

**Poetics and Politics of Destination Branding, Rebranding Zimbabwe 2010: An Evaluative
and Comparative Study**

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Abstract

Most destination branding literature ignore the poetics and the actual exercise of destination branding only dwelling much on the promotion of brands. Again many branding and destination branding studies fail to distil some unique challenges between place and product branding and their inspiration comes from general marketing literature. The researcher outlines a conceptual framework for developing a destination brand namely the dialogic perspective to destination branding which accentuates social multiplicity and complexity in destination branding and this will be applied on the Zimbabwean 2010 rebranding context. Using the dialogic perspective Zimbabwe's branding process is evaluated and the analysis and evaluation of destination brand poetics was done using available destination management models and also by drawing comparisons with other African destinations brands. The goal was to highlight the politics and poetics of destination branding in Zimbabwe and to achieve this; an explorative research design was adopted. Data was gathered through key informant face to face interviews, online questionnaire surveys, literature search and content analysis of destination marketing materials. Sampling was largely non- probability convenient sampling. Major results shows that strategic and creative brand execution, funding, lack of promotional efforts, lack of co-branding and lack of collaboration to destination branding are the major changes to the success of destination branding in Zimbabwe. A major recommendation is that Zimbabwe adopts broader collaboration in destination branding to ease off these challenges. As a conclusion there is need to study destination branding in the economic and social contexts in which they exist and this paper also opens up possible areas for further research.

Keywords: branding, destination branding, poetics, politics, challenges, competitive identity, collaboration, tourism stakeholders, Zimbabwe.

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Dedication

To the memory of my late father, Tendai Benjamin Zviripi Munjoma. I also pay special tribute to my beloved mother Elizabeth Ndongwe Munjoma, and to my lovely wife Lindiwe Winnie Wadawareva Munjoma, our lovely son Delaney Tinashe Munjoma, and our unborn second child due September 2012.

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Chapter 1

Introduction

Background of Study

Tourism is particularly affected by such factors as political turmoil and economic meltdown among other factors (Morgan, Pritchard, & Pride, 2004) and Zimbabwe is not an exception. Before independence Zimbabwe was characterised by an oppressive colonial system, war, sanctions and other social ills. Zimbabwe through the Zimbabwe Tourism Development Association developed the “Discover Zimbabwe” brand which was meant to disassociate itself from its past image (Ndlovu, Nyakunu, & Heath, 2009). This new brand did not succeed well because of lack of support from industry as there was no collaboration with industry stakeholders during the branding process (Ndlovu et al., 2009). The dismal failure of the “Discover Zimbabwe” brand resulted in Zimbabwe with the help of the European Union developing another destination brand “Africa’s Paradise” which was meant to address issues to do with association, perception, image and positioning by creating a rounded theme (Ndlovu et al., 2009). Again findings by (Ndlovu, 2009) indicates that the branding process lacked stakeholder collaboration and political conflict and economic meltdown has had negative impact on the “Africa’s Paradise” brand.

In 1999 Zimbabwe’s tourism industry generated about \$200 million which is 7% contribution to the Gross Domestic Product, employing about 100 000 people (Mpofu, 2006; cited in Ndlovu, 2009). According to the same author as cited by (Ndlovu et al., 2009) Zimbabwe experienced a decline in tourism arrivals because of the land reform program that the government embarked on earlier the same year. Despite the fact that Zimbabwe boasts world class tourist attraction policies and politics continue to affect the Zimbabwean brand negatively (Anonymous, 2002;

cited in Ndlovu & Heath, 2009). This crisis was further exacerbated by the chaotic land reform program that started early 2000 which was meant to address colonial imbalances (Mutsambiwa, 2006; cited in Ndlovu et al, 2009). The European Union declared the 2000 presidential elections as not free nor fair and imposed the so called smart sanctions on Zimbabwe deepening political and economic crises in Zimbabwe. Since then the situation has been characterised by chaos, hatred, political confusion (Chiwanza, 2002; cited in in Ndlovu et al, 2009), polarisation and fear (Ndlovu, 2009).

“By 2008 all indications were that Zimbabwe was fast becoming one of the tragedies of modern Africa” (Ndlovu et al., 2009, p. 88). The government was failing to arrest the hyper-inflationary environment, existence of the parallel market and cash shortages including shortage of forex (Ndlovu et al., 2009). This economic crisis compromised social and economic activities with 35% of the population requiring food aid (Sachikonye, 2008; cited in Ndlovu, 2009). The forex shortage had triple effect on the economy namely: fuel shortages, loss of consumer goodwill and wrong signals were being sent by the government to the outside world (ZTA, 2006; cited in Ndlovu, 2009). “The situation continues to erode the health of the brand” (Ndlovu et al., 2009, p. 68).

The flawed unit government which was formed in 2008 has failed to arrest the political crises in Zimbabwe which has resulted in economic collapse and a tainted reputation of the country (Ndlovu et al., 2009). “Many tourists shun the destination in favour of more peaceful neighbouring countries (Chiwanza, 2007; cited in Ndlovu et al, 2009.p. 88).

As a result of the economic and political crises Zimbabwe experienced a sharp year by year decline in tourist arrivals from the year 2002 to 2005, with the year 2005 experiencing a decline in tourism receipts of 49% ("Zimbabwe Tourism Authority," 2010) and this is a reflection of a

struggling brand equity (Asli & William, 2009). The year 2006 saw a recovery in tourist inflows by 47% and tourism receipts increased from 98 million to US\$338 million. Tourism receipts further decline in the year 2007 (US\$365 million) and further in 2008 (US\$294 million). The year 2009 and 2010 Zimbabwe has experienced a handsome recovery in both tourism traffic and receipts. Tourism receipts increased from US\$523 to US\$634. Tourism contributed about 4, 9% and 5% of Zimbabwe's Gross Domestic Product (GDP) in 2009 and 2010 respectively. ("Zimbabwe Tourism Authority," 2010)

This positive late trend could be attributable to the Government of National Unity signed between the rivalry parties in late 2008 that have brought remarkable political stability and also the dollarization of the country in January 2009 that further stabilized the economy. This relative stability created a perfect and stable for repositioning/rebranding the country as it tries to reshape a new image and associations for the country for global competitiveness.

According to Kotler et al, 1999, a success story of rebranding is that of Turkey which had a troubled image of being human right violator. Through its rebranding process it claims that it no longer has coast but a lot of archaeological sites and less polluted air and a consultant was hired to market Turkey as a democracy consequently Turkey experienced a boost in its tourist inflows competing extremely well with Greece (Morgan et al., 2004).

Tourism is an important aspect of the Zimbabwean economy. Global branding is a sustainable wealth creation behaviour that could ultimately help developing countries like Zimbabwe to escape the poverty vicious cycle. The creation and maintenance of global brands require objectivity, constant investment, government support, and collaboration across all stakeholders such as the tourist board, airlines and food producers which are the channels upon which the national brand is created and exported. More-over western consumers are increasingly

being attracted by the so called the ethnic, organic and exotic cultures. This is the right time for developing nations like Zimbabwe to take advantage of their truly exotic place identity over the imaginations of the wealthier western consumers. (Morgan et al., 2004)

As an example Copenhagen through a stakeholder driven destination branding initiative managed to overcome numerous destination branding challenges and built a strong destination brand since adopting a collaborative destination branding strategy in 1991 (Asli & William, 2009). Another example is South Africa which has the best place brand in Africa which has adopted local stakeholder collaboration in the management of their brand “Brand South Africa”. <http://www.brandsouthafrica.com/>.

The competitive battle for the tourism markets will no longer be fought over price but over hearts and minds (Morgan et al., 2004). Steve (2005) concurs and goes on to say, the future of marketing will be the battle of brands and as competitions stiffens destinations have to create effective brands. He (Steven, 2005) notes that as competition stiffens it is becoming difficult for destinations to differentiate their offerings through branding and most destinations are only achieving ephemeral indifferences.

Branding is perhaps the most powerful weapon available to contemporary destination marketers confronted by tourists who are increasingly seeking life style fulfilment and experience rather than recognizing differentiation in the more tangible elements of the destination product such as accommodation and attractions. Most destinations have superb five-star resorts and attractions, every country claims a unique culture, landscape and heritage, each place describes itself as having the friendliest people, and high standard of customers service and facilities are now expected. As a result, the need to create unique identity-to differentiate themselves from their competitors- is more critical than ever. Indeed, it has become the basis for survival within a globally competitive market place dominated by a handful of leading destinations which attract two-thirds of the worldwide tourism market. (Morgan, Pritchard, & Pride, 2004,p.60,from Piggott,2001).

This research by enticing the poetics of Zimbabwe's destination brand my wish was to highlight how Zimbabwe is trying to differentiate and portray itself to the outside world as well as highlighting challenges related to the brand poetics. I also highlight in this paper the political process of rebranding Zimbabwe as well as related challenges. Through relevant literature review I also accentuate a dialogic framework which addresses some dynamic ways in which the multiplicity of interests, identities, activities and sights within a tourist destination can be harnessed to build sustainable and globally competitive destination brand identity that local stakeholders can buy-in and use in their own marketing communications. Again I highlight unique challenges related to destination branding that require combined efforts to overcome them (Anholt, 2009).

Research Problem Statement

This research is a direct response to the findings by Ndlovu (2009) that the development of the previous brand the "Africa's Paradise" was done without stakeholder collaboration in Zimbabwe. The poetics and politics of destination branding are intertwined. And destination branding poses unique challenges that threaten the success of destination brands. Hence this research in an investigation into the poetics and politics of destination branding and related challenges on Zimbabwe's 2010 rebranding process.

Research Objectives

This paper is an evaluative and comparative case study on Zimbabwe's 2010 rebranding process my first aim was an analytical investigation of Zimbabwe's brand poetics, that is, an analysis of effectiveness of Zimbabwe's destination brand given the lack of creativity and that most destination brands fail to achieve any meaningful differentiation only achieving ephemeral indifference. Secondly, I also aimed at highlight the political nature of destination branding in

Zimbabwe. Thirdly, by understanding the poetics and politics of destination branding in Zimbabwe the researcher wishes to distil challenges related to the poetics and politics of rebranding Zimbabwe 2010, and further other unique challenges related to destination branding will be investigated. Fourthly, one of the main goals of this research was to give recommendations to destination branding in Zimbabwe and this was be aided by drawing comparisons from destination branding initiatives within the African context and by comparing the Zimbabwean case with relevant literature. Fifthly, I also open up areas for further study in the conclusion part.

Research Questions

From the above research objectives the researcher wishes to ask the following research questions:

1. What is the effectiveness of brand poetics and challenges related to brand poetics Zimbabwe?
2. What is the nature of the politics of destination branding and related challenges in Zimbabwe?
3. What were other unique destination challenges of rebranding Zimbabwe 2010?

Significance of Study

Global branding is a sustainable wealth creation behaviour that could ultimately help developing countries like Zimbabwe to escape the poverty vicious cycle. More-over western consumers are increasingly being attracted by the so called the ethnic, organic and exotic cultures (Morgan et al., 2004). This is the right time for developing nations like Zimbabwe to take advantage of their truly exotic place identity over the imaginations of the wealthier western consumers (Morgan et al., 2004). Hence this is a very important study for developing countries

as they try to assert a favourable position in the global economy as well as develop themselves through tourism wealth creation.

This paper also has important theoretical contributions. There is lack of , and growing demand for theoretical perspectives on place identity especially in smaller nations (Konecnik & Go, 2005) and (Steven, Constanza, Gayle, & Charles, 2010) argue that place is one of the recent streams of research in destination branding. Moreover according to (Asli & William, 2009, p. 61) destination branding is rather new but fertile area of research” and (Konecnic & Go, 2005, cited from Ward, 1998) indicate that destination branding is still in its infancy and (Jaffe & Nebenzahl, 2006) argue that it lacks theorization while (Saila, 2011) argues that we need models to describe branding activities. Destination branding has so far “gained significant academic interest but empirical knowledge is still limited” (Saila, 2011, p. 248). There is lack of literature and case studies relating to implementation and mobilization of stakeholder support in destination branding campaigns (Can-Seng Ooi, 2004) and the politics of destination branding decision making and as well as lack of literature in the involvement and ownership of brand campaigns by both local residents and tourism business stakeholders (Steven et al., 2010) . There is also a gap in literature in the analysis of effectiveness of destination brands given the lack of creativity and that most destination brands failed to achieve any meaningful differentiation only achieving ephemeral indifference (Jaffe & Nebenzahl, 2006).

There is a research done by (Ndlovu, 2009) on branding strategies that Zimbabwe can adopt basing on the previous Zimbabwe brand “Africa’s Paradise”. In his research he acknowledges the need to do a research on the level of local stakeholder participation in branding processes in Zimbabwe and I wish to do precisely this on the new brand “Zimbabwe a World of Wonders”. I have adopted an explorative research design for this paper in my endeavour to gain ideas and

insights into the poetics, politics and challenges of destination branding in Zimbabwe. I also develop an approach to the problem of destination branding by identifying relevant literatures as well as identifying alternative courses of action by way of recommendations. The explorative nature of this paper also helped to open up new practical possibilities in the nascent field of destination branding which are outlined in the conclusion section.

Methodological Approach

For this research I largely adopt a qualitative explorative research design. In this paper I compare the case of Zimbabwe branding with that of Namibia, Zambia, and Kenya as these destinations offer opportunities for fair contextual comparisons. Hence the research design also adopts a case study approach. However I also adopted a mixed method approach since I also adopted not only a qualitative research methods but also some descriptive approach for the questionnaire survey. The explorative design used for this research was relevant for this study as I was trying to gain ideas and insights into the poetics and politics of destination branding and develop an approach to the problem and also identify alternative courses of action (Iacobucci & Churchill, 2010) in the Zimbabwean context by drawing comparisons within the African context. The research design is also important in drawing insights and understanding of the research problem and can generate explanations and information that provide practical possibilities for research specific conjectures (Iacobucci & Churchill, 2010).

I have adopted various research methods to provide answers to the research questions. I adopted the survey method which included a face-to-face interview with a key respondent at Zimbabwe Tourism Authority (ZTA) as well as administration of online questionnaires to 165 tourism stakeholders in Zimbabwe. I used textual content analysis of marketing communication materials to distil the poetics of destination brands and related poetical challenges and to draw

comparisons. I managed to get a sample size of one (1) for the one on one interview and that of the online questionnaire survey was 165 (100%) with only 14 (9%) managing to respond to the online questionnaire survey. The unwillingness of tourism stakeholders to share information was the major weakness of this study. Lastly I also relied on literature search to provide important answers to the research questions.

I used a judgemental convenient sampling method for the face-to-face interview. I also adopted the convenient sampling method where availability of contacts played a major role in selecting this sampling method.

Data collection started in January of the year 2012 using the data collection methods mentioned earlier on.

I was systematic in the application of the research methods mentioned above to ensure the reliability and validity of each data collection used.

Text, tables, graphs and pie charts form part of my data presentation methods. I adopted several methods for the analysis of data collected depending on the nature of the data. For the analysis of in-depth interviews I in used the data reduction method and also comparisons with data from other information sources for reliability. for analysing analysis of online questionnaire results I started with data preparation then followed by data reduction, data display, data verification and drawing of conclusions. Analysis of textual analysis data involved quantitative coding and the results presented in Table. 1. In content “analysis is integrated into coding much in qualitative content analysis than it is in quantitative content analysis” (White & Marsh, 2006, p. 39), however further analysis was carried out and comparisons were also used as part of this further analysis of results of content analysis. Hence content analysis was not only inductive but deductive (White & Marsh, 2006). In order to draw comparisons from the different data

collection methods I combined data according to how they answer the 3 research questions. After this composite analysis section I offer some recommendations and conclusion which also open up avenues for further research.

The ethics of research was one of my main considerations that I took into account in the course of completing this research. 3 ethical areas of concern were taken into consideration namely: the ethics of data collection, the ethics of responsibility to the society and the ethics to the treatment of participants (Singleton & Straits, 1999).

Limitation

The major limitations for the results of this study is the very low response rate (9%) in the Online survey interviews. Financial and time constraints also limited the number of interviews I could carry out as well as preventing me from administering paper questionnaire which can provide a higher response rate hence I had to rely on online questionnaire to gather data from tourism stakeholders.

Delimitations

The study is only looking at the supply side perspectives of destination branding without also looking and the demand side perspective. Only three African countries were selected for comparisons purposes. Only organisational stakeholders were considered ignoring the ordinary communities who are also stakeholders to the tourism sector in Zimbabwe

Chapter 2

Literature Review

Introduction to Literature Review

“The idea of a mark signifying a reputation is an old one”(Donald & Gammack, 2007, p. 46). China traditionally tattooed criminals and families used to trade or even marry on their good names. Cattle rangers burnt their hides to distinguish proprietary stock for those of others. The practice was copied by manufacturers to connote unique product attributes (Donald & Gammack, 2007). Place branding is a recent trend argues (Jaffe & Nebenzahl, 2006). However (Donald & Gammack, 2007) argue that place branding is no less time honoured as exemplified by western cities that have branded since the middle ages for example Edinburg has long been symbolized by castles and rocks. All the same, most scholars agree on the simple fact that place branding is a relatively new field of study and (Jaffe & Nebenzahl, 2006) argue that it lacks theorization hence it is a fertile field of study (Morgan et al., 2004).

According to the American Marketing Association a brand can be defined as “a name, term, design, symbol, or any other feature that identifies one seller’s goods of services as distinct from those of other sellers. The legal term for brand is trademark. A brand may identify one item, a family of items, or all items of the seller” (Donald & Gammack, 2007, p. 46). It identifies, distinguishes and imply certain reputation, image, power and associations (Donald & Gammack, 2007). However a more suitable definition for the term “brand” in the destination branding context will be given for the purposes of this research rather than adopting this traditional product branding definition.

This section will also highlight the arguments for adopting a supply side approach to destination branding. A dialogic conceptual model adopted for this research and related concepts

namely: the functions of destination branding and unique challenges of destination branding will be the main focus of this chapter and later on a practical guide for implementing a dialogic approach to destination branding will be outlined.

Beyond Product Branding: Destination Branding

Definition of Destination Brand

Destination branding can be described as a way of trying to articulate a discourse of global connectivity and local identity (Jaffe & Nebenzahl, 2006). National branding is an attempt to mold, modify or influence its image. As national images and reputation is becoming integral parts of their strategic equity (Han 2001, as cited in Jaffe & Nebenzahl, 2006). “National branding is no longer a choice but a necessity” (de Vincent, 2004 quoted from Jaffe & Nebenzahl, 2006, p.139). O’Shanghness & O’Shanghness (2000) argue that reputation influences customers choices as cited in (Jaffe & Nebenzahl, 2006). A Destination brand has been defined as:

A name, symbol, logo, word mark, or other graphics that both identifies and differentiates the place; furthermore, it conveys the promise of a memorable travel experience that is uniquely associated with the place, it also serves to consolidate and reinforce pleasurable memories of the place experience” (Saila, 2011, p.2011, quoted from; Ritchie & Ritchie, 1998).

Although both American Marketing Association and Saila’s definitions of a brand assumes that a brand is only a simple the definitions highlight important inferences about a brand that is in relation to differentiation and competitors, and not only an isolated perception that image can be (Saila, 2011). For the purposes of this research study a more comprehensive definition of a destination brand is given below:

- The term ‘brand’ is often misunderstood. The term ‘destination’ brand is used ... to refer to a destination’s competitive identity. It is what makes a destination competitive and memorable. It

differentiates the destination from all others. It is the foundation of the destination's international competitiveness.

- A destination brand represents the core essence and enduring characteristics of a destination. A destination can change its mood and the way in which it presents itself to different market segments. But the core brand characteristics, like someone's personality, are essentially always the same.
- A destination brand is the DNA that defines the destination. It should run through every act of communication and behaviour by the NTO and destination stakeholders.
- Destination brand represents a dynamic interaction between the destination's core elements and the way in which potential visitors perceive them. It really only exists in the eyes of others. It is the sum of their perceptions, feelings and attitudes towards the destination, based on the way in which they have experienced the destination or how it has presented itself to them.
- A destination brand cannot be manufactured like consumer product brands. It exists in the way in which these assets are perceived by potential visitors and the emotional value they attach to experiencing them.

(UNWTO & EUTC, 2009, p. 6)

Hence a destination brand is not a logo, slogan, product or a marketing campaign. It refers to its essence, that is the character of the destination (its core characteristics) which comprises its personality. It exists in the eyes of the beholder. It is the foundation of all marketing communications and behaviours emanating from the destination (UNWTO & EUTC, 2009). In short and for the purposes of this study a destination brand will be defined as a globally competitive local identity.

The Supply Side Perspective of Destination Branding

There is need for harmony between visitor perceptions (image) and local stakeholder perceptions (identity) (UNWTO & EUTC, 2009). Konecnick and Go & (2005) criticises destination branding that is customer centric and (Cai,2002; as cited in Saila,2011,.p. 249) argues

that "... the missing link between image building and branding is the brand identity which forms the integral part of destination branding processes". Many researchers such as De Chernatony argue that destination brands should be studied from both demand side and supply side perspectives and that the two are intertwined (Konecnik & Go, 2005). However this paper adopts the identity based/demand side perspective as opposed to the image based/supply side perspective for the reason outlined below:

- It is important to consider the implications and reactions of a destination branding strategy to the local stakeholders that is the local opinion leaders, local tourism and no-tourism stakeholders and the local ordinary community.

- Affirmation:

"What is disregarded thus far is the more central and underlying challenge surrounding the problem of acceptance and common affirmation and recognition by all stakeholders involved of the different elements necessary for branding success. It refers to the simultaneous dynamics that occur among brand image construction, definition, building consensus and the scope of the brand identity"

(Leonardo & Rich, 2011, p. 218).

What makes the affirmation germane to destination branding relates to: the rise in new nation states, more globalised interconnected world, and the rise in tourism trends (Leonardo & Rich, 2011).

"Developments in these areas over the last decade parallel the intellectual advent and interest for destination branding have thrust new questions into light that deal with identity, authenticity, place making (in lieu of marketing), representation, and ownership of place or place-related attributes..."

(Leonardo & Rich, 2011, p. 219).

There is renewed interest in authentic local identities by tourists (Konecnik & Go, 2005)

- There is a lack of and growing demand for theoretical perspectives on place identity especially in smaller nations most research dwell on destination image vis-a-vie identity. (Konecnik & Go, 2005)
- Mutating target markets
- Unique local problems and challenges associated with destination branding

Again “... before we can know how we are perceived ,we must know who we are” (Konecnik & Go, 2005, p. 179), hence the destination must define the brand and not the consumers (Konecnik & Go, 2005).

“A tourist destination is a complex concept which is based on a myriad of different products, services and experiences; managed by different stakeholders (tourism industry sector; public sector, government, DMO, locals with a variety of ownership forms (Olins, 2002) and often without appropriate hierarchy with a set of rules to adhere to. This disorderly scenario causes a canvasque situation in destination branding (Can-Seng Ooi, 2004). Within such a context, brand identity can serve as a network picture, which draws, in turn on historical, national and cultural relationships (Olins, 2002) to develop a common view which becomes the basis for common action for/against change” (Konecnik & Go, 2005, p. 179).

Conceptual Framework: The Dialogics of Destination Branding

The researcher wishes to apply the Bakhtinian dialogic conceptual framework to investigate on the nature of the dynamics (politics and poetics) of rebranding Zimbabwe 2010. According to (Can-Sang Ooi, 2010) the dialogic perspective originated from literary theorist Bakhtin (1981, 1965/1984, 1986). “The dialogic perspective accentuates social multiplicity and dynamic processes. It offers a set of concepts and vocabulary to present a social phenomenon in a dynamic yet systematic manner with emphasis on social multiplicity and interplay” (Can-Sang

Ooi, 2010, p. 350) . He (Can-Sang Ooi, 2010) also argues that it accentuates the tension of order and disorder in the social environment.

In accentuating social multiplicity and complexity in social environments, dialogism use a number of concepts namely: heteroglossia, polyphony and carnivalesque (Can-Sang Ooi, 2010). According to (Bakhtin 1981,p.325-326, Holquist 1981,p.428; Vice,1997,p.18-44) “heteroglossia points to the multiple contexts existing in social situations” quoted in (Can-Sang Ooi, 2010, p. 350). “Heteroglossia highlights the clash of contexts when people interact in social arenas” (Can-Sang Ooi, 2010, p. 350). Polyphony is related to heteroglossia and it highlights multiple voices (Can Sang Ooi, 2010; in Bahktin 1981, p.331-336; 1986, p.112-113; Vice, 1997, p.112-148). Carnivalesque alludes to the seeming disorder yet orderly proceedings of carnivals (Bakhtin 1965/1984; Stallybrass & White 1986), as cited in (Can-Sang Ooi, 2010.p351). Carnivalesque encompasses heteroglossia and polyphony (Can-Sang Ooi, 2010). The concept highlights the multiplicity of culture and spheres of activity within a social environment.

Dialogism as a framework open up discussions in social multiplicities and has been expropriated from Bakhtin`s literary texts into social sciences (Can-Sang Ooi, 2010) including destination branding (Can-Seng Ooi, 2004). Can-Sang Ooi (2004) has used the dialogic framework in his work on the “Politics and Poetics of Destination Branding: Denmark”. Adopting the dialogic perspective, I through compressive literature review maps out the intricacies and challenges of building a sustainable tourism destination brand from a supply side perspective. Consequently, through comprehensive literature review I accentuates the multiplicity and complexity of social contexts and voices among different destination stakeholders in destination branding campaigns. The aim of the framework is not to simplify the complexity but to organize the complexity (Can-Seng Ooi, 2004). This paper using Bakhtinian

dialogic framework addresses some dynamic ways in which the multiplicity of needs, interests, identities, activities and sights within a tourist destination can be harnessed in building sustainable local stakeholder driven and globally competitive destination identity that the locals can affirm and relate to. This dynamic process will be termed the politics of destination branding and the way in which the destination presents/wishes to present the destination's competitive identity will be termed the poetics of the destination brand and the two are intertwined as will be demonstrated by this paper later on.

The choice of conceptual approach to this study highlights the need to escape product marketing concepts in branding destinations since destination marketing pose unique challenges vis-a-vie product branding. Many followers of the Kotler et al (2002 & 2008) product marketing model see no problem in transferring the concepts directly to place (Kavaratzis & Ashworth 2005,p.513) cited in Donald & Gammack, 2007). By year 2006,(de Chernatomy,2006) was more explicit in the differences between product and place branding, pointing to factors such as : “lack of control over the experience, mutating target markets, and the risk of confusion and brand dilution due to competing brand visions from the sheer variety of stakeholders and steerers” (Donald & Gammack, 2007, p. 52). Donald & Gammack (2007) argue that many tourism destination branding campains are still mapped starndard brand building models. However, caution must be exercised when transferring product branding knowledge to destination contexts (Konecnik & Go, 2005).

