chapter Four. Print media has a lasting impact, and it is detailed with a lasting presence (UNWTO, 2013). This is followed by social media (98.8 %), and electronic media (50.1%). Social media has become an effective way for tourists to reduce uncertainty, and to obtain recommendations from acquaintances before an actual visit is made (Ráthonyi, 2012, p. 107). This makes social media an effective contemporary branding and marketing tool that helps in enhancing word of mouth discussions, with electronic media providing a platform for interactive brand marketing, through websites and other online domains. This agrees with the responses from R2 and R3, who noted that they use print media in staying updated on the most viable tool

for Zimbabwe tourism destination brand publicity. Also, R1 acknowledged social media and websites as better forms of media in comparison to print in promoting a better performance of the Zimbabwe tourism destination brand.

7.6.1 TYPES OF MEDIA USED BY TOURISTS TO MAKE THEIR TRAVEL AND TOURISM DECISION

In relation to the views of tourism and media organisations in section 7.6 above, it was comparatively important to understand the types of media (excluding print media) used by tourists in making their travel and tourism decisions. Their responses are presented in Figure 7.2 below.

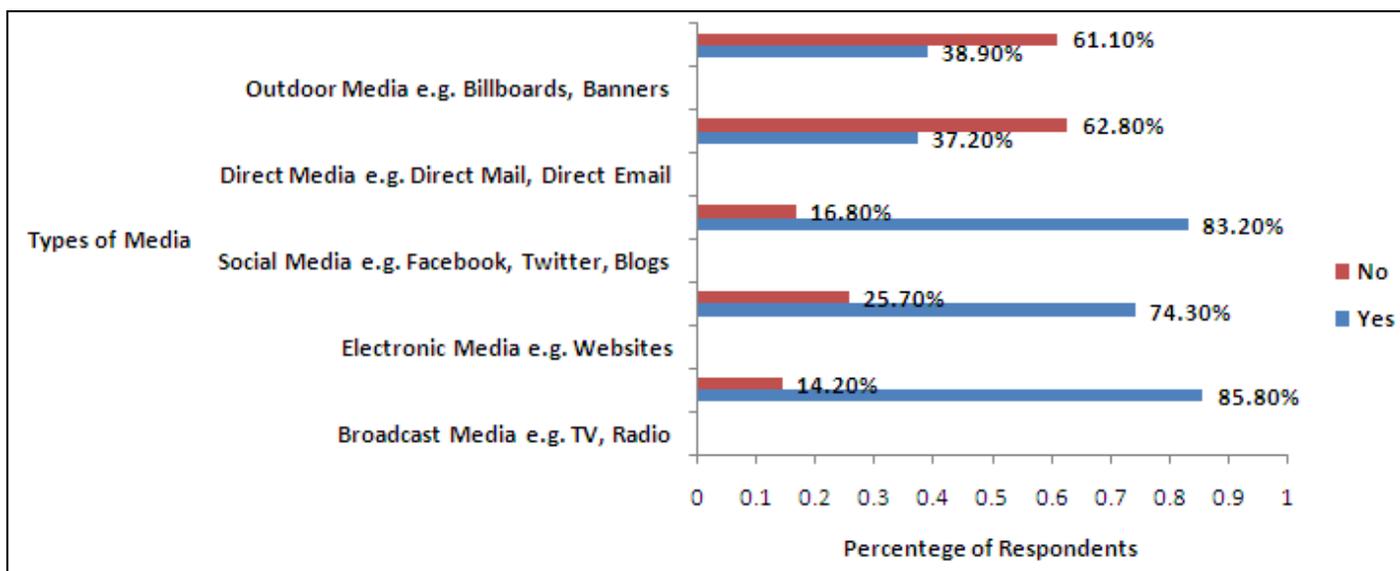


Figure 7.2 Responses on the types of media used by tourists to make their travel and tourism decision

The results in Figure 7.2 above slightly contradict those from tourism and media organisations. The majority (85.8%) of the tourists acknowledged broadcast as the type of media they use in making their travel and tourism decisions. There was a relative agreement with the organisations, as the majority (83.2%) of the tourists also agreed that they use social media in making their travel and tourism decisions. Likewise, another high response (74.3%) was for electronic media. To a greater extent, besides print media; social media, broadcast and electronic media are frequently used by tourists to make their travel and tourism decisions. This also agrees with the responses from R2 and R1, who divulged that social media, broadcasting and websites have a strong effect on the Zimbabwe tourism brand, in comparison to print media.

7.7 TYPES OF MEDIA THAT HELPS IN IMPROVING VARIOUS OBJECTIVES OF COMMUNICATING THE ZIMBABWE TOURISM BRAND TO THE WORLD

A tourism destination brand is expected to achieve various objectives through media communications. As discussed in Chapter Four, the main communication objective for Zimbabwe tourism as a destination brand is to have a positive publicity in its traditional and upcoming source markets. Another objective is to present attractive news content and mass communication of the tourism destination brand. All this is done to achieve positive buying behaviour amongst tourists through attractive and convincing news. Since print media was the main focus of this study, it was crucial to assess it in comparison to other types of media when it came to its ability to improve various communication objectives of Zimbabwean tourism as a destination brand. The survey results are as presented in Table 7.6 below.

Table 7.6 Responses on the types of media that helps in improving various objectives of communicating Zimbabwean tourism as a brand to the world

| Tourism and Media Organisations (n=339) | | | | | |
|---|----------------|-------|-----------|---------|------------|
| Communication Objective | Types of Media | | | | |
| | Social | Print | Broadcast | Outdoor | Electronic |
| Positive publicity for Zimbabwe tourism destination brand. | 1.5% | 93.8% | 93.2% | 6.5% | 58.7% |
| Attractive news content about Zimbabwe tourism destination brand. | 1.8% | 99.4% | 65.2% | 0.9% | 52.5% |
| Mass communication about Zimbabwe tourism destination brand. | 57.5% | 59.9% | 90.9% | 8.3% | 10.2% |
| Positive buying behaviour towards Zimbabwe tourism destination brand. | 1.0% | 63.8% | 41.9% | 64.8% | 35.9% |
| Convincing headlines about Zimbabwe tourism destination brand. | 1.2% | 75.5% | 74.0% | 1.2% | 95.9% |

The results presented in Table 7.6 above shows that the majority of the respondents (93.8%) agreed that print media can help in positive publicity of the Zimbabwe tourism destination brand. This is followed by broadcast media, of which 93.2% respondents shared the same view. R2 agreed that they do partnerships with international print media agency in an effort to improve positive publicity of Zimbabwe tourism brand. R3 said that broadcast media is also better than print media in improving Zimbabwe tourism brand performance. The reason might be due to the fact that both print and broadcast media have a strong followership, due to their wide coverage such that any published news can easily be spread to the public. People always read printed newspapers and watch television to know about events happening in their surroundings. It therefore makes these types of media effective in enhancing positive publicity of the Zimbabwe tourism brand. A Zimbabwe tourism destination marketer can engage various print media mixes

to discuss positive news about Zimbabwe tourism as a brand and have a wide broadcasting network. Also, electronic media has a relatively high response (58.7%) since websites and other online platforms can be designed in an interactive and attractive way, which improves positive publicity of the Zimbabwe tourism brand.

The presentation in Table 7.6 above informs that print media is an effective tool for attractive news content compared to other forms of media. The majority (99.4%) of respondents were for print media in comparison to 65.2% for broadcast media, and 52.5% for electronic media. The reason might be due to the fact that creative and convincing writing is usually easily done in printed materials, such that if it is a story for positive brand promotion, the news content is encoded in a persuasive way. Usually printed content can be easily archived for future consumption, making it a good source to store attractive news content about Zimbabwe tourism as a destination brand. The UNWTO (2013) concurred, by denoting that print media in tourism destination marketing as having the power of providing a lasting presence without risk of spam, with detailed and informative content. The problem with broadcast and other forms of media is that they have a limited space to exhaust all the projected attractive content. For instance, with broadcast media, there is limited time in which to adequately cover content, and outdoor media likewise edit content for space, such as on billboards.

Also, the majority (90.9%) of the respondents as presented in Table 7.6 above revealed broadcast media to be highly effective as a mass communication tool. This is followed by print media, with 59.9%. Print media as a focus of this study is still a vibrant tool for mass communication. R1 described print media to be a tool that can be used for mass communication. The reason for this is that it can be distributed widely; just like newspapers, which are distributed to every part of the country, even in the most remote areas. Marketers of Zimbabwe as a tourism destination can take advantage of print media by publishing positive and attractive news about Zimbabwe tourism destination and its brand, since it can easily reach the targeted masses.

The majority (64.8%) of the respondents as presented in Table 7.6 above revealed that outdoor media is the most effective type of media in promoting a positive buying behaviour towards Zimbabwe tourism destination's brand. This might be due to the fact that billboards can be strategically positioned in places where they clearly show the Zimbabwe tourism destination brand symbols, logos and the represented tourism offerings. Interestingly, print media (63.8%) has also been noted as a vibrant tool for constructing and communicating positive buying behaviour towards Zimbabwe tourism brand. This might emerge from its ability to present at any given point in time advertisements of all tourism offerings through images. Warta (2011) concurred by stipulating that pictures presented in print media are greater than words; helping

in easy visual evaluation of tourism offerings for a positive buying behaviour by tourists. For this reason, print media helps in improving visibility of tourism offerings so as to inform and remind the world about the Zimbabwe tourism destination brand and its offerings.

As shown in Table 7.6 above, electronic media had the majority (95.9%) of responses that it provides convincing news headlines. This is followed by print media, with 75.5% of responses and broadcast media with 74 percent. Headlines require creative presentation, and ought to be psychologically crafted so as to convince a reader to go through the news content. The advantage of electronic media is that it can have highly interactive headlines, some with changing colours and other attractive designs. This might be the reason for such a high response. However, Zimbabwe as a tourism destination and its brand have suffered from negative headlines in international newspapers and broadcasts. The relatively high response for these media shows that they can be also used to reverse negative press. Print media offers the effective tool of convincing headlines, and Zimbabwe tourism destination marketers should consider the involvement of print media in their brand promotion strategy.

7.8 DEVELOPMENT OF A CONCEPTUAL MODEL FOR PRINT MEDIA AND TOURISM DESTINATION BRAND EQUITY

The conceptual model was design based on the outcomes of the survey as discussed in the previous chapter and this chapter, mainly to establish the effect of print media on Zimbabwe tourism destination brand equity. The findings also helped in understanding supremacy of other media in comparison to print media. This helped in answering the main objective of this study and the outcomes from the surveys done are summarised in Figure 7.3 below.

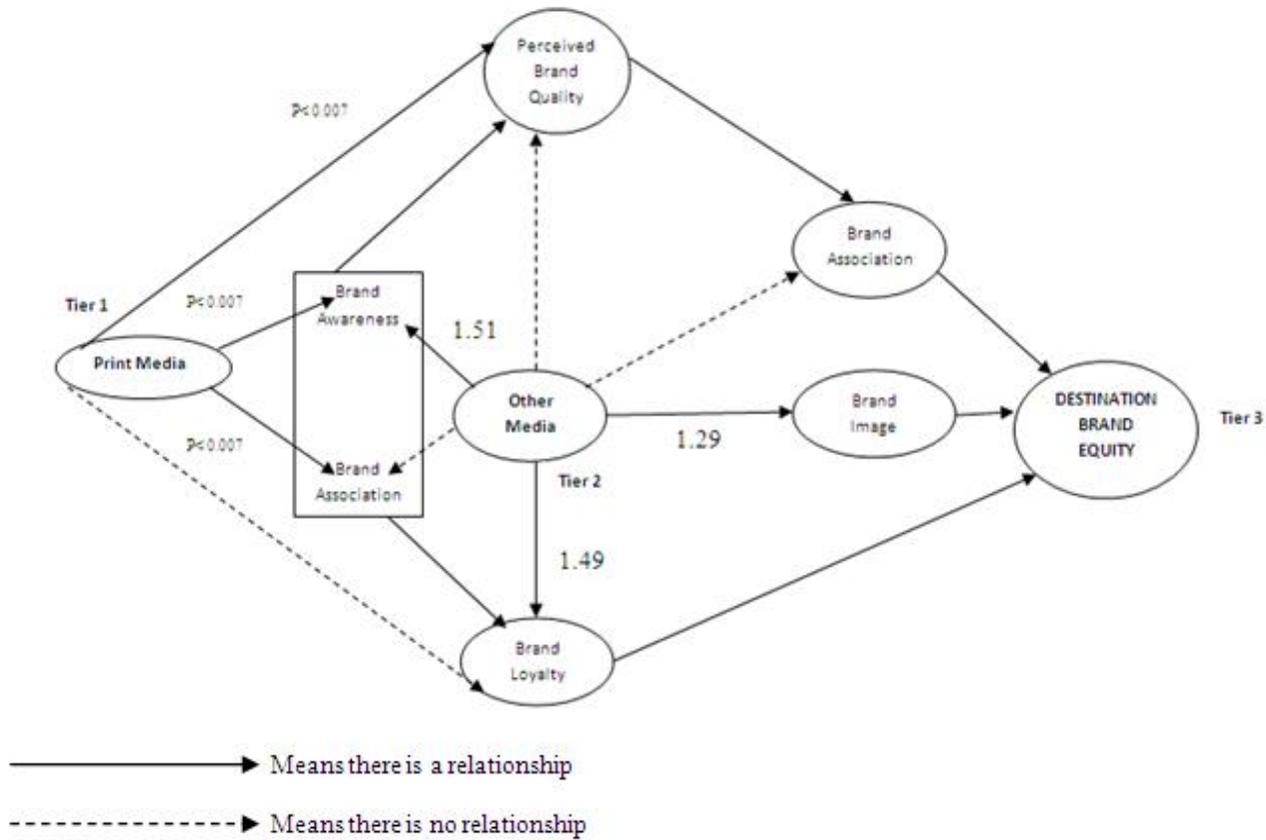


Figure 7.3 Construct and development of a framework for Print Media and Brand Equity Improvement

The presentation in Figure 7.3 has helped as the basis for developing the contributing framework for this study. It has been constructed based on the two main variables of this study which are print media and destination brand equity variables. Also the model considered the other contemporary media which are competing with print media in enhancing the same brand equity variables. These other media include social media, electronic media, direct media and outdoor media. Therefore, the specific brand equity variables for the test, as presented in Figure 7.3 were brand awareness, brand image, perceived brand quality, brand loyalty and brand association. The model shows relationships that have been established after a statistical test using p-values and mean values.