Most research has dwelt much on communicating the brand massage (Can-Seng Ooi, 2004), deriving again their inspiration from marketing literature (Nickerson and Moisey, 1999; Williams and Palmer, 1999;Kotler, Hamlin, Rein & Heider, 2002; Morgan, Pritchard & Pride, 2004) as sited in (Can-Seng Ooi, 2004). Such researchers have failed to highlight the unique

nature and challenges of destination/place branding vies-a vie branding for organizations, and for products and services and many destination branding authorities have fallen into the trap ((Can-Seng Ooi, 2004). The Destination Management Authorities (DMO) cannot go alone in destination branding if destination branding challenges are to be overcome.

“With a few exceptions (for example Crocket & Wood, 1999; Flagestad & Hope, 2001a, Ryan 2002; Ooi, 2004) the general destination literature does not address issues related to the implementation and mobilization of support for the destination brand . Different stakeholders such as regional tourism boards, hoteliers, tour operators, airlines and even the general public will ask such questions. “How is the brand identity constructed?”, “Who is asserting the brand?”, “Whose brand identity is being asserted?”, and “Why should be it be that brand?” (Can-Seng Ooi, 2004, p. 108)

These are the issues that form part of the brand reality and they are integral to the success of brands (Can-Seng Ooi, 2004). Hence a collaborative/dialogic approach to destination branding is imperative. Collaboration between the branding authorities and a multiplicity of stakeholders such as sub-national tourism authorities, domestic tourism and non-tourism businesses and the local communities cannot be overlooked if destination branding campaigns are to succeed (Can-Seng Ooi, 2004). “Promoting, maintaining and enacting a destination brand entails politicking, although politics does not refer specifically to politicians and matters related to government, it refers to negotiation process among various stakeholders as they want to make the brand campaign serve their own individual needs” (Can-Seng Ooi, 2004, p. 109).

Politicking and/lack of thereof may jeopardize the success of a destination branding campaign.

Thus in this paper ,the politics of destination branding is defined as a dynamic process of drawing support and cooperation by brand authorities from different tourism agencies and local residents , so that the brand will be accepted through official and unofficial publicity and products” (Can-Seng Ooi, 2004, p. 109).

In this sense politicking is synonymous with internal marketing and it is an on-going process that starts from the enactment to promotion and maintenance of the brand.

The poetics of destination branding on the other hand, is defined as the process of inventing and presenting a unique and attractive brand story to tourists and tourists –to-be about the destination, so as to influence their perceptions of the place in a positive way. The poetics and politics are intertwined because the brand will only be more credible and more visible to tourists when different tourism agencies and local residents accept and communicate the brand story.(Can-Seng Ooi, 2004, p. 109)

The dialogic framework adopted for this paper highlights social multiplicity and the simultaneous cohering and diverging forces behind the poetics and politics of destination branding (Can-Seng Ooi, 2004) . It addresses destination branding as a dynamic and complex social process from a local stakeholder perspective (Saila, 2011).

Destination branding seeks to package a destination with its multiple product and sights into a seductive entity. It also serves to pull together the destination by drawing cooperation from its various stakeholders and to stimulate the imagination of tourists and all local stakeholders. It is a focal point that communicates a common message, story and vision for various stakeholders and it is thus a cohering force.(Can-Seng Ooi, 2004)

However the interests of different tourism stakeholders may not match. Some local tourism stakeholders may send alternative messages or may use the brand in a way that is not consistent with the position of the branding authorities if they don't agree with the brand. These divergent forces make the realization of a coherent brand difficult.(Can-Seng Ooi, 2004)

The dialogic perspective seeks out the cohering centrifugal forces in the presentation and packaging of the destination, as well as, the divergent and disruptive centripetal forces stemming from different parties' interests in the branding processes. These forces unfold simultaneously. Consequently the different parties interact via the brand, as they assert their own agendas, cooperate with like-minded parties and interpret and utilize the brand in their own ways. A range of manipulative, persuasive, and coercive strategies are used by various parties to negotiate with and control each other, with each party's aim of using the brand its own goal. The branding process is on-going and emerging. (Can-Seng Ooi, 2004, p. 110).

The functions of destination brands vary from one stakeholder to another for example, the branding authority may want to use the brand to communicate a coherent and attractive image of the destination to the world but tourism business stakeholders may want the brand to promote their own products (Can-Seng Ooi, 2004). In order to further strengthen the theoretical argument/approach for this paper four embedded and interrelated functions of destination brands will be discussed in order to frame the dialogic cohering and diverging processes embedded in destination branding. Furthermore in the next section some of the unique challenges associated with destination branding will be presented further highlighting the need for collaborative effort to overcome them if destination branding is to succeed.

Functions of destination brands

Influencing public perception

A destination branding campaign is aimed at shaping public perception about a place (Richards, 1992, McCleary & Whitney, 1994; as cited in Can-Sang Ooi 2004). It can also be part of an “image modification process” (Anderson, Prentice & Gerin, 1997, p.462; as cited in Can-Sang Ooi 2004, p.110). Many people rely on their own perceptions about places when they make travel decisions. These perceptions emanate from different sources such as their own experiences, news what they hear from friends, travel programs and movies (Can-Seng Ooi, 2004). Marketing and branding are also designed to create a good perception about a place by accentuating positive aspects of a destination on the other hand marginalizing negative once (Can-Seng Ooi, 2004). Tourists and tourists to be often frown upon such selective and unauthentic presentation, credibility becomes questionable (Can-Seng Ooi, 2004). The destination management authority may need to adopt a common destination strategy and to invite

independent travel reviewers to demonstrate the authenticity of the brand messages (Can-Seng Ooi, 2004).

Selective packaging of place products

A destination has various products, those that are attractive and those that are not attractive to tourists. Another aim of destination branding is to selectively and aesthetically package those attractions and sights whilst marginalizing the unattractive once. Different tourism business with their different products and interests may be invited to package their products in such a way that they utilize some of the brand values. However some of the destination stakeholders will feel that their products are marginalized by the brand and may find the brand not useful to them hence they ignore or even politic against the brand. Different tourist stakeholders want the brand to represent their own products in the best light. This is the reason why the destination management authority has to adopt a dialogic strategy in building brands that are usable by all stakeholders and that stakeholders feel ownership of. (Can-Seng Ooi, 2004)

Asserting place identity

With the advent of globalization of tourism markets, destinations are becoming globalised and their differences in their offerings and infrastructure are becoming blurred (Boniface & Fowler, 1993; Fallon & Pohlmann, 1996, p. 286-287; Ritzer & Liska, 1997; Teo & Lim, 2003; Morgan & Pilchards, 2004, as cited in Can-Sang Ooi, 2004) and (Morgan et al., 2004). Place branding has become a global common practice as destinations try to assert and celebrate their unique identities which often empathizes the historical, social and cultural values of the host community (Can-Seng Ooi, 2004). "A brand inevitably becomes an exercise for the tourism authorities and the destination to imagine and reflect how different they are from others and to

identify common cohering forces in a heterogeneous host society” (Can-Seng Ooi, 2004, p. 112).

Although this suggests tourism results in extroversion and internationalization of local cultures, tourism helps the entrenchment of territorial and societal identity (Ooi,2004 cited from Lanfant,1995a) the destination brand helps to reflect how the society is different from others and identifying those elements that coheres the heterogeneous host society (Can-Seng Ooi, 2004). Accentuating local identity for example authentic culture is globally competitive because this is what tourists are looking for (Konecnik & Go, 2005) “The crystallized image is often introduced to the native population for it to recognize itself” (Oakes,1993,Lanfant,1995b,p.32-33; Leonard,1997; Ooi,2000a; as cited in Can-Sang Ooi, 2004,p.112). “And in identity politics, probing questions such as “How is the identity constructed?”, “Who is asserting the identity?”, “Whose identity is being asserted?”, and “Why that identity?” arise” (Can-Seng Ooi, 2004, p. 112). Failure to exercise inclusion and consideration of social nature of destination branding may result in commercialization which may spoil identity characteristics such as social relations, history, geography and this may destroy the destination`s sense of place (Konecnik & Go, 2005). Everyone in the host society such as local residence, politicians, journalists, and tourism and non-tourism business has the right to question the brand identity (Can-Seng Ooi, 2004). Moreover many local stakeholders will resist being caricatured for tourism or the touristification/commercialization of their society (Can-Seng Ooi, 2004). There is need to balance the cultural continuity and changes brought by tourism. “Inherent in such a challenge is the role of strengthening a destination`s identity rather than erasing it” (Konecnik & Go, 2005, p. 181). This calls for the preservation and presentation of the surviving monuments and memories and place associations as opposed to the emergence of the idea of non-place that results when a

place surrenders to being driven solely by commercial interests, a characteristic of supermodernity (Konecnik & Go, 2005,p.182, as cited from Augé) For the locals to feel that the brand is quintessentially theirs they need to be part of the branding exercise not as passive recipients but as active recipients(Can-Seng Ooi, 2004).

Destination branding is not the sole responsibility of the tourism office. All stakeholders need to agree on the vision and the core values of the brand. Place brands should emanate from the people who substantiate its continuing evolution. Every citizen is a brand ambassador and will support the hype if they and deliver the promise if they are involved in creating the brand/in identifying their competitive identity. Any dishonest presentation will fail.

Place experience

The brand is used as a gaze lens to interpret a place thereby shaping tourism experience (Can-Seng Ooi, 2004). Studies have shown that tourists approach places with a preconceive perception about a destination and a brand provides the lenses upon which tourists imagine a place before visiting it (Can-Seng Ooi, 2004). These pre-visit imaginations provide for a more engaging and experiential consumption of a place (Can-Seng Ooi, 2004). “Therefore as an image modification process, destination brand images feed into tourist` preconceptions of the place”(Can-Seng Ooi, 2004, p. 113). The brand helps tourists develop coherent, consistent and meaningful sense of place (Can-Seng Ooi, 2004), and offers a “brand experience” (Olins, 2000,p.56; as cited in Can-Sang Ooi 2004).

However tourists have other sources of information and their actions will depend also on their experiences other sources of information. We also all know of campaigns by other countries and institutions against other countries and this can dilute the brand experience.

“These four functions of destination branding are embedded in multiple interests among various stakeholders” (Can-Seng Ooi, 2004, p. 113).

The goal of achieving and communicating an aesthetic and coherent brand is challenged by divergent forces emanating from a multiplicity of stakeholder interests. “From a dialogic perspective, a holistic understanding of destination branding requires seeking and teasing out these intertwined forces”(Can-Seng Ooi, 2004, p. 113)

Destination branding involves a lot of challenges that sets it apart from the way product branding is done. Already I have highlighted the complexities involved in destination branding because of the canivalisque situation that characterises destinations vies-a- vies products. To further frame the need for a dialogic approach to destination branding I will present some unique challenges that are associated with branding for destinations.

Challenges of destination branding vies-a vie product branding.

Power struggles and imbalances

The complex and fragmented nature of the tourism industry poses the challenge of power struggles among stakeholders. Stakeholders include the government, tourism businesses, non-tourism businesses, DMOs, and tourism and non-tourism business representative organisations and they all have varied values and interests. As a result, the brand always face the risk of being influence by power imbalances which can threaten its objective and successful execution (Trist,1983,p.252; de Aronjo,1990,p.452; Ladkin & Bertremine,200,p.79; as cited in Ndlovu, 2009). Hence the brand should be an outcome of dialogue amongst local stakeholders and it cannot be the sole responsibility of the DMO. The challenge of power struggles and imbalance are most likely to be worse in countries characterised by political polariation and a good example is Zimababwe. “As it is the case in Zimbabwe, the political and idiological principles of the

government have resulted in the creation of conflicting interest groups and this has tended to challenge and impact negatively on the tourism marketing domain” (Ndlovu,2009,p.99).

Government as a challenge

Every government has got a political ambition, agendas and development strategies, the government ultimately controls the image of a destination (Ndlovu, 2009). Olins (2002,p.243) outlines the role of government in destination branding:

- It maintains records and profile of all visitors that come to the destination.
- It controls all marketing and communication activities, including messages that are sent out to the global village.
- It coordinates all the branding efforts, from the local and regional to the national level.
- It controls the tourism environment, making it conducive for visitation.
- Finally, it is responsible for maintenance of all natural and man-made attractions, local culture and heritage.

As quoted in (Ndlovu, 2009, p. 97)

However the government may act as a major challenge to the success of destination if there is little consultation and if the government's political ideologies are not in consonance with that of tourism objectives.

Destinations as a multidimensional product

Destination branding is far more multidimensional (Steven,2005; and Hankinson,2006).

“Nowhere is this challenge more highlighted than in the development of slogans that encapsulate the diverse and often electric range of natural resources, built attractions, cultural activities, amenities and accommodation” (Steven, 2005, p. 258). Some slogans try to encompass everything, for example, “Kenya-Creation's Most Beautiful Destinations, All in One Country” but others are more focused, for example, “Arizona-Grand Canyon State”(Steven, 2005). It is

difficult to synthesise the multiple facets of a destination through brand imagery in a way that capture the imagination and attention of ever-busy people. It is important in this regard that the destination targets specific interest groups through brand positioning/segmentation strategies. A destination is an amalgam of multiple cultures and attractions which tourists can ignore or even misunderstand (Can-Sang Ooi, 2001; Can-Seng Ooi, 2004), hence they can not be the most important source of information for branding tourist destinations but the local stakeholders.

Achieving stakeholder buy-in

Multiplicity of stakeholders means their interests are also heterogeneous (Steven, 2005). Place brands involve many stakeholders and interests and this is a great challenge of destination branding campaigns (Therkelsen & Halkier, 2004; as cited in Jaffe & Nebenzahl, 2006). Not all stakeholders will agree on the brand agenda (Jaffe & Nebenzahl, 2006). Selecting values that represent all stakeholders is a challenge hence there is need to define functional requirements of diversified stakeholders and finding common core values from the functional requirements (Jaffe & Nebenzahl, 2006). Integrating divergent interests of different stakeholders is important in building and campaigning for a unified image (Jaffe & Nebenzahl, 2006). The challenge of achieving stakeholder buy-in can be achieved through regular briefings, meetings, conferences, via media and online (intranet and extranet) (UNWTO & EUTC, 2009).

Mistrust and conflict

“... the politics of decision making can render the best theory irrelevant” (Steven, 2005, p. 259). Critical issues are who should decide on the brand theme and who will be accountable. DMOs are government funded hence involves public-private partnership and the question as to who should form part of the branding board is important as there could be mistrust amongst

different stakeholders. As an example, the European Tour Wholesalers forced the cancellation of a brand in Morocco since it was not fitting into their offerings (Steven, 2005).

Lack of control over brand experience

There is need to involve local stakeholders if destination brands are to prevail. The DMO does not deliver the brand promise but multiplicity of local tourism stakeholders do so (Steven, 2005; & Hankinson, 2006). Hence the DMO does not have control over the brand experience as compared to a marketer of a single product (Hankinson, 2006). The locals have to be involved to ensure their buy-in. The local stakeholders interact with tourists and they have to feel that the brand truly represents their products and services (Steven, 2005). They can only live the brand (brand reality) through their behaviours and marketing communications if they can understand and relate their interests, needs, products and services to the destination brand (UNWTO & EUTC, 2009). For example in the case of “Oregon-Things Look Different Here”, where different regional tourist organisations initially resisted a brand strategy imposed by the DMO (Steven, 2005). On the other hand “New Asia-Singapore” did not match with the experience of the locals, hence there is need not to only look at consumer brand equity but also community based brand equity which should enter the marketing vernacular (Steven, 2005).

Destinations are legally defined

The legal definition of place boundaries also pose a challenge to destination branding. Places are demarcated by for example the government hence they are legally defined. This makes it difficult to claim that a place is unique and meaningful. This is why it is common to combine two or more geographic areas and market them as one attraction (Hankinson, 2006).

Administrative overlaps

Administrative overlaps between the national tourism authority and local stakeholders such as the regional tourism organisation can result in conflict and lack of agreement on branding strategies.(Hankinson, 2006)

Political pressures and short-termism

One of the major challenge of destination branding as opposed to product branding is political pressures and accountability. Tourism policies are subject to changes as political complexions and priorities change” (Hankinson, 2006, p. 243). Officers in the office of the tourism authority may see the benefits of competing in competitive markets actions depends on the elected members of government whose action are usually timed according to the timing of the next elections (Hankinson, 2006). Such actions may not be beneficial to the destination`s long term goals of gaining competitive reputation (Hankinson, 2006). It is also difficult to create a destination brand that can adjust fairly well with the political situations and developments in a country sometimes brand campaigns are forced to adhere to the politics of the nation. (Morgan et al,2002 & Pike,2005).

The short term interest of politicians (for example ministers) and tourism businesses pose a major challenge in developing sustainable destination brands (UNWTO & EUTC, 2009). They are usually the source of funding and their interests are narrow. However their interests are narrow and short-term and they may fail to realise the long term benefits to the nation of having developing a sustainable long term destination identity (UNWTO & EUTC, 2009)

Co-consumption of place products

There is also the problem of co-consumption of place products. Place products are consumed simultaneously by many different consumers for different purposes. This interaction mediates the place experience (Hankinson, 2006).

Funding

There is also the problem of funding in both scale and consistency (Jaffe & Nebenzahl, 2006; Morgan, Pritchard, & Pride, 2002b). The budget of BMOs are usually much lower as compared to that of corporations they compete with, for the same discretionary income (Steven, 2005). Sony spends about US\$300 million while countries in the world in total spent about US\$350 on destination branding (Morgan et al., 2002b). The advantage of including local stakeholders in destination branding is that they can also contribute financially and a good example is that of Australia where local stakeholders also contributed financially to the cause of branding Australia (Blain et al, 2005, cited in Ndlovu, 2009). The destination stakeholders will also carry the destination brand in their marketing communications at no extra cost to the DMO. DMOs have to outsmart rather than out spent (Morgan et al., 2002b).

Achieving objectivity

It is very difficult to achieve objectivity in destination branding. The need to portray reality on the ground is a major challenge of destination branding. For example, native cultures are becoming more important and stereotypes of natives smiling in traditional costumes are no longer convincing. Anholt (UNWTO & EUTC, 2009)

Image and publicity

Negative image and publicity pose great challenges in trying to develop a brand that will have positive impact in light of this. It is not the role of the tourism organization to comment on foreign policy or issues to do with human rights. However, is important to include everyone including the policy makers so that they can tackle the negative image directly and help to build a better image. Anholt (UNWTO & EUTC, 2009)

Lack of unique concepts

Lack of unique concepts is a major challenge in destination branding initiatives. For example, all imaging markets are being branded as innovative and almost all as friendly (Jaffe & Nebenzahl, 2006). The effectiveness of brand poetics is a real challenge given the suggestion by Gold and Ward (2004) that “destination promotion has seen few creative ideas, and that most fail to achieve anything more than “ephemeral indifference” (Steven et al., 2010, p. 437).

External challenges

Other external environmental challenges include war, terrorism, natural disasters such as hurricanes. They affect the consistency of a promising brand and its image and the image of the destination.(Anholt, 2009; Morgan et al., 2002b).For example the promising brand of Israel is being tarnished by war and political riots (Morgan et al., 2002b).

Practical Guidelines in Developing a Collaborative Branding Strategy

Local stakeholders need to be involved through for example steering groups and workshops from the beginning and keep local stakeholders informed throughout the branding process. There is need to explain to the local stakeholders the purpose and values of the brand and their eventual contribution as brand advocates. It is necessary to do in-depth discussions with local stakeholders to capture their positive and negative view of their own destination; moreover they know it more than visitors do. Consultations with local stakeholders are also necessary if the brand building process is to focus on the bigger picture. If stakeholders are not involved there is likelihood that there would be a mismatch between visitor expectations and reality. The experience is born out of local stakeholders not visitors. Furthermore, the local stake holders will not support the brand through their advocacy and marketing communications. Local stakeholders will also bring brand ideas and help to solve problems and challenges and ultimately become

brand advocates rather than cynics. Collaboration will also allow the DMA to bridge the gap between local stakeholder perceptions and those of visitors by making them know and understand visitor expectations. (Anholt, 2009; Jaffe & Nebenzahl, 2006; Can-Seng Ooi, 2004; UNWTO & EUTC, 2009)

Destination logo

The destination brand logo is a simple of a destination that derives its impact from consistent use and recognition over time (UNWTO & EUTC, 2009). It is not the brand; however it can create impact through consistent use which enhances recognition.

A logo cannot represent all the facets of the destination that is wildlife, sea, people, etc. otherwise it will be too cumbersome, lack clarity and cause confusion and ultimately the logo won't be distinctive, recognizable and memorable. Such a logo will lack the "visual trigger for people recognize what it represents" (UNWTO, p.90). However it should represent one elements of the destination in brief. Essential elements of a logo should be simple, clear, and distinctive and achieve visual impact (UNWTO & EUTC, 2009).

- Simple/clean: no more than three visual elements are required. It must be distinctive and impactful. Less is more impactful.
- Attractive: this is subjective. Key stakeholders should be asked to select from several logos.
- Consistency in use.
- Legible.
- Suitable for all media.

The logo will achieve greater impact and recognition if all stakeholders use it. They should also incorporate destination brand values in their marketing communications.(UNWTO & EUTC, 2009)

Slogans and straplines

Straplines should convey some meaning about the destination. There is need to avoid “me too” sloganeering. If the destination can’t find a succinct slogan to represent the destination brand position DMOs can use a descriptive slogan (UNWTO & EUTC, 2009). Slogans such as “Innsbruck-Capital of the Alps”, “Peru – Land of the Incas” are not always necessary unless they add value to the logo. Different slogans can be used for different target markets, and slogans can be changed from time to time. It is important to note that the destination logo and brand essence are more important in creating impact and recognition (UNWTO & EUTC, 2009). A good slogan should represent the destination’s essence, impactful and memorable. Unless they can truly summarise a destination’s character, slogans risk being meaningless” UNWTO p.93. For example: “Land of Contrasts” or the “World’s Best Kept Secret”; they are meaningless and lacks relevance. Croatia’s slogan “The Mediterranean as it Once Was”: “Croatia conveys a sense of its marketing position and its target market’s motivation. It has also managed to reflect its brand values in an emotional way that conveys a sense of history, tranquillity and respect for tradition and nature in the slogan...” (UNWTO & EUTC, 2009, p. 93)

Image without cliché

It is a mistake for DMOs to use national stereotypes to promote the destination. Both locals and tourists will shun this and an opportunity for synergy will be lost. Consumers do not want to be patronised with faux-romantic descriptions of indigenous people and traditions or staged pictures that do not reflect contemporary reality (Anholt, 2009; UNWTO & EUTC, 2009). In terms of imagery, pictures of people going about their regular business in natural settings are more convincing than staged cultural shows or posed picture of indigenous people in national

costume” (UNWTO & EUTC, 2009, p. 77). The problem usually lies in creative execution rather than strategic execution (UNWTO & EUTC, 2009)

Strategic message and creative execution

Strategic execution is based on developing the brand values (UNWTO & EUTC, 2009). Creative execution ensures that the strategic message makes an impression to the audience (UNWTO & EUTC, 2009). Creative execution is applying the brand values into marketing communications (UNWTO & EUTC, 2009). “... clever creative execution will ensure that the strategic message will make an impression on its audience” (UNWTO & EUTC, 2009, p. 105).

Brand values

The destination brand value represent what the brand stand for..... The destination must select 3 or 4 for the brand that will guide and appear in all marketing and other activities within the destination. All stakeholders should be involved in selecting destination brand values so that they can easily relate them to their own marketing communications. (Morgan et al, 2002 &2004; Can-Sang, 2004; & UNWTO & ETC, 2009)

Brand essence

Brand essence can be described as the character of the brand and is the most important aspect of a brand as it is a distillation of all what makes the brand (UNWTO & EUTC, 2009). “The brand essence is created by looking at the values that shape a brand’s personality, and translating these often human characteristics, into a word or words that describe quite succinctly how a place feels and communicates itself to us” (UNWTO & EUTC, 2009, p. 51). For example, Germany’s brand values are smart, efficient and well organized therefore the brand essence can be “professional” (UNWTO & EUTC, 2009). On the other hand a destination that is

adventurous and innovative can have its essence translated as `independent –spirited` (UNWTO & EUTC, 2009)

Brand personality

A set of individual characteristic associated with a brand for example Volvo may be described as “solid and secure” (Donald & Gammack, 2007). It allows consumers to relate to a brand emotionally (Donald & Gammack, 2007). “ Personality associations and personal qualities may become established not only through brand ambassadors and spokes persons but also the ordinary people helping to shape a distinctive brand identity” (Donald & Gammack, 2007, p. 48). This can be achieved by replacing celebrities by real people in destinations branding presentations, and use of videos, pictures, and narratives of experiences that appeal to different motivations (Donald & Gammack, 2007).

“A brand`s personality has both a head and a heart, its head refers to the logical attributes of the brand features, while the heart refers to the emotional benefits and associations” (Morgan et al., 2004, p. 70). The success of destination brands depends on how they interact with audience on the emotional and rational level (Morgan et al, 2004, p.70; De Chernatomy, 2006, p.236; cited in Ndlovu 2009). “The challenge of destination branding is to develop rich yet complex and appealing destination brand personality, because most attributes are mostly arbitrary and superficially constructed” (Ndlovu,2009,p.86).

Emotional appeal and lovemarks

Brands should inspire loyalty, human connection, and deep emotional engagement that arise from mystery, sensuality and intimacy (Donald & Gammack, 2007). This emotional appeal can be achieved through the brand story (Donald & Gammack, 2007). Products that can achieve loyalty, human connection and deep human connection are called love marks (Donald &

Gammack, 2007). “ Lovemarks, stories and sensory appeal represent richer categories than the simple identifying marks of most product brands, and point towards an experiential engagement with brands through which a relationship and place in the public imagination may develop” (Donald & Gammack, 2007, p. 50). Experiencing brands for example through virtual imagery increases involvement and evokes vivid imagery and memory and hence increases the likelihood of purchase intentions (Donald & Gammack, 2007). Tourist destinations should endeavour to differentiate at the emotional level as all destinations have beautiful attractions and friendly people (Morgan, Pritchard, & Pride, 2002a; UNWTO & EUTC, 2009).

Brand attitude

It “is an evaluative association, an overall feeling that colours the brand image, giving an emotional association as well as a rational engagement with the brand” (Donald & Gammack, 2007, p. 47). These associations as well as evaluations and salient descriptors may and may not be shared or agreed upon across different people.(Donald & Gammack, 2007).

Rational attribute

They are the logical benefits of choosing a destination for example accessibility adventure, new experience, fun, escape, relaxation and exploration. (UNWTO & EUTC, 2009). Highlighting rational benefits offer opportunities for differentiation in destination branding.