In order to show the relationships, the model is then divided into three tiers as follows: Tier 1- Relationship between print media mixes and brand equity variables (using p-values of less than 0.05); Tier 2-Variables constructing destination brand equity; and Tier 3-Relationship between other media and destination brand equity variables (using mean values of less than 3 and close to 1). Regression weights from SPSS AMOS in Appendix 1 were used to statistically determine the influence that print media mixes have on brand equity variables for Zimbabwe tourism destination. Mean values showing the influence of other media on all the

Zimbabwe tourism brand equity variables were presented and discussed in the previous chapter, in section 6.4.

As presented in Figure 7.3, Tier 1 shows that newspapers influence brand awareness and perceived brand quality, whilst travel journals influence brand association. Overall, print media mixes have no influence over Zimbabwe tourism brand image and brand loyalty, such that the influence is attributed to other types of media.

Tier 2 shows that tourism destination brand equity is constructed from brand awareness, brand image, perceived brand quality, brand loyalty, and brand association. It is when print and other media manage to influence these variables that tourism destination brand equity is achieved.

Tier 3 therefore shows the tourism destination brand equity variables that are influenced by other media. The brand equity variables influenced by other media and not by print media are brand image, brand loyalty, and brand association.

7.9 CHAPTER SUMMARY

This chapter was also constructed using the main objectives of this study. The objectives that were answered in this chapter are: to establish how proactive can print media create a positive environment for tourists' arrival; to evaluate the role of print media in cultivating a positive image for a tourism destination; to analyse the role of print media in branding a tourism destination for market leadership; to establish how proactive can print media create a positive environment for tourists' arrival; to determine how information can be managed to project a positive image of the tourism destination; and to add value to already existing studies on destination branding, image and brand equity development as well as print media effects on tourism destinations. Therefore, the sections that were discussed in this chapter in order to fulfill the main objective of the study include: types of print media used by tourists to know about Zimbabwe tourism destination and its brand; print media readership frequency in order to know issues about Zimbabwe tourism brand; communication objectives of the Zimbabwe tourism brand improve by print media publicity; and aspects of the Zimbabwe tourism brand that are improved through the use of print media. The chapter also then examined issues that are discussed in print media that affects the positive performance of Zimbabwe tourism destination brand, types of media which are effective in promoting better performance of Zimbabwe tourism destination brand and types of media that helps in improving various objectives of communicating the Zimbabwe tourism brand to the world. Lastly, the chapter displayed a conceptual model for print media

and tourism destination brand equity. The following chapter argues towards a framework for destination brand equity in Zimbabwe.

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CHAPTER 8

TOWARDS A FRAMEWORK FOR DESTINATION BRAND EQUITY IN ZIMBABWE

8.0 INTRODUCTION

This chapter has been established from a broader literature review, presented in Chapters Two, Three and Four. Chapter Two looked at the power of destination marketing, whilst Chapter Three focused on destination branding and its practice in Zimbabwe. Lastly Chapter Four reviewed literature on the role of media in tourism destination branding. This reviewed literature was combined with the outcomes from empirical surveys and in-depth interviews as discussed in Chapter Six and Seven.

The objectives of this chapter are:

- to discuss the main fundamental factors for building tourism destination brand equity;
- to develop framework for print media and tourism destination brand equity;
- to discuss a composite of issues that strategically affects the overall performance of a tourism destination brand;
- to make a comparison of the developed framework for this study with other models discussed in this study; and
- to discuss the distinctiveness of the established brand equity model to others existing in tourism destination brand equity measurements.

8.1 AN OVERVIEW OF THE FUNDAMENTALS BUILDING TOURISM DESTINATION BRAND EQUITY

Tourism destination brand equity is a composite of the tourism destination's brand awareness, brand image, perceived brand quality, and brand association (Kotler & Keller, 2012; Gartner & Ruzzier, 2011, p. 473). A tourism destination brand that has excellence of these variables is likely to attract more tourists over its competitors (Im et al., 2012, p. 386). However, achieving excellence of these destination brand equity variables is difficulty at any given period in time. This is because there are various direct and indirect factors

that can destroy supremacy of the brand equity variables. The operating environment, mainly socio-economic and political factors, can have a negative effect on tourism destination brand equity. The negative effect of these environmental factors is given publicity in various media communications, and becomes global public knowledge that is used to make informed travel decisions at any given time.

The literature reviewed in Chapter Two, Three and Four and data analysis presented in Chapter Six and Seven make the basis for constructing this chapter. Therefore, the highlighted chapters have helped in the establishment of the framework presented in Chapter Seven.

Various scholars have established and reinforced factors that affect tourism destination brand equity as being an effect of brand awareness, brand image, perceived brand quality, brand loyalty, and brand association (Aaker, 1997; Pike, 2010; Gartner & Ruzzier, 2011; Im et al., 2012; Kim & Lehto, 2013; Kiliç & Adem, 2012). However, as discussed in Chapter Four, the effectiveness of these variables mainly depends on the communications and publicity given in various media (Muniz & Schau, 2011; Ulusu, 2010). Therefore, media communications can be regarded as drivers of both positive and negative publicity of a tourism destination brand. The development of the destination tourism destination brand equity framework in this study considered the effect of print and other media publicity on Zimbabwe tourism destination brand equity.

The main objective of this study was to establish the effect of print media publicity on Zimbabwe tourism destination brand equity. Print media was discovered to have a great influence on tourism destination brand awareness, perceived brand quality and brand association. Specifically, tourism brand awareness and perceived brand quality influenced by newspapers and brand association by travel journals. However, the performance of brand image and brand loyalty was discovered to be influenced by other media. As presented in Chapter Four, there are other types of media that are used in a tourism destination, and for this study, focus was mainly placed on social media, electronic media, outdoor media, direct media, and broadcasting media.

Some scholars have informed other factors that also affect improved tourism destination brand equity. These include identity, positioning, power of destination marketing organisations, attributes, political, social and economic factors (Pike, 2010, p. 127; Ndlovu 2009, p. 295; Kiliç & Adem, 2012, p. 96; Pike & Page, 2014, p. 5). These were then integrated into the proposed destination brand equity model for this study.

8.2 DEVELOPMENT OF A MEDIA-TOURISM DESTINATION BRAND EQUITY FRAMEWORK

The developed framework established the relationship between print media publicity and tourism destination brand equity with reference to Zimbabwe tourism destination. It shows the specific types of print media that have an influence on tourism destination brand equity variables. The framework also informs other types of media that also influence tourism destination brand equity variables, including other brand equity variables that cannot be influenced by the print media. In order to come up with a comprehensive tourism destination brand equity framework, other pertinent factors were amalgamated in the relationships, namely: the opportunities and challenges of print media; brand characteristics; marketing opportunities; and marketing challenges for the Zimbabwe tourism brand equity. The contributing framework that was established in this study is presented in Figure 8.1.

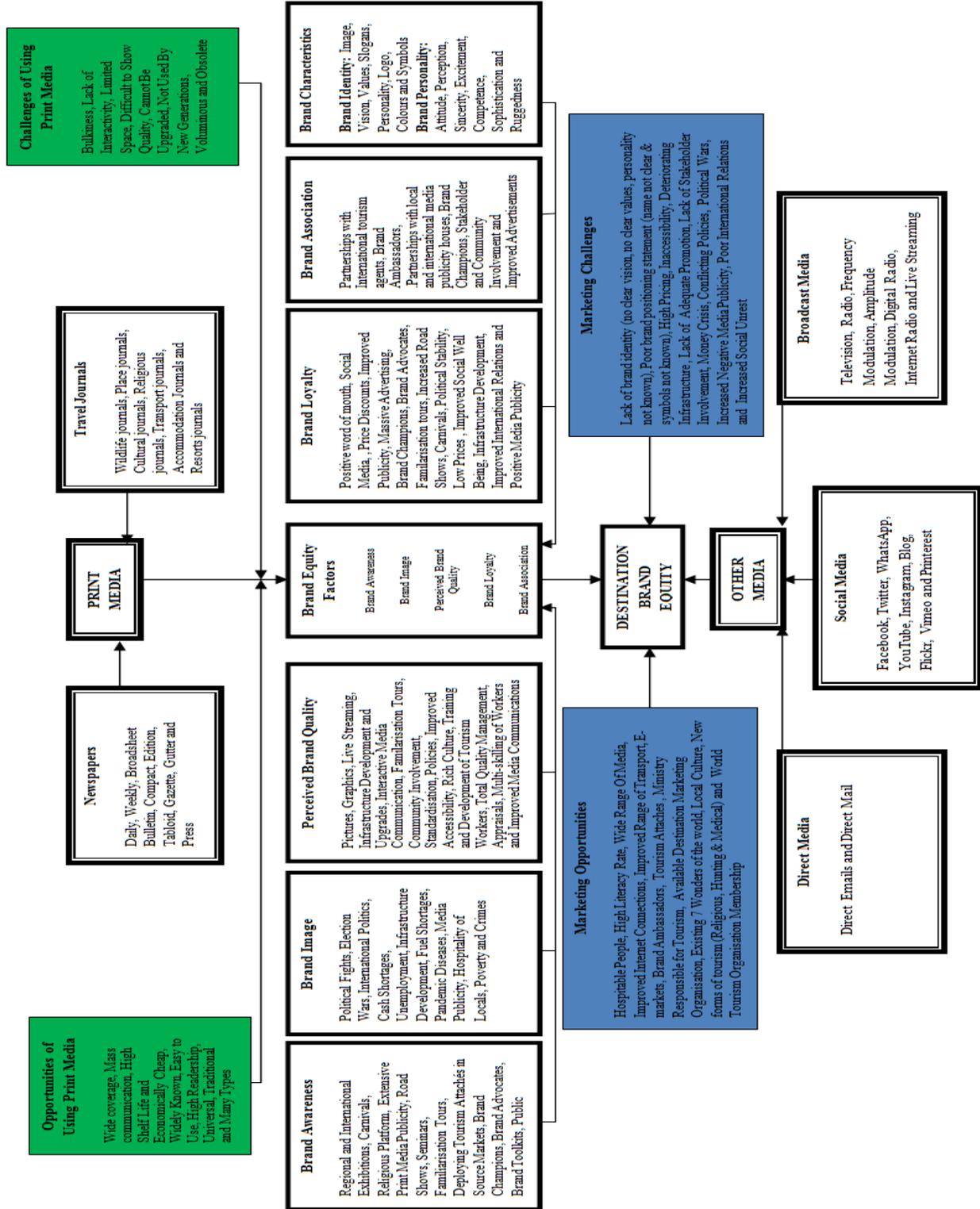


Figure 8.1 Constructed relationships for improved tourism destination brand equity

As shown in Figure 8.1 above, at the center of the relationships is the tourism destination brand equity. The main focus of the study was to establish the relationship between print media and tourism destination brand equity. However, it emerged from the study that there are other media that also influence tourism destination brand equity. Also presented on the framework are branding characteristics and marketing related factors.

8.2.1 PRINT MEDIA

Print media has been a traditional means of communication in tourism destinations. According to Lupu (2010), print media, which includes flyers, folios and brochures, have been used as tool for improving brand identity. As discussed in Chapter Four, there are various types of print media, which can positively influence publicity, and consumption of the tourism destination and its brand. However, not all the types of print media have the same effect on tourism destination brand equity. In order to have superior tourism destination brand equity, there should be high brand awareness, positive brand image, a positive perception on the brand quality, high brand loyalty and brand association (Gartner & Ruzzier, 2011, p. 473; Im et al., 2012, p. 386) as discussed in Chapter Three.

This study established two main types of print media that have a positive influence on tourism destination brand awareness, perceived brand quality and brand association. It revealed that newspapers as a form of print media help in improving tourism destination brand awareness as well as perceived brand quality, whilst travel journals influence tourism destination brand association. Newspapers have been categorised as print media mixes available in a tourism destination (Freeman & Glazer, 2015). There are various types of newspapers that can be used to enhance communication in tourism destinations and are categorised as: Daily, Weekly, Broadsheet Bulletin, Compact, Edition, Tabloid, Gazette, Gutter and Press. Travel journals, as a form of guidance for tourists, play a vital role in building the image of a tourists' destination since they are credible and reliable to potential tourists (Castelltort & Mader, 2010). There are various types of travel journals, which include wildlife journals, place journals, cultural journals, religious journals, transport journals, accommodation journals, and resorts journals.

In Zimbabwe, tourism destination newspapers are used as traditional tools for promoting and selling tourism destination offerings and its brand. As gathered from the in-depth interviews, most of the respondents agreed that newspapers are commonly used to market and promote the Zimbabwe as a tourism destination brand, as they provide pictorial presentations are a platform for quality evaluation. Özdemir (2010) concurred, by expressing that pictures used in print media help in improving the tangible nature that is required for tourism consumption.

8.2.1.1 OPPORTUNITIES WHEN USING PRINT MEDIA PUBLICITY

Even with print media being regarded as an obsolete medium of communication, it has some opportunities in promoting vibrancy of the Zimbabwe tourism destination brand, as discovered by this study. The results revealed that print media has the ability reach many audiences through its wide coverage at any given point in time. According to Pantelescu & Ioncica (2012, p. 803), print media is a mass communication tool, that can reach many people within a short period in time. This was supported by UNWTO (2013), which postulated that print media as a selected choices amongst other existing media can improve a tourism destination branding through being able to reach the masses, used for niche target, is credible without risk of spam, has a more lasting presence, detailed and informative (UNWTO, 2013). These views were discussed in Chapter Four. There is the need for high tourism destination brand awareness, such that the brand message is able to reach a wide audience at any given period in time. In addition, Zimbabwe as a third world country is still growing in adopting to contemporary technologies that have better coverage, making print media a convenient tool for improved tourism destination brand publicity. Pantelescu & Ioncica (2012, p. 804) concurred, noting that over the years print media has proved to have a loyal leadership in tourism destinations; and this has been proven in the Zimbabwean scenario.

In support of UNWTO (2013), the results from the study reviewed that print media has a high shelf life, meaning that it can be used more than once, preserving the same information for extended readership. Print media can be archived for future consumption, as announced in the in-depth interviews. This makes a brand promotion message present for a long time.

In addition, the findings of the study revealed that print media is economical in the sense that it does not require a lot of finances to use it as a publicity tool. A majority of the responses from in-depth interviews expressed that print media is highly affordable, especially to tourism destinations that are in a financial distress such as Zimbabwe. As revealed in the literature and in empirical findings, print media have other opportunities, such as being widely known, easy to use, wide readership, are universal, traditional and are available across the globe in many types.

8.2.1.2 CHALLENGES OF USING PRINT MEDIA PUBLICITY

Since print media has been used as a traditional means of communication (Pantelescu & Ioncica 2012, p. 804), this has some drawbacks that have been discovered from this study. As presented by the framework in 8.1 above, the findings from this study revealed that print media is bulky, lacks interactivity, and is now regarded as obsolete. These are challenges that can deter the effectiveness of print media as a tourism destination brand publicity tool.