Attributes

These are the assets of a destination such as what to see and what to do for example beaches, sea, heritage, wildlife and nature, culture, scenery, fishing and golfing (Can-Seng Ooi, 2004; UNWTO & EUTC, 2009). Destinations have to selectively package itself through destination branding by highlighting important attractions while marginalising the less important

once (Can-Sang,2004 & UNWTO,2009). However it is extremely difficult to differentiate at this level because attractions are not unique to a destination but destinations have to differentiate at the emotional level (Donald & Gammack, 2007; Hankinson, 2006; Morgan et al., 2002b; Can-Seng Ooi, 2004; UNWTO & EUTC, 2009)

Positioning Statement

The positioning statement can be achieved through socio-demographic criteria or predictive behavioural modes such as values, life style and attitudes to match characteristics of target audience (Morgan et al., 2002b). It is not about sloganeering but a down to earth summarization of how the destination once to be seen (UNWTO & EUTC, 2009). The statement must be “succinct, clear, ideally visual and differentiating” (UNWTO & EUTC, 2009, p. 34). Several brand building models can be used to develop a positioning statement and these models are discussed below.

Destination Branding Models

Destination branding models include the five stage brand pyramid, the six stage brand pyramid, brand asset template and the brand wheel. They are all the same in that they aim to tease out the brand`s core essence. They all aim to answer the following questions:

- What things are likeable about the destination?
- What sort of place it is?
- How does it make visitors feel?
- How can it be described in one sentence?
- What makes it different from all other destinations?

(UNWTO & EUTC, 2009)

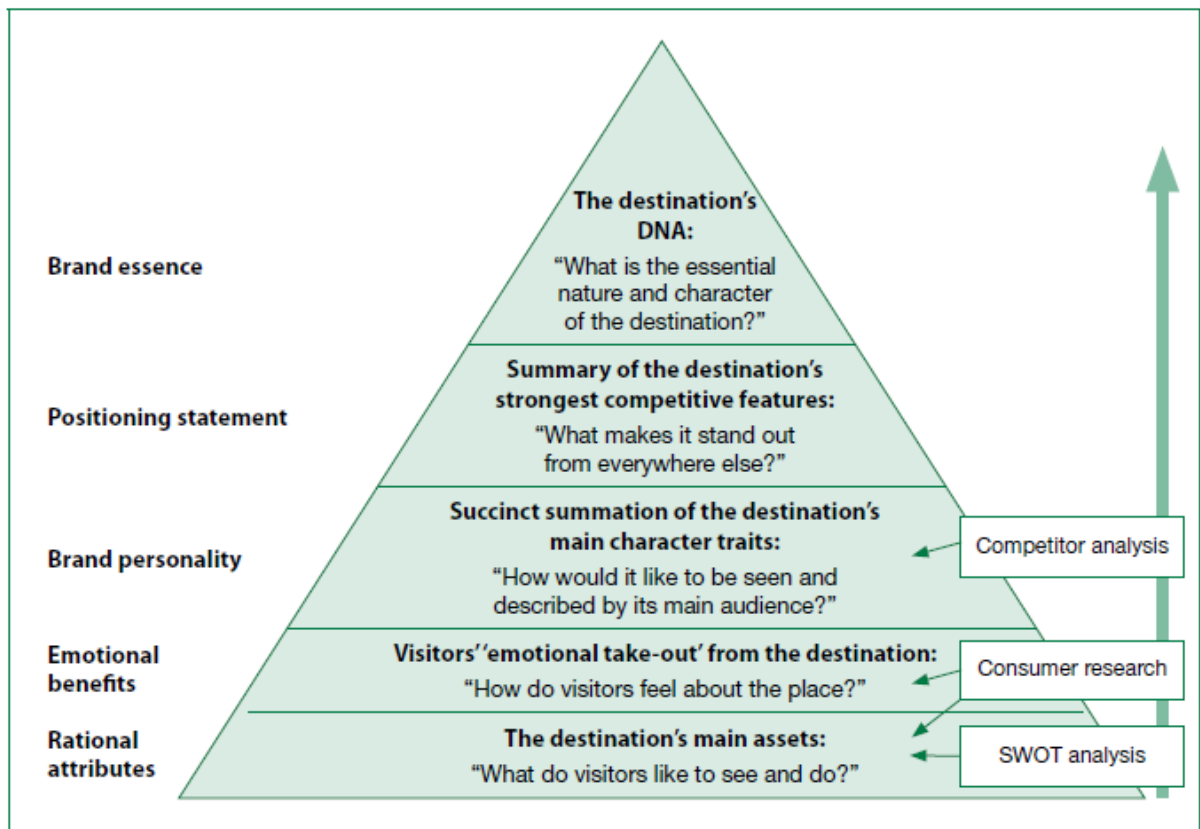
The brand pyramid

Figure 1. 5 Stage brand pyramid

Source: (UNWTO & EUTC, 2009, p. 45)

6 stage brand pyramid the six stage brand pyramid contains more detail. It differs from the five stage brand pyramid in that:(UNWTO & EUTC, 2009)

- It separates “attributes” and “rational” benefits into two stages.
- It does not include a positioning statement within the pyramid. This will be created elsewhere.
- It separates brand “values” and “brand essence into two stages.

It is important to note that it can be very difficult to distinguish between brand values and brand essence. Sometimes the brand essence is expressed as a marketing slogan than a neutral

essence; a good example is that of Kwazulu-Natal (South Africa⁹). Either way the brand values and essence must guide all marketing communications from the destination.

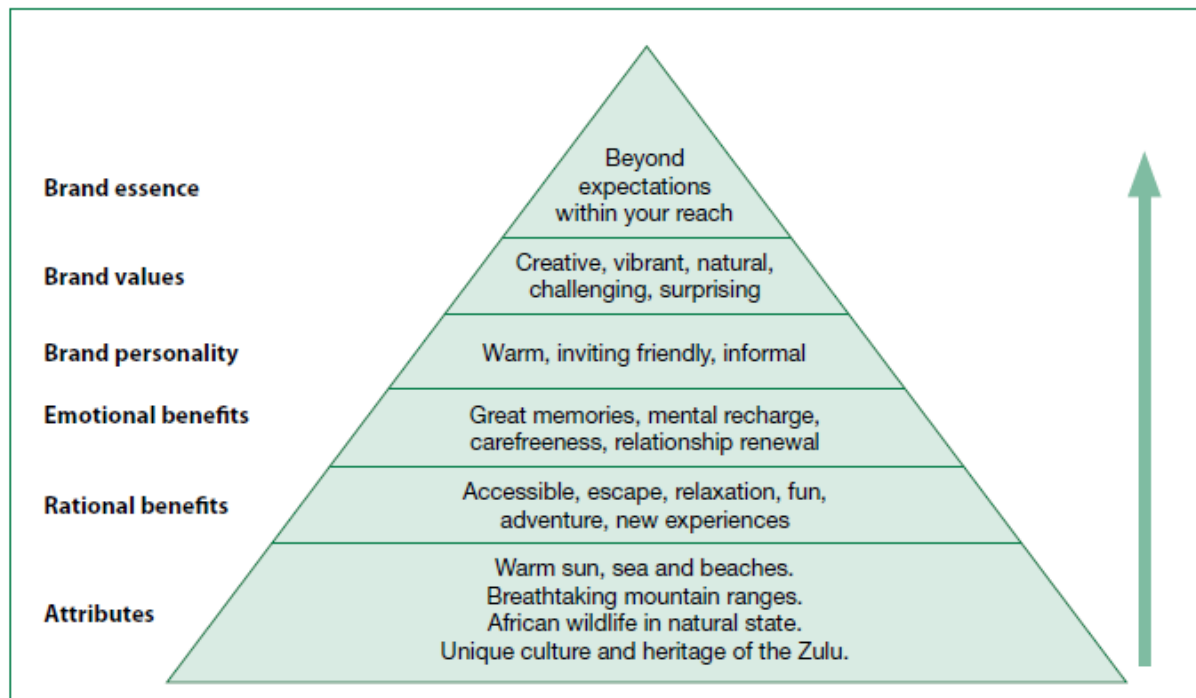


Figure 2. Kwazulu Natal 'Zulu Kingdom' six stage brand pyramid

Source: (UNWTO & EUTC, 2009, p. 47)

Brand asset template

The brand asset template must be filled by the DMA together with local stakeholders or by stakeholders on their own. It relates products and experiences to brand values by capturing brand compliant products and experiences. This allows stakeholders to relate brand values to their products and experiences and of the whole destination at large. It is flexible and limitless when working with stakeholders to fill it. If local stakeholders are taught how to use the brand asset template they know how to apply the brand values to their marketing communications and how to behave.(UNWTO & EUTC, 2009). It can also be used by the DMA and the local stakeholders to see if all products and experiences are included in texts and imagery in their

websites, brochures and marketing campaigns and if all these appropriately describe the destination products and experiences. It can also be used in segmenting markets.

Products and experiences	Brand values		
	Natural	Soulful	Invigorating
Products			
Spa resort		X	
Remote eco lodge	X	X	
Experiences			
Candlelight dinner on a desert island		X	
Hiking in rugged mountains	X		X
Kite surfing	X		X

Figure 3. Brand asset template

Sources:(UNWTO & EUTC, 2009, p. 49)

Brand wheel

A brand wheel is a relevant blue print to be used by the destination for decades. It has to be developed through stakeholder engagement. It is highly compressive but it is more difficult to understand for local stakeholders to be in a position to use it, it is recommended that it is complemented by the brand asset template so that stakeholders can see which of their products are compliant with the destination brand values. This will make them know how to incorporate the brand values in their marketing communications.(UNWTO & EUTC, 2009)

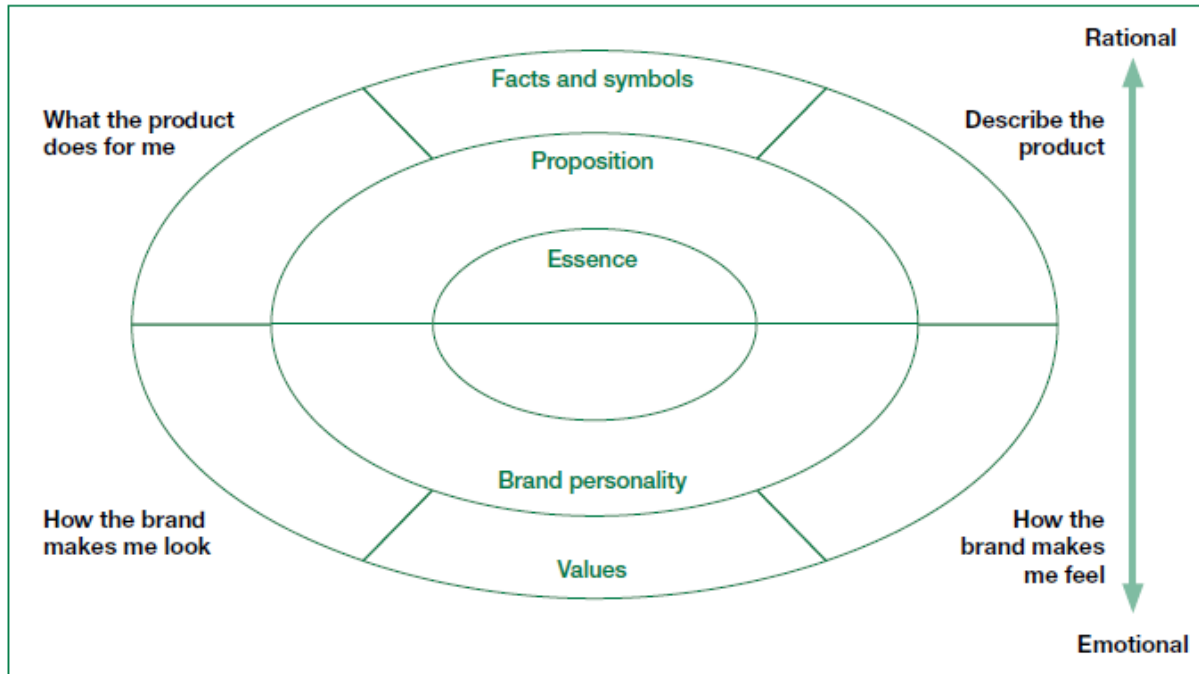


Figure 4. Brand wheel

Source: (UNWTO & EUTC, 2009, p. 50)

Key:

Values: what the brand stand for.

Personality: the tangible benefits you can deliver for your customer

Substantiators: facts about your brand that support your proposition.

Essence: the true character of the brand.

Proposition: what can we say about the brand that makes it unique and better than its competitors?

The brand essence is converted by marketing communication experts into words and language that consumers can understand in order to persuade them (UNWTO & EUTC, 2009)

Brand architecture

Brand architecture is “a blueprint that guides the brand building, development and marketing that should reflect all components of a destination brand (Heath, 2007, .p.179, as cited in Ndlovu, 2009, p.889). It should be clear with its selected positioning in regards to the rational and emotional benefits. It should be cognizant of all components of a destination through the identification of supra-brands and sub-brands based on geographical and product differences (Cleverdon & Fabricius 2006, p.6; Heath, 2007, p.179; as cited in Ndlovu, 2009).

Illustration: Cleverdon & Fabricius (2006, p.8)

A case in point is case regarding the branding of Australia (brand Australia), which has a logo comprising a kangaroo against a backdrop of a red sun and a background of green and blue sea. The brand is epitomized as being youthful, energetic, genuine, and open and it promises fun.

The brand personality is projected as youthful, stylish, vibrant, diverse and adventurous. The colors and inference that are used in the brand architecture of this campaign include red earth, a desert, a blue sky, the sea, a rain forest and a clean environment. Its construction is combined with a yellow background, which represents warm nights, life, energy, sun and friendliness.

Cited in (Ndlovu, 2009, p. 88)

Also see an illustration of Britain’s brand architecture in Appendix G.

Integrating the Brand into Marketing Activities.

Brand values which are the strategic message should appear in all marketing communications (Jaffe & Nebenzahl, 2006; Morgan et al., 2004; Can-Seng Ooi, 2004; UNWTO & EUTC, 2009). They must reflect themselves in the all imagery and tone that describe the destination (for example, in websites, brochures, advertising and other marketing campaigns) and experiences that tour operators, travel agencies and travel writers are exposed to.(UNWTO & EUTC, 2009)

“... the brand is about the essence and core values of a destination- what makes it unique, distinctive and different from all other competitors. This is its DNA”(UNWTO & EUTC, 2009, p. 54). Branding is not only about TV or other media adverts but its ability to consistently communicate and live up to the DNA (UNWTO & EUTC, 2009) and this can only be achieved through stakeholder engagement.

Stretching the brand through partnership.

There is need to ensure usage of the brand by a wide range of appropriate stakeholders so as to increase awareness and visibility. This starts with identifying those stakeholders who will use the brand values in their marketing communications. It is important to also include non-tourism stakeholders to reach the market that tourism stakeholders might not reach. Non tourism brand partnership is exemplified by the case of Scotland brand - “Visit Scotland” where the branding authorities worked with whisky companies and Highland Spring Mineral Water since they had shared values. There is need to design a destination logo to be used by key destination stakeholders in their marketing communications. However for quality assurance purposes and to avoid diluting the impact of the brand the destination need to control the logo through licensing. An example of licensing partnership is that of the Berlin logo which is restricted to few users yet easy and simple to use. Those licensed receive marketing coverage through marketing communications, networking activities and industry specific events and initiatives. Partnership in destination branding ensures that brand performs optimally.(UNWTO & EUTC, 2009)

Brand reality: living the brand.

Four factors of brand tangibility are:

Product

What the destination has to offer that is attractions and activities. Brands should be built on reality on the ground.(UNWTO & EUTC, 2009)

Environment

The physical environment of the brand that is how it lays out its stall

The last two and most important factors will be discussed in detail:

Marketing Communications

The brand is the fundamental building block upon which all marketing activities are constructed. According to the over two main subjects:(UNWTO & EUTC, 2009)

- Brand personality guidelines that specifying how to apply the destination`s core values in marketing communications in a way that reflects the destination`s brand essence so that there is consistency in the presentation of the destination. Over time this will help to raise the profile of the destination.
- The branding tool kit should specify how to use the logo, font, visual imagery, colour, palette and tone of voice in marketing materials.

Behaviour

All stakeholders should live up to the brand promise lest the destination will lose credibility. Visitor touch points such as government departments and agencies responsible for roads, utilities, immigration, signage, planning, licensing, health and safety, tourism and other non-tourism and locals need to live up to the brand promise. Hence there is need to communicate behavioural expectations for example through quality assurance seminars and other programs to support the brand essence, values and the brand promise. It is also important that stakeholders feel ownership of the brand by not only communicating behavioural expectations but by co-

building the brand from scratch with local stakeholders through a dialogical political process. (UNWTO & EUTC, 2009)

Managing the Brand

The following steps are recommended to ensure that stakeholders understand, buy-in the brand idea and raise the brand:

Brand manager

The brand manager is usually a top National Tourism Organisation (NTO) or government executive his main functions are to:

- manage the development of the brand
- ensuring brand integrity so that is to ensure that the NTO and all stakeholders use the brand correctly
- Ensure that the as many stakeholders and channels carry the brand.
- Act as a key conduct point for all stakeholders, NTO staff, brand champions, brand advocates and the steering group.

Steering group/ destination branding committee

The brand manager maybe lonely and find it difficult to convince the NTO and the local stakeholders about the need to develop a destination brand. In the beginning the role of the steering committee will be to help the brand manager to develop, implement and maintain the destination brand. (UNWTO & EUTC, 2009)

Membership should include the NTO staff and key external stakeholders who should understanding branding and marketing principles. The content of external shareholders (representatives of government, civic society, on-governmental organizations, industry,

commerce, tourism, etc.) should be extensive enough to provide valuable experience and independent perspectives. It is important to include external stakeholders in the early stages to ensure their buy-in. External people should be influential people who can act as brand advocates.(UNWTO & EUTC, 2009)

NTO staff

It is important that all NTO staff understand and buy-in the brand idea. NTO staff must be trained to understand the brand for example by use of the brand kit. Only when the NTO staff understand and buy-in the brand idea can they act as advocates and have a sense of pride in the brand.(UNWTO & EUTC, 2009)

Residents

It is not always easy to achieve buy-in from local residents as they might be sceptical about the branding process. However many local residents are proud of their country and will talk good about it to visitors. They can be good exemplars of the brand if they appreciate and understand the brand in the way it is portrayed by the NTO. This can be achieved by community consultations, walk-in road shows, conferences and local media. The locals should not only be given the dose of experts' thinking but they must be given the chance to further contribute to the initial hypothesis following consumer research. This also helps bridge the gap between residents' perception and that of visitors. It is important to note that the residents' perception of the destination is more important than that of visitors.(UNWTO & EUTC, 2009).

They can't be involved in all stages but they need to be involved in the initial phases, critical stages and about other significant developments. The internet and national media provide a good platform to exchange ideas and information with residence (UNWTO & EUTC, 2009).

Commercial and others stakeholders

Again it is imperative that commercial and other stakeholder be part of the branding process. They must feel proud in the manner in which the destination is portrayed and marketed internationally. Involvement will ensure their buy-in and increase their likelihood of incorporating the brand values in their marketing communications at no additional cost. Hence they need to be recruited and updated on branding issues and given clear guidelines on how they can incorporate the brand values in their own marketing communications. It is the work of the brand manager to bring them aboard, convince their buy-in and use of the brand.(UNWTO & EUTC, 2009)

Brand champions

Brand champions are highly influential people who command a great deal of respect across the wider community and they come from any sector. They are people of high seniority, integrity and reputation. Their main role is to win the hearts and minds of stakeholders. They target specific groups in their area of influence. There is no limit to the number and they can themselves recruit their own brand champions.(UNWTO & EUTC, 2009)

Brand advocates

Just like brand champions, the brand advocate champions the cause of the brand in their own areas of influence but unlike brand champions they operate at less senior and less public level. They tend to have executive authority on whether to use the brand in their own organizations' marketing communications.(UNWTO & EUTC, 2009)

Brand seminars

In order to ensure that they are equipped to promote the brand effectively and communicate its benefits to stakeholders, seminars should be run for brand champions, brand advocates, NTO

staff and other appropriate stakeholders” (UNWTO & EUTC, 2009, p. 103). The brand tool kit will be used for these seminars (UNWTO & EUTC, 2009). These seminars should start from the time the brand is launched and continue if there are any significant developments (UNWTO & EUTC, 2009). The purpose of the seminar is to ensure buy-in and that stakeholders understand the brand and how to use it (UNWTO & EUTC, 2009).

Conclusion

It is important that destination branding authorities pay a lot of attention to the strategic as well as creative execution of brands. Critical in strategic execution is collaborative development of a core message (brand values) that is usable by all stakeholders while creative execution should thrive to accentuate rational and most importantly emotional benefits and both will help to create a distinctive brand personality. Destination branding is more complex and questions the relevance of marketing theory in destination branding with no such complexities (Morgan et al., 2002b) and Hankinson, 2006). All stakeholders should agree on the brand agenda and participate in the development and utilisation of the brand. Destinations are characterised by a convoluted situation and the development of destination brands pose unique challenges as opposed to product branding. Destination branding requires collaboration to overcome complexities associated with destination branding while also creating synergy.

Chapter 3

Methodology

Introduction to Methodology

According to (Singleton & Straits, 1999) social research must follow the following stages: formulation of the research problem, preparation of the research design, measurement, sampling, data collection, data processing and data analysis and interpretation. Since the research problem has been covered already this section will cover the approaches to the rest of the stages advocated by (Singleton & Straits, 1999).

Research Methods and Design

“A research design is a specification of methods and procedure to be used in acquiring the information that is required” (Ndlovu, 2009, p. 225), and he goes on to quote (Malhotra & Birks 2003,p.58) that “a research design situates the researcher in the empirical world and links research questions to the investigation”. “It is a plan of action that includes four main ideas, namely strategy, conceptual framework; the question regarding who or what is to be studied and tools and procedures used in the empirical study (Ndlovu, 2009, p. 225). In other words it “is the framework or plan for a study, used as a guide to collect and analyse data” (Lacobucci & Churchill, 2010, p. 58). The design has to be relevant and economic to the study (Lacobucci & Churchill, 2010).

According to (Lacobucci & Churchill, 2010; and Malhotra.N.K, 2010) there are 3 basic design types namely: exploratory descriptive and causal research designs. Exploratory design is concerned with “the discovery of ideas and insights” (Lacobucci & Churchill, 2010). On the other hand descriptive design is concerned about frequency of occurrence or relationships between two variables while a causal design is used to determine cause-and-effect relationships

and it is studied through an experiment (Lacobucci & Churchill, 2010). The research has largely adopted an explorative qualitative research design although some form of descriptive design is adopted in data presentation hence in general I adopted a mixed method research design

“In general exploratory research is appropriate for any problem about which little is known” (Lacobucci & Churchill, 2010, p. 61). Explorative design is used as an initial step to the investigation of a problem which researchers know little about and helps to refine and narrow research questions (Lacobucci & Churchill, 2010). The possible explanations from an exploratory research form hypothesis that feeds into further studies of the problem through descriptive and causal research designs (Lacobucci & Churchill, 2010; and Malhotra, .N.K, 2010). Basing on the research problem little is known on the unique nature and challenges of destination branding in Zimbabwe and the purpose of this explorative research is to “gain insights for developing an approach to the problem” and identify alternative courses of action” (Malhotra, 2010, p. 104). This research draw insights and understanding of the research problem and can generates explanations and information that provide practical possibilities for researching specific conjectures.

It is flexible in terms of research methods and procedures used (Lacobucci & Churchill, 2010). “ They rarely use detailed questionnaire or complex sampling plans” (Lacobucci & Churchill, 2010, p. 61). The explorative research design will guide the guided me in selecting research methods that I used for this research paper and procedures adopted for this study. Usually explorative designs adopt qualitative research methods and procedures and according to (Lacobucci & Churchill, 2010). I have adopted the following qualitative exploratory research types: conceptual literature search (books, journals, destination branding literature from UNWTO and other published literature); case analysis by way of content analysis on destination

websites and other communication materials such as brochures etc.); key informant surveys (e-mail questionnaire interviews and face to face in-depth interviews). I used case analysis to draw broader insights into destination branding in the African context and also to draw comparison between Zimbabwe's branding situation and with that of other African countries for possible recommendations for this also heighten transferability of results in the African context.

To be more specific the researcher I adopted a mixed method approach but largely the qualitative explorative case study approach. Destination branding is a nascent field in its embryonic stage (Leonardo & Rich, 2011) while (Ward,1998) argue that it is still in its infancy. It lacks literature (Steven, 2005) and empirical knowledge (Saila, 2011). While many studies comprising the research corpus of destination branding are empirical in nature, a considerable number pertain to case studies..." (Leonardo & Rich,2011; from Hudson & Ritchie,2009; Marzano & Scott,2009; Konecknic & Go,2008; Henderson,2007; Niinen et al,2007; Morgan & Pritchard,2005; Morgan et al,2003). Case studies are generally weak; however they provide unparalleled background and historical perspective which form a strong foundation upon which a researcher can build theory (Leonardo & Rich, 2011, cited from Eisenhardt). Case studies easily highlight the complexity of issues surrounding emergent areas of study (Steven, 2005) and (Leonardo & Rich,2011,2011, cited from Pike,2005;Morgan et al,2005;Richard & Morgan,2001). They (Leonardo & Rich, 2011) argues that it is a cautious way of avoiding to blindly import established frameworks. "The prevalence of case studies is indicative of earnest efforts aimed toward defining and identifying original as well as unique models more suited to understanding the intricacy of conceptual connections in and native to destination phenomenon" (Leonardo & Rich, 2011, p. 217). Put simply, case studies not only signal a field's novelty, their

abundance indicate an intense search for well-grounded frameworks free from relying on a hypothesis-testing tradition of research (Leonardo & Rich, 2011, p. 217)

According to Tribe tourism should not be seen as located in one discipline. This paper is consistent with Tribe's (1997, 2004) distinction of the business of tourism and "non-tourism business of tourism" in his discourse of tourism epistemology where he stresses interdisciplinary, multidisciplinary and extra disciplinary progress. My goal was to synthesize ideas and also to escape marketing dominating paradigms in study of destination branding.

Measurement

"Measurement is a process of assigning numbers or labels to unit of analysis in order to present conceptual properties" (Singleton & Straits, 1999). The measurement process starts with the formulation of the hypothesis or research problem and then clearly defining operational definition of concepts to be measure hence it involves moving from the abstract concept to the concrete or observable measures of concepts. For this research the main concepts to be measure are poetics, politics and challenges and clear conceptual definitions of these concepts were covered. To measurement the poetics of the destination brands I employed textual content analysis that involved assigning codes (unit of analysis) to information obtained from destination marketing communication materials. The coding process was closely tied to the models of destination branding available in literature. To measure the politics and challenges of destination branding I created questionnaire that has questions developed through comprehensive literature search (see questionnaire structure p. 65- 67). Most of the measures are qualitative I used thematic codes to create questions and group responses as they relate to the politics and challenges of destination branding in Zimbabwe. Hence in general measurement I employed qualitative coding and to do this I was guided by comprehensive literature review.