The majority of respondents from in-depth interviews announced that the bulkiness of printed material has been attributed to the volumes of pages that should be printed in order to convey a certain message to the society. These volumes are heavy to carry around, such that most people prefer other forms of media that are more portable and convenient, like flash drives and compact discs.

Interactivity between destination marketers and potential tourists is achieved when using media that provide live views and exchange in communication. These media usually express issues in the form of videos with audio. However, with print media, the results from the interviews revealed that many people are moving away from print media, because it lacks interactivity. This threatens the existence of print media as a publicity tool for Zimbabwe as a tourism brand.

The framework also shows that print media is now regarded as an obsolete way of communicating and marketing of the tourism destination brand. This is because many people have changed their tastes and preferences towards contemporary media, which is more portable and convenient to both marketers and customers. In addition, as revealed from the available literature and empirical findings, print media has faced other challenges from the way it is structured and designed, such as limited space, difficult to show quality, cannot be upgraded, unused by new generations, and voluminous.

8.2.2 BRAND CHARACTERISTICS

The characteristic of a brand can be referred to the attributes that make a brand identifiable in the market. Just like a human beings, a brand can be viewed in relation to the 'personality' it portrays to the world. The results from this study show that the brand characteristics have a direct influence of the tourism destination brand equity variables. This study established two main brand characteristics, which are brand identity, and brand personality, respectively.

8.2.2.1 BRAND IDENTITY

Brand identity is an internal and an inspirational construct that originates independently from brand management (Da Silveira et al., 2013, p. 29). The study revealed that tourism destination brand identity is a strategic drive, which focuses on using symbols, slogans and other image enhancement in order to improve tourism destination brand equity. In this case, Zimbabwe as a tourism destination has been regarded to have failed in using brand identity elements to improve its brand equity. According to Morrison (2012), brand identity refers to the creativity employed in the brand development stage, such as the use of new logo, colour, slogan and visual image. When the identity of a tourism destination brand is improved, that is when it will be known by both locals and international potential tourists, so as to improve its brand equity. Gioia et al. (2010) have asserted that not only internal but also external influences affect brand identity

development, where tourism destination marketers ought to identify and improve both internal and external factor that lead to positive brand identity.

8.2.2.2 BRAND PERSONALITY

A tourism destination brand can be viewed in the form of a person who posses certain characteristics that are liked or disliked by others. According to Morrison (2012), a good destination brand ought to be able to express the destination's 'personality'. This study revealed that the personality of a tourism destination brand influences its brand equity. This means that when a personality of a brand is liked, it will be followed by many, thus improving its equity. There is a direct relationship between the self-congruity of tourists and their revisit intentions which impacts greatly on the way that tourists view themselves in a destination (Uşaklı & Baloglu, 2011). Zimbabwe's brand personality has been portrayed as unattractive by the respondents to the study, which is evidence suggesting this ultimately has a negative impact on its tourism destination brand equity. It is evident that both pre-visit and post-visit in a destination depends on the extent to which tourists personality matches with the personality of a destination (Bosnjak, 2010, p. 322). Therefore, there is need to improve on a tourism destination brand personality so as to escalate its brand equity.

8.2.3 BRAND EQUITY

Brand equity is the worthiness of a brand that is measured using particular variables, namely brand loyalty, name awareness, perceived quality, and potency of brand association, together with other key assets such as trademarks, patents, distribution channels and advertising (Kotler & Keller, 2012). It is an amalgamation of brand awareness creation, image building and loyalty (Gartner & Ruzzier, 2011, p. 473). This study focused on five brand equity variables mainly brand awareness, brand image, perceived brand quality, brand loyalty and brand association. These are discussed in sections below with regards to the findings of this study.

8.2.3.1 BRAND AWARENESS

Brand awareness forms the foundation for building tourism destination brand equity (Im et al., 2012, p. 389). It is an important variable in the sense that a tourism destination should be known first by the potential tourists before a travelling decision is made (Gartner & Ruzzier, 2011, p. 473). The role of destination marketers is to improve visibility of symbols or visual imagery attached to a destination brand name (Im et al., 2012, p. 390). The results from this study announced various ways used to improve tourism brand awareness with a focus on the Zimbabwe tourism destination. These include regional exhibitions, international exhibitions, media communication, road shows and deploying tourism attachés in source

markets. Also, the study confirmed that awareness of the destination brand can be improved on religious platforms, extensive print media publicity, seminars, familiarisation tours, brand champions, brand advocates, brand toolkits, public relations, and destination marketers.

8.2.3.2 BRAND IMAGE

Brand image is built on the perception that is within the memory of customers on the existing brand (Pike et al., 2010; Im et al., 2012). When tourists receive negative news about a destination, it will remain in their memory, and eventually reduce visits to the destination (Im et al., 2012, p. 391). The Zimbabwe destination brand image was destroyed due to the negative political upheaval that reduced the desire of tourists to visit the country as a tourism destination (Ndlovu & Heath, 2013; Chibaya, 2013). This aligns with the results from this study, which show that tourism destination brand image is built upon political stability, economic stability, social balance and positive international media publicity. It showed that destination brand image is affected by political fights, election wars, international politics, cash shortages, unemployment, infrastructure development, fuel shortages, pandemic diseases, media publicity, and hospitality of locals, poverty, and crime. These are the main challenges facing Zimbabwe tourism destination and others at a global perspective. This agrees with Pike et al. (2010), who have postulated that brand image is an effective variable and potential node with which a number of image associations can be linked (Pike et al., 2010). For this study, the main node for building a positive brand image was print media publicity.

8.2.3.3 PERCEIVED BRAND QUALITY

Brand quality is based on the perceptions that potential tourists have on a particular brand and it is highly subjective (Pike et al., 2010). Even with its subjectivity, quality can be made operational through a variety of scales, just like any other brand equity dimensions (Konecnik & Ruzzier 2010). This study established that perceived brand quality can be improved through pictures, graphics, live streaming, infrastructure development and upgrades, interactive media communication, familiarisation tours, community involvement, standardisation and policies. In addition perceived brand quality has proved to be influenced by improved accessibility, rich culture, training and development of tourism workers, total quality management, appraisals, multi-skilling of workers, and improved media communications. Media usually help in providing a moment of truth to tourists before an actual visit is made especially the use of videos, graphics and other interactive media.

8.2.3.4 BRAND LOYALTY

According to Im et al. (2012, p. 391), brand loyalty comprises attitudinal and behavioural aspects, with the former concentrating on consumer's repurchase intentions and the latter emphasising the repeat purchasing of a brand. Usually, tourism destination brand loyalty is reflected by repeat visits of tourists, mainly

triggered by past travel experiences and attachment to tradition (Gartner & Ruzzier, 2011, p. 474). This study established that brand loyalty can be enhanced through positive word of mouth, social media, price discounts, improved publicity, massive advertising, brand champions, and brand advocates. According to Pike (2010, p. 129), when there are frequent repeat visits and positive word of mouth recommendations, then brand loyalty is established. Also, the study has shown that brand loyalty is enhanced through familiarisation tours, increased road shows, carnivals, political stability, low prices, improved social well-being, infrastructural development, improved international relations, and positive media publicity.

8.2.3.5 BRAND ASSOCIATION

It is a choice to purchase triggered by the memorable experiences that one has from previous purchase or consumption of the same product or service (Im et al., 2012, p. 390). Brand association can be referred to as anything that can trigger memory and make an individual develop interest to visit a destination again (Pike, 2010, p. 129). This study discovered that brand association can be built through partnerships with international tourism agents, brand ambassadors, partnerships with local and international media publicity houses, brand champions, stakeholder and community involvement, and improved advertisements. In the main, partnerships helped in building lasting relationships, where involved parties ultimately become lifelong associates. The use of international media improves world coverage in the publicity of a tourism brand, such that it will have a greater chance of having associates. Brand champions, brand advocates, stakeholders and community involvement help in convincing other parties to follow and associate with the brand.

8.2.4 MARKETING OPPORTUNITIES

A tourism destination brand is put in place to represent the tourism offerings that are present in a tourism destination. The presence of unique and superb attractions in a tourism destination makes the tourism destination brand more attractive to the potential tourists. The attractions that makes tourism business to exist globally include recreational areas, social facilities and other physical places (Sarker et al., 2012, p. 274). Media plays the role of enhancing positive publicity of these tourism offerings such that they become more widely known, which improves awareness of tourism as a destination brand. It is crucial for tourism operators to provide packages that link with distributors like tour operators and travel agencies, as they can place your product in the right place (Saha, 2013, p. 68).

Zimbabwe as a tourism destination has various attractions as noted in the survey and in-depth interviews, viz. hospitable people, culture, wildlife and Victoria Falls, one of the seven wonders of the natural world. The study showed that the personnel in Zimbabwe as a tourism destination are more hospitable. This means that destination marketers in Zimbabwe ought to take advantage of the personnel in selling the tourism

destination brand. As discussed in Chapter 2, like any other tourism destination, culture and wildlife are present in Zimbabwe, forming a basis of attraction for the tourism destination brand. Victoria Falls is one of the seven wonders of the world, regarded as a pinnacle of tourism attraction in Zimbabwe tourism destination. It has been given publicity globally, and has managed to attract tourists from all corners of the world. However, as discussed in Chapter Two, Victoria Falls has been over-congested by the Zimbabwe tourism destination marketers, such that they have put all their marketing effort into this offering, neglecting other potential offerings present in the country. For example, shifting focus to other new forms of tourism, such as hunting, medicine and religion. Even with the realisation of these new forms, they still minimal instances. The study also revealed other marketing opportunities available for Zimbabwe as a tourism destination, which include a high literacy rate, a wide range of media, improved internet connections, improved range of transport, e-markets, brand ambassadors, tourism attaches, Ministry responsible for tourism, availability of a destination marketing organisation and World Tourism Organisation membership.

8.2.5 MARKETING CHALLENGES

There are various marketing factors that can affect the attractiveness of a tourism destination brand. Failure to have acceptable brand positioning statements and clear identity will lead to failure of the tourism destination brand. Morrison (2012) has noted that a good brand ought to be consistent with positioning through conveying the desired image. Branding positioning statements have been discussed in Chapter Three as name, symbols, and other representations. There is the need for marketers to position their brand clearly to the minds of targeted customers (Kotler & Armstrong, 2012, p. 244). In addition, brand identity was informed to be the use of vision, values and personality of the brand. The study managed to identify some marketing challenges that are affecting the performance of Zimbabwe as a tourism destination brand. These include poor brand identity due to lack of clear vision, clear values and a personality that is not known by the potential tourists. The survey revealed that Zimbabwe as a tourism brand does not have a clear vision and values known by the industry and tourists. This means that Zimbabwe tourism destination marketers are failing to communicate the vision of the tourism brand to members of the industry and tourists. This becomes a deterrent in improving the market identity of the Zimbabwe tourism destination brand. In addition, the study findings show that Zimbabwe tourism destination brand marketing is affected by a failure to use positioning statements with the brand name not being clear, and failing to use representing symbols. As discussed in Chapter Three, a tourism destination brand ought to be recognisable and understandable. The indication from the survey makes it difficult to position the Zimbabwe as a tourism destination brand on the global market, since the name is not clear, as agreed by both the industry and tourists. In addition, the symbols used to position the tourism destination brand are not clear, making the

tourism brand not known on the global market. The name and symbols used to position a tourism destination brand ought to be clear, such that people are able to relate the meaning of the brand to what it can offer.

The four main marketing mix variables of price, product, promotion and place have an effect on the performance of a tourism destination and its brand. There is need to have a balance of these marketing mix variables, as having the tourism products alone does not lead to an influx of tourists. It is when the available tourism products are accessible and highly promoted at favourable price that the tourism destination and its brand become attractive to potential tourists.

Zimbabwe as a tourism destination brand was reported in both surveys and in-depth interviews to have pricing that is too high, where some potential tourism destinations are not accessible. In addition, the study confirmed that the success of the tourism destination brand is affected by lack of promotion, as discussed in Chapter Two. For this reason, even with attractive tourism offerings available in Zimbabwe where the pricing is too high, there are inaccessible and not getting adequate promotion, which then deters the success of the Zimbabwe tourism destination brand on the global market. As informed by Musa & Adamu (2011), from an accessibility perspective, a place cannot be defined without considering transportation as a most important element for tourism development.

Stakeholder involvement is crucial for the success of a tourism destination brand, as discussed in Chapter Three. An effective marketing strategy for locations ought to be driven by an orientation which comprises long-term holistic approach to tourism planning, destination identity and image, stakeholder involvement, brand implementation, monitoring and review (Im et al., 2012, p. 387). This is because a tourism destination is an amalgam of many players, who perform different functions, with a desire to provide maximum satisfaction of the tourists. The main stakeholders found in any tourism destination can be classified according to three sectors, namely accommodation, travel and resorts. These sectors are in turn supported by other stakeholders, including the government, agriculture, and media. For this study, print media was the focus, as an important stakeholder in improving Zimbabwean tourism destination brand equity.

The study revealed that there is a lack of stakeholder involvement in the construction of the Zimbabwe tourism brand. This is evident from failure to interpret the vision and values of the brand by both tourism and media organisations. Even with a general know how of the meaning of the current brand “World of Wonders”, the respondents did not perceive the exact drive behind the construction of this brand name. It was made clear that Zimbabwe as a Tourism Authority lacks intensive consultation of all critical stakeholders during their brand formulation stage. This is because the principal destination marketer agreed that although they consulted all stakeholders in their brand formulation, these main stakeholders disagreed

with this view. There are other marketing challenges discovered by the study, and these include lack of adequate promotion, money crisis, conflicting policies, political wars, increased negative media publicity, poor international relations, and increased social unrest.

8.2.5 OTHER MEDIA

The ineffectiveness of print media in some cases can be attributed to evolution of other contemporary media. Globally, especially in the developed world, there has been a generation of new media, which has proved to be efficient in promoting better performance of tourism destination brands. As presented in the framework social media, broadcast media and direct media have been identified to be better than print media in improving other brand equity variables.

In Zimbabwe, tourism destination social media has proved to be better than print media in improving the tourism destination's brand loyalty. Social media has become the recent widely used type of media (WorldHost, 2013). The main available types of social media in Zimbabwe and other tourism destinations include Facebook, Twitter, WhatsApp, YouTube, Instagram, Blog, Flickr, Vimeo and Pinterest. As discussed in Chapter Three, tourism destination brand loyalty is measured from both an attitudinal and behavioural perspective. This is the ability of a tourism destination brand to attract repeat visitors and promote referral purchase. Also as discussed in Chapter Four, social media has the ability to exchange discussions between individuals and groups making it an effective tool to refer others and communicate for repeat visits.

Broadcast media is the other type of media that was discovered to have a high influence on tourism destination brand equity. It has the power to improve a tourism destination's brand awareness and brand association). Globally, broadcasting is achieved through television, radio, Frequency Modulation (FM), Amplitude Modulation (AM), digital radio, internet radio and live streaming. Broadcast media is one of the most common media found in tourism destinations, which connects with the targeted audience, usually through the radio and television (Warta, 2011). This is due to the fact that broadcast media is able to reach a mass of audiences using various global connectors and networking systems. Issues discussed about Zimbabwe in Europe can easily reach all potential tourists in various countries through broadcast media. Zimbabwe as a tourism destination brand has suffered from negative reports about the country's state of affairs, which were broadcasted by various international radio and television stations with wide coverage like the British Broadcast Corporation (BBC). In addition, since brand association is related to the ability of a brand to create lifelong followers, broadcast media has the supremacy to achieve tourism destination brand awareness. This is because, with broadcasted news, audiences can become attached to certain news channels, such that they are always watching for information they need at a particular point in time. For

Zimbabwe as a tourism destination, failure took place where potential tourists in traditional western markets followed news channels in their home countries, which announced that Zimbabwe was unsafe for tourists' visits.

Direct media is based on exchanging information using mails, e-mails and other direct communications. It promotes direct interaction, whereby one can ask and respond to issues from the other part directly. As discovered by the study, direct media has the ability to improve tourism destination brand image. This is because it improves the sharing of real information without any exaggerations, where a moment of truth is easily achieved even before a real visit. The image of Zimbabwe as a tourism destination brand has suffered from negativity over its socio-economic and political affairs, which were given intensive publicity, especially from the western countries. Therefore, direct media can help in convincing and bringing real visualisation of a destination's offerings in the mind of potential tourists which then helps to uplift the Zimbabwe tourism brand image. In addition, perceived brand quality is enhanced through sending pictures and videos that showing live views of tourism offerings that are represented by a tourism destination brand. The quality of mountains, wildlife, rivers, buildings and other tourism offerings can be easily exchanged using direct media.

8.3 PROPOSED FRAMEWORK IN COMPARISONS TO OTHER BRAND EQUITY MODELS

Various models have been used to explain the concept of brand equity and have been used traditionally to enhance performance of many tourism destinations premised on the five main brand equity variables which are brand awareness, brand image, perceived brand quality, brand loyalty, and brand association. The following are some of the related studies done in line with tourism destination brand equity; rebranding Zimbabwe to enhance sustainable tourism development (Ndlovu & Heath, 2013); branding as strategic tool to reposition a destination surveying key tourism stakeholders in Zimbabwe (Ndlovu, 2009); effects of news media on tourists' perception of risk; and willingness to travel to events of terrorism and political instability (Kapuscinski, 2014); creation of strategic brands (Tasci & Gartner, 2009); tourism brand equity dimensions (Gartner & Ruzzier, 2010); and destination branding cases tracking brand equity for emerging destinations (Pike, 2010). The brand equity models that have been constructed in these several contributions are almost similar to the one proposed by this study. These models have helped in constructing Chapter Three and also helped in relating Chapter Three with Chapter Four. This is because Chapter Three examined destination brand equity construct, while Chapter Four examined the effect of media to these brand equity dimensions. The similarities to the proposed model are presented in the following sections.

8.3.1 Destination Brand Equity

Destination brand equity is a composite of measurements that are used to assess the performance of a tourism destination brand at any given point in time. The identified tourism destination brand equity variable that helped in constructing the proposed framework are: tourism destination brand awareness; brand image; perceived brand quality; brand loyalty; and brand associations. Therefore, Gartner & Ruzzier (2010) produced a consumer-based brand equity model for a tourism destination, which showed that the brand equity measurements in a tourism destination comprise of brand awareness, brand image, brand quality, and brand loyalty. Also, Tasci & Gartner (2009), in their framework for strategic tourism destination brand, added brand association to the existing four. These became the evaluators in building the proposed framework.

8.3.2 Best Marketing Offerings

Tasci & Gartner (2009), in their effort to construct a strategic destination branding model, looked at demand-brand meanings and supply brand-meanings. These brand meanings were said to have an overall effect on tourism destination brand equity. From the supply perspective, they highlighted culture, heritage and people as contributors to tourism brand equity, whilst from demand side, they also presented the same culture, heritage and people. The proposed framework can be understood from a demand and supply perspective, as it highlights the best tourism offerings that sold by tourism suppliers as being in high demand from, tourists, viz. hospitable people, culture, wildlife, and natural wonders. In the proposed framework, these are said to be the best tourism offerings that can uplift tourism destination brand equity.

7.3.3 Stakeholder Involvement

In a given tourism destination, there are various players who contribute both directly and indirectly to the satisfaction of tourists. Therefore, it is important to involve these stakeholders when crafting brand strategies to improve tourism destination brand equity. As propounded by Ndlovu & Heath (2013), due to the complexity nature of a tourism destination, there is the need to improve stakeholder involvement for successful re-branding on a tourism destination. Also Ndlovu (2009) produced a framework showing the importance of stakeholder perception in destination branding. This aligns with the proposed model as it demonstrates that a lack of stakeholder involvement is a key marketing challenge that can have a negative effect on tourism destination brand equity.

8.3.4 Brand Identity and Brand Position

A tourism destination brand should be known by prospective tourists globally. There are various ways to intensify a tourism destination brand identity. Pike (2010) denoted that tourism destination brand image is built after considering brand identity, which is a composite of desired brand image, vision, values, and

personality; and brand position, which is comprised of a name, symbol and slogan. In addition, Ndlovu (2009) announced that there is a need to position a tourism destination, identifying differentiating features and improving brand identity using logo, name, symbols and patents. The proposed model also shows that lack of brand identity and poor brand positioning is a marketing challenge that can downplay tourism destination brand equity.

8.3.5 Operating Environment

The operating environment of a tourism destination comprises the socio-economic and political factors. These have an uncontrollable effect on tourism destination brand equity. Ndlovu (2009) pointed macro-and micro-environment issues as challenges in destination branding. This is also presented in the proposed framework, which highlighted political and economic instability to have a negative effect on tourism destination brand equity. A framework produced by Kapuscinski (2014) shows that hazardous events presented in media communications have a negative effect on destination risk perception levels. This relates with the proposed framework, which shows that print and other media present in a tourism destination have an effect on tourism destination brand equity.

8.4 DISCUSSIONS

Whilst Tasci & Gartner (2009), in their framework, articulated on the demand and supply elements in constructing brand equity variables, they did not comment on the effect of media communications in connecting tourism suppliers and customers. This is because even with the availability of superb tourism offerings at a given destination, these cannot be known if they are not communicated by tourism businesses to their potential clients. In addition, media communications help as an information source used by both local and international tourists to know about tourism activities in a country, and offerings present at any given point in time. The performance of all the tourism brand equity variables is enhanced by the publicity that is given to environmental factors such as political and economic issues which then makes the tourists want or not want to visit a tourism destination. For instance, massive media publicity about political instability and economic turmoil in a tourism destination can negatively affect tourism destination brand image, brand awareness, perceived brand quality, brand loyalty, and brand association. Therefore, media communication is an important component in building tourism destination brand equity.

Even though Ndlovu (2009) in his framework illustrated the importance of brand communications in relation to destination branding, he did not highlight the specific types of media that should be used in marketing a tourism destination and its brand. In addition, the framework did not show the specific brand equity variables controlled by media communications. The model did not specify the type of media in relation to a tourism destination brand equity variable it influences. This is important in destination brand

positioning and the building of tourism destination brand equity, since there should be clear knowledge amongst destination marketers as to the specific media to use for positioning and improving equity.

The framework for brand identity, positioning and image creation by Pike (2010) helped in highlighting the elements of brand positioning and identity, which leads to an improved brand image creation. However, the framework did not consider the supremacy of media communication in giving publicity of the brand positioning statements and identity symbols. Media helps in the communication of a brand name, symbols, vision and values, which translate to better brand market position and identity, which in turn uplift tourism destination brands.

Hankinson (2005) investigated destination brand image, which is similar to this study, as it looked at the main brand equity elements for a tourism destination, where brand image was one of the variables. However, the study by Hankinson (2005) focused on the effect of destination brand image from a tourism business perspective, where this study dwelled on the brand image of the tourism destination as a whole, looking at a destination brand that represents tourism activities within a country. It is important to have a single destination brand that combines all tourism businesses. This is because when tourists intend to or visits a tourism destination, their activities are provided in the form of a package, which combines efforts from the three main sectors in tourism, namely accommodation, travel and resorts. There ought to be uniformity in service delivery and quality, so as to satisfy tourists for a repeat visit. Therefore, in an effort to build a brand image for the whole tourism destination, unlike for individual tourism businesses, it helps in arriving at decisions that promote conformity in all aspects, which contributes to strong brand equity. The focus of this study was to build a strong destination brand through improved brand awareness, brand image, perceived brand quality, brand loyalty, and brand association, using print media publicity.

Vashmehsarae et al. (2014) investigated the effect of brand equity variables, mainly brand awareness, brand image, perceived brand quality and brand loyalty, on tourism attractions, with the aim to create tourism loyalty. Unlike for this study, the main focus was on building a stronger destination brand by resorting to print media publicity and its effect on these brand equity variables. In addition, this study further examined destination brand associations, which were not considered by Vashmehsarae et al. (2014), in their effort to create tourism loyalty. Besides this, the study also examined a tourism destination as a whole, considering not only the attractions but also the effect of print media publicity and socio-economic and political factors on performance of the tourism destination brand.

Sartori et al. (2012) researched tourism destination brand equity from an internal stakeholders' perspective with the view that internal stakeholders can positively influence success of a tourism destination brand, as they improve communication with tourism markets. In this study, stakeholder involvement was considered

an important element for improved destination brand equity. There is a need to involve various stakeholders in a brand strategy, as this help in sharing a common drive towards improving performance of all destination brand equity variables. However, Sartori et al. (2012) did not consider the importance of media in connecting the stakeholders with the brand equity variables and all other aspects of a tourism destination and its brand. This study therefore considered print media as a communication tool that can be used in improving stakeholders' participations in building a vibrant tourism destination brand.

Aziz et al. (2012) looked at strengthening the destination brand for Turkey through perception management in its specified American tourism markets. This study also focused on improving perception of Zimbabwe as a tourism destination brand in its target markets globally. The reason for this is that socio-economic and political events in Zimbabwe have resulted in a negative perception towards the destination brand. However, research by Aziz et al. (2012) did not specify the types of media that can be used to create a positive perception of a tourism destination brand in its targeted markets. This study resorted to print media publicity as a tool that can be used in order to improve positive perception of the destination brand in the targeted markets.

Pike et al. (2010) examined consumer-based brand equity for long haul tourism destination with regards to emerging tourism markets. The focus of their study was on brand salience, brand image, brand quality, and brand loyalty. Even though these consumer-based brand equity variables relate to the aim of this study, they did not elaborate on the effect of media in harnessing all the mentioned brand equity variables so as to improve publicity of a tourism destination brand. This study did not only test the effect of print media publicity on consumer-based brand equity, but it also considered the effect of other contemporary media with and aim to find position and dominance of print media amongst other forms in enhancing global publicity of a destination brand.

Qu et al. (2011) researched the model integrating branding and destination image. This model helped in informing on the types of images that lead to an intention to re-visit and recommend others, viz. cognitive image, unique image, and affective image. This study also looked at the overall destination image and the destination brand image. However, the study by Qu et al. (2011) did not explore the effect of media in building the three types of images. This study looked at print media in relation to other new types of media, which helped in understanding how these media build a positive destination and brand image. It even helped in factoring the real type(s) of print and other media that work towards improving a tourism destination brand image.

Gartner & Ruzzier (2011) developed a tourism destination brand equity model, which was targeted at understanding renewal in relation to repeat tourism markets. There, construct was based on brand awareness, loyalty, image and quality. These are the same variables that have been considered in this study, with an additional brand association variable. In this study, emphasis was also placed on promoting both renewal and repeat visits, especially from traditional tourism markets. However, their model did not inform the supremacy of media renewing markets and promoting repeat visits, which this study examined when it came to print media publicity.

Chekalina et al. (2017) produced a model on Customer-Based Brand Equity in line with destination's resources, value for money and value in use. The model looked at brand awareness, loyalty, and their relationship with the resources in a destination, the value for money, and value in use. This relates to the premise of this study, as it also focused on improving the destination's brand awareness and brand loyalty. The assumption was that improved brand equity would result in more revenue inflows, which is an increase in the value for money. However, Chekalina et al. (2017) did not consider the effect of media in enhancing the mentioned Consumer-Based Brand Equity variables. This study looked at print media effects in improving relationships, such that it did not only look at brand awareness and brand loyalty, but also considered brand image, perceived brand quality, and brand association.

AL- AZZAM (2012) researched destination brand equity, looking at the direct and indirect effects of predicting variables that help in improving destination brand loyalty. The research tested relationships that exists between brand equity variables, namely destination brand awareness, destination brand quality, destination brand image, and then destination brand loyalty. This study, however, did not look at the relationships between the brand equity variables, but analysed each variable separately. The aim was to understand whether print media has an influence on each brand equity variable, such that every brand equity variable was tested regarding its relationship with print media. This study also tested the relationship between the brand equity variables and other types of media that are found in a tourism destination. Therefore, the study by Al-Azzam (2012) did not consider the effect of print and other media, but dwelled on blending all the variables for improved brand equity.

Ndlovu (2009) mainly examined branding as a strategic tool to reposition Zimbabwe tourism destination carrying a survey on key tourism stakeholders. His model did not inform on the main tourism destination brand equity variables, which helps in evaluating overall performance of a tourism destination, namely brand awareness, brand image, perceived brand quality, brand loyalty and brand association. Even though the model illustrates the need for brand communication, it did not specify the types of media that can be

used in order to improve the overall destination brand performance measured by destination brand equity variables. The uniqueness of the proposed tourism destination brand equity model can be seen from the following:

- it specifies the main types of media that are used in promoting a tourism destination and its brand;
- it shows the main types of print and other media specifying the type of brand equity variable it can influence;
- it separates the contribution made by traditional and new media in improving a tourism destination brand equity;
- it highlights the best marketing offerings that can be used to improve tourism destination brand equity together with marketing challenges that can affect tourism destination brand equity;
- it shows areas where print media as a traditional communication tool is still effective in building tourism brand equity;
- it informs the opportunities and challenges of using print media as a marketing and promotion tool for a tourism destination brand; and
- it is open for any future adjustments and evaluations.