Sampling

Survey Sampling Plan

The sampling process followed the 7 steps outlined by (Tustin, Ligthelm, Martins, & Van Wyk, 2005) as illustrated below:

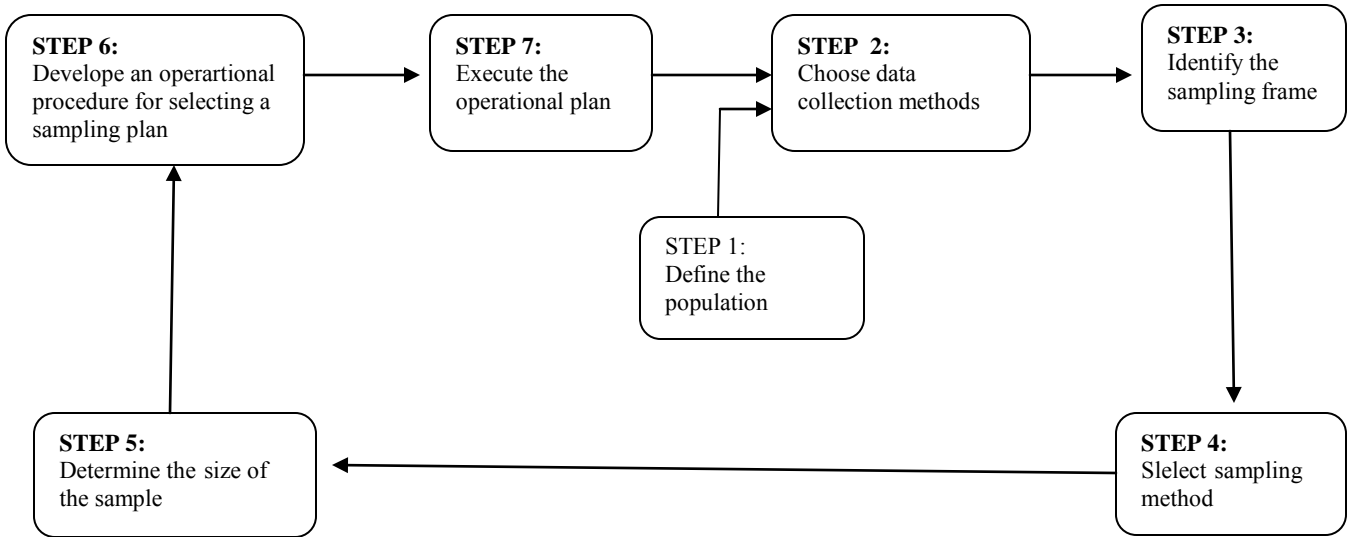


Figure 5. The Sampling Plan for Surveys

Source: (Tustin et al., 2005, p. 339)

Survey Sampling Method

Sampling methods fall into broadly two categories namely; probability and non-probability sampling methods (Iacobucci & Churchill, 2010). The choice of sampling method depends on various factors such as objectives of study, time, cost as well as the value of information that can be provided by certain key respondents who form part of the sample (Tustin et al., 2005). Taking into consideration these factors I adopted a non-probability sampling method namely; the convenient sampling method. To be more specific I used a convenient technique called judgmental sampling technique where I use my personal judgment to select a

sample (Malhotra, 2010). I selected elements on their ability to provide relevant information. Hence I selected a key informant from ZTA for the one-on-one in-depth interview. This key informant is a senior Marketing Executive with ZTA. Initially I had planned to use the directory of stakeholders from the ZTA website, however before I could use it the contacts disappeared from the website and they were never restored for this reason I had to rely on people that I know who are working in the tourism industry to assist me with getting contacts for the purposes of administering an online survey questionnaire. I also included government agencies were also using my own judgment taking into consideration the role they play in supporting tourism; hence I used their respective websites to get their contact details. Sampling was without replacement meaning respondents are only questioned once (Malhotra, 2010).

Survey Population

The target population is made up of executive members of local tourism stakeholder organizations and the sampling unit is the tourism stakeholder organization. The population for this research composes tourism stakeholders included tourism and non-tourism stakeholder organizations to include some government agencies that are important to tourism development since I wish to generalise my results on all local tourism stakeholders in Zimbabwe.

Survey population sample frame

“A sample frame is the list of population elements from which the sample is drawn” (Lacobucci & Churchill, 2010). While it is very important prerequisite to determine the population under investigation the most important consideration in sampling is to select a sample frame that is large enough and a true representative of the population. A large enough samples that truly represents the population under study allow improves generalizability and quality of results. (Ndlovu, 2009) as cited from (Malhotra & Birks, 2003)

Initially the directory of hospitality and tourism stakeholders in Zimbabwe was supposed to form an important part of the sample frame. Since this directory became unavailable before I could use it I had to use my own initiative to get some contacts. So the sample framework became composed of the contacts that I got from my colleagues in the industry and that I got from my own initiatives. In all, the contacts represented a wide range of tourism stakeholders in Zimbabwe. Generally the sample frame represented tourism businesses and government agencies closely linked to tourism. My sample frame for the online survey was made up of 165 tourism stakeholders whom I draw from key tourism stakeholders that include government agencies, hospitality and tourism organizations, and associations. To administer the survey I used email questionnaires since an online survey would allow me to reach many respondents (165) whilst saving on time and financial costs. The sample frame of 165 was not large enough for an online survey given its low response rate but it was difficult to raise such a list of contacts. When I approached one of the members of ZTA to provide me with the contacts I was told they are still updating them so I had to do with what I had in the interest of time and also given that the sample size of explorative research do not necessarily have to be large (Iacobucci & Churchill, 2010) However a key respondent from the destination management authority in this case Zimbabwe Tourism Authority Mr Manjengwa was interviewed to gain in-depth insights into the whole rebranding process in general whilst also keeping in mind the objectives of the study.

Survey sample size

Only one key informant was included for the face-to-face interview. Although a large sample size for administering questionnaires is not necessary (Malhotra, 2010) for explorative study the researcher expects a low response rate hence a big sample size that represents a wide array of tourism stakeholders was my initial plan. From a total of 165 online questionnaires that

were delivered to respondents only 14 managed to respond. I managed to have contact with many of the targeted stakeholders and many of them expressed fear in giving out information and this is understandable in a country like Zimbabwe where freedom of expression can be punished. Others also told me that branding was none of their business but the business of ZTA and others simply said they were not interested while others promised to respond to the questionnaire but they never did. A larger sample was more desirable however with the response I got from the 14 respondents some important insights can be learnt since the goal of explorative research is not to generalise but to gain insights that form the basis for further research (Iacobucci & Churchill, 2010).

Data Collection Methods

I used qualitative techniques such as in-depth interviews and use of questionnaires, content analysis of destination communications materials that is destination websites and in case of Zimbabwe I also include content analysis on brochures, and the destination marketing CD and other reliable secondary sources of information such as literature from (UNWTO & EUTC, 2009) for data collection purposes. In-depth interviews and use of questionnaires in case studies like this one is common and the two complement each other (Churchill & Iacobucci, 2002, in Ndlovu). While qualitative in-depth interviews provided rich information for discussions, questionnaires allow the researcher to get information that would otherwise be out of his reach. In exploratory research data is qualitative in nature and “analysis of primary data is qualitative” (Malhotra, 2010). For the purposes of comparing Zimbabwe’s rebranding process with that of other African countries (Namibia, Zambia and Kenya) I analysed each case (Namibia, Kenya and Zambia) through content analysis of the respective destination communication materials as well using other reliable data sources such as literature from (UNWTO & EUTC, 2009). I developed

the measuring tools on the basis of comprehensive literature review (see questionnaire structure on p. 65 67) I also exercise creativity and ingenuity in addition to the methods sighted above (Malhotra, 2010).

Research Survey/Primary Data sources

A survey is a form of data collection in which the interviewer interact with the respondents to obtain facts, opinions and attitudes (McDaniel & Gates, 2003,p.30, cited in Ndlovu, 2009) .This can happen when the respondent visits a respondent`s office, arranges an interview, telephones a respondent or mails a questionnaire (Ndlovu, 2009). Online questionnaires were be used to limit travelling costs and to reach many respondents (165) in a short space of time. An in-depth interview guide was developed to assist myself in carrying out a face to face interview. Questions for these two instruments were designed to suit each type of survey (see Appendices D and F)

In-depth interview

I adopted the in-depth interview to get data from key informants in the key informant survey. This qualitative research method allows for the researcher “to obtain deeper, richer, “thicker” descriptions than, say, survey with only fixed alternative response” (Lacobucci & Churchill, 2010, p. 69). Although I use an interview guide, I did not necessarily stick to the outline of the guide. According to (Lacobucci & Churchill, 2010; and Malhotra, .N.K, 2010) flexibility is a critical characteristic of exploratory research. The research guide only helped to ensure that critical questions are not omitted. This flexibility also allowed me to carefully probe follow up questions. Time and cost limited the number of in-depth interviews (Lacobucci & Churchill, 2010) to only one.

In-depth interview guide

I used an in-depth interview guide to gather data from a key respondent at ZTA. Although such a guide was used I was flexible in the order of questioning as well as use of probing questions which were not listed on the guide for the purposes of clarifying response and gaining deeper insights.

Validity and reliability

Validity and reliability of interviews is highly problematic and requires the services of experts such as psychologists to interpret the responses (Lacobucci & Churchill, 2010). However, I tried to maximize reliability and validity of the response by carefully checking for consistency of the subject's responses as well as comparing his responses with data from other sources.

Online questionnaire survey

I administered questionnaires through email where respondents were invited to a website link where they would respond to the questionnaire. This method of administering questionnaires is cheap, fast and convenient for respondents to answer questions at their own convenient times.

The questionnaire

The Questionnaires had both open-ended and closed-ended questions. Closed-ended questions allowed for reliability of responses, they are also easy and clear to respond to, and they are easy to interpret and increases responds rate (Lacobucci & Churchill, 2010). Open ended questions were not scaled and closed-ended questions were for probing. "Multi-dichotomous closed –ended questions were used where respondents were "asked to choose the alternative

that closely corresponds to their position on the subject (Lacobucci & Churchill, 2010, p. 212), while only one dichotomous question was used to allow respondents to choose between two fixed alternatives (Lacobucci & Churchill, 2010). I was very rese careful and systematic in crafting the questionnaire to ensure that it was clear, easy to answer, looks professional, and questions are short and lack ambiguities while keeping the objectives of the study in mind.

Questionnaire structure

Question 1. This question asked the respondents about the post they hold in their organisation. It is a demographic question that helped me to see if respondents were eligible and helped me to select useful returned questionnaires for further analysis.

Question 2. This is also a demographic question that seek to find out how extensive was the composition of stakeholders who participated in the survey.

Question 3. This question seek to find out if ZTA was proactive inn mobilising support for the brand agenda. Lack of such mobilisation effort means the stakeholders will not participate hence they will not buy-in the brand. Drawing support helps to pull the destination the fragmented destination together. This question provided answers to research question 2. (Hankinson, 2006; Can-Seng Ooi, 2004; UNWTO & EUTC, 2009)

Question 4. This question offers us two possible interpretations depending on it is answered. One of the interpretations is tied to question 3 as it tells us something about the willingness and enthusiasm of local stakeholders to the brand agenda. The second possibility is to measure the level of stakeholder participation in the branding process. Stakeholder involvement is necessary because of such factors as lack of control over brand experience, mutating target markets; need to benefit from synergy, risk of brand dilution and confusion due, conflict to multiplicity, of competing visions, interests, and steerers. Lack of stakeholder

involvement means opportunities for synergy will be lost. Hence lack of stakeholder involvement is a challenge to the success of destination brands. This question provides answers to research question 2. (Hankinson, 2006; Morgan et al., 2004; Can-Seng Ooi, 2004; UNWTO & EUTC, 2009)

Question 5. The question seek to find out what kind of efforts ZTA applied in trying to mobilise support and communicate the brand agenda to the local stakeholders so that they buy-in and communicate the brand to create a unified and consistent destination identity. Lack of such efforts is a challenge to the attainment of consistent and unified competitive brand identity. This question answers question 2.(UNWTO & EUTC, 2009)

Question 6. This question investigated the management structure of the brand. Lack of a broad co-management structure means opportunities for synergy, sharing of expertise, creating brand ownership and brand buy-in will be lost. “.. the politics of decision making renders the best theory irrelevant” (Steven, 2005, p. 259) and hence pose a challenge to the success of destination branding and this question provide answer to question 2. (Donald & Gammack, 2007, p. 48; Steven, 2005; UNWTO & EUTC, 2009)

Question 7. This question seek to highlight actual challenges faced during the branding process in Zimbabwe and is related to question two. (Hankinson, 2006; Jaffe & Nebenzahl, 2006; Morgan et al., 2002b, 2004; Ndlovu, 2009; Can-Seng Ooi, 2004; Steven, 2005; UNWTO & EUTC, 2009)

Question 8. This question seek to highlight a summary both internal and external challenges that may affect the future success of destination brands and provide answers to question two. (Hankinson, 2006; Jaffe & Nebenzahl, 2006; Morgan et al., 2002b, 2004; Ndlovu, 2009; Can-Seng Ooi, 2004; Steven, 2005; UNWTO & EUTC, 2009)

Question 9. To avoid making this research a fault finding mission I felt it is important I also look at improvement potential of the Zimbabwean brand.

Question 10. This question probes the extent to which local stakeholders have adopted the brand values in their own marketing communications. Failure by local stakeholders to incorporate the brand values in their own marketing communications is a challenge to the success of destination brands because the brand will lack visibility. It could also be a sign of lack of stakeholder buy-in. This question answers research question two. (Donald & Gammack, 2007; Hankinson, 2006; Morgan et al., 2004; Can-Seng Ooi, 2004; Steven, 2005; UNWTO & EUTC, 2009)

Question 11. Destination logos provide opportunities for co-branding which increases awareness and recognition which is important for the success of destination brands. This question answers research question two.(Morgan et al., 2004; UNWTO & EUTC, 2009)

Question 12. The five criteria for successful brands are used to rate the overall effectiveness the brand poetics. This question answers research question 1.(Donald & Gammack, 2007; Morgan et al., 2002b; UNWTO & EUTC, 2009)

Question 13. This question asks the opinions of stakeholders as to what they think could have been done differently in the previous branding process. This is my own question that could also provide answers to all the three questions

Questionnaire pre-test

The pre-test involved sending out online surveys to tourism stakeholders, and one academician, and it was also by way of sending it to fellow students for their comments. Of the 26 pilot survey send only one was returned. I also had discussions with my research supervisor on the quality of the research questions. The returned questionnaire also aided me to check I

conceptualised conceptualized the problem correctly that is whether the instrument is measuring what I intended to measure (reliability) by evaluating the usefulness of answers from the pre-test (Lacobucci & Churchill, 2010). Corrections to the instrument were made which involved removing some questions (see Appendices D and E). Comments from my research supervisor and fellow students also helped me to refine the wording of the questionnaire.

Questionnaire data preparation

Data preparation formed an important part of data analysis for the questionnaires. Firstly, this involved checking for data completeness, whether respondents followed instructions and checking whether questionnaires were answered by qualifying persons and checking other irregularities. Then was followed by data editing which is a questionnaires with the objective of increasing accuracy and precision” (Malhotra, 2010, p. 453). Data editing “consists of screening questionnaires to identify eligible, incomplete, inconsistent or ambiguous responses” (Malhotra, 2010, p. 453). For example some of the respondents would not right the industry they are representing but because I knew from my list of research contacts what each contact belonged; in this case I had to fill in the industry that the responded represents. At this stage I checked consistency to determine reliability of responses.

Analysis of primary data

Data reduction. This step started during the data collection phase where only relevant data were sought. Data reduction involved selecting data that was relevant for the study at hand and grouping it into themes for presentation. It also involved post survey data preparation (see data preparation for questionnaires above) for data gathered through use of questionnaires. Analysis of in-depth interviews started by analysing the way the subject respond and the depth of information for every question. For example lack of depth may show lack of interest or expertise

or knowledge. This means data analysis had to start during the interview stage. This was followed by checking for consistency of responses and classifying data into themes (poetics, politics and challenges) for the purposes of presentation. (Malhotra, 2010)

Data display. I then developed a visual interpretation of the data from all data sources through use of words and diagrams. Simple descriptive statistics were used to present data from questionnaire interviews were appropriate. Data for every data collection method were presented separately.

Data verification and conclusion drawing. “... the researcher considers the meaning of analysed data and assesses its implications for the research questions at hand” (Malhotra, 2010, p. 196). This stage heavily relied on literature to draw meaning and assess implications of the data to the research questions under study.

Reliability and validity of questionnaires

For the purposes of reliability questions were standardized to ensure that all respondents were presented with the same questions of the same wording. Closed ended questions were also used which helped to ensure consistency of response. Again including several respondents ensured that I can compare responses from different subjects to measure reliability and validity of responses. Another procedure that was important for the reliability and validity of this research instrument is that the researcher carried out a pre-test of the instrument.

Secondary Data Sources

I also adopted qualitative secondary research methods for this study. Conceptual literature, official websites from selected African countries (Zambia, Zimbabwe, Namibia and Kenya) and literature from (UNWTO & EUTC, 2009), and in the case of Zimbabwe internal data sources namely the branding strategy document, the destination marketing brochure and the

destination marketing CD formed the basis upon secondary data was collected. The primary advantage of this approach is that it is quick and cheap (Malhotra, 2010). The problem of validity and reliability were also taken into consideration as secondary data sources have problems of reliability and validity. To overcome this problem of reliability and validity, I involved many different sources of information to include primary sources which helped me to compare data from various sources.

Conceptual literature search.

Conceptual literature came from reliable sources such as books, journals and literature from UNWTO to heighten reliability and validity. The conceptual literature gathered enabled me to develop a conceptual approach to the research problem and it also helped me to do the final analysis of results.

For the purposes of reliability and validity data was compared with that of other data sources. The objectives of the generator of the data was scrutinized for the purposes of determining validity and reliability. Furthermore, dependability of the data was determined by considering the reputation, expertise, credibility and trustworthiness of sources (Malhotra, 2010)

Content analysis of destination communication materials.

I adopted the content analysis as a major methodology for this study. Content analysis was carried out on the following destination websites: Zambia, Kenya, Namibia and Zimbabwe. Furthermore content analysis of other destination communication materials such as brochures and the destination marketing discs in the case of Zimbabwe was also subjected to content analysis. For more detailed raw data gathered from these marketing communication platforms (see Appendix F). The main purpose of this content analysis was to gather, analyse and compare data about the poetics and challenges of destination branding.

Content analysis can be defined as ... “a research technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use” (Krippendorff, 2004, p.18; as cited in White & Marsh, 2007, p.27). It involves trying to draw meaning from texts of a communication (White & Marsh, 2006). The researcher uses analytical constructs to arrive at the answers to the research question (White & Marsh, 2006). “The analytical constructs can be derived from (1) existing theories or practices (2) experience or knowledge of experts; and previous research” (Krippendorff, 2004, p.173, in White & Marsh, 2006, p.27). For the purposes of this research analytical constructs/rules of inferences were drawn from available literature/theory most importantly from models of destination branding and related literature. In qualitative content analysis conclusions can be drawn about the communicator, these messages or texts, the context of its creation and/or the effects of the message (White & Marsh, 2006). The goal of content analysis is “to capture the meanings, emphasis, and themes of messages and to understand the organization and processes of how they are presented” (Altheide, 1996, p.33, in White & Emily, 2006, p.350). In this paper the goal of content analysis on destination communication materials is to capture the meanings, emphasis and themes of the poetics of destination brands and understand the process of how they are developed (strategic brand execution; (UNWTO & EUTC, 2009)) and drawing comparisons on these issues among destinations under review.

Sampling method

The sample is in the form of sample texts. I systematically and objectively selected and focused on texts relevant to the poetics, politics and challenges of destination branding. “... since the objective is not generalizability but transferability, sampling does not need to ensure that all objects being analysed have an equal or predictable probability of being included in the sample”

(White & Marsh, 2006, p. 36). Transferability means the applicability of findings from one context to another. “Instead, the sampling should be theoretical and purposive” (White & Marsh, 2006, p.36) and this guided me in selecting sample texts presented in Appendix F.

Data characteristics

Data from content analysis can be used to answer research questions. The major characteristic of data for content analysis is that the data (text) communicates a message from sender to receiver. It is important to note that the definition of text includes any “meaningful matter” (Krippendorff, 2004, p.18, quoted in White & Marsh, 2006, p.36), for example pictures on websites can be analysed alone or by looking at their relationship with texts. Hence for the purposes of this study, data was gathered by drawing meaning on texts, visual and audio images and their inherent relationships from selected African destination websites and other destination communication materials.

Sample unit

The sample unit is the destination communication materials such as the destination website or brochure. Purposive sampling was adopted to identify complete and accurate answers to the research questions.

Argument basis for proof

Qualitative content analysis is deeply grounded in the actual data as opposed to the use of number which do not represent anything. Hence I included quotes and paraphrases of texts and literature (see Appendix F) to support interpretations of those texts as well as support interpretations by drawing parallels and by engaging triangulations (Krippendorff, 2004, as cited in White & Marsh, 2006)

Data presentation and Analysis

I was guided by the research questions and theory in trying to find concepts, themes and patterns. However it is important to note that the process was not only inductive but also deductive. The evidence and research questions played a significant role in analysis. As I went through the web pages and other communication materials i rigorously and systematically noted and select key texts (literature, visual images etc.) that correspond to the research questions and put them into themes/qualitative code that formed the unit of measurement. Other data that were not expected but correspond to the concepts under evaluation (destination branding politics, poetics and challenges) were considered. I went through the websites and other communication materials again and again to gain deeper understanding of their content. The data gathered was compared with other data sources.

“Analysis is integrated into coding much in qualitative content analysis than in quantitative content analysis” (White & Marsh, 2006, p. 39). Data was grouped into themes (qualitative codes) relevant to the research questions (see table 1). The analysis (coding) resulted in data presentation in the form of “tables 1” then I did further analysis and together with discussions based on relevant literature/theory and by drawing parallels among the cases under investigation before recommendations, and conclusion could be presented.

Validity and reliability of content analysis

In this context it refers to “... assessing rigor in coding and analysis process” (White & Marsh, 2006, p. 38). Lincoln and Guba (1985) describe four criteria to assess the degree to which qualitative study will have “truth value” of the findings, that is “confidence in ‘truth’ of the findings of particular” (Guba and Lincoln, 1981, p.246): “credibility, transferability, dependability, confirmability”. (White & Marsh, 2006, p. 38)

Credibility/internal validity. It “calls for identifying all important factors in the research question and accurately and completely describing the way in which these factors are reflected in the data” (White & Marsh, 2006)

Transferability/internal validity. This is subjective. I feel the findings of this study are transferable to other small developing African nations, because the researcher is collecting and analysing from different contexts (countries) and from different sources and this allows for transferability with great confidence.(White & Marsh, 2006)

Dependability. Different sources of data were used to cross check data. Triangulation that is collecting analysis and comparing data from different sources was adopted to heighten the dependability of this qualitative study’s. “Dependability addresses the notion of replicability” (White & Marsh, 2006, p. 38). This refers to the stability of findings that can be arrived at after unpredictable (but rational and logical changes” (Guba and Lincoln 1981,p.247, quoted in White & Marsh,2006,p.38)

Confirmability. It has to do with objectivity. In quantitative research this is achieved by assessing inter-rater-reliability. However in quantitative research this is achieved by providing data evidence corresponding/supporting findings and conclusions, hence textual quotes from destination communication materials (see Appendix F) and physical evidence of other data sources are available evidence for the purposes of demonstrating confirmability of findings and conclusions.

Research Ethics

Ethical consideration is an important aspect of any social research study. When we think of doing any social research not only technical issues are important but also the moral dimension of social research is imperative. Technical/practical considerations may constrain a scientific

inquiry for example practical considerations may prevent a researcher from implementing the ideal research design or from obtaining a large enough and diverse sample. Just like practical considerations ethical considerations constrain scientific enquiry for example ethical considerations may prevent the researcher from asking questions that are embarrassing or threatening, or reporting information that may amount to the invasion of privacy. Hence social research is not only about using the right techniques but also rightly using the techniques. Ethics is the study of the right behavior and to the social scientist it is concerned with how to proceed in a moral and responsible way.(Singleton & Straits, 1999)

There are three broad areas of ethical considerations that guided me throughout my research project namely the ethics of data collection and analysis, the ethics of responsibility to the society and the ethics to the treatment of participants (Singleton & Straits, 1999). Applying the ethics of data collection means I unreservedly applied honesty throughout my data collection, reporting and analysis without any form of fabrication of information or dishonest/misrepresentation of information or the promotion of any philosophy (Singleton & Straits, 1999). Secondly on the ethics of responsibility to the society (Singleton & Straits, 1999), I will provide a copy of this research project to ZTA and the University of Stavanger library so that this piece of work can contribute to public knowledge and debate and that it is of some value to the wider society in one way or the other. Thirdly the ethics of treatment of human ensured that I avoided any form of lies or deception to get information from participants or causing any form of harm for example by avoiding embarrassing or humiliating questions or any other psychological harm or otherwise (Singleton & Straits, 1999). The issue of informed consent was one of the most important considerations on the ethics of human treatment. Informed consent means participants are participating voluntarily (Singleton & Straits, 1999) and to ensure inform

consent the purposes and other detailed information about the research project was given to both the key informant interviewee and questionnaire survey respondents (see Appendix C). Carrying out a research in a politically polarized country like Zimbabwe which is also known for political violence and victimization ensure that I take the ethical issue of the right to privacy of respondents with utmost seriousness and consideration. To uphold the right of privacy of participants, the anonymity and confidentiality of respondents became a top priority (Singleton & Straits, 1999). Guarantees of such were explicitly conveyed to all respondents in the case of the questionnaire survey and all respondents were explicitly instructed not to provide their names.

Delimitations of the Study

- Only the case of Zimbabwe Namibia, Zambia and Kenya are considered for this paper.
- For the purposes of practicality enquiry on stakeholders involved only organizational stakeholders leaving out local community.
- Stakeholder involvement is only looked at from the supply side perspective leaving out the demand side perspective.

Limitations of the Study

- One of the main limitations of this study was lack of finance and time to do as many face to face interviews as is possible and to gather as much respondents as is possible from questionnaire interviews. Gathering data for research from a long distance poses a lot of constraints as one would need to travel constantly to gather data. When I

travelled to Zimbabwe I only had limited time to gather data hence I only managed to secure only one face to face interview. The time and money constraint also means I had to rely on online questionnaire which resulted in very poor response rate which is a major disadvantage of using such a data collection method. The overall time that is 6 months which I had to complete this research paper was inadequate to ensure a more comprehensive data collection and analysis.

- Despite putting a lot of effort I could not find any information regarding the politics of branding Zambia and Kenya which limited my comparisons on the politics of Zimbabwe destination branding to only that of Namibia.