8.5 CHAPTER SUMMARY

This chapter presented and explained the framework produced by the study showing the effect of print media publicity on tourism destination brand equity. The model proposed by this study is a contribution of both empirical findings and theoretical assessments. It shows the relationship between print media and tourism brand equity variables. The opportunities and challenges of using print media as a tourism destination publicity tool are also presented. This informs on the contribution of other contemporary media to tourism destination brand equity. Finally, the model shows the environmental factors, marketing challenges and best marketing offerings that affect tourism destination brand equity. The chapter also presents a comparison made with other existing tourism destination brand equity frameworks through assessing similarities and differences with the proposed framework. The uniqueness of the proposed model to other existing ones therefore finalise this chapter. The next Chapter (9) presents conclusions, together with recommendations from the findings of the study.

CHAPTER 9

CONCLUSIONS AND RECOMMENDATIONS

9.0 INTRODUCTION

This chapter helps in providing conclusions to the study by relating all the results from the study to the initial research objectives. The conclusions helped in formulating recommendations that form the basis for developing a framework for tourism destination brand equity in relation to print media publicity. In addition, the chapter considers the issues for further research in relation to tourism destination brand performance and publicity as discovered from the gaps found during the course of the study. Finally, the chapter presents some concluding remarks.

9.1 A REFOCUS ON THE OBJECTIVES OF THE STUDY

This study was based on investigating the effect of print media publicity on tourism destination brand equity. The main aim was to develop a model showing how print media can be applied as a strategic communication tool in uplifting the performance of tourism destination brand equity variables so that it can be applied in the Zimbabwean situation.

9.1.1 TO ASSESS THE IMPACT OF THE PRINT MEDIA PUBLICITY ON DESTINATION IMAGE

The study revealed that the application of print media as a publicity tool can positively improve the image of a tourism destination. Print media has proved to have an effect on destination's image publicity from the news it shares within and beyond borders. There are many types of print media, which can be found within a tourism destination and internationally, that form a platform where news can be crafted and publicised. The study revealed several of the main elements that construct news, which help in improving the image of a tourism destination. As discussed in Chapter Four, these elements include news headlines, news content, and the framing of attractive news. In this regard, the empirical results show that print media have the power to provide attractive news headlines, convincing news content, and framing of news that reflects a positive image of the tourism destination to the outside world. Also, as discussed in Chapter Six, print media can positively influence a destination's brand image. This means that when a tourism destination has a positive brand image, it is more likely to improve the image of the destination as a whole. To a greater extent, print media can be an effective tool in cultivating positive image of Zimbabwe as a tourism destination.

9.1.2 TO ESTABLISH THE LEVEL OF INFLUENCE THAT THE PRINT MEDIA HAVE ON ZIMBABWE TOURISM DESTINATION BRAND EQUITY

This was the core objective of this study, which aimed to establish the relationship between print media publicity and Zimbabwe tourism destination brand equity. Print media was the independent variable, which was tested on the types of brand equity variables it affects. Therefore brand equity was the dependent variable for the study. The effect of print media was then tested on all the brand equity variables as follows:

- print media against tourism destination brand awareness;
- print media against tourism destination brand image;
- print media against perceived tourism destination brand quality;
- print media against tourism destination brand loyalty; and
- print media against tourism destination brand association.

The study further examined the specific print media mixes to establish their relationship with each tourism destination brand equity variable. The empirical finding in Chapter Seven revealed the types of print media that used by tourism organisations and print media organisations, and to know about Zimbabwe tourism destination brand as newspapers, travel magazines, travel journals, brochures, academic publications, regional tourism directories, and local tourism directories. In order to test these relationships, the study focused on newspapers, magazines, travel journals, travel directories and brochures. Their relationship with destination brand equity variables were tested as follows:

- newspapers against destination brand equity variables;
- magazines against destination brand equity variables;
- travel journals against destination brand equity variables;
- travel directories against destination brand equity variables; and
- brochures against destination brand equity variables.

The study further established other types of media, which also affect tourism destination brand equity variables. In addition, the reason was to understand on types of destination brand equity variables they affect. This helped not only in knowing their relationships, but also in understanding on the brand equity variables they influence better than print media. Other media were social media, broadcast media, electronic media, direct media, and outdoor media. Their relationships were tested as follows:

- social media against destination brand equity variables

- broadcast media against destination brand equity variables
- electronic media against destination brand equity variables
- direct media against destination brand equity variables
- outdoor media against destination brand equity variables

The study therefore concluded that newspapers and travel journals are two main types of print media that have an effect on the Zimbabwe tourism destination brand equity variables. It revealed that newspapers influence brand awareness and perceived brand quality. Travel journals were found to have an influence on brand association. For the other types of media, the study concluded that broadcast media, social media and direct media also have an effect on the destination brand equity variables. Broadcast media was found to have an influence on brand awareness with social media influencing brand loyalty and direct media influencing brand image.

9.1.3 THE EXTENT TO WHICH THE PRINT MEDIA PUBLICITY HAS CREATED POSITIVE CONDUCIVE ENVIRONMENT FOR TOURISM

The study helped in establishing the types of print media that tourists use to learn about Zimbabwe tourism destination. The conclusion was that almost all the investigated print media, namely newspapers, brochures, travel magazines, travel journals, academic publications, local and regional tourism directories are effective are used by tourists to learn about Zimbabwe tourism organisations. This means that these print media can be proactively used by tourists to create a positive environment for tourists' arrival. In addition to this, the readership frequency of print media helped in understanding the types that can be used to create a positive environment for tourists' arrivals. This means that the most frequently read type of print media could be used in creating a positive environment. Empirical results revealed directories, local newspapers and travel magazines to be the most read types of print media. The study also examined issues discussed in print media that affect tourists in their consumption of the tourism brand and its offerings. Finally, to inform the supply effect of print media, the study established types of print media used by tourism organisations to connect with tourists.

9.1.4 TO EVALUATE THE STRATEGIES EMPLOYED BY DESTINATION MARKETING ORGANISATIONS IN MINIMISING THE IMPACT OF NEGATIVE PUBLICITY

These are the strategic issues that can be used in order to a construct a vibrant tourism destination brand these were discussed in Chapter Three. These helped in improving brand positioning and brand identity. The study established the following strategic elements to be used in controlling print media publicity:

- tourism destination brand name (its meaning), symbols, artifacts and colours;
- vision, mission, objectives and values of the tourism destination brand; and
- targeted audience of the tourism destination brand.

A tourism destination brand can be referred to as tool that can be used for improving a destination's competitive advantage as provided by the literature in Chapter Three. In addition, there was a review of literature in relation to how print media can be used as a mass communication tool for the tourism destination brand.

Various aspects of print media were discussed in Chapter Four, regarding how these aspects improve performance of a tourism destination brand for market leadership. The study then informed on the superiority of print media in relation to other media for improved tourism destination brand publicity, and the discussions were made from a literature review that was carried out in Chapter Four and results from empirical survey in Chapter Six. The results from empirical survey in Chapter Six concurred with the above elements as the strategic issues that can be developed in order to control media publicity in Zimbabwe tourism destination. Even with various opportunities available in the application of print media in tourism destination brand publicity, the study also established some challenges faced when using this type of a media. These were discussed in Chapter Four and empirical results in Chapter Seven.

9.1.5 TO EXAMINE THE LEVEL OF COLLABORATION BETWEEN THE PRINT MEDIA AND TOURISM MARKETING ORGANISATIONS

The aim was to understand how Zimbabwe Tourism Authority as the main Destination Marketing Organisation in Zimbabwe has applied and can use print media in marketing of Zimbabwe tourism destination. Discussions in Chapter Four showed that print media has been used as a traditional publicity tool in Zimbabwe tourism destination. Also, the opportunities and challenges of using print media as a tourism destination brand publicity tool by Zimbabwe Tourism Authority were established, as presented by the findings discussed in Chapter Seven.

9.1.6 TO EVALUATE THE EFFECT OF PERCEPTION CREATED BY PRINT MEDIA ON TOURISTS' BUYING BEHAVIOUR

This was achieved by the discussions made in Chapter Four and empirical findings in Chapter Seven using the following guides:

- supremacy of news headlines in tourism destination;
- effects of news content on tourism destination brand; and

- environmental factors that are discussed in print media that influence tourists' decision making in tourism consumption.

9.1.7 TO CONTRIBUTE TO THE EXISTING KNOWLEDGE ON THE EFFECT OF PRINT MEDIA ON TOURISM DESTINATIONS

This was achieved through establishing a framework for destination branding equity through print media as presented in Chapter Eight. The model helped in contributing to the gap existing in the academic body of knowledge through establishing relationships between print media and tourism destination brand equity variables. It also informed other types of media that influence these brand equity variables. Finally, the contributing framework specified the types of print media and other media that have direct influence on the tourism destination brand.

9.2 CONCLUSION

It is in this chapter where the findings of the research are discussed, with the aim of providing a conclusion regarding the effect of print media publicity on the performance of the Zimbabwe tourism destination brand. Various literature and empirical findings have been used to establish discussion that concludes this study.

The focus of these discussions includes the significance of tourism destination branding; importance of print media publicity in tourism destination branding; challenges of branding a tourism destination through print media communications; and supremacy of print in relation to other media in improving destination brand equity.

9.2.1 Significance of tourism destination branding

Tourism destination branding can be regarded as a new concept that was developed from the concept of brand generic products. The concept was introduced with the aim of differentiating one tourism destination from another. This is because tourism destinations have developed immensely at a global level, where there has been increased competition amongst tourism destinations in an effort to attract potential tourists. Therefore, tourism destination branding has focused on developing names, symbols, trademarks, colours and artifacts that provide identity and positioning of a tourism destination brand. These have become standpoints for uniqueness, as they differentiate one tourism destination brand from another. It was established that tourism destination branding is important as a source of:

- tourism destination identity;
- tourism destination positioning;

- tourism destination differentiation;
- tourism destination image creation;
- tourism destination awareness; and
- tourism destination evaluation.

9.2.2 Importance of media publicity in tourism destination branding

Media has become a strategic tool that improved the visibility, identity and positioning of a tourism destination brand through its ability to communicate and improve publicity of all the brand elements. The use of media in the publicity of tourism destination brands has helped in improving the brand awareness, brand image, perceived brand quality, brand loyalty, and brand association. The supremacy of media is seen when it uses various attributes to announce positive issues of a tourism destination brand. These attributes include the use of news headlines, news content and attractive crafting of news. Therefore, effective use of media can lead to a better performance of the tourism destination brand.

Zimbabwe tourism destination marketers should appreciate and engage media as a strategic tool, amongst others, in order to craft a vibrant tourism destination brand. For this study, print media has proved to be a vital strategic weapon in improving publicity of the tourism destination brand. It has the ability to improve tourism destination brand awareness, and perceived brand quality. However, it is also important to appreciate that there are other existing types of media, as discovered and detailed here, that also have a positive influence on the tourism destination brand. These include social media, broadcast media and direct media, which also contribute a significant influence to all the brand equity variables; but mainly destination brand image, brand loyalty, and brand awareness. Tourism destination marketers should understand that there are other brand equity aspects, where print media publicity dominates and others, which require the assistance of other contemporary media.

9.2.3 Challenges of branding tourism destination through media communication

The concept of branding is highly complex, involving many stakeholders for it to be successful. It requires intensive stakeholder consultation and this is difficult because these stakeholders come from different ideological backgrounds and view the world differently. This makes branding a difficult concept to follow, since it is hard to achieve a common goal when the parties involved are from different backgrounds. Tourism destinations are an amalgam of many players, who directly and indirectly affects the overall performance tourism destination brand. The challenge is for the tourism destination marketers to be able to identify the key stakeholders such that they work with the closely to achieve a common goal. The first tourism destination brand in Zimbabwe, “Discover Zimbabwe,” was said to have failed to perform because it did not consult the relevant stakeholders. Even with the consultation of relevant stakeholders it is difficult

to convince them to buy-in and share a common vision. The media industry is one of the crucial stakeholders in tourism destination branding, but are usually not highly consulted in tourism destination brand development. Failure to consider them results in poor brand performance, caused by failure to communicate.

Media publicity requires a huge budget, especially when the focus is on selling the whole tourism destination through a certain tourism destination brand. This is costly, as it requires acquisition of equipment and training of users to use modern communication applications. For the most part, the dynamism associated with the current 21st century requires destination marketers to continuously improve and adhere to modern media technologies. This makes media publicity a necessary subject for continuous research, and developments thus require more investment in terms of both financing and time. This study, however, discovered that print media as a traditional means of communication is less costly compared to other contemporary media, when used for the publicity of a tourism destination brand.

A tourism destination brand ought to be communicated by a mass of audiences. The brand message ought likewise to be widely spread. However, for the brand message to reach the targeted potential tourist, it depends on the media coverage. Some media are not able to reach a large audiences, which then makes it difficult to improve performance of a tourism destination brand. For this study, print media proved to have wide coverage, though it can also be argued that the evolution of online based media communications has also further resulted in an opportunity for wider coverage.

The other challenge of using media communication to improve tourism destination brand performance is that any given destination uses a multi-media approach to its promotion. This makes it difficult for tourism destination marketers to know the right type of media to use so as to sell a particular destination brand. Some tourism destination brands fail because they fail to select the appropriate type of media to align with the situations surrounding the tourism destination brand. For this study, it was important to know that print media works in other instances, especially in improving tourism destination brand awareness and perceived brand quality, whilst other media would help in improving other brand equity variables such as brand association and brand loyalty.

9.3 PROPOSED FRAMEWORK FOR DESTINATION BRANDING AND PUBLICITY

One of the main objectives of this study was to add value to already existing studies on destination branding, image and brand equity development, as well as print media effects on tourism destinations. This was achieved through establishing a print media and tourism destination branding framework. The basis for constructing this framework was derived from literature review in Chapter Three and Four. In addition, the

empirical findings presented in Chapters Six and Seven, together with the final proposed framework in Chapter Eight, helped in establishing this framework.

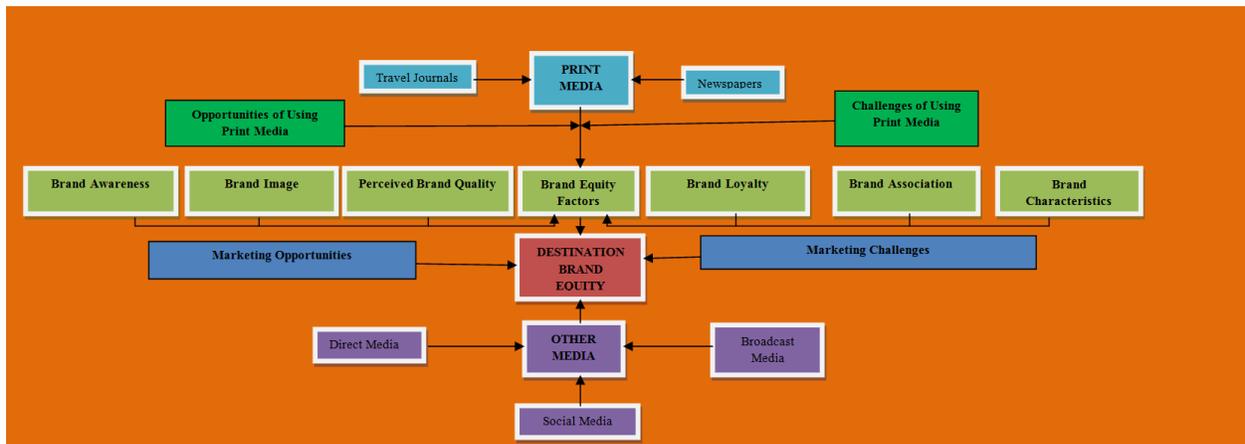


Figure 9.1 Summary of the print media and tourism destination branding framework

9.3.1 Print Media

This study was based on investigating the relationship between print media and Zimbabwe tourism destination brand performance. From this perspective, print media became a key injector and an independent variable for the research. The outcomes of the study reviewed that there are two main types of print media that positively influence the performance of a tourism destination brand, namely travel journals, and newspapers. Travel journals proved to hold supremacy over brand association, whilst newspapers have a greater influence over perceived brand quality and brand awareness.

The study established some opportunities that print media have in the publicity and promotion of Zimbabwe as a tourism destination brand. These include that the print media has a wide coverage, and that it is a mass communication tool with a high shelf life. In addition to this, some challenges of using print media as a publicity tool for Zimbabwe as a tourism destination brand were discovered, which include that the media is inconvenient, lacks interactivity, and has become somewhat obsolete.

9.3.2 Brand Character

A brand can be viewed as a character measured by two main elements, namely brand identity and brand personality. This showed that for a tourism destination brand to perform better, it ought first to have an identity. The brand identity improved by various aspects, which includes name, symbols, artifact, colours and logos. In addition, a tourism destination brand can be viewed as a personality. If the personality of a tourism destination brand is viewed to be hostile to tourists as in the case of Zimbabwe tourism destination

brand as discussed in Chapter Two, then tourists will stop patronising the tourism destination. The only tourism destination brands that are reckoned to be friendly and welcoming are likely to attract more tourists.

9.3.3 Brand Equity

This study focused on improving the brand performance of Zimbabwe as a tourism destination brand. Therefore, the brand equity variables became the measure for the performance of a tourism destination brand, where a better performing tourism destination brand should be positive on all brand equity variables. The brand equity variables that were used to measure performance are tourism destination brand awareness, brand image, perceived brand quality, brand loyalty, and brand association. The framework above shows that all the tourism destination brand equity variables are influenced by multiple factors. These include firstly print media, and thereafter other media, brand character, marketing opportunities, and marketing challenges.

9.3.4 Marketing issues on destination brand equity

The study revealed that tourism destination brand equity is affected both positively and negatively by various marketing issues. This resulted in a framework highlighting the marketing opportunities and marketing challenges that follow a tourism destination brand. The marketing opportunities include hospitable people, local culture and existence of one of the natural wonders of the world. These become the offerings in a tourism destination that are likely to promote the tourism destination brand to the world. In addition, the marketing challenges faced by a tourism destination brand were discovered to be lack of brand identity, poor brand positioning statement, high pricing, inaccessibility, deteriorating infrastructure and poor promotion. These elements can lead to a poor performance of the tourism destination brand.

9.3.5 Other Media

The study focused on print media so as to understand how it affects performance tourism as a destination brand. This test was done relating print media to the tourism destination brand equity variable, which are the brand awareness, brand image, perceived brand quality, brand loyalty, and brand association. However, the study established that print media could not influence all the brand equity variables where instead, it was discovered to be a contribution of other media. For this study, ‘other media’ included social media, broadcast media, and direct media. It therefore concludes that for a tourism destination brand to perform better, there is a need to apply various media mixes, as they help in uplifting each other on brand equity variables they cannot influence.

9.4 RECOMMENDATIONS

The recommendations were based on the information that was obtained from the reviewed literature and findings from the empirical research. These recommendations were based on the following headings: stakeholder consultation, development of partnerships, resource mobilisation, destination image, improved destination identity, comparative advantage, research and development.

Political Stability

Politics plays a crucial role in the development of a vibrant tourism brand. It affects the perception of potential tourists at any given point in time. The current political chaos will continue to harm the health of the brand if it is not brought under control. There are a lot of political fights within Zimbabwe by different political parties and general societies. The media has been at the forefront in sending conflicting messages to targeted audiences in different markets globally with regards to these political matters. This has continued to harm Zimbabwe as a destination brand. It makes the tourism destination unsafe for any visits, at the same time tarnishing the brand image. In order to improve the current state there is need for a political reform that gives an impression of peace and stability in Zimbabwe. The Government of National Unity from 2009 to 2013 proved how political stability can improve image and the perception that potential tourists have about a country and its tourism destination. Tolerance and political maturity ought to prevail for a destination to have a positive perception in its target markets. There is therefore a need to improve on factors that strengthen internal politics for positive perception.

Improving Cash Circulation

The Zimbabwean economy has faced many viability problems over the years, and these have resulted in a cash crisis. There is shortage of money circulating in Zimbabwean tourism destinations. This is a drawback that greatly deters attractiveness of the tourism destination and its brand in potential markets. As tourists visit the tourism destination, they need cash to consume and exchange certain goods and services. The shortage of cash therefore gives the tourists unrest through standing in queues and other frustrations, such that they advise their friends and family back home not to visit Zimbabwe as a tourism destination. International media publicity has spread the situation to the whole world, further tarnishing the tourism brand. The situation also provides a better competitive advantage to neighbouring tourism destinations and their brands, such as South Africa and Zambia, where there is no cash shortage crisis. It is therefore important for responsible authorities to find mechanisms of resolving the cash situation and failure might immensely destroy the image and cripple Zimbabwe as a tourism destination brand. The tourism destination brand is already losing its global market position and identity, due to the cash crisis.

Favourable Pricing

Pricing plays an important role in the attractiveness of a tourism destination and its brand. Zimbabwe has been identified by both locals and other nations as a destination, which charges higher prices. The effect is that, because of the available perfectly competitive tourism markets, tourists will select destinations with relatively cheaper prices. This is reflected by the fact that some tourists visit neighbouring countries and stay for longer there, deciding to visit Zimbabwe for only a few hours to see the rich natural world heritage in the country, and then leave. There is need to charge competitive prices in comparison to regional and international ranges. Since price is the first consideration in making consumption decisions, tourists will always look for destinations and brands that charge a favourably low price. Zimbabwe as a tourism destination should therefore work to reduce prices for improved attractiveness.

Improved Promotion Budgets

Globalisation and changes in technology have resulted in tourists travelling across the globe looking for place to make holidays. This also applies to destination marketers, who aim to reach ever-expanding potential tourists in their marketing promotions. There is need to employ current and effective means of promotion by destination marketers. The government and other responsible authorities in Zimbabwe should raise funds and allocate more for promoting and improving positive publicity of Zimbabwe tourism offerings and its destination brand. This not only helps to improve availability of branding toolkits, but also assists in the continuous research and development of better modern marketing techniques.

Improved social well-being

There is a need to improve the social well-being of a tourism destination. This is because, when tourists visit a destination, they become part of the societies they interact with at any given point in time. A tourism destination that experiences crimes, diseases, social unrest, poverty, and other related issues is more likely to lose its attractiveness, due to the perception that it is unsafe. These are some of the reasons that have derailed success of Zimbabwe tourism destination brand. Therefore, responsible government ministries and other institutions should work towards improving the social state of the populace in order to be recognised as safe tourism destination, thus uplifting the brand.

Brand Champions and Advocates

It is important to share a destination's brand vision with various members of the destinations, especially in the three main sectors of the tourism industry that is accommodation, travel and resorts. The situation is that it is only the top-level managers who understand the destination brand and its vision. Everyone ought

to be trained and equipped to teach others about the destination brand. There is need to improve participation through training, publicity, seminars, and even familiarisation tours that are organised by the Zimbabwe Tourism Authority and other responsible bodies. When the brand is known by everyone, it is then easy to share with the rest of the world.

Policy Consistence

There is a need to improve policy consistency with regards to business operations and consumption of tourism. These policies can be viewed in the form carrying capacity, green management, standardisation, health, and safety. It is evident that some of the five star tourism establishments reflect a lower standard. Such double standards reduce value of local tourism brands, as tourists and other interested parties may determine them to be unreliable. A policy that is used to managing carrying capacity ought not to change because of the need to yield more revenue by going beyond a stipulated capacity, as this contradicts the goals of global sustainable development practices. This can tarnish the image of Zimbabwe as a tourism brand from an environment and sustainable practices perspective. The policy makers in the tourism industry, mainly the government and Zimbabwe Tourism Authority, need to be consistent in order to gain confidence from potential tourists and societies.

Taxes and Levies Reviews

Taxes and levies charged on tourism products and services need to be relatively low. This is because they result in price increases within a tourism destination. Zimbabwe has been reported as one of the countries in the region that is charging higher taxes and levies. This does not only discourage consumption but also investment by both locals and foreigners in the tourism destination. Investment is one of the indices that can be used in nation branding, such that it decreases to positively influence tourism destination branding. Since there is a direct relationship between taxes, levies and tourism investment, the government and other authorities should work towards reducing these charges. This will eventually help to improve visibility of Zimbabwe as a destination brand.

Stakeholder consultation

A tourism destination is an amalgam of many services and offerings that directly or indirectly result in the total satisfaction of tourists. This means that there are various players who ought to contribute to the development of a tourism destination brand. The stakeholders range from those in the travel, accommodation, resorts, media, government, agriculture, environmentalists and others. Various studies about the Zimbabwe tourism brand failure in the past years have showed that the construction did not involve consultation of crucial stakeholders, especially the first “Discover Zimbabwe” brand. Stakeholders

are important where, if their actions do not align to the vision of destination marketers, can result in tourist dissatisfaction. Branding a tourism destination ought to be viewed as a strategic matter that require setting up of a vision, mission, objectives and values that will be followed by every member and sector of the tourism industry. If these are not shared, then there will not be uniformity in sharing a common goal designed specifically for a certain group of tourists, or targeting traditional and new markets.

Development of partnerships

It is important for tourism destinations marketing organisations to develop both public and private partnerships at all levels, so as to enjoy the benefits associated with synergies such as collaborated marketing efforts, exchange of expertise, and economies of scale. Partners improve business ideas from their experiences in other environments, such that when amalgamated into the current tourism destination brand development, there is a greater possibility for success. This is also in agreement with the fact that a tourism destination brand ought to be able to address issues that attracts potential tourists in various environments. Zimbabwe tourism destination marketers should be able to share meaning, values and perceptions of its potential tourists in targeted markets such as those in Europe, America and Asia. These partners can be viewed as advisors to the development and selling of a tourism destination brand.

Participation in International Tourism Organisations

There is need to increase participation of Zimbabwe tourism destination in international tourism platforms such as the World Tourism Organisation, International Civil Aviation Authority, International Airline Travel Association, Regional Tourism Organisation for Southern Africa, and others. This helps in improving recognition of the destination brand in these platforms. The bodies will even help in selling and promoting Zimbabwe as a destination brand to the rest of the world. Current participation of the Minister of Tourism and Hospitality, Dr. Walter Mzembi during his WTO presidency has helped in increasing publicity of Zimbabwe tourism brand such that the brand is now known in other untapped markets.

Resource mobilisation

A tourism destination brand should be crafted in a way that it achieves publicity in all the corners of the world. It should be able to reach all the potential tourists at any given period in time. However, this process requires more resources, especially financial capital, technology, and the people, since tourism is a service sector. The budgets made by the government through its specific ministries ought to be able allocate more resources for the development, maintenance and marketing of a tourism as a destination brand. Even with the available scarce resources, tourism destination marketers ought to consider branding as a strategic tool for tourism destination success that needs more resources and commitment.

Destination image

The success of a tourism destination brand is directly related to the projected and perceived image that potential tourists have about the tourism destination. Zimbabwe as a tourism destination brand was negatively affected by the socio-economic and political events that transpired in the country. This means that when tourism destination has a perceived negative image, tourism destination marketers ought to invest greater effort in projecting a favourable image, as it is the main ingredient for a successful tourism destination brand. It is through this study that media was discovered to be a catalyst in creating both positive and negative image of a tourism destination and its brand. Therefore, tourism destination marketers ought to invest in the use of media as a strategic tool for positive brand publicity and good image creation.

Improved destination identity

A tourism destination ought to have a vibrant identity on the global tourism market, so as to be known and followed by potential tourists. The brand name on its own ought to be easy to identify and interpret in relation to the offerings it represents to the world. Brand identity is a strategic marketing issue, derived from the brand vision set by destination marketers. Therefore, it is crucial for tourism destination marketers to strategically craft and improve identity of their tourism destination, which also lead to a successful tourism destination brand identity. A clear vision, objectives, values and personality is important for the success of a tourism destination brand. In this study, it was discovered that Zimbabwe as a tourism destination brand does not have a clear vision, objectives and values, such that it is hard to even describe its personality. This prohibits the desire for an effective tourism destination brand.

Comparative advantage

Every tourism destination has its unique aspects, derived from both natural and man-made offerings. It is important for destination marketers to know where they have their comparative advantage, such that they will use the same offerings in constructing their brand name, slogans, and other branding aspects. If a tourism destination is endowed by rare wildlife species then the brand construct ought to be based on the same gifts. There are various potential areas for tourism activities in Zimbabwe that are not given maximum publicity, which are unique, despite which the Zimbabwe Tourism Authority continues to invest in generic and well-known offerings like Victoria Falls and Great Zimbabwe. There is a need to focus on other unique offerings in creating and selling it as a tourism destination brand.

Research and Development

There is a need for continuous research and development in the creation of a tourism destination brand. This is because the current modern tourist is going towards other new types of tourism activities. These include religious tourism, medical tourism, hunting tourism, and other adventurous types of tourism. An investment in these new types of tourism helps in re-branding a tourism destination through new product development. This helps in aligning the offerings and tourism destination brand development with the changing tastes and preferences of the modern tourist.

9.5 ISSUES FOR FURTHER RESEARCH

The following six broad areas in relation to tourism destination brand performance have been considered for further future research. This study established a print media and tourism destination branding model. Though it is not a guarantee that the model can lead to improved tourism destination brand performance, it can be applied to any international tourism destinations undergoing a re-branding exercise using media communications.