Chapter 4

Results, Analysis and Discussions, Recommendations and Conclusion

Research Results

Results from Literature Search: Namibia

A qualitative research with generating markets was conducted to find out the core appeals of Namibia (UNWTO & EUTC, 2009). The consultant Yellow Road Destination Branding Consultancy then developed the brand values “Natural, Rugged, Soulful and Liberating”. “We then worked with Namibia stakeholders to refine the concept and ensure their buy-in to the eventual brand. Stakeholders from all sectors were involved –tourism, manufacturing, food, drink, services, diplomatic corps- all who embraced the brand enthusiastically”

(<http://www.yellowrailroad.com>, n.d). Fortunately the local stakeholders viewed Namibia the same way as visitors, all sighting Namibia’s openness, silence, distance, stars (UNWTO & EUTC, 2009). A branding toolkit ‘Branding Namibia—A Practical Guide’ was used to help all (from all sectors) who promote Namibia internationally to incorporate the brand in their own marketing communications. (<http://www.yellowrailroad.com>, n.d)

Namibia was relatively unknown sub-Saharan country better known for its political past if at all than its tourism potential. The solution was to identify core brand values, then consistently apply the core brand values by persuading stakeholders to use them.

([http://www.onecaribbean.org/content/files/TomBuncleBrandingCTOConf\(Oct2010\)Part2.pdf](http://www.onecaribbean.org/content/files/TomBuncleBrandingCTOConf(Oct2010)Part2.pdf), n.d)

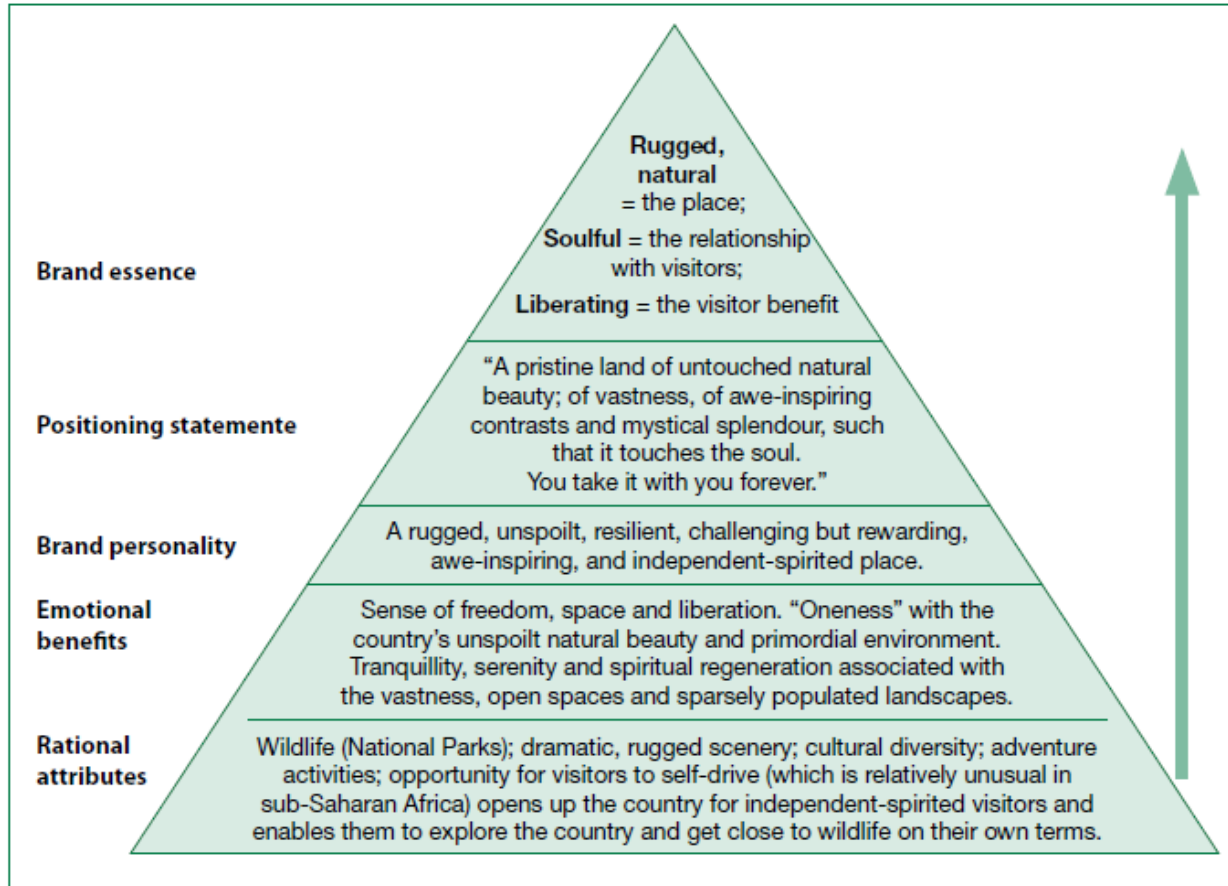


Figure 6. Poetics: Namibia's six stage brand pyramid

Source:(UNWTO & EUTC, 2009, p. 46)

The following table of comparative results of content analysis is based on the review of different communication materials of the destinations under review. To support the analytical results below raw quotation and paraphrases from marketing communications from the destinations under review are presented in Appendix F. The comprehensive raw data from the communication materials of each destination under review were analysed using available literature especially the models of destination branding presented in (UNWTO & EUTC, 2009) and related literature. It is clear that the results of content analysis form part of preliminary analysis since the table below is a product of analysing the raw data in Appendix F.

Results from Content Analysis

Table 1

Comparative brand architectures

Brand elements	Namibia	Kenya	Zambia	Zimbabwe
Logo and Strapline/slogan				
Brand essence	Rugged, Natural = the place; Soulful = the relationship between visitors and the place; Liberating = the visitor benefit	Rugged, challenging and Natural = the place; Warmth and Peaceful = the relationship between the visitor and the place; Rewarding, enlightening = the visitor benefits	Uncompromising and challenging = the place; Warmth = the relationship between the visitor and the place; Enlightening = the visitor benefits	?
Brand values	Rugged, Natural, Soulful, Liberating	?	?	?
Positioning Statement	“A pristine land of untouched natural beauty; of vastness, of awe-inspiring contrasts and mystical splendour, such that it touches the soul. You take it with you forever.”	No other country on earth can offer visitors as much to see and do. Within the borders of a single country, you will find savannahs rich with big game , timeless cultures unchanged by modern world, pristine beaches and coral reefs, equatorial forests and mighty snow capped mountains, searing deserts and cool highland retreats and endless opportunities for adventure, discovery, relaxation, more than you would ever expect ...”	“Zambia a big country, uncompromising and challenging ... but real ... home to true adventure and quality experience, enhanced by a warm and friendly people”.	?
Personality	A rugged, unspoilt, resilient , challenging but rewarding, inspiring, and independent-spirited place	Rugged, unspoilt, challenging but rewarding, inspiring, sacred, relaxed (relaxed experiences, atmosphere and pace of life), peaceful, independent-spirited , peaceful, warm, knowledgeable, friendly, stylish	Rugged, authentic (real), challenging yet rewarding, knowledgeable, accessible, sacred, warm, friendly	Rugged, challenging, resilient, historical/real authentic, mysterious, spiritual, sacred , inspiring, knowledgeable, quiet, peaceful, warm, helpful, ever-smiling

<p>Emotional attributes</p>	<p>Sense of freedom, space. Liberation, tranquility, serenity” Oneness with its unspoilt natural beauty and primordial environment. Spiritual regeneration associated with the Vastness, open spaces and sparsely populated landscapes. Wellness: stress antidote Reflection Great memories one will take forever.</p>	<p>Sensory appeal associated with wildlife safaris, Adrenaline rush associated with adventure activities, Liberating: tranquillity, calmness Peace associated with quiet atmosphere resorts and other areas Existentiality: social experiences for solo travellers, group travellers, kids family and couples. Romantic: secluded romantic stays or honeymoons. Sense of freedom Enlightening (learning about culture and wildlife behaviours)</p>	<p>Warm, welcoming and friendly. Sensory thrill, Sacred Adrenaline rush associated with adventure activities Tranquillity, Existentiality (not emphasised) Sense of wonder, Sense of achievement associated with the diversity of challenging activities around the country, Delightful Solitude and isolation (referring to the wilderness and the vast empty spaces of the desert), Vastness of the desert Memorable Enlightening (learning about culture and wildlife behaviours)</p>	<p>Warm, welcoming and friendly. Adrenaline rush Unforgettable Existentiality (not emphasised) Solitude Excitement Enjoy Isolation Peace Tranquillity Calmness Enlightening (learning about culture and wildlife behaviours)</p>
<p>Rational attributes</p>	<p>Escape, adventure, exploration, freedom to go anywhere alone, democracy, climate</p>	<p>Escape from the hustles stress of modern civilisation, discovery, adventure, sightseeing, accessible, reachable, customisation, different perspectives, Freedom to explore, to enjoy wilderness and freedom of choice. wilderness experiences cultural diversity: a cultural melting pot (cosmopolitan) Relaxation: in style and comfort.</p>	<p>discovery, explore, adventure, wilderness experiences, Relaxation,</p>	<p>discovery, adventure, wilderness experiences, Relaxing</p>
<p>Attributes</p>	<p>Wildlife (National Parks); dramatic, rugged scenery; cultural diversity; adventure activities; opportunity for visitors to self-drive (which is relatively unusual in sub-Saharan Africa) opens up the country for independent-spirited visitors and enables them to explore the country and get close to wildlife on their own terms.. Sport: desert drives. Beauty.</p>	<p>Pristine wildlife and nature. Climate Beauty. Pure, diverse and timeless culture, Undiscovered world class golfing facilities Filming Sport: athletic training camps. Tropical ice. Rich history and heritage, Friendly people Mt Kilimanjaro Serengeti National Park Lamu Resort</p>	<p>Helpful and friendly people Pristine wildlife and nature. Unspoilt culture Rich history and heritage. Climate. Beauty. Victoria falls Kariba Dam and the Zambezi River</p>	<p>Pristine wildlife and nature. Rich history and heritage. Culture. Warm, friendly, helpful and ever smiling people. Sport: fishing Golfing. Climate. Beauty. Adventure activities. Victoria Falls Kariba Dam and Zambezi</p>

				River. Eastern Highlands The Great Zimbabwe The Great Transfrontier Park.
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Visual Imagery: Pictures and videos. Textual narratives about attractions and activities are supported by pictures of each and every respective attraction or tourist activity. Pictures are not of good quality but they look very natural and authentic. Pictures are relatively small and do not offer opportunities to be viewed in larger sizes. The gallery section contains only 9 pictures that is 5 depicting wildlife, 1 with an eagle, 1 showing landscape/scenery and 2 are images of Zimbabwe’s ancestors. Importantly no stereotype images were used for example stage managed indigenous people photographed faking smiles.

The home page has a slide show of video format image This slide show is supposed to provide a gateway to 7 videos of Zimbabwe’s 7 wonders however most of the videos do not play. Videos that do not play are those representing: People and Culture, Rich History and Heritage, Pristine Wildlife and Nature, and the Mythical Kariba Dam and Zambezi River. On the other hand the videos for the Majestic Victoria Falls, The Great Zimbabwe the Grand Medieval Palace, and The Mystic of the Eastern Highlands are playing well. The quality of the videos is very bad and some parts of the videos are hazy/not clear which becomes worst when viewed in full screen.

However it is important to note that in the “Gallery” section of the website all seven videos are there and they are all playing but the same quality problems are prevalent. One of the 11 videos is entitled “UNWTO General Assembly 2013 Bid for Zimbabwe and Zambia” offers a

brief virtual tour of the proposed venue (that is Victoria Falls) for the 20th Session of the UNWTO General Assembly 2013. This video covers an electric range of attributes, rational benefits and emotional benefits (adrenaline rush, relaxation, the destination appeals to the sense of seeing, feeling, touching and tasting). The video is clear in telling the world that the venue belongs to both Zimbabwe and Zambia. Intriguing voice narrative is used together with videos and tone that matches well with the videos themselves and in the background is an intriguing sound of traditional instruments playing. All videos appear very natural and authentic and one of the videos (People and Culture) actually shows people going about their ordinary business in an urban city. Videos give a virtual experience that seems real.

Results from ZTA Internal Documents

Zimbabwe's destination branding document.

The following data is gathered from Zimbabwe's destination branding document (ZTA, 2010) which represent the strategy of the branding process. Important information will be presented from this document hereafter:

The Brief. The branding would involve the translation of the 7 wonders of Zimbabwe into identity and identity elements including logo, stationary, brochures, and other collateral. The identity would have to reflect the 7 wonders.

Objectives. To build a positive image and increase tourism by leveraging on the 7 wonders. Also to ensure creative interpretation and differentiate the destination at an emotional level of appeal to position Zimbabwe as number 1 against other African competitors.

Research.

- Competitor analysis

The result of this exercise showed that Zimbabwe shares similar attributes with its competitors that are people and culture; history and heritage; and wildlife and nature.

- Consumer research: consumer insights were; travellers are motivated by the following factors unique experiences, cost and practicality in terms of travel arrangements and accommodation. Customers use internet and friends as sources of information.

Opportunities.

- Emphasise experience
- “Differentiate by using unexpected and unique visual styling that sets Zimbabwe apart from the direct completion by using symbolism and metaphors based on Zimbabwe culture, there by contributing to the unique experience”.
- Take into consideration that destination choices are swayed by the experience of others.
- Address negative perception.

Towards a Brand Identity.

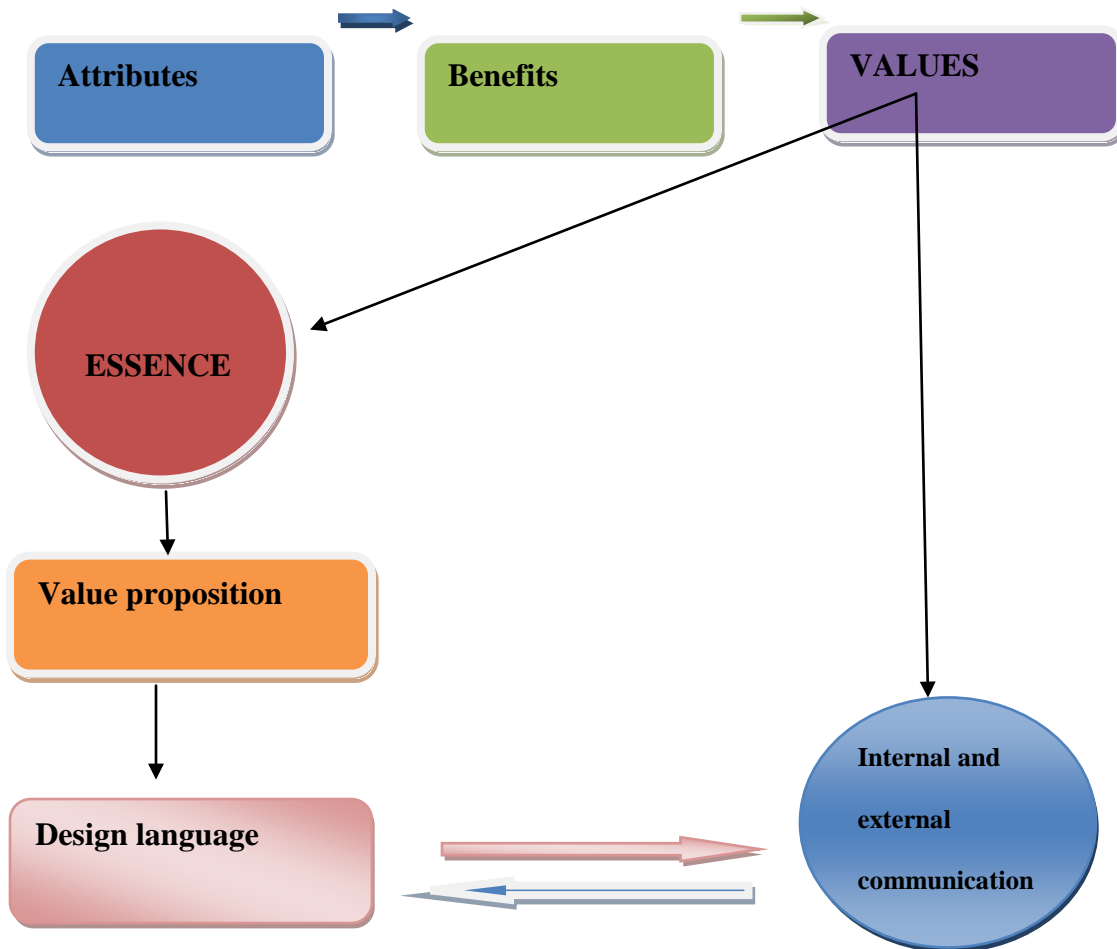
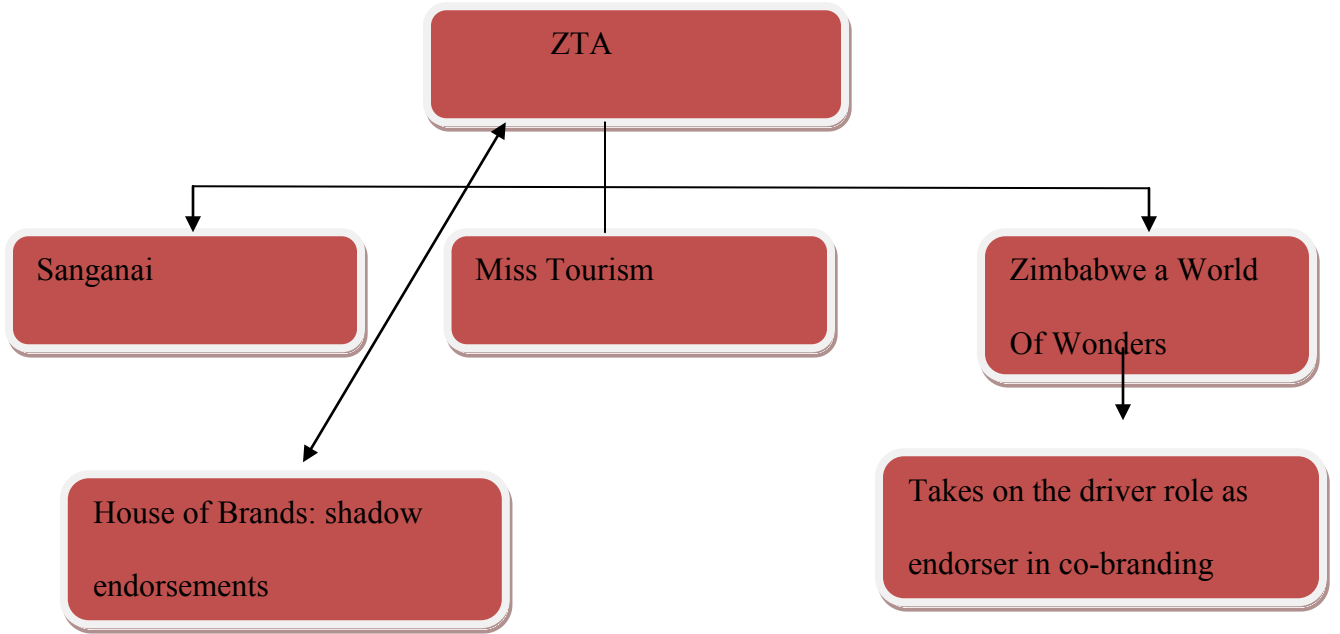


Figure 7. Towards brand identity

p. 23

“Within the ‘World of Wonders’ concept, we have identified 6 key attributes that encompasses all the wonders as set out in the brief.

1. People and culture.
2. History and Heritage.
3. Wildlife and Nature.

From these attribute, benefits and values can be derived and can further be distilled into the core essence of the brand which is the brand’s reason for being- its heart and soul.

Further to that, a value proposition, or promise will complete the set of tools derived from the values that will derive the design language, which in turn will determine how the brand will communicate visually, as well as verbally in everything it does”

p.24.

Table 2

Zimbabwe brand architecture

Attributes	Benefits	Values	Value proposition
People and Culture	Welcoming, warmth, hospitable, sharing, genuine, hardworking Diverse, layered, distinct Expressive, creative, involving, enriching 7 wonders	People/ human touch/ personal/occasions Feel the story (through the emotions of the people telling the story)/ meet the characters in the story	Emotional: I feel welcome when I visit Zimbabwe. Rational: they treat me like family and share their story Self Expression: I have real sense of belonging.
History and Heritage	Sharing knowledge and wisdom, enlightening Magical, mystical, intriguing Symbolism, metaphor, esoteric Tradition, legacy, folklore 7 wonders	Potential/ opportunity, growth Unravel the story by learning about the past	Emotional: I feel sense of enlightenment Rational: It gives me knowledge to keep the legacy alive Self Expression: I have grown personally through this experience

<p>Wildlife and Nature</p>	<p>Sensory/ real/ tangible</p> <p>Rich, lush, abundant, vivid, beautiful</p> <p>Discovery, find, treasure, natural, unspoilt, God's garden</p> <p>7 wonders</p>	<p>Places/real experiences</p> <p>Live the story (through the places you visit)</p>	<p>Emotional: I am exhilarated by real experiences.</p> <p>Rational: there is so much to see, hear, taste</p> <p>Self Expression: I have discovered deeper part of myself.</p>
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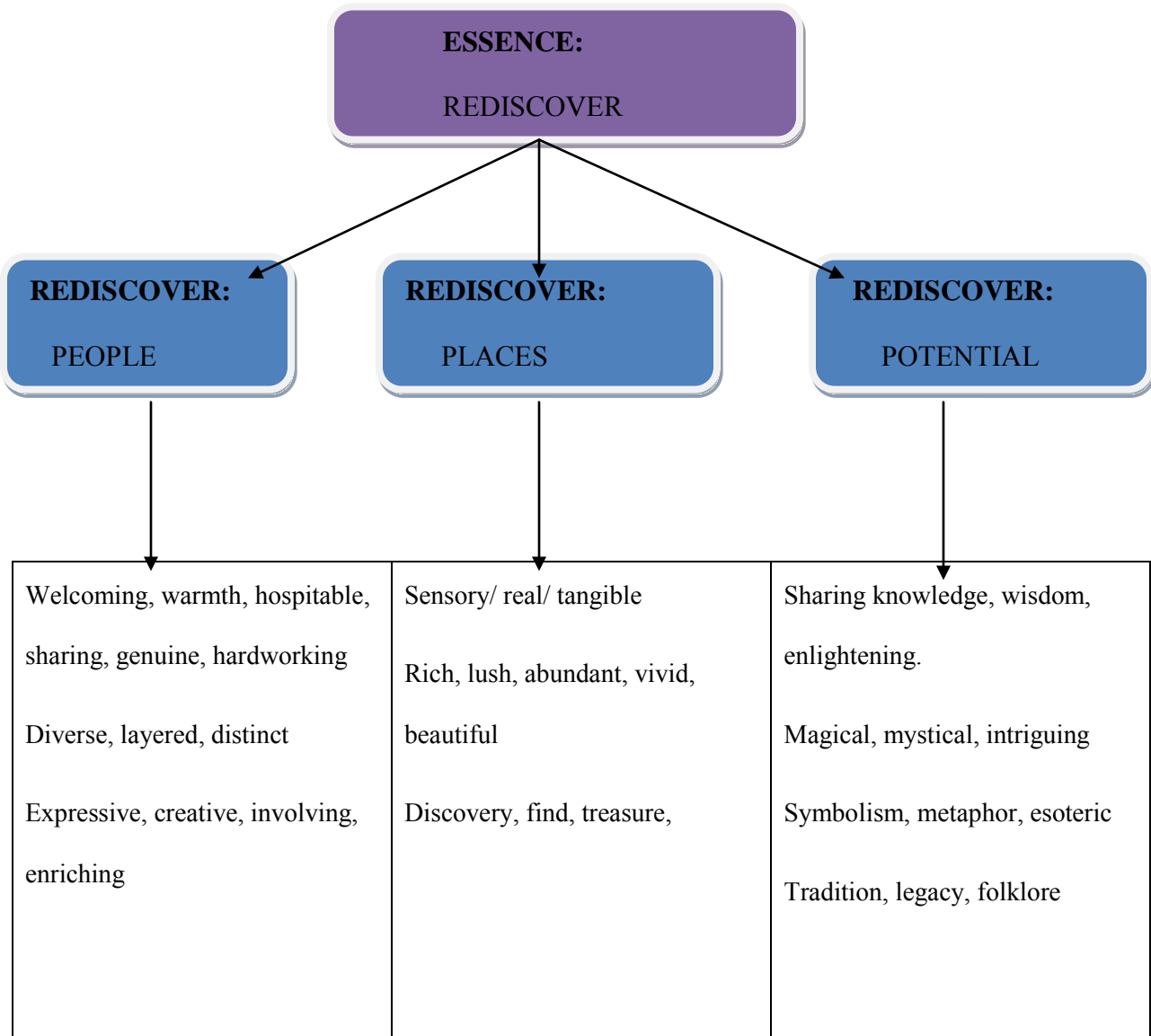


Figure 8. Zimbabwe destination brand value and essence

Towards a brand personality. Understanding and leveraging archetypical meanings are key prerequisites to effective marketing. In identifying and

Archetype, we find the heart and soul of your brand and then express it by tapping into universal feelings and instincts.

- We have identified 3 archetypes that fit the brand personality.

– **The explorer**

- The goal of the explorer is to experience a better, more fulfilling life. An ability to be true to their own soul gives them the freedom to explore.

– **The innocent**

- The innocent has the gift of faith and optimism, and get where they want to be by doing things right. Their goal is simply to be happy.

– **The magician**

- Their core desire is the knowledge, and develop a vision to live by. They have the gift of finding win-win outcomes and strive to make dreams come true.

p. 32

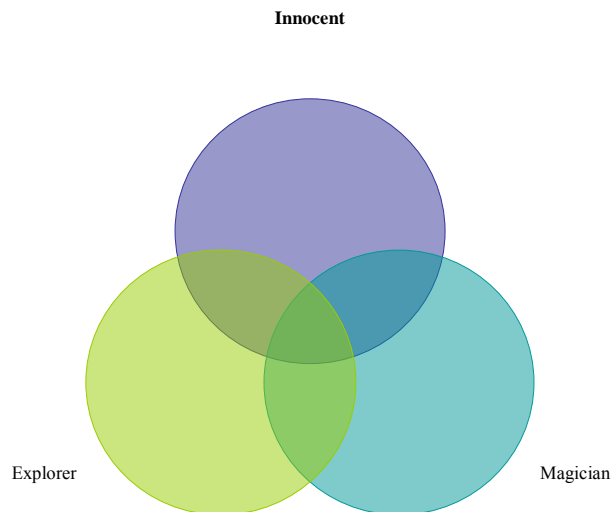


Figure 9: Zimbabwe destination personality

Design language.

- The design language helps us to define and extend our brand identity even further.
- Design language is a set of tools that is created using fact (what we know) to help us ensure consistent communication (literal and perceived) to our audience.
- The toolkit consists of several measures that include a colour spectrum, a range of fonts, shapes, a variety of picture styles, tone of voice and a few others
- These measures are intended to create or "design" a response in the target audience and ultimately create a brand experience that is in line with the brand values, through emotional triggers.

p. 35

The big idea. A central theme that occurs throughout the history of Zimbabwean culture, is the use of myth, folklore and the oral expression of traditions and heritage to preserve their legacy.