- The established framework for this study can be applied to any tourism destination with an underperforming tourism destination brand like Zimbabwe using print media advantages.
- The effect of communities in re-branding a tourism destination through hospitality of the residents, focusing on tourism destinations that are negatively impacted by socio-economic and political events.
- The effect of environmental and sustainable development practices on the international publicity of a tourism destination brand.
- Evaluating the effect of local media publicity in comparison to international media on tourism destination brand equity.
- The effect of management information systems on tourism brand performance for emerging tourism destination.
- The role of fiscal and monetary policy in strategic tourism destination brand development and image creation.

9.5.1 Contribution to theory, policy and practice

This study helped in the following:

- Contributed theories and concepts which developed a framework for destination branding, helping to explain the relationship between print media and destination brand equity variables;
- By bridging an existing literature gap regarding the use of media in destination marketing;
- It established the challenges and opportunities for using print media in destination marketing;
- Highlights the importance of understanding effects of destination branding in a broader policy and place branding context;
- It emphasizes on the important role of local stakeholders in the creation of a true and reliable place brand;
- It informs that, the process of developing a destination brand should begin with the aim of shaping the identity of a destination; what the destination stands for and how the media can play a pivotal role in shaping this vision; and
- Lastly it looks at the impact of the media in promoting a destination during and after a crisis.

9.6 CONCLUDING REMARKS

The study discussed the effect of print media publicity on the performance of Zimbabwe tourism destination brand and assessed the impact of print media on destination image. The findings show that the print media has an effect on a destination's image. A review on the various elements of the print media showed that news headlines and news content have a direct impact on the destination brand equity. However, the print media can also improve the destination brand awareness, perceived brand quality and brand association. The results show that, local newspapers and travel magazines have potential to create a positive and conducive environment for tourism. The print media has been used as a traditional tool for promoting Zimbabwe as a tourism destination due to its long shelf life, price, readership, and coverage. However, the study revealed some challenges regarding collaboration between print media and other tourism marketing organisations. To understand the effect of the media on a tourism destination, a framework was developed.

The framework can be applied to strategic tourism marketing with particular focus on print media. The study concludes that the print media can either break or make a destination considering its impact.

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Appendix 1: TOURISM AND MEDIA ORGANISATIONS SURVEY

QUESTIONNAIRE

QUESTIONNAIRE



The effect of print media publicity on the performance of the Zimbabwe tourism destination brand

Dear Respondent

My name is Farai Chigora. As part of my Ph.D. research at the University of Kwazulu Natal, I am conducting a survey that investigates the effect of print media publicity on the performance of the Zimbabwe tourism destination brand. Results of the study will be made available to the Government of Zimbabwe, Zimbabwe Tourism Authority, and other bodies in media and tourism marketing. I will appreciate if you could complete the following questionnaire. Any information obtained in connection with the study that can be identified with you remains confidential. In any written reports or publications, no one will be identified and only group data will be presented. You are free to withdraw your participation at any given time. If you have any questions about the research, please call Mr. Farai Chigora (+263 772 886 871) or email fchigora@yahoo.com. Supervisor: Dr Jorum Ndlovu (+27 0312607503) or email Ndlovuj1@ukzn.ac.za

INFORMED CONSENT DECLARATION

OPTION 1: IF CONSENTING

I am willing to contribute my views to this research study. I hereby confirm that I fully understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I also understand that I am at liberty to withdraw from the project at any time, should I so desire.

Kindly tick in the box below, sign the declaration and proceed to complete the questionnaire.

Signature:

Date:

OPTION 2: IF NOT CONSENTING

I do not wish to participate in the research survey.

Kindly tick in the box below:

I thank you for your time, effort and assistance.

Yours faithfully

Farai Chigora

| | | |
|-----------------------------------|-------------------------------------|--|
| Gender | Male | |
| | Female | |
| Age | | |
| Highest Level of Education | Secondary Education | |
| | Diploma/HND | |
| | Undergraduate Degree | |
| | Master Degree | |
| | Doctorate Degree | |
| Type of Organisation | Accommodation | |
| | Travel | |
| | Tourism Resort | |
| | Ministry of Tourism and Hospitality | |
| | Ministry of Media and Publicity | |
| | Zimbabwe Tourism Authority | |
| | Media organisation | |

SECTION B: PRINT MEDIA AND ZIMBABWE TOURISM DESTINATION BRAND EQUITY

1. Print media can improve the following brand equity variables for the Zimbabwe tourism destination. (Tick all that apply)

| | |
|--|---|
| | Zimbabwe tourism brand awareness |
| | Zimbabwe tourism brand image |
| | Perceived quality of the Zimbabwe tourism brand |
| | Loyalty of tourists to Zimbabwe tourism brand |
| | Tourists association with the tourism brand |

2. Match the type of print media to a brand equity variable it can improve for Zimbabwe tourism destination brand. (Tick all that apply)

| Brand Equity variable | Travel directory | Local newspapers | International newspapers | Travel magazines | Brochures | Other (please specify) |
|-------------------------|------------------|------------------|--------------------------|------------------|-----------|---------------------------------|
| Brand Awareness | | | | | | |
| Brand Image | | | | | | |
| Perceived brand quality | | | | | | |
| Brand Loyalty | | | | | | |
| Brand Association | | | | | | |

3. Which type of print media is used by tourists to know about Zimbabwe tourism destination and its brand? (Tick all that apply)

| | |
|--|------------------------------|
| | Newspapers |
| | Travel magazines |
| | Travel journals |
| | Brochures |
| | Academic publications |
| | Regional tourism directories |
| | Local tourism directories |

Other (please specify).....

4. How often do you read the following types of print media in order to know issues about Zimbabwe tourism brand? (Tick all that apply)

| Frequency | Travel directory | Local newspapers | International newspapers | Travel magazines | Brochures | Other (please specify) |
|------------------|------------------|------------------|--------------------------|------------------|-----------|------------------------|
| Daily | | | | | | |
| Weekly | | | | | | |
| Monthly | | | | | | |
| Only end of year | | | | | | |
| Never | | | | | | |

5. Various aspects of the print media can affect the performance of Zimbabwe tourism destination brand. Show by ticking your level of agreement ranging from the 1 to 5 likert scale in the table below: 1=Strongly Agree (SA) and 5=Strongly Disagree (SD)

| Print Media Aspects | SD | Disagree | Neutral | Agree | SA |
|---|----|----------|---------|-------|----|
| The print media can help to improve positive publicity of Zimbabwe tourism brand | | | | | |
| News content in print media can influence tourists to associate with the Zimbabwe tourism brand | | | | | |
| Headlines made in print media can improve the attractiveness of Zimbabwe tourism brand | | | | | |
| Print media helps as a mass communication tool for the Zimbabwe tourism brand | | | | | |

6. Which aspects of the Zimbabwe tourism brand performance are improved through the use of print media? Show by ticking your level of agreement ranging from the 1 to 5 likert scale in the table below: 1=Strongly Agree (SA) and 5=Strongly Disagree (SD)

| Print and Zimbabwe Tourism Brand Performance | SD | Disagree | Neutral | Agree | SA |
|---|----|----------|---------|-------|----|
| The name of Zimbabwe tourism destination brand has a clear meaning because of the print media | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| Print media improves the visibility of the Zimbabwe tourism brand's logo and other symbols | | | | | |
| The print media truly tells the political situation associated with Zimbabwe tourism destination brand | | | | | |
| Economic issues that are affecting the tourism brand are clearly explained in print media | | | | | |
| All tourism offerings represented by the Zimbabwe tourism destination brand are clearly seen through print media publicity | | | | | |
| The use of print media improves stakeholder involvement in Zimbabwe tourism destination brand development | | | | | |
| Print media can lead to improved international identity of Zimbabwe tourism destination brand | | | | | |
| There is better positioning of the Zimbabwe tourism brand through print media | | | | | |

7. Which issues are discussed in print media that affects the positive performance of Zimbabwe tourism destination brand? (Check all that apply)

| | |
|--------------------------|---|
| <input type="checkbox"/> | Political instability |
| <input type="checkbox"/> | Socio-economic problems |
| <input type="checkbox"/> | Beauty of natural resources |
| <input type="checkbox"/> | Hospitable people in Zimbabwe |
| <input type="checkbox"/> | Memorable tourism events and views |
| <input type="checkbox"/> | Existing peace and stability |
| <input type="checkbox"/> | Sustainable management of tourism resources |
| <input type="checkbox"/> | Other (please specify)..... |

8. How do you choose between competing tourism destination brands using print media? (Tick all that apply)

| | |
|--------------------------|---|
| <input type="checkbox"/> | Choosing the one that has positive print media publicity |
| <input type="checkbox"/> | Selecting the brand that has colorful designs and symbols in print media |
| <input type="checkbox"/> | Based on historical printed issues |
| <input type="checkbox"/> | By selecting the one that is frequently discussed in print media |
| <input type="checkbox"/> | Based on positive public comments presented in print media |
| <input type="checkbox"/> | Selecting the one that has more positive international print media publicity as compared to local print media |
| <input type="checkbox"/> | Brand given intense positive publicity by the state owned print media |
| <input type="checkbox"/> | Brand with positive publicity from privately owned print media |

SECTION C: PRINT MEDIA AGAINST OTHER MEDIA IN ZIMBABWE TOURISM DESTINATION BRAND EQUITY

9. Which type(s) of media is effective in promoting a better performance of the Zimbabwe tourism brand? (Tick all that apply)

| | |
|-----------------------------|------------------|
| | Social media |
| | Direct media |
| | Print media |
| | Outdoor media |
| | Broadcast media |
| | Electronic media |
| Other (please specify)..... | |

10. Which type(s) of media helps in improving various objectives of communicating the Zimbabwe tourism brand to the world? (Tick all that apply)

| Communication Objective | Social media | Print media | Broadcast media | Outdoor media | Electronic media | Other (please specify) |
|--|--------------|-------------|-----------------|---------------|------------------|------------------------|
| Positive publicity for Zimbabwe tourism destination brand | | | | | | |
| Attractive news content about Zimbabwe tourism destination brand | | | | | | |
| Mass communication about Zimbabwe tourism destination brand | | | | | | |
| Positive buying behaviour towards Zimbabwe tourism destination brand | | | | | | |
| Convincing headlines about Zimbabwe tourism destination brand | | | | | | |

11. Print media in Zimbabwe tourism destination brand awareness against other types of media. Show by ticking your level of agreement ranging from the 1 to 5 likert scale in the table below: 1=Strongly Agree (SA) and 5=Strongly Disagree (SD)

| Zimbabwe Tourism Brand Awareness | SD | Disagree | Neutral | Agree | SA |
|---|-----------|-----------------|----------------|--------------|-----------|
| Compared with other media, the print media is an effective tool in improving awareness for the Zimbabwe tourism destination brand | | | | | |
| Tourism operators can improve brand awareness of the Zimbabwe tourism destination through print media, than through other media | | | | | |
| Tourists develop high awareness of the Zimbabwe tourism destination brand through print media ,than through other media | | | | | |
| The Zimbabwe tourist destinations are very recognizable and distinguishable in the print media | | | | | |
| The Zimbabwean tourist destinations have an excellent print media presence | | | | | |

12. Which of the following forms of media is better than the print media in facilitating destination brand awareness? Show by ticking your level of agreement ranging from the 1 to 5 likert scale in the table below: 1=Strongly Agree (SA) and 5=Strongly Disagree (SD)

| Types of Media | SD | Disagree | Neutral | Agree | SA |
|---|-----------|-----------------|----------------|--------------|-----------|
| Broadcast Media e.g. TV, Radio | | | | | |
| Electronic Media e.g. Websites | | | | | |
| Social Media e.g. Facebook, Twitter, Blogs | | | | | |
| Direct Media e.g. Direct Mail, Direct Email | | | | | |
| Outdoor Media e.g. Billboards, Banners | | | | | |

13. Print media in Zimbabwe tourism destination brand image against other types of media. Show by ticking your level of agreement ranging from the 1 to 5 likert scale in the table below: 1=Strongly Agree (SA) and 5=Strongly Disagree (SD)

| Zimbabwe Tourism Brand Image | SD | Disagree | Neutral | Agree | SA |
|---|-----------|-----------------|----------------|--------------|-----------|
| Compared with other forms of media, the print media is effective in the creation of a positive brand image for Zimbabwe tourism destination | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Print media can connect to positive memories of the Zimbabwe's tourism brand image | | | | | |
| Print media can raise the Zimbabwe tourism brand's image through graphics and pictorial designs | | | | | |
| Agents in print media have an influence in creating negative brand image for Zimbabwe tourism destination | | | | | |

14. Which of the following forms of media is better than the print media in creating a positive destination brand image?

| Types of Media | SD | Disagree | Neutral | Agree | SA |
|---|----|----------|---------|-------|----|
| Broadcast Media e.g. TV, Radio | | | | | |
| Electronic Media e.g. Websites | | | | | |
| Social Media e.g. Facebook, Twitter, Blogs | | | | | |
| Direct Media e.g. Direct Mail, Direct Email | | | | | |
| Outdoor Media e.g. Billboards, Banners | | | | | |

15. Print media in Zimbabwe tourism destination perceived brand quality against other types of media. Show by ticking your level of agreement ranging from the 1 to 5 likert scale in the table below: 1=Strongly Agree (SA) and 5=Strongly Disagree (SD)

| Zimbabwe Tourism Perceived Brand Quality | SD | Disagree | Neutral | Agree | SA |
|--|----|----------|---------|-------|----|
| Print media can improve the perceived quality of Zimbabwe tourism brand | | | | | |
| Print media helps in making quality of Zimbabwe tourism brand measurable through printed statements, pictures and graphic displays | | | | | |
| Perceived quality of both man-made and natural structures associated with Zimbabwe tourism brand can be seen through print media | | | | | |

16. Which of the following forms of media is better than the print media in creating a positive destination brand quality?

| Types of Media | SD | Disagree | Neutral | Agree | SA |
|---|----|----------|---------|-------|----|
| Broadcast Media e.g. TV, Radio | | | | | |
| Electronic Media e.g. Websites | | | | | |
| Social Media e.g. Facebook, Twitter, Blogs | | | | | |
| Direct Media e.g. Direct Mail, Direct Email | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| Outdoor Media e.g. Billboards, Banners | | | | | |
|--|--|--|--|--|--|

17. Print media in Zimbabwe tourism destination brand loyalty against other types of media. Show by ticking your level of agreement ranging from the 1 to 5 likert scale in the table below: 1=Strongly Agree (SA) and 5=Strongly Disagree (SD)

| Zimbabwe Tourism Brand Loyalty | SD | Disagree | Neutral | Agree | SA |
|---|----|----------|---------|-------|----|
| Print media is effective in improving Zimbabwe tourism brand loyalty | | | | | |
| Use of print media can help trigger the mind of tourists reconsider Zimbabwe tourism offerings, as compared with other forms of media | | | | | |
| Print media is effective in spreading positive word of mouth about Zimbabwe tourism destination brand than other forms of media | | | | | |
| Tourists base their opinions about Zimbabwe tourism from what they read in print media than from other forms of media | | | | | |