- Within that concept, the development of our big idea takes shape. We will undertake a heuristic approach, where we enable participants to discover or learn something for themselves.
- With every story, there is a beginning, middle and an end, as well as a plot, scenes and characters - where each part influences the other, but forms a part of the whole.
- Each story also has more than one perspective, and creates a different experience for every participant / viewer / reader, depending on their involvement or point of view, which in turn is influenced by their personal insights.

- We consider “Zimbabwe - A world of wonders”, to be the result of stories told in chapters. Each chapter representing one wonder in particular, but all forming a part of the bigger story.
- We invite you, to experience the story of Zimbabwe, as told by the people and culture (the characters), nature and wildlife, (the scenes) as well as history and heritage (the plot).
- We invite you to live through us and what we offer.
- We invite you to come and experience it for yourself.

p.46

The Story of Zimbabwe as told by Zimbabweans.

- To breathe life into the communication of the big idea, every point of contact should speak exclusively to the concept and be presented in a fashion that will further exhibit the attributes related to it. For instance:
 - Storytelling.
 - Narrative.
 - Theatre.
 - Literature, Poetry, Praise singing, Song & dance.
 - Expression through visual arts and sculpture.
 - Different Characters or narrators should be identified. They should be Zimbabwean, ascribe to the personality attributes assigned to the brand earlier in the document. They should represent the story of Zimbabwe in its complexity and layers but be able to

present it in an engaging and simplistic fashion that literally will result in goose bumps and the emotional connection and reaction we endeavor to create.

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Logo.



Figure 10. Zimbabwe destination logo

Logo rationale.

- The overall feel of the logo inspires confidence. It is vibrant and striking and is professional yet welcoming.
- The icon is representative of the growth, heritage and coming of age of Zimbabwe.
- It symbolizes how nature & wildlife, people and culture and heritage band together to encapsulate all that is Zimbabwe, and that these attributes (that represent the 7 wonders) lies uniquely in the heart of Zimbabwe.
- Like growth rings in a dissection of a tree, the rings around the shape of Zimbabwe represent growth and each tells a story.
- They can also be likened to ripples in a pond, and each ripple bears witness to what lies at its center.

- It represents unity, longevity and its organic shape speaks of friendliness and integrity - being true.
- Inspired by the national colors of Zimbabwe, the color palette is vibrant, vivid and bold.
 - Red represents sovereignty got through our hard won independence and strives to safe guard our history. Red is passionate, vital and energetic.
 - Yellow is symbolic of our rich natural resources and minerals that support tourism. Yellow is welcoming, friendly and warm.
 - Green represents growth as well as green tourism, pristine wildlife habitats and the development community based tourism offers. Green represents new beginnings, renewal and balance.
 - Black is symbolic of pride and strength, and speaks of to the professional nature of the tourism company. Black seen as traditional, honest and stable.
 - White represents honesty and integrity, and shows that Zimbabwe as a tourist destination embraces all races without discrimination. White symbolizes kindness and truth.

Brand building exercise. Brand building should be approached holistically, both internally and externally and should endeavor to strengthen the brand, as well as embedding it's values into the mind of the consumer towards building equity.

- All brand building exercises should:
 - Consistently communicate the big idea.
 - Involve the target segment(s).
 - Surround the target segment(s).

- Break out of the clutter and be memorable.
- Link the brand building exercises to the brand.
- Be authentic and have substance.
- Be coordinated across the different media and channels

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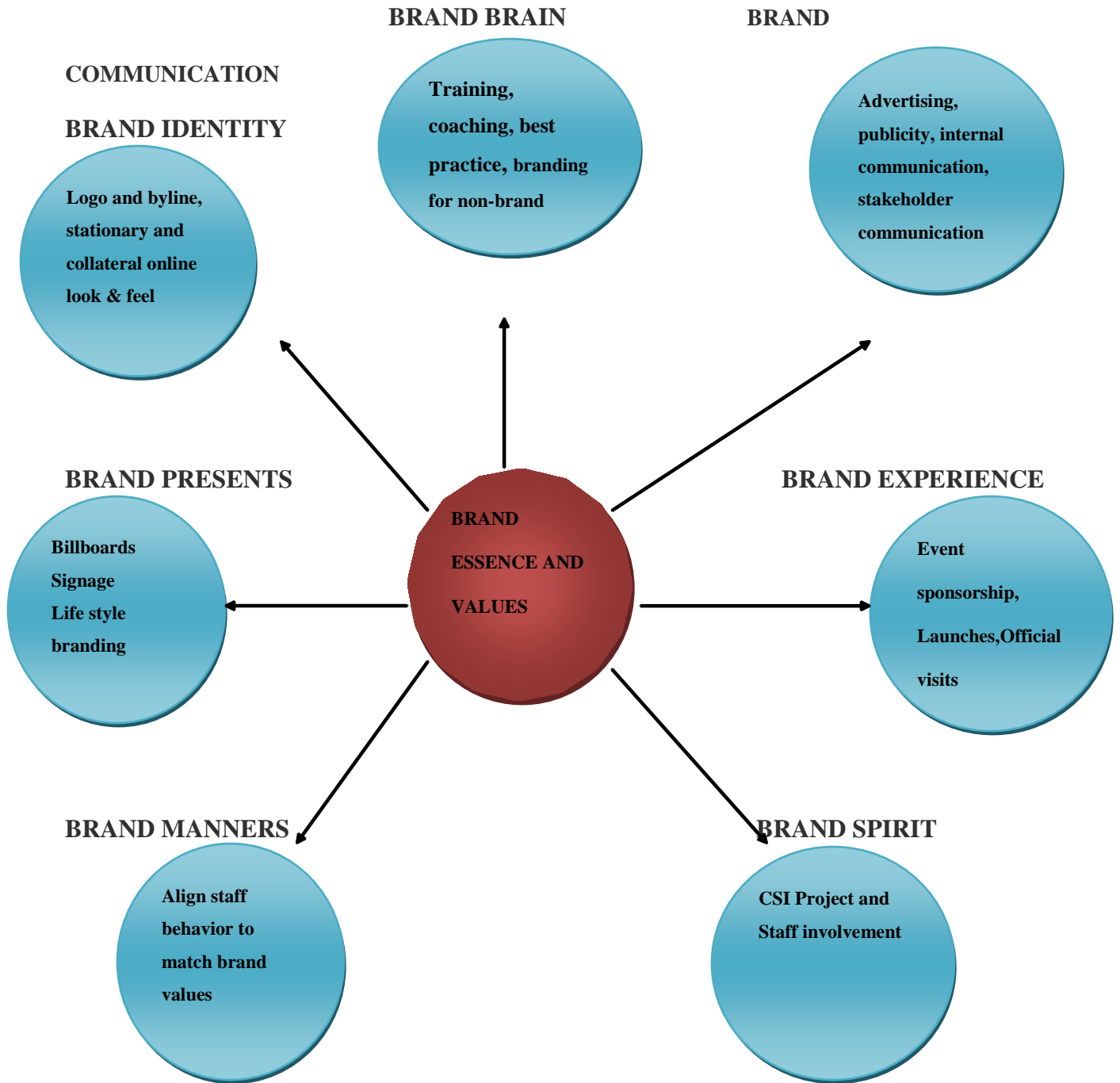


Figure 11. Zimbabwe brand building exercise illustrated

- We propose a 360° integrated brand campaign with both above- and below-the-line elements, as well as a comprehensive online strategy, including the use of SEO, CRM tools and Social Media.
- We also suggest a phased approach where the three key periods are a pre-launch, launch and post launch.
- We suggest that the brand gets launched internally, and is followed by an internal “living the brand” campaign to align staff and staff behavior to the new positioning and value set, next to Brand Equity, staff is a company’s most valuable asset.

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Potential points of contact include. In-flight literature, travel fairs and agents, online forums, where tourists convene/hotspot, travel information guide, book stores and co-branding opportunities with airlines

Targeted communication channels. Television, radio, print, electronic, public relations, promotion, sponsorship, events and exhibition, information drives, brand manners, signage and livery, CSI, Customer Management, speaker opportunities and life hacks.

Results from Face to Face Interview

This interview was carried out between a Marketing Executive within Zimbabwe Tourism Authority called Mr. J.Manjengwa and myself on the 11th of January 2012 in Harare, Zimbabwe.

Myself: What is the role of Zimbabwe Tourism Authority?

Mr. Manjengwa: We are the national tourism organization responsible for managing the destination. Management includes setting up standards, marketing research investments, and above all marketing the destination to the outside world.

Myself: Oh yes, I understand Zimbabwe has been going through a rebranding process, I don't know; when did this rebranding process started and how far have you gone so far

Mr. Manjengwa: rebranding process, I can safely say it started in 1980 when we renamed the country to Zimbabwe and by then we had a lot of challenges of being introduced to the world and we had rebranded ourselves as “Amazing Zimbabwe” a very special country. When we moved further into the 80s we also rebranded Zimbabwe a very special country, but after the 2000 the world was becoming a global village and (we) historically heavily depended on the western markets and we also trying to diversify our products and markets. As a result our “Look East Policy” we are now looking to emerging markets , some call them the Bricks of today, as a result of that, we had to come up with a positioning that was no longer only Eurocentric. From the 90s we are talking of we rebranded to “Zimbabwe Africa`s Paradise” and it had lived it's on time and a lot of markets had a lot of diversified interests, religious, cultural groups whatever and for us to be seen in a unique position, in different source markets we had to rebrand. And this rebranding took quite a while because we are trying to look into ourselves what are we?, Eeeee what is our ... , when you want to go to the market you need to put your best foot forward and we wanted to be known as what we are and naturally as a destination in Africa we are also affected by the family negative Brand of Africa but at the same time we are not the only once ,we have a lot of African brands that have been doing well so eventually after a lot of hard working, research, working with different stakeholders, working with consultancy, professional people we eventually came up with a brand “Zimbabwe a World of Wonders” . One would also want to wonder why the “World of Wonders” [I laughed a little bit], we really looked at ourselves what we?, and we are

found ourselves that we are a world based on the seven wonders of the world. Fortunate enough one of our Seven Wonders of the World Victoria Falls is in Zimbabwe and the other one is in Africa the pyramids of Egypt, so we looked at what makes Zimbabwe tick as a destination, as a country and found out we can eventually come up with our own world of wonders and these became seven. And Zimbabwe has been known historically as a friendly destination, friendly people, hardworking people and we know where our Zimbabweans are in and outside the country they have been known as a brand, well educated, articulated, and hard working. So not looking all over our people became the first wonder, our people became the first wonder, eeeeh Zimbabwe “Our Wonderful People and Culture” because we as people we don’t eeeeeh exist from a vacuum , and our second wonder is Our History and Heritage , the third became our Victoria falls/Mosi-oa-Tunya, the fourth Great Zimbabwe Our Grand Medieval Palace, and the next one Pristine Wildlife and Nature, the next one The Mystic of the Easter Highlands and the last one but not list 7 wonder our Kariba and Mighty Zambezi. If one look at these wonders of Zimbabwe you would see that it puts us in a very competitive unique position and also be able to tell the world what we are and what we have, and as a result these resources need to be managed , they need to be managed sustainably, so that they will look after the next generation.

So this branding process we have managed to launch this brand in Europe in major tourism fairs, in Africa at indaba the largest fair in Africa, and in America and it has been well received, and it has made us really position ourselves into the world map as a competitive destination both in Africa and Southern Africa of which we belong as a member of the SADC region. We also going to launch it in the Middle East taking

advantage of the now the..... Emirates flying into Zimbabwe and open that market. The challenge we have now is that we need to promote this brand as we go along. We think if this brand we ride on its success launching into different source markets Zimbabwe is destined to come back as both as a trade, tourism and investment destination. So at the moment that's where we are but we have a lot of eeee... now we are trying to look at stakeholder partnership in terms of other stakeholders co-branding using the same brand for us, both tourism and other, we are also looking for partners worldwide and Zimbabwe, the corporate that will come and add value to this. We now know we are now reviving our domestic tourism of which a number of activities of promotions will be based on the brand so that we live the brand. Yes, we know there are a lot of challenges in Africa including Zimbabwe but we are determined to make this plant live its life.

Myself: Thank you so much, I think you have also covered on some of the questions I am going to ask but I wanted to ask on why the rebranding process was necessary but I think you also mentioned that you wanted to diversify on your products and markets as well as the advent of globalization around the 2000s so it was necessary for you to do the rebranding process, ummm my next question will be what steps and procedures were followed during the rebranding process and maybe why, I'm talking from scratch I mean where did you start who started this. What procedures did you follow?

Mr. Manjengwa: As Zimbabwe tourism authority we are the national tourism organization, we are the destination management organization and we are the peoplewe are the leaders of branding for the country, we are the people who carry the brand around and in our business indications in the markets were now indicating that our brand which was Africa's paradise was Eurocentric mostly and with our Look East Policy, we

as team we started sitting down to look at ourselves to look at the what the market feedback, what is happening, consulting the industry and we came up with what we call preliminary positioning, we consulted wide and we also played a leading role in the national branding which the inclusive government was still pursuing lead by Vice Prime Minister Professor Mutambara, but eventually after participating into those forums we also virtually came to our tourism as a tourism brand . We also employed professionals who helped us to come up with most of our concepts and designs, so there was a lot of consultation, and the consultant also went around the country and met different stakeholders and what we had done ourselves and when we set to conclude we found out that a lot of issued were covered and we also satisfied that Zimbabwe a World of Wonders was the best we could come up with

Myself: So does it basically means the inclusive government maybe came up with the idea of rebranding the country or it came from Zimbabwe tourism authority.

Mr. Manjengwa: The rebranding Zimbabwe as a tourism destination is a baby of Zimbabwe tourism authority but however when the inclusive government came they also wanted to reposition the country, so it also happened at the same time, but whether the countries even history says it that whether the country rebrands or not it still the challenge and responsibility of a national tourism organization Zimbabwe Tourism Authority in Zimbabwe to make sure that they promote a positive image taking into consideration what is happening at home and worldwide so for us it's our responsibility even if we were to meet new challenges and forced to rebrand it still remain our challenge regardless of what the central government is doing it's our responsibility.

Myself: Oh yes, clear, and then when I am looking at your brand here which is the brand imagery and brand story, I can see there is the Zimbabwean map surrounded by different colours maybe the Zimbabwean flag colours, then here its written Zimbabwe a world of wonders. How would you want people to understand this brand imagery and story, what does the different colours entails and a world of wonder in short what does that mean?

Mr. Manjengwa: Okay, the national colours circulating our map of Zimbabwe, it confer that this is a national brand, its encircles replicating that this brand will can go for years and years , as we count the number of years on as you count you know as you count on the rings of the tree and for us as it goes it does not end and this can be transformed from generation to generation, so it's a heritage of the country. And I should be in a position to give you our brand values and whatever we are able to give you, but in actual what it says the nation as Zimbabwe it has no end it has all this heritage from generation to generation, so it's a national heritage.

Myself: So these colours have the same meaning as on the national flag

Interviewee: yes

Myself: Oh yes, that's true, and the brand values ummm....

Mr. Manjengwa: [interjects] Yes! The brand values they also confirm as to our seven wonder ummm as it goes but I should be in a position to explain that when I give you the actual... [Dogging the question and quick to say], but what we are saying at the end of the day we are saying first and foremost we are Zimbabweans [silence] and what is our culture, what is it that are Zimbabweans different from other Africans because we are also Africans, we are part of the African family. That in a way when ... what resources do we have that God given resources that should help us to survive, this where areas of history

and culture, the natural attractions and manmade attractions that we use as strategies to make sure that we have food on our plate and we survive, we trade, we invite visitors, we do investments based on the values of our own people with a culture, with a god given resources, so thus becomes our heritage as you see on our flag of the country. We have found out that where ever you go people tell you first and foremost it's the people of Zimbabwe , people want to come here because there they know how Zimbabweans or Zimbabwean hospitality whatever. So basically we are people based and our industry is people based and Zimbabwe is about Zimbabweans .so the negative and positive image of Zimbabwe, the responsibilities is on us a Zimbabweans ,so the next step include domestic promotion is to make sure that all the people of Zimbabwe live the brand ,they must be responsible , they must be as responsible citizens so that the image of Zimbabwe maintains a good reputation and all the other trade, tourism, investments will thrive in a peaceful environment. We believe that tourism thrive in peaceful environment.

Myself: So the Zimbabwean people become an important component of the Zimbabwean brand?

Mr. Manjengwa: Yes, yes, that's we value ourselves, everything is pinned under people in our wonderful people and their culture.

Myself: So does it mean the people and the culture [are] the values of the brand or ... ?

Interview: no, I can unpack that when I look at the..... that I will check, but that I will give you information on it and that you can take with you [dogging the question again], but what we are saying at the moment is that whatever we do with this brand what... umm in Zimbabwe people first.

Myself: Okay, so you mentioned that you had a lot of consultation[s] with different stakeholders, umm... I don't know if you can give me some of the important stakeholders who were involved when you were carrying out this rebranding process and what kind of efforts did you put to try to make sure that [not clear because the interviewee interjected]

Mr. Manjengwa: We had workshops with our members of staff, we had our consultations with the tourism industry, there are those that are directly involved or indirectly like the immigration, and the customs which is Zimbabwe also had consultations with the other business associations of industry and commerce, or the trade, or the manufacturing. We also had consultations with different government departments and the government per se through our ministry. This is a brand for the nation approved from the highest office. So everything had to take until that has happened. So all the levels of consultation be done and every has been confirmed, our duty now is to live the brand to make sure that more so apart from the business of tourism that we want to have a new image in the source markets that the local people also live the brand so that when our people come we have this, we confirm that we have a shared vision and our visitors will get the promise of the brand. They will still have the hospitality, for you to enjoy a holiday you need to be ... service delivery to our people, and also at the end of the day when people go back they will have good name about Zimbabwe as a nation. So we need to have shared vision, visitor experience and our national image that is very critical for us.

Myself: Oh yes, and throughout your consultations, collaborations and participation of different stakeholders, how did the ordinary community the Zimbabwean community

were involved or had an input in the construction of a new brand or new image of Zimbabwe.

Mr. Manjengwa: Yes there were a lot of consultations that were done and people come with different views and what is 100% clear was that we needed a new positioning, we needed a new brand and all the suggestions coming from the general public, our members of staff and other consulting were all put together and there was a substation and elimination process that eventually lead up to Zimbabwe a World of Wonder. So it was a lot of work that was done by professionals working with us and other stakeholders, yes. The list was quite long but eventually as you go you will get to know because we really had to identify our problem and all we were doing we were answering that problem and that problem eventually for image was as a result of Zimbabwe a world of wonders.

Myself: But what kind of strategies were there to reach these ordinary people so that they can have their input?

Mr. Manjengwa: Oh yes, there were interviews, general interviews with the general public in different cities and corners of the country, there were also consultations with different members of the tourism industry in different tourism regions so as other sectors of the economy, so as the other ministries and a lot of workshops, presentations done with various stakeholders and up to cabinet, minister making presentations to his colleagues and a lot of things until it was at the eyes of us.

Myself: That's interesting, and what kind of problems and challenges did you face during the rebranding process, I know there could be a lot of different problems and challenges?

Mr. Manjengwa: Yes, the challenges were that eeee.. apart from the general financial but what we face is that it was in our [because] favour people were already saying

[silence] we had delayed [a laugh from me] so the challenge was on us to deliver the product at the right time and what people expected, not only the local Zimbabweans but the source markets, because you may believe in what you want to be but people see you otherwise. So we were lucky that I think people worked very hard to be able to come up with a brand that was accepted both local and our external stakeholders.

Myself: I mean, why would people... I mean why did different stakeholders thought it was overdue

Interview: Because Africa's Paradise had been overtaken by events, the economy was facing a lot of challenges and other people were no longer seeing it as a paradise of Africa. But it was ... you turn those eehh difficulties into opportunities. We are saying that we are a world of wonder that has great potential and our people as drivers and these entire God given resources we can make it and we are there. And we are saying we have what it takes to be a well resourceful country and they are there. So the challenge on us is how to deliver.

Myself: That's quite interesting, what potential future challenges are most likely to affect the future success of the brand, are there any challenges that you can foresee in future because, I mean looking at this brand like you are saying this is a world of wonders, with wonderful people, culture and resources, is there anything you think can create a threat to the success of this brand?

Mr. Manjengwa: Ammm we are living in a global village and in the global village a lot of things are taking place both in the country and outside and more so in our mother continent Africa . So we hope there is nothing that will negatively affect the image of the country emanating from the country itself or emanating from Africa because our potential

investor, trader or visitor is one who is looking for holiday in Africa. Then my job is to make sure that to convince them why they should come and see a monkey in Zimbabwe while there are so many monkeys in other African places, so that's the challenge. As long as the other factor because we are now a global village, at times people outside the world they don't know that Africa is about 54 countries, they see Africa as one, so we have really have to promote the image of Africa and collectively with other member states and collectively as members of the region that's why now visitors no longer want to visit one country, they want to visit more than one country. So as a region we are doing a lot of regional packaging with regional tourism organizations RETOSA, EWINGO, the member states of the region and at the same time promoting ourselves as Zimbabwe a world of wonders and collaborating a lot with industry as well, and the other stakeholders. So what we are saying at the end of the day even if there is something that may happen which may negatively affect the brand, I think we should believe to challenge, it is those changes because everyday a lot of things happen and we need to be in the market. We only hope that the government continues to give us enough resources to that we are always there were it matters so that we keep the brand moving.

Mr. Manjengwa: And , is there any conflict arising from the new brand amongst different stakeholders or during the rebranding process , I know there could be different you know, maybe politicking between different stakeholders as they try to assert their own interests so that it can come out on the brand.

Interviewee: yes, there could be some from other industries but as far as tourism was concerned there was the consensus that the country needed the rebranding, new

positioning so that we are able to attract business from both traditional markets and emerging markets.

Mr. Manjengwa: So are you saying the different stakeholders saw this brand as representing their own interests because different players have different interests so you do you mean it's all encompassing and fits the interests of all stakeholders.

Mr. Manjengwa: Yes, and when we had the brand it was time when the country was not enjoying good publicity in the world and our tourist numbers were going down, but now given all the other factors into place and now we are seeing an increase in tourism, now we are a new destination, a revived destination, a new tourism destination.

Myself: So, how are the different stakeholders maybe tourism businesses and non-tourism businesses, how are they viewing and accepting this new brand?

Mr. Manjengwa: Our next stage is now is co-branding with the other, so the next step we are going to do is we are going to approach local companies and international partners that we have so that they also co-brand , our brand using it with their promotional material so that it becomes more national and representative and at times small companies come last because they have to budget but bigger companies I'm sure given that we have been having the brand for more than a year I think they are now able to incorporate into their new promotional materials and the fact that we are hosting big international conferences now , like the UNWTO General Assembly in 2013 and this year we are going to host the African Travel Association in May 2012 which is a following by the American source markets and the diasporas and also the coming in of the Emirates into Zimbabwe it means it has opened up the other emerging markets for us. So that

[Myself: Fly Emirates?] Yes, it's coming in the first of February starting with 5 flights

per week by the end of the year it must be daily. And there is option already ... we are aware that there have also applied flight direct into Victoria Falls. So there are a lot of things that are happening, so the industry is now picking and this brand is going to live its purpose.

Myself: So, at the moment the co-branding exercise is going on?

Interviewee: yes it's still going on, and you know as our tourism had gone down a number of operators have been still facing challenges and also they will do it when they reproduce the new promotional brochure but you will be surprised that there are no longer this paper work people have become paperless so our website is linked to most of the operators, so already its already working and some will soon if they are now redoing their website pages , they may start incorporating it but those with ongoing website may have to take a while but naturally that their websites are linked to us and each time also we send communication through the industry we are using the new brand.

Myself: So did you have kind of, sought of mass communication on television and other communications so that stakeholders know what is happening?

Mr. Manjengwa: Yes, a lot of that has been done but we think we can do more and this we are going to do through our domestic tourism promotions, so that will be able to touch both the business community and the general public plus also as we go into joint marketing and promotions with a number of corporate this is going to help fulfill the brand purpose in the country.

Myself: You as the marketing and branding authority of Zimbabwe, looking at the bad publicity about Zimbabwe all over the world and in some of the leading media of the world and also some of the things happening here, how then do you try to make sure that

you have got a common vision because we have politicians on this side and you are the destination management authorities. What kind of relationship are you having?

Mr. Manjengwa: We have a relationship, of which is ongoing and I am happy to say that all the countries in the world have realized that they also need to have a positive image and so whatever national decisions that are going to be done will take tourism decisions into place and tourism become a public relations manager of most of the nations in the world. So as a result of that, in other countries the tourism is in the Deputy prime Ministers or Presidents Office because it brings the nation into other ... into the world map. So as result Zimbabwe is no exception and because of the importance of tourism we now have a stand-alone Minister of Tourism and Hospitality which is something that is unique and a lot of other countries are following suit and understand surprising for the first time the US and the UK have appointed people responsible for tourism. So with that in mind I think there are a lot of things happening about tourism, so tourism is sitting where break or do countries, and the United Nations Tourism Organization have emphasized that tourism is the peace maker of the world. So tourism is not about politics ,tourism links cultures ,tourism goes beyond ... so it make people go round and at the same time it makes people also work together. So what we are saying in tourism, tourism has become nonpolitical but a leading sector in the world. So riding on that we are able to go across all culture and promote tourism and also [the world] has become a global village , what does that mean?, it means a lot of people now know about these ... they know what is political and they know what is not political. So Zimbabwe is known to have been on the tourism map for a long time and we don't doubt that those people who know Zimbabweans is a good destination will continue to come for generations and

generations despite who is in power, despite political differences but the central government like any other they are aware the importance of tourism and a lot will be done in trying to beef up tourism.

[phone call interruption]

Myself: So do you have anything you may want to elaborate or to let me know on the rebranding process or the Zimbabwean brand in general

Interviewee: I think from us the Zimbabwe tourism authority point of view we hope that all the different stakeholders will continue to support us , the private sector, when we go for shows , when we participate, when we do common promotional efforts, initiatives , when we host international conferences so that people get the experience of what Zimbabwe is all about “enjoy the Zimbabwe hospitality” and that high delivering service of Zimbabwe continue and that the world will understand us better and central government continue supporting us with financial resources to keep us going. With that I think we are quite happy.

Myself: So, basically on the challenges it was basically more of financial problems?

Mr. Manjengwa: Yes, when we started, the tourism industry was going down and also the economy was not doing well but basically I would say that, because collaboration in the tourism sector is very high in this country and the government has now appointed a full Minister of Tourism.

Myself: So there are no some of the stakeholders who were dragging fit?

Mr. Manjengwa: Not really because its business, the tourism `sector had no choice because they are the once who need to keep floating and we are doing it as a government, we are doing it for them.

Myself: I think you also mentioned that you are also going to give me some on the brand values later.