18. Which of the following forms of media is better than the print media in enhancing a destination brand loyalty?

| Types of Media | SD | Disagree | Neutral | Agree | SA |
|---|----|----------|---------|-------|----|
| Broadcast Media e.g. TV, Radio | | | | | |
| Electronic Media e.g. Websites | | | | | |
| Social Media e.g. Facebook, Twitter, Blogs | | | | | |
| Direct Media e.g. Direct Mail, Direct Email | | | | | |
| Outdoor Media e.g. Billboards, Banners | | | | | |

19. Print media in Zimbabwe tourism destination brand association against other types of media. Show by ticking your level of agreement ranging from the 1 to 5 likert scale in the table below: 1=Strongly Agree (SA) and 5=Strongly Disagree (SD)

| Zimbabwe Tourism Brand Association | SD | Disagree | Neutral | Agree | SA |
|---|----|----------|---------|-------|----|
| Print media has the power to create association for Zimbabwe tourism brand | | | | | |
| Tourists feel proud to be associated with Zimbabwe | | | | | |
| Print media facilitates repeat visits of tourists from the news it provides | | | | | |
| Print media provides lasting memories about Zimbabwe tourism brand | | | | | |

20. Which of the following forms of media is better than the print media in enhancing a

destination brand association?

| Types of Media | SD | Disagree | Neutral | Agree | SA |
|---|----|----------|---------|-------|----|
| Broadcast Media e.g. TV, Radio | | | | | |
| Electronic Media e.g. Websites | | | | | |
| Social Media e.g. Facebook, Twitter, Blogs | | | | | |
| Direct Media e.g. Direct Mail, Direct Email | | | | | |
| Outdoor Media e.g. Billboards, Banners | | | | | |

21. Which of the following statements agree with you view over Zimbabwe's tourism destination brand identity? Show by ticking your level of agreement ranging from the 1 to 5 likert scale in the table below: 1=Strongly Agree (SA) and 5=Strongly Disagree (SD).

| Sources of brand identity | SD | Disagree | Neutral | Agree | SA |
|---|----|----------|---------|-------|----|
| It is based on a good image that exists in the tourism destination. | | | | | |
| Comes from a clear vision of the tourism destination's brand. | | | | | |
| Is based on meaningful values of the tourism destination's brand. | | | | | |
| It matches with a good personality that is expected by tourists. | | | | | |
| It can be improved through the use of print media promotions. | | | | | |

22. Which of the following statements agree with you view over Zimbabwe's tourism destination brand positioning? Show by ticking your level of agreement ranging from the 1 to 5 likert scale in the table below: 1=Strongly Agree (SA) and 5=Strongly Disagree (SD).

| Sources of brand positioning | SD | Disagree | Neutral | Agree | SA |
|---|----|----------|---------|-------|----|
| The tourism destination's brand name has a clear meaning. | | | | | |
| Symbols that have been used to position the tourism destination brand connects with the expectations of the tourists. | | | | | |
| There are slogans associated with the positioning of Zimbabwe tourism brand. | | | | | |
| The positioning of the tourism brand matches with the perceptions of the tourists. | | | | | |
| Print media can be a better positioning tool of the Zimbabwe tourism brand. | | | | | |

23. Which areas of Zimbabwe brand equity do you suggest should be improved so as to attract more visitors?

.....
.....
.....
.....

24. What role does print media play in rebranding Zimbabwe as a tourist destination?

.....
.....
.....
.....

25. Which areas of Zimbabwe tourism destination brand equity can be improved through effective use of print media?

.....
.....
.....

26. What other recommendations do you have on the ways to improve Zimbabwe's tourism brand performance?

.....
.....
.....

THANK YOU FOR TAKING YOUR TIME IN COMPLETING THE QUESTIONNAIRE

Appendix 2: TOURIST SURVEY QUESTIONNAIRE



QUESTIONNAIRE FOR TOURISTS

The effect of print media publicity on the performance of the Zimbabwe tourism destination brand

Dear Respondent

My name is Farai Chigora. As part of my Ph.D. research at the University of Kwazulu Natal, I am conducting a survey that **investigates the effect of print media publicity on the performance of the Zimbabwe tourism destination brand**. Results of the study will be made available to the Government of Zimbabwe, Zimbabwe Tourism Authority, and other bodies in media and tourism marketing. I will appreciate if you could complete the following questionnaire. Any information obtained in connection with the study that can be identified with you remains confidential. In any written reports or publications, no one will be identified and only group data will be presented. You are free to withdraw your participation at any given time. If you have any questions about the research, please call Mr. Farai Chigora (+263 772 886 871) or email fchigora@yahoo.com. Supervisor: Dr Jorum Ndlovu (+27 0312607503) or email Ndlovuj1@ukzn.ac.za

INFORMED CONSENT DECLARATION

OPTION 1: IF CONSENTING

I am willing to contribute my views to this research study. I hereby confirm that I fully understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I also understand that I am at liberty to withdraw from the project at any time, should I so desire.

Kindly tick in the box below, sign the declaration and proceed to complete the questionnaire.

Signature:

Date:

OPTION 2: IF NOT CONSENTING

I do not wish to participate in the research survey.

Kindly tick in the box below:

I thank you for your time, effort and assistance.

Yours faithfully

Farai Chigora

| | | |
|-----------------------------------|----------------------|--------------------------|
| Gender | Male | <input type="checkbox"/> |
| | Female | <input type="checkbox"/> |
| Age | | <input type="checkbox"/> |
| | | |
| Highest Level of Education | Secondary Education | <input type="checkbox"/> |
| | Diploma/HND | <input type="checkbox"/> |
| | Undergraduate Degree | <input type="checkbox"/> |
| | Master Degree | <input type="checkbox"/> |
| | Doctorate Degree | <input type="checkbox"/> |

SECTION B: KNOWLEDGE ABOUT ZIMBABWE TOURISM DESTINATION AND ITS BRAND

1. Is this your first visit to this tourist destination? (Tick the appropriate answer)

| | |
|-----|--|
| Yes | |
| No | |

2. Where did you hear about this tourist destination? (Tick the appropriate answer, more answers possible)

| Information Source | Tick |
|-----------------------------------|------|
| I already knew of it. | |
| The Internet | |
| Friends and relatives | |
| Print media | |
| Books and guides | |
| Travel agency | |
| Fairs and/or exhibitions | |
| It was part of the travel package | |
| Other (Please specify) | |

3. Below are listed some statements which refer to the general image of this tourists' destination. Show by ticking your level of agreement ranging from the 1 to 5 likert scale in the table below: 1=Strongly Agree (SA) and 5=Strongly Disagree (SD)

| Image statement | SD | Disagree | Neutral | Agree | SA |
|---|----|----------|---------|-------|----|
| This tourist destination has a unique positive image. | | | | | |
| The staff at this tourist destination always put guest first. | | | | | |
| I think this tourist destination is popular. | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| I think most people have a positive opinion about this tourist destination. | | | | | |
| I think this tourist destination is politically unsafe. | | | | | |
| I see the tourism destination expensive compared to others in the region. | | | | | |
| There is high political instability in Zimbabwe tourism destination. | | | | | |
| Zimbabwe tourism destination reflects high social unrest. | | | | | |

4. Which type of print media do you use to know about Zimbabwe tourism destination and its brand? (Tick all that apply)

| Tick | Type of print media |
|-----------------------------|------------------------------|
| | Newspapers |
| | Travel magazines |
| | Travel journals |
| | Brochures |
| | Academic publications |
| | Regional tourism directories |
| | Local tourism directories |
| Other (please specify)..... | |

5. How often do you read the following types of print media in order to know issues about Zimbabwe tourism destination and its brand? (Tick all that apply)

| Frequency | Travel directory | Local newspapers | International newspapers | Travel magazines | Brochures | Other (please specify) |
|------------------|------------------|------------------|--------------------------|------------------|-----------|---------------------------------|
| Daily | | | | | | |
| Weekly | | | | | | |
| Monthly | | | | | | |
| Only end of year | | | | | | |
| Never | | | | | | |

6. Which issues discussed in print media makes you want to visit Zimbabwe tourism destination and follow its brand? (Tick all that apply)

| Tick | Discussed print media |
|------|---|
| | Socio-economic improvements |
| | Beauty of natural resources |
| | Hospitable people in Zimbabwe |
| | Memorable tourism events and views |
| | Existing political peace and stability |
| | Sustainable management of tourism resources |
| | Other (please specify)..... |

7. How do you choose a destination to visit using print media? (Tick all that apply)

| Tick | Reason(s) for choosing a tourism destination to visit |
|------|--|
| | Choosing the one that has positive print media publicity |
| | Selecting the one brand that has colorful designs and symbols in print media |
| | Based on historical printed issues |
| | By selecting the one that is frequently discussed in print media |
| | Based on positive public comments presented in print media |

8. Below are listed some statements which refer to Zimbabwe tourism destination brand association, identity and position. Show by ticking your level of agreement ranging from the 1 to 5 likert scale in the table below: 1=Strongly Agree (SA) and 5=Strongly Disagree (SD)

| Zimbabwe Tourism Destination Brand Association | SD | Disagree | Neutral | Agree | SA |
|--|----|----------|---------|-------|----|
| Zimbabwe tourism destination and its brand is attractive such that any tourist would like to associate with it for a life time. | | | | | |
| It is only because of positive news in print media why many tourists including myself make repeat visits this tourism destination. | | | | | |
| Print media provides lasting memories about Zimbabwe tourism destination and its brand | | | | | |
| Zimbabwe Tourism Destination Brand Identity | SD | Disagree | Neutral | Agree | SA |
| It is because of the good image of the Zimbabwe tourism brand that made me visit this tourism destination. | | | | | |
| The vision of the Zimbabwe tourism brand is clear and I understand its meaning. | | | | | |
| Zimbabwe tourism brand is based on clear values of the tourism destination. | | | | | |
| I know the personality of the Zimbabwe tourism brand and it matches with my own personality. | | | | | |
| Print media has helped me to identify Zimbabwe tourism destination and its brand on the global tourism market. | | | | | |
| Sources of brand positioning | SD | Disagree | Neutral | Agree | SA |

| | | | | | |
|--|--|--|--|--|--|
| I know and understand the meaning of the Zimbabwe tourism brand name. | | | | | |
| I am familiar with the symbols that were used to represent Zimbabwe tourism brand. | | | | | |
| Slogans used in Zimbabwe tourism destination brand promotion increase the desire to visit the tourism destination. | | | | | |

9. Tick “Yes” or “No” if you have used the highlighted types of media in making your travel and tourism decisions to this destination. Also state aspects which makes each type of the media better than print media

| Types of Media | Do you use this type of media | | State aspect(s) which makes it better than print media |
|--|-------------------------------|----|--|
| | Yes | No | |
| Broadcast Media e.g. TV, Radio | | | |
| Electronic Media e.g. Websites | | | |
| Social Media e.g. Facebook, Twitter, Blogs | | | |
| Direct Media e.g. Direct Mail, Direct Email | | | |
| Outdoor Media e.g. Billboards, Banners | | | |

10. What other recommendations do you have on the ways to improve Zimbabwe tourism brand destination performance?

.....
.....

THANK YOU FOR TAKING YOUR TIME IN COMPLETING THE QUESTIONNAIRE

Appendix 3: IN-DEPTH INTERVIEW GUIDE



RECORDED INTERVIEW

The effect of print media publicity on the performance of the Zimbabwe tourism destination brand

Dear Respondent

My name is Farai Chigora. As part of my Ph.D. research at the University of Kwazulu Natal, I am conducting a survey that **investigates the effect of print media publicity on the performance of the Zimbabwe tourism destination brand**. Results of the study will be made available to the Government of Zimbabwe, Zimbabwe Tourism Authority, and other bodies in media and tourism marketing. I will appreciate if you could complete the following questionnaire. Any information obtained in connection with the study that can be identified with you remains confidential. In any written reports or publications, no one will be identified and only group data will be presented. You are free to withdraw your participation at any given time. If you have any questions about the research, please call Mr. Farai Chigora (+263 772 886 871) or email fchigora@yahoo.com. Supervisor: Dr Jorum Ndlovu (+27 0312607503) or email Ndlovuj1@ukzn.ac.za

Voluntary participation and informed consent

Ihave understood the nature of this research study and consent do not consent to have this interview recorded (**tick the appropriate**).

Signature.....

Date.....

Having consented to voluntarily participate in this research the following interview guide contains questions for the recorded interview.

Interview Guide

Destination Marketing Processes

1. What is the ideal target market for the Zimbabwe tourism destination brand?
2. Which specific tourism offerings are mainly used to market Zimbabwe as a unique destination of choice?
3. How is Zimbabwe tourism destination marketed internationally? In which countries is the marketing concentrated and why?
4. Which marketing mixes are disturbing the marketing efforts of Zimbabwe tourism destination? How are these mixes affecting the marketing efforts?

Destination Branding processes

5. Why is it important to brand a tourism business?
6. How do you describe Zimbabwe's tourism destination brand?
7. How was the Zimbabwe tourism brand constructed?
8. Which processes were undertaken in the development of Zimbabwe tourism destination brand?
9. What is the goal of the Zimbabwe tourism branding strategy? What message is being delivered through the brand?
10. Which stakeholders were involved in developing the Zimbabwe tourism brand?
11. Why was the Zimbabwe tourism destination brand changed three times in the past three decades?
12. Were print media experts involved in the brand development process? If not why were they considered not important?
13. Since the implementation of the current Zimbabwe tourism destination brand has there been any noticeable response by the tourists? How do you measure the changes?
14. How do you describe the image of Zimbabwe tourism brand on the global market mainly distinguishing between Eastern and Western tourism markets?
15. Which measures are used to position and improve Zimbabwe tourism brand identity on the global market?

Print Media Effects

16. How do you stay updated on the most viable communication tools to use in improving Zimbabwe tourism destination brand publicity?
17. How do you describe print media as an effective tool in improving the market position of Zimbabwe tourism destination brand?
18. Which types of print media are have been used to promote Zimbabwe tourism destination brand publicity and why have you used them?
19. What opportunities are there in using print media as a publicity tool for Zimbabwe tourism destination brand?
20. What challenges are there when using print media as a publicity tool for Zimbabwe tourism brand?
21. Are there other types of media that can improve Zimbabwe tourism brand performance better than print media and why are they better?
22. What suggestions do you have in relation to the application of print media to improve Zimbabwe tourism destination brand performance?

Thank you for your participation