Mr. Manjengwa: Yes, I will give; I will give you from our data base

Myself: I think that's all, if you have anything else to say

Mr. Manjengwa: No, for me I wish you all the best.

Myself: Thank you.

Mr. Manjengwa: Thank you

End of interview.

Online Survey Results

After 165 surveys were sent out to the Zimbabwe tourism stakeholders 3 bounced out and while 165 were successfully sent. Of the sample of 165 (100%) 152 (92%) did not respond this was so despite the fact that I made contact by phone with most of the respondents who promised to participate in the survey. However good number of them indicated to me that destination branding was the role of the ZTA and not them so they could not participate whilst others simply indicated that they were busy or they were just not interested.

Responses to question 1.

When participants were asked about their job titles.

Table 3

Job titles of respondents

Job Title	Frequency
Operations Director	1
Public Relations manager	1
Director	4
Manager	3
Assistant Director	1
Marketing Manager	2
Senior tour Consultant	1
General Manager	1
Total	14

Responses to question 2.

When respondents were asked about the organization they represented.

Table 4

Types of organisations which participated in the survey.

Type of Organisation	frequency
Safari operations and lodging	1
Hotels	3
Hunting Concessions	1
Safari Operations	2

Wildlife Conservation	1
Tour Operations	6
Total	14

Responses to question 3.

When respondents were asked about whether they were invited to participate in the branding process.

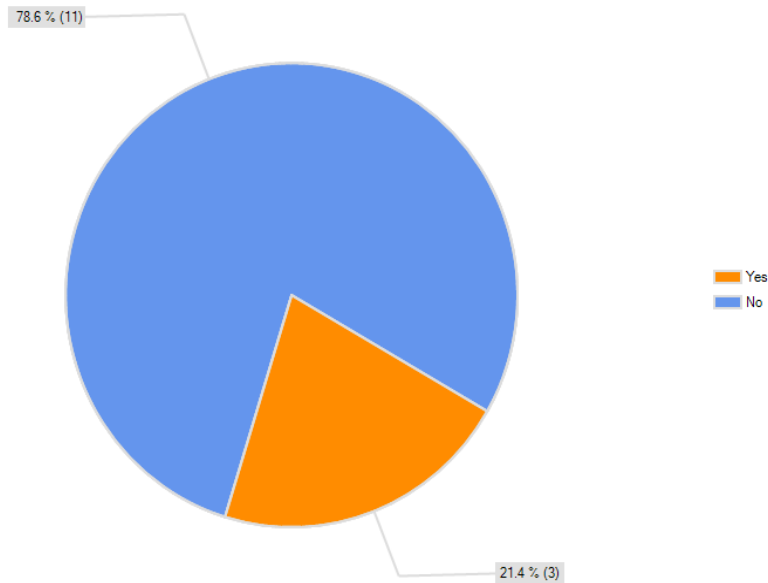


Figure 12 . Whether respondents were invited to participate in the branding process

The majority of stakeholders were not invited to participate in the rebranding process.

Responses to question 4.

Whether stakeholders actually participated in the branding process?

All respondents (100%) indicated that they did not participate in the branding process. They gave several reasons for their non-involvement. One indicated that he is not so sure why he did not participate and the other one indicated that he was attending a business meeting and four indicated that they were never invited and the rest (8) did not give reasons for not participating.

Responses to question 5.

When respondents were asked about the type of communication platforms that were used to communicate with them by ZTA.

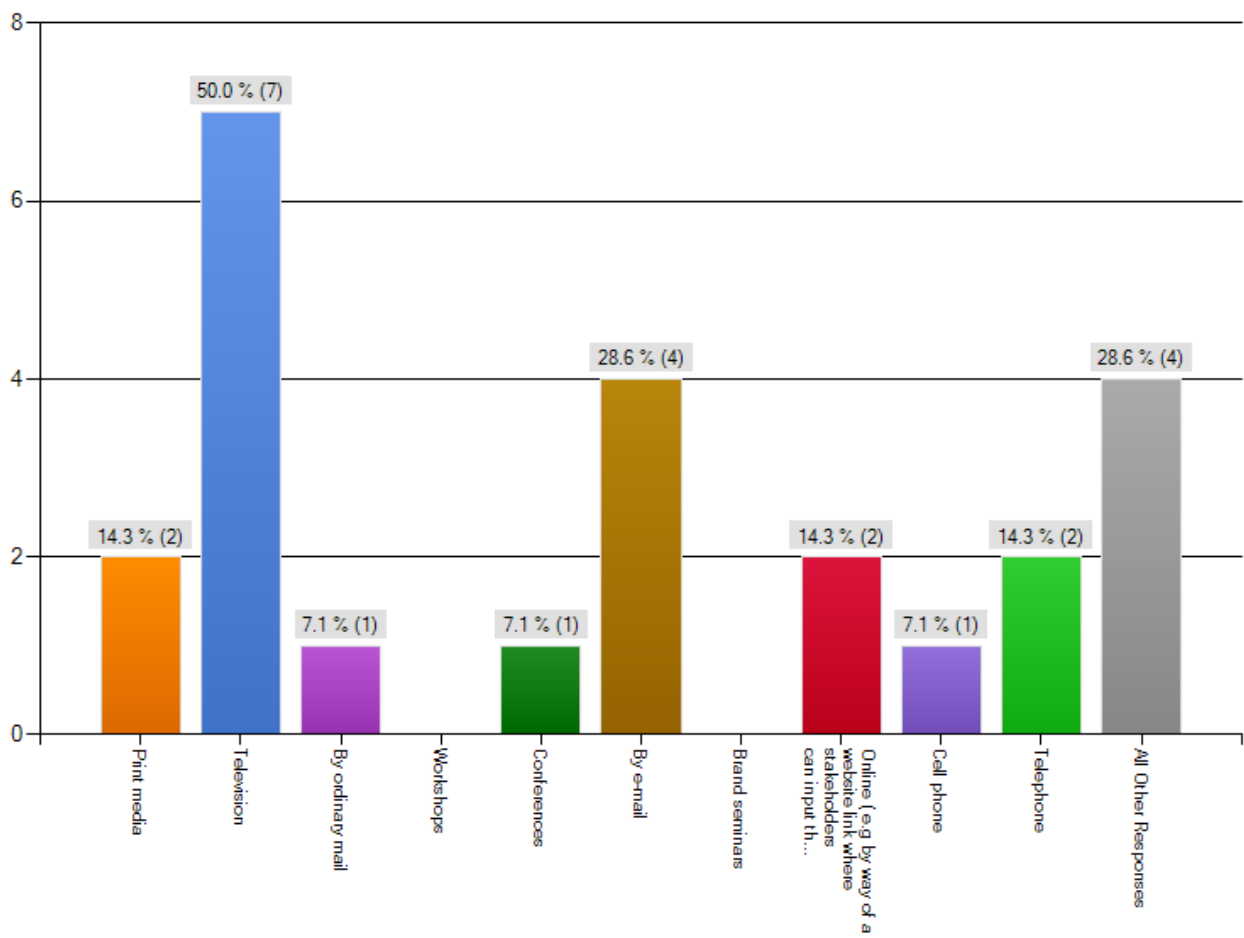


Figure 13 . Communication platforms used by ZTA to communicate with stakeholders about the branding process.

“Other response” 28.6% - represents one responded who indicated that there was no communication, while the other indicated that he does not still remember any communication from ZTA about the branding agenda and the last one indicated that he/she only new about the branding process from the print media as news.

Response to question 6.

When respondents were asked about co-management structures which were put in place to manage the brand.

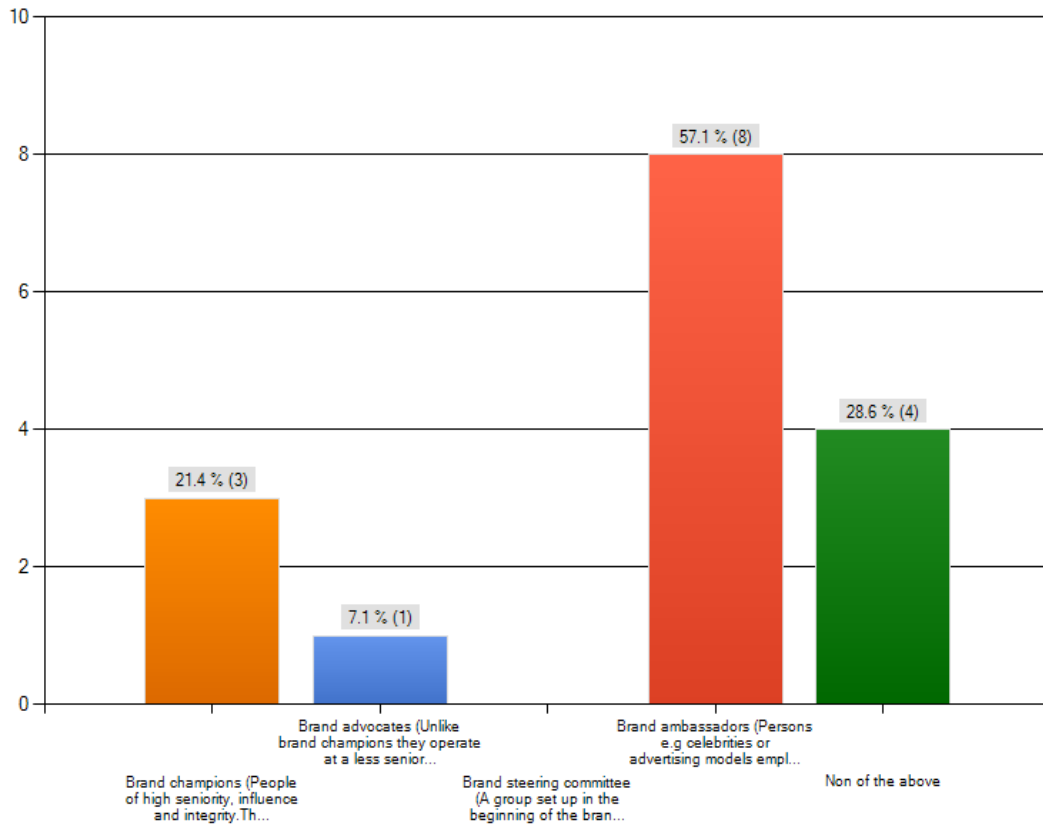


Figure 14 . Zimbabwe brand co-management structures.

Two respondents also indicated that Zimbabwe also uses beauty pageant Miss Zimbabwe as a brand advocate. One also indicated that the Vice Prime Minister of Zimbabwe is involved in advocating for the brand. While another one did not give any usable information.

Responses to question 7.

When respondents were asked about the actual challenges faced during the branding process.

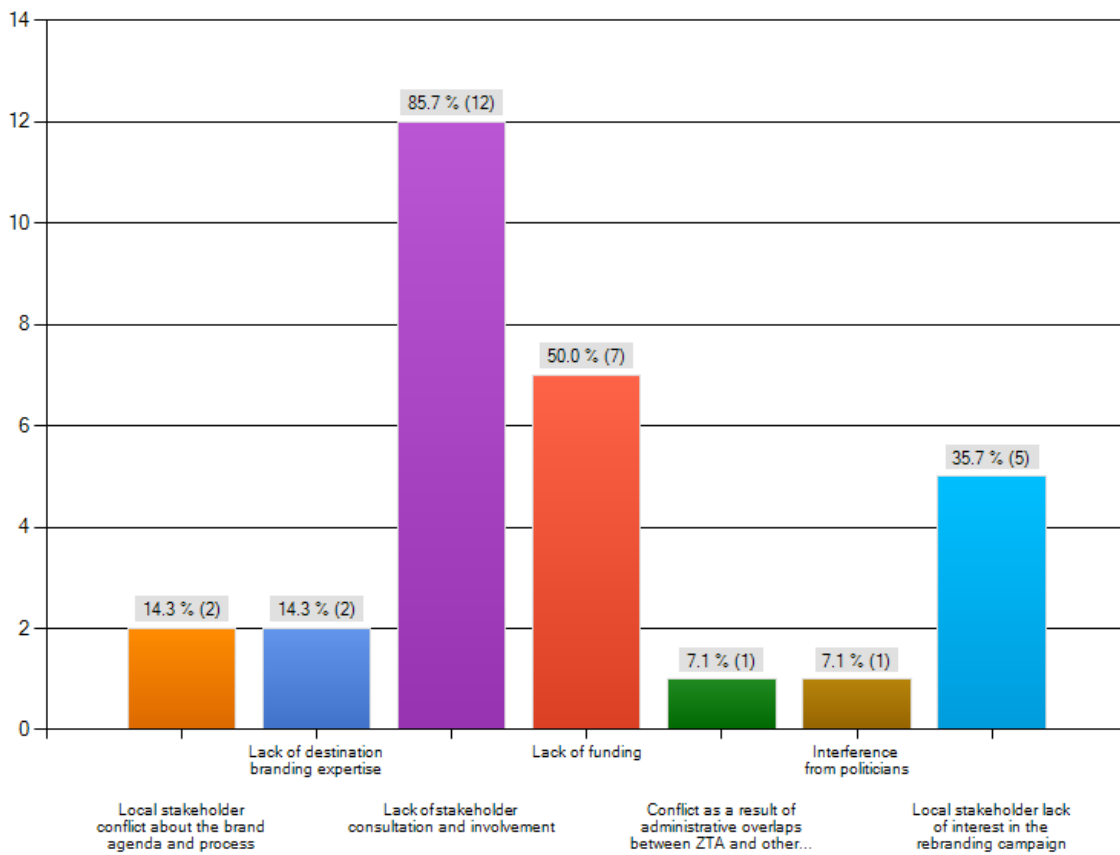


Figure 15. Challenges during actual destination branding process in Zimbabwe.

The majority of stakeholders indicated that lack of stakeholder involvement and consultations (85%), lack of funding (50%) and lack of stakeholder interest in destination branding (35%) were the major challenges to destination branding process in Zimbabwe.

Responses to question 8.

When respondents were asked about their opinion what challenges could affect the success of the brand in future.

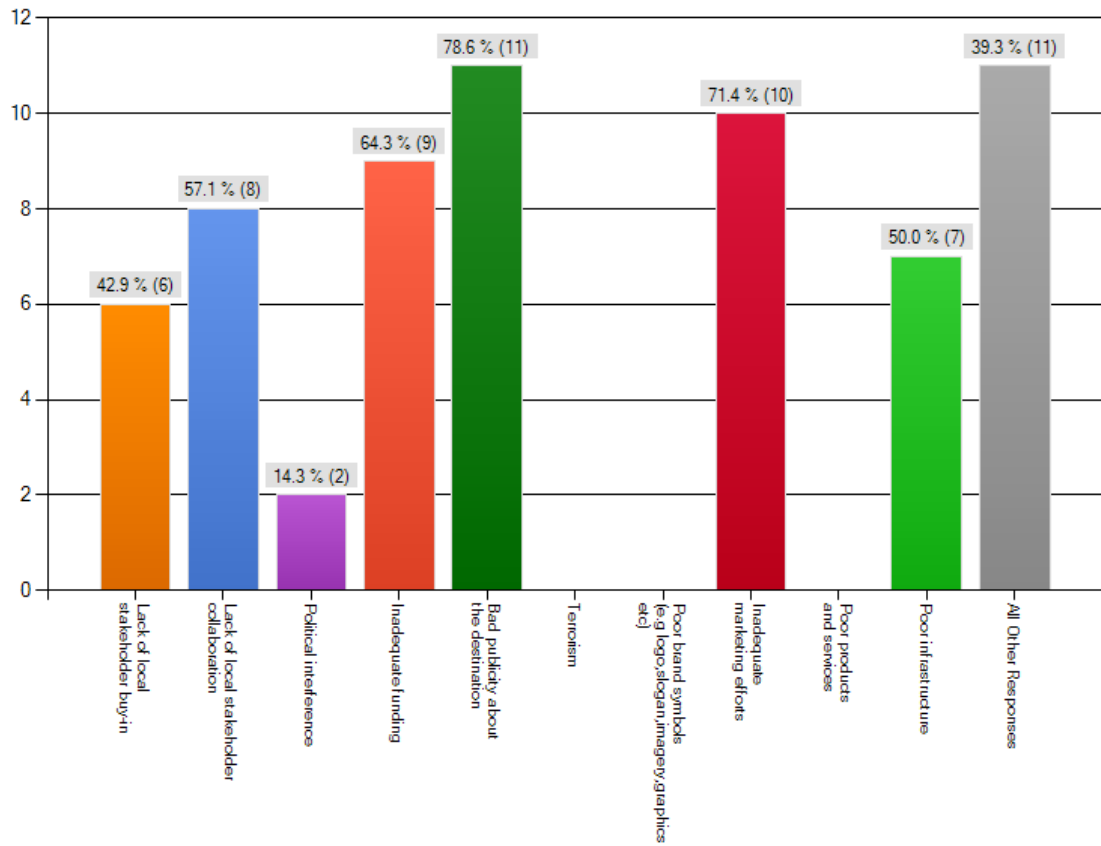


Figure 16. Opinions of local stakeholders as to what are the future challenges to the future success of the brand

Seventy eight comma six percent (78, 6%) indicated that bad publicity is a major challenge to the success of Zimbabwe`s destination brand while 71, 4% indicated that inadequate marketing efforts is a major challenge. Inadequate funding was also pointed by about 64% of respondents as a major threat to the success of the brand while lack of stakeholder collaboration, poor infrastructure and lack of stakeholder-buy-in received 57,1%, 50% and 42,9% of votes respectively.

Responses to question 9.

When respondents were asked about factors that present improvement potential for the brand.

Many indicated the need for marketing efforts and more funding while one respondent indicated that the current recovery of the economy due to the dollarization of the economy is most likely to have a positive impact on the brand. One respondent said “broader stakeholder participation, lifting of sanctions and correct media reporting without exaggeration”.

Responses to question 10.

When respondents were asked the extent to which they are applying the brand values in their own organizations` marketing communications.

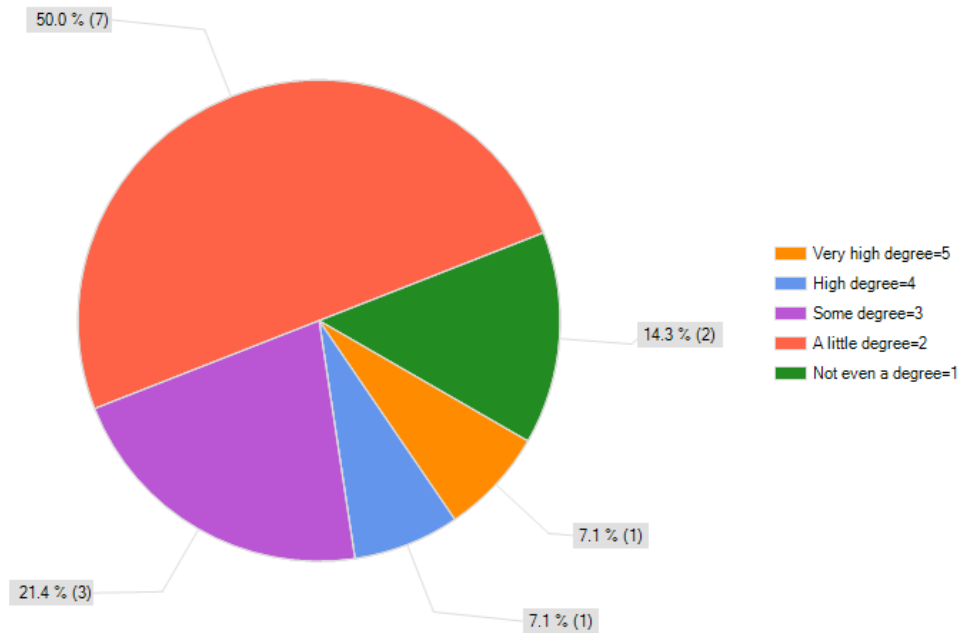


Figure 17 .Whether respondents are actively applying the brand values in their organizational marketing communications.

Fifty percent of the respondents indicated that they are using the brand values in their own marketing communications to a very little degree, and 27% are adopting the brand values only to some degree and 14% are not incorporating the brand values in their marketing communications with very few indicating that they are using the brand values in their marketing communications at a high degree as well as at a very high degree.

Responses to question 11.

When respondents were asked if their organizations are using the brand logo in their marketing communications.

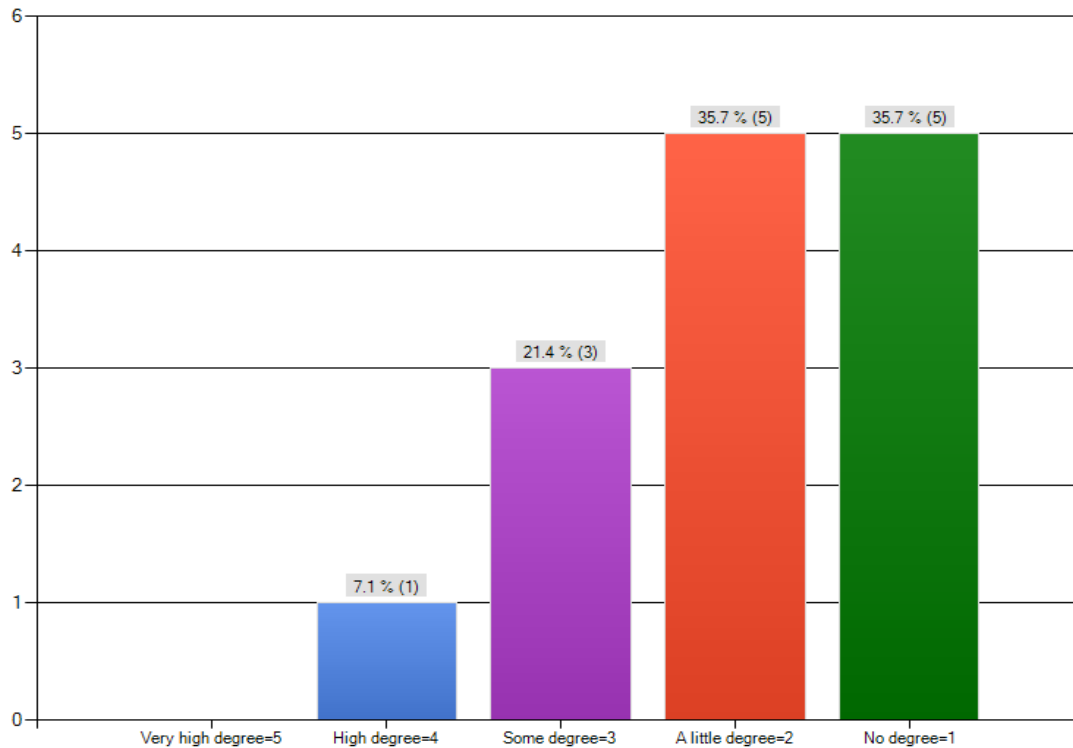


Figure 18. The extent to which stakeholders are using the destination brand logo in their marketing communications.

The majority of stakeholders are either not using the destination brand logo in their marketing communications or they are only doing it to a little degree.

Response to question 12.

When respondents were asked to rate the Zimbabwean brand.

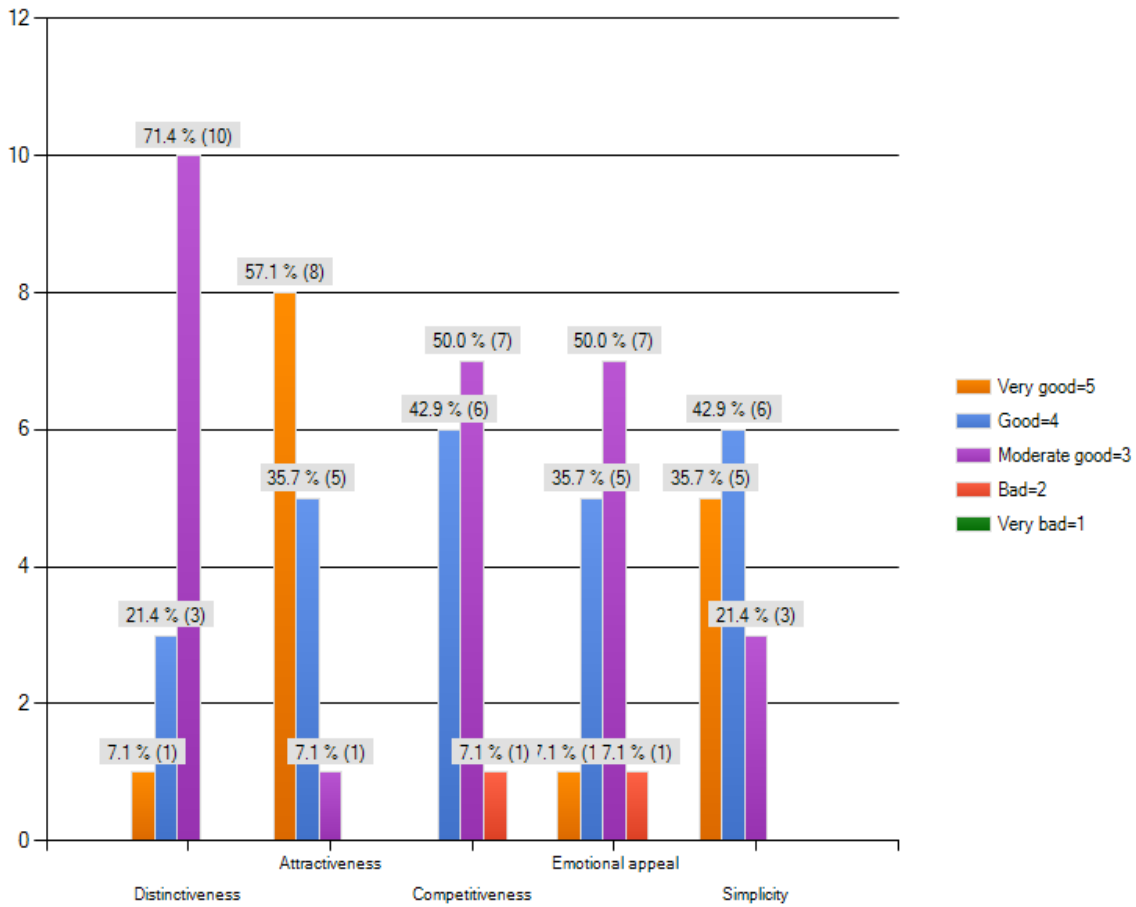


Figure 19 . The extent to which stakeholders rate the brand.

Most respondents (71, 4%) only rated the distinctiveness of the brand as moderately good and the rest rated this attribute below moderately good. The attractiveness of the brand received the highest votes on “very good=5 rating). The rest of the votes were on “good=4” and “moderately good=3”. The competitiveness of the brand and emotional appeal scored very well on “moderately good=3” and “good ratings”. The simplicity of the brand was also score very highly as “good=4” and “very good=5”. The brand received a good appraisal from stakeholders.

Response to question 13.

When respondents were asked what they think could have been done differently during the branding process.

Seven subjects (50%) did not respond while 7 (50%) did. One respondent indicated that “participation of all stakeholders to the lowest level of rural communities especially those adjacent to tourism facilities, sports persons, and school children from ecd to university level”. In all 6 of those who responded indicated the need for broader stakeholder involvement and collaboration. While only two indicated that more funds were needed for the rebranding process.

Analysis and Discussions of Results

This section provides an analysis and discussion of the poetics and politics of rebranding Zimbabwe and related challenges as well as distilling other challenges based on the multitude of data gathered from a wide range of sources.

Preliminary Analysis and Discussions

My telephone conversations with tourism stakeholders in Zimbabwe (as described in paragraph one of the online survey results) tells us a lot about the attitudes of tourism stakeholders in Zimbabwe. Firstly they showed lack of interest in participating in online surveys but importantly they also showed lack of enthusiasm in destination branding which was also a major finding of this research (compare *figure 12* and responses to question 4). Another interesting finding from the respondents is that most of them asked me if the survey was going to be confidential indicating an atmosphere of fear which is alluded to by (Ndlovu et al., 2009), and this may have also contributed to the low response rate obtained in this survey.

The response rate of online surveys is usually very low (Malhotra, 2010). However exploratory research like this one does not require large samples (Malhotra, 2010).

Notwithstanding Malhotra's accession, I feel that a higher response rate was more desirable to ensure the reliability of the results. Since the aim of the researcher is to demonstrate my academic research abilities and also in the interest of time I have decided to proceed with the main analysis. However I hope some important insights into the Zimbabwe branding process will be learnt from the sample available since all respondents form the core of the Zimbabwe tourism sector, after all the goal of explorative research is to gain insights and ideas which form the basis for further research.

Poetics and Related Challenges

Zimbabwe embarked on a rebranding process in 2010 with the aim of: 1. Building a positive image and increase tourism by leveraging on the 7 wonders. According to (Can-Seng Ooi, 2004) one of the main functions of destination branding is to accentuate a competitive destination identity by selective packaging of a place and Zimbabwe has selectively packaged itself by based on the 7 wonders., 2. To differentiate the destination at an emotional level. One of the critical role of destination branding is to differentiate (Saila, 2011) and (UNWTO & EUTC, 2009) emphasizes the need to differentiate at an emotional level and this is because attractions themselves are not unique to a place as destination boundaries are legally defined (Hankinson, 2006).

To achieve its goal of destination branding Zimbabwe came up with a brand strategy which sets out 3 brand values people, place and potential and other brand elements. This analysis will evaluate the effectiveness of Zimbabwe's brand strategy/brand strategic execution as well as actual the poetics / image presentation by further analyzing and discussing the results of content analysis. Zimbabwe's brand elements will be compared with that of Kenya, Namibia and Zambia as these offer an opportunity for fair contextual comparisons. The goal of this analysis is to distill

the poetics and related challenges related to rebranding Zimbabwe paying special attention to strategic and tactical execution. Each element of the Zimbabwe's brand will be scrutinized hereafter.

Logo. The Zimbabwean brand logo is highly vibrant, visually engaging yet laden with meaning. The vibrant colours represent the national flag colours. The circular tree rings encapsulates what Zimbabwe has to offer (the 7 wonders) as well as representing growth/potential which is one of the brand values., heritage, and coming of age of Zimbabwe just as the rings of a tree does. The organic shape represents friendliness and integrity. The colours also convey meaning about the destination; yellow for “welcoming, friendly and warmth; red for passionate, vital and energetic (the people-brand value); green for pristine wildlife and nature, and conservation (the place-brand value), new beginning, renewal and balance; black “tradition, honest, and stable” (the people), white kindness and truth (the people). The colours also have the same meaning that they have on the national flag. The brand logo is meaningful and tied to the brand values.

According to the (UNWTO, 2010) the Zimbabwe logo meet the criteria of an effective brand logo. A destination brand logo should be simple/clean with no more than three visual elements, it should be visually impactful, legible and suitable for all media. Zimbabwe's brand logo represents the elements of a destination in a brief and clear manner without being cumbersome thereby making it distinctive and easily recognizable and memorable (UNWTO, 2010). However the impact of Zimbabwe's logo will depend on consistency of use which aid recognition over time (UNWTO, 2010). The use of the country's map and colours on the logo makes it easily transferable to any product, economic sector and internal stakeholder within Zimbabwe hence it's a logo that presents excellent opportunities for co-branding. Although this

might be subjective, the Zimbabwean logo offers stiff competition over those of its competitors namely Namibia which is dull and lacking visual impact, Kenya which looks more cumbersome and that of Zambia which looks scratchy and looks less professional.

Strapline. The Zimbabwe's brand strapline "Zimbabwe a World of Wonders" is easy to memorize albeit it is one of those many meaningless straplines that do not add any value and meaning to the logo and the brand. It does not give any meaning to ever busy people who might not have time to research on what a "World of Wonders" implies." A good slogan should represent the destination's essence, impactful and memorable. Unless they can truly summarize a destination's character slogans risk being meaningless" (UNWTO & EUTC, 2009, p. 93).". Zimbabwe came up with its 7 wonders borrowing the idea from the "7 Wonders of the World" on the other side Kenya claims to be "A Country of Natural Wonders". Zimbabwe a World of Wonders" also represents lack of creativity hence the destination risks being a "me too tourism destination" and this is a challenge to the differentiating ability/uniqueness and success of such a brand. The challenge of use of arbitrary and meaningless straplines that add no value to the character of the destination is also evident in the case of Namibia (Endless Horizons), Kenya (Magical Kenya) and Zambia (Lets Explore). These destinations can use descriptive slogan or vary the slogan depending on the target market rather than using these meaningless slogans.

Attributes. Attributes are attractions and activities that tourists buy. Out of Zimbabwe's many attributes, Zimbabwe selectively packaged itself into its own 7 wonders. Evidently Zimbabwe has put enormous efforts to describe to the world the beauty of its 7 wonders. However these attractions are centered on people and culture; history and heritage, and wildlife and nature; and so are those of Namibia, Kenya and Zambia; however Zimbabwe has a slight advantage over other destinations in terms of its history and heritage. This clearly presents

challenges in trying to differentiate Zimbabwe as a unique tourist destination. Moreover two of Zimbabwe's most prized attributes namely Victoria Falls and the Mighty Kariba Dam and Zambezi Valley are not uniquely in Zimbabwe but are share between Zimbabwe and Zambia as they are right at the borderline. Place boundaries are legally defined which makes it difficult to claim that a place is unique and meaningful and this pose a challenge to destination branding (Hankinson, 2006). This means it is highly difficult to differentiate destinations at this level. Hence there is need to differentiate Zimbabwe at a higher level namely the rational and most importantly the emotional level whilst leveraging on the slight advantage it has on its history and heritage and Zimbabwe has failed so far to leverage on its history and heritage by emphasizing its emotional appeal.

Rational benefits. The rational benefits set out in the brand strategy document are: 1. being treated like family, 2. getting knowledge/learning, 3. much to see, hear and taste and they are closely linked to the brand values.

However, throughout my content analysis on Zimbabwe's destination marketing communication materials, the intended rational benefits are not salient. Being treated like family and sharing stories is something that Kenya has done much better in its marketing communications by emphasizing social experiences through walking safaris, camel safaris and its cultural adventure. The only scenario where Zimbabwe refers to the benefit of "being treated like family and sharing" is on its walking safaris. The textual narratives are not explicit on what tourists will learn and how they will learn. Although both the brand strategy and the key informant interview indicate that they want tourists to learn the Zimbabwean story (the story is the places, attractions, history, heritage etc.) as told by the local people the execution was dismally poor because the role of the local people was not explicit. The third attribute "much to

see, hear and taste “ was very salient in the marketing communications a just as there is evidently much to see, hear and taste in Namibia and Kenya and even more in Kenya. The main problem was lack of consistency and explicitness in communicating the rational attribute which Namibia and Kenya did excellently well.

Referring to the results in table 1, it is clear that Zimbabwe just like Zambia has failed to differentiate itself by rational benefits it offers to its tourists. On the other hand Namibia distinctively stick out as providing democracy, escape and freedom to go anywhere alone, while Kenya has manage to differentiate itself like no other as distinctively offering the following rational benefits: accessibility, reachable, customization , offering different perspective , international cultural diversity (a melting pot of cultures), and as offering relaxation in style and comfort. Kenya and Namibia have managed to achieve this distinctive differentiation because of their consistency and explicitness in communicating the rational benefits. The success of destination brands depends on how they interact with audience on the emotional and rational level (Morgan et al, 2004, p.70; De Chernatomy, 2006, p.236; in Ndlovu 2009).Zimbabwe needs to be consistent and explicitly in communicating rational benefits.

Emotional benefits/emotional appeal. As has been alluded to earlier in the previous section, the success of destination brands depends on how they interact with audience on the emotional and rational level (Morgan et al, 2004, p.70; De Chernatomy, 2006, p.236; in Ndlovu 2009). Emotional appeal can be achieved through the brand story (Donald & Gammack, 2007). From the brand strategy document we learn that one of the goals of rebranding Zimbabwe was to differentiate itself against competitors at the emotional level. The intended emotional benefits are: “to feel welcome to Zimbabwe”, “a sense of enlightenment” and thirdly an “exhilarating real experience”. Its attempt to communicate the first emotional attribute: the people are

portrayed through textual and voice narratives as friendly, warm, hospitable and always ready to lend a hand. According to Anholt (UNWTO & ETC; 2009 & Morgan et al, 2004) almost all destinations are being portrayed as having friendly people and this no longer has the ability to differentiate tourism destinations. The “sense of enlightenment” emotional attribute was a very good choice that Zimbabwe could have differentiated on given that it has a slight advantage on rich history and heritage against its competitors under review. Although the “enlightenment attribute was indeed a good choice the execution was very bad because it failed to be explicit in both voice and textual narratives in communicating this benefit. On the other hand the “exhilarating real experiences” is too commonly used by almost all destinations all over the world and it is not likely to move people, it looks like any other arbitral assigned attribute. Generally, Zimbabwe has failed to explicitly and consistently highlight emotional benefit throughout its voice and textual narratives. In most cases it indicates a list of attractions as the reasons why tourists should visit Zimbabwe on the other hand Namibia and Kenya explicitly and consistently highlight rational and emotional benefits as the reasons why tourists should visit them. Given that Zimbabwean destination marketing videos and pictures on the destination website are of extremely poor quality and the destination has failed to seize the advantage of using such imagery for they are supposed to be experientially and emotional engaging. On the other hand pictures and videos of Namibia and Kenya are of very high quality and offer better virtual experience. Experiencing brands through imagery increases involvement, evokes vivid imagery and memory and increases the likelihood of purchase (Donald & Gammack, 2007). Destinations can create love marks through creating brand stories and imagery that inspire deep human/emotional connection that arise from mystery, sensuality and intimacy. Zimbabwe as a tourist destination has failed to create lovemarks and to differentiate itself by failing to highlight

the emotional aspects of the destination but rather trying to differentiate on the basis of beauty of its attractions and friendly people forgetting that as all destinations have beautiful attractions and friendly people (Anholt, 2009; Morgan et al., 2002a; UNWTO & EUTC, 2009).

Image without cliché. Zimbabwe has managed to avoid stereotypical images. Most of the mages look authentic although their quality is of concern. Stereotyping indigenous people and cultures and destination marketing imagery is no longer convincing (Anholt, 2009)

Brand personality. Through its brand strategy Zimbabwe wishes to portray a personality of an explorer, the innocent and the magician. These were crafted by distilling the personality of a well-respected ancestor of Zimbabwe called Mbuya Nehanda and they imposed her personality on the destination brand. The brand personality has a head and heart. The head refers to the rational attributes and the heart refers to the emotional attributes (Morgan et al., 2004). Hence it is a grave mistake to try to artificially impose a personality on a destination brand but the brand personality should be a result of the rational and emotional attributes of a destination anchored in reality. “The challenge of destination branding is to develop rich yet complex and appealing destination brand personality, because most attributes are mostly arbitrary and superficially constructed” (Ndlovu, 2009, p.86) and this is true about Zimbabwe.

However from the content analysis it is clear that Zimbabwe has managed to unintentionally create a the personality of namely: mysterious, spiritual, sacred, historical and real or authentic better off than any other destination and Zimbabwe needs to strengthen these personalities because they are anchored in reality given the destination`s strengths in rich history and heritage. On the other hand Zambia has failed to create any differentiating personality; Namibia excels as rugged and resilient personality while Kenya excels with a relaxed personality.

Positioning statement. In the strategic document Zimbabwe refers to “Zimbabwe a World of Wonders” as its positioning statement. This is a grave mistake. “it is not about sloganeering but a down to earth, succinct, clear, ideally visual and differentiating summary of how the destination wants to be seen (UNWTO & EUTC, 2009). Examples of good positioning statements are those for Kenya, Zambia and Namibia given in Table 2.

Branding is an opportunity for the destination to categorically state how it wants to be viewed, what it stands for and what it offers in a single , differentiating and appealing statement this positioning stamen should also appear in marketing materials like the destination website and the other three destinations under review have done so well.

Brand values and essence. The brand values indicates what the destination stands for (UNWTO & EUTC, 2009).By distilling the rand values we have the brand essence which is the core character of the brand and both form the DNA brand. The brand values need to be consistently communicated throughout all marketing communications (Morgan et al., 2004; Can-Seng Ooi, 2004; UNWTO & EUTC, 2009).

The branding document reveals that the destination brand values are people (welcoming, warm, hospitable, human touch, etc.), places (sensory, real, abundant, vivid, beautiful, discovery, find, treasure), and potential (sharing, learning, etc.). Brand values such as people and places are too broad and basically make a place to qualify to be anything hence it’s difficult to achieve distinctiveness that is difficult to create a unique destination essence. Because of the too broad brand values most attributes in marketing communications lacked any consistency. Moreover even if the “enlightening” brand value is very good and relevant given Zimbabwe’s slight advantage on history and heritage, the execution was poor. The brand value “enlightening” lacked explicitly and consistency in the way it was communicated. A good example is that of

Namibia that came up with four narrow brand values then communicated them throughout its voice, textual and image brand narratives and the result was a very clear brand essence. This finding suggests that both the strategic and creative execution of destination branding in Zimbabwe was a major challenge. Strategic execution has to do with development of brand values and the creative execution has to do with clever application of the brand values in marketing communication materials in a way that they will make an impact (UNWTO & EUTC, 2009). The problem of creative execution is also very also evident in the failure of Zimbabwe to come up with a distinctive, appealing and meaningful positioning statement, as well as failing to come up with an emotionally appealing and differentiating brand story through quality imagery, textual and voice narratives. All is bound to brand value how they are developed (strategic execution) and how they are employed in marketing communication materials (strategic execution).

Politics of Zimbabwe Destination Branding and Related Challenges

Zimbabwe's branding process involved the Zimbabwe Inclusive Government lead by the Vice Professor Prime Minister Arthur Mutambara. The need for rebranding was necessitated by globalization, the look East Policy, the country's bad reputation and the negative effect of the Africa family brand (these will be discussed later in detail. After ZTA participated in the branding forum with the government they came up with the idea of marketing the brand the new brand as a tourism brand and ZTA took the responsibility as it is mandated to promote the country. During the branding process ZTA had consultations with the government Ministries and agencies and the brand was approved from the highest office. The involvement of the government was quite necessary as ZTA cannot comment on matters of the government that affect Zimbabwe's reputation but the government has that responsibility hence their involvement

is necessary to come up with a shared vision. ZTA also had consultations with consultants which does not only bring expertise but objectivity in the branding process.

Although the interview key informant indicated that there were consultations with a wide variety of local stakeholders the online survey findings show otherwise. In this case the responses from the actual stakeholders seem to be more reliable because of the consistency of their responses that they were not involved in the branding process. *Figure 12* also shows that the majority of the respondents 79% were not even invited and this could be one of the major reasons why they did not participate in the branding process. Furthermore *figure 11* in the branding strategy also show that stakeholders are recipients of the brand and not active participants in creating the brand. Hence lack of stakeholder involvement presents a great challenge to the success of the new brand as this jeopardizes stakeholder buy-in of the brand. “Brands that involve whole populations need popular permission” (Olins, n.d). Already questionnaire survey findings show lack of stakeholder buy-in since stakeholders are not incorporating the brand (brand values and logo) in their own marketing communications. This finding is consistent with Can-Sang Ooi’s (2004) argument that when stakeholders are not involved they are most likely to ignore the brand. Mr. Manjengwa indicated in the interview that “so we have to have a shared vision, visitor experience and our national image...”. The situation in destination branding is canivalisque (polyphony related to multiplicity of voices and heteroglosia related to multiplicity of contexts in social arenas). Lack of such broad stakeholder collaboration means stakeholders will send out to the world alternative messages which may not be consistent with that of the Destination Branding Authorities (Can-Seng Ooi, 2004; UNWTO & EUTC, 2009). This has the risk of diluting the brand and the goal of achieving a shared vision becomes remote. To achieve the goal of visitor experience through branding also known as brand reality or brand experience,

stakeholders have to learn behavioural expectations through for a such as brand seminars which is a collaborative strategy that Zimbabwe has failed to implement. ZTA lacks control over brand experience, in other words tourism experience is not born out of ZTA but the multiplicity of stakeholders (Hankinson, 2006; Steven, 2005). Stakeholders can only live the brand (brand reality) through their behaviours and marketing communications if they can understand and relate their interests, needs, products and services to the destination brand (UNWTO & EUTC, 2009) . According to (Can-Seng Ooi, 2004) one of the functions of destination brand is to mediate tourism experience hence there is need for all stakeholders to strengthens the brand through their behaviors and communications and this can only be achieved through collaborative destination branding .The goal of achieving a competitive and unified brand image is also unlikely without stakeholder collaboration (Can-Seng Ooi, 2004; UNWTO & EUTC, 2009). Lack of collaborative destination branding is a major challenge to the success of Zimbabwe's destination brand.

Lack of stakeholder involvement is most likely the reason why findings on *Figure 15* show there is lack of interest in destination branding issues in Zimbabwe. This is consistent with my finding through telephone conversations with tourist stakeholders in Zimbabwe (see preliminary findings and discussions). ZTA has already set precedence that destination branding is their sole responsibility. This is evident in its earlier destination branding processes; hence it has become a belief within tourist stakeholders that destination branding is the sole responsibility of ZTA. In other words there is polarization between ZTA and the stakeholders when it comes to destination branding and this is a major challenge yet an interesting finding of this research. When I was appealing for responses to my survey, a great number of stakeholders I talked to through the phone told me that they have nothing to do with destination branding and this

comment also came from a senior executive in the Ministry of Foreign Affairs of Zimbabwe that I talked to since I wanted to send him a questionnaire. Such polarization and lack of enthusiasm in the destination brand will make it very difficult to convince them later on that they must incorporate the brand in their marketing communications. They simply lack brand ownership and this is a result of lack of collaboration during the branding process and this poses a challenge to the success of the brand.

Even if stakeholders have rated the brand highly (see *Figure 19*.) they have failed to incorporate the brand in their marketing communications and this also shows lack of brand ownership. They simply feel that although it is a good brand it's not theirs and it's none of their business but it belongs to ZTA and branding is ZTA's business. Stakeholders need to be active participants to have brand ownership and the use of non-interactive communication channels such as the television and the print media (findings of the online questionnaire survey, see *Figure 13*.) will not ensure that stakeholders have ownership of the brand.

Although the face to face interview findings indicate that general interviews with members of the public and workshops and presentations were done with various stakeholders up to the cabinet the findings from the tourism industry through the online survey indicate otherwise (see *Figure 13*). The majority show that they only learnt about the branding process on television and on print media. This shows that stakeholders were treated as recipients and not active participants of the branding process. It is important that ZTA had used more interactive communication channels that allow for dialogue and exchange of ideas. Adopting such strategies as branding workshops and seminars allows the ZTA to communicate to the stakeholders as to why they are branding, the importance of destination brands and how they are supposed to incorporate the brand in their own marketing communications. Other communication

interactive communication platforms could have been used to ensure the involvement and eventual stakeholder buy-in of the destination brand. Hence lack of interactive communication strategies poses great challenges to the success of destination brand in Zimbabwe

The results of the interview show that the brand was launched before co-branding initiatives. This suggests that ZTA once to impose the brand on the stakeholder and this is tantamount to adopting a strategic approach to destination branding (Morgan et al., 2002b). The co-branding initiative and process starts during the branding process by adopting the brand toolkit during such fora as the branding seminars. During the branding process stakeholders will be taught how to implement the brand values and logo in their own marketing communications. When the interviewee indicates that they are about to start the co-branding process more than a year after the brand was launched he contradicts himself to the fact that he also indicated that stakeholders were part of the branding process. If they were involved then the co-branding initiative should have been part of the branding process. Consequently the lack of such stakeholder involvement has resulted in the failure of local stakeholders in adopting the brand in their own marketing communications as findings of the online questionnaire survey indicates (see *figures 17 & 18*). It is necessary that all stakeholders stretch brand by using it in their own marketing communications to increase awareness which is necessary for the success of brands (Jaffe & Nebenzahl, 2006; Morgan et al., 2004; UNWTO & EUTC, 2009)

The research findings from both interviews and questionnaire surveys show that brand champions (in this case the Vice Prime Minister Professor Arthur Mutambara) and a brand ambassador (a beauty pageant “Miss Zimbabwe”) were employed. The brand champions rallies for support from different stakeholders while the brand ambassador is there to increase visibility of the brand by promoting the brand through becoming the face of the brand (UNWTO & EUTC,

2009). However relying only on these brand co-management strategies is not enough because these strategies are a distant from the stakeholders and are less interactive. There is need to use other brand co-management structures such as branding committees which involve a wide range of stakeholders. Branding committees will allow the participation of a wide variety of stakeholders while allowing for sharing of experiences, expertise and independent perspectives (Jaffe & Nebenzahl, 2006; UNWTO & EUTC, 2009). Use of brand champions is also recommended since these are people who will not only advocate for the brand but have the authority to make decisions whether to incorporate the brand in their marketing communications or not (UNWTO & EUTC, 2009). It was important if ZTA also involved brand advocates. When brand advocates are involved then they are most likely to implement the brand in the marketing communications of the brand because they hold influential positions in their organizations and they can make decisions whether to adopt the brand in the marketing communications of the organization or not (UNWTO & EUTC, 2009). There is also need for internal marketing of the brand to ZTA staff. When the interview key informant was asked about the brand values he could not name them. This is an indication of poor brand culture which shows lack of internal marketing of the brand within ZTA. It is important that all NTO staff understand and buy-in the brand idea. NTO staff must be trained to understand the brand for example by use of the brand kit. Only when the NTO staff understand and buy-in the brand idea can they act as advocates and have a sense of pride in the brand.(UNWTO & EUTC, 2009). The lack of such a broader co-management (see *Figure 14*) strategy is a real challenge to the success of the brand.

Other Zimbabwe Destination Branding challenges

The findings from both the questionnaire survey and the face to face interview show that funding is a major challenge to the success of the Zimbabwean brand. Morgan et al (2004) argues

that inadequate funding is a major challenge to the success of destination brands. Again the key informant interviewee Mr. Manjengwa also indicated that promoting the destination is the major challenge if the brand is to succeed. This is also consistent with the online survey findings (see figure 16) that shows that the future success of the new brand is threatened by inadequate marketing efforts. Lack of funding could be the cause of inadequate marketing efforts in Zimbabwe. Morgan et al (2004) argues that destinations have to out smart than out spend. The major problem is not lack of funding but lack of stockholder collaboration in destination branding in Zimbabwe. When stakeholders are active participants of the branding process then they can buy-in the brand, will have a sense of brand ownership and they will communicate the brand in their own marketing communications which increases the promotional efforts of the destination as well as visibility/awareness at no extra cost to ZTA (Morgan et al., 2004). Destination stakeholders can also contribute finally if they have a feeling of ownership to the brand for example in the a case of Australia stakeholders contributed financially because they were involved and they felt ownership of the brand (Jaffe & Nebenzahl, 2006).

Brands do not stay forever (Ndlovu et al., 2009). From the interview we learn that Zimbabwe has branded several times since independence owing to several challenges. The previous brand “Africa’s Paradise” had its value eroded by globalization as it was too Eurocentric and the government’s “Look East Policy” which came about as a result of the political impasse between Zimbabwe and United States of America and the West scraping the previous brand as the destination tries to look for new markets in the East. The African family brands negative image also affect Zimbabwe’s brand and this is consistent with Anholt’s (2009) argument that individual African brands are affected by the negative image of Africa. The best strategy to this challenge is that Zimbabwe has to raise its voice to stick out/raise visibility and

this can only happen through broad stakeholder collaboration in destination branding so that all stakeholders communicate and live the brand. Internal national political and economic problems coupled with sanctions have also tarnished the image and reputation and competitiveness of the destination. The reputation of Zimbabwe is clearly a major challenge to the success of the new brand. Anholt (2009) argues that reputation creates inertia and can be problematic hence the reputation of a country cannot be left to improve alone and this is why the Zimbabwe had to rebrand. Furthermore the online survey findings also show that the success of Zimbabwe's brand is threatened by bad publicity which is in some cases exaggerated. The best way for Zimbabwe to fight this negative reputation and the negative publicity onslaught on the destination is to ensure that there is consistency of marketing messages coming from all stakeholders argues (Anholt, 2009). For a small country like Zimbabwe

“to stand a chance of making its voice in this huge global market place, it is absolutely essential that it fires on all its cylinders, and that everything the country does, say, makes, somehow reinforces the same story, the same values, the same personality, the same tone of voice” (Anholt, 2009, p. xii).

The ZTA alone cannot restore Zimbabwe's reputation by doing it alone neither can ZTA win the battle being waged against the destination through negative publicity which often ignores the good things about the destination. The ability of Zimbabwe's competitive identity to rise above the bad reputation and negative publicity, there is need to raise the destination's voice through broader collaboration in destination branding initiatives and processes and that all stakeholders communicate a single unified story about the destination.

Factors that Present Improvement Potential for the Zimbabwean Brand.

It is important that I also look at the improvement potential of the destination brand so that this research does not become another fault finding mission. Findings from the interview show that there will be new international flights servicing Zimbabwe and its major tourist

attraction Victoria Falls which is a positive development in light of the new brand. The unity government and the recovering economy also create a conducive environment to try to rebuild the image and reputation of the country. Zimbabwe is also hosting big international and regional events that will help to place the Zimbabwean brand on the world map. The UNWTO General Assembly 2013 will be held in Zimbabwe in Victoria Falls and at the time of the interview Zimbabwe was also preparing to host the African Travel Association Conference in May 2012. The design of the Zimbabwean brand logo which features the country's map and colour makes it very easily transferable to any product or organization in Zimbabwe and this presents opportunities for co-branding. Furthermore the stakeholders have already rated the brand highly hence the planned co-branding initiative as indicated by the key informant interviewee should produce some positive results although it was more desirable if they had started the co-branding process during the actual branding building process.

Summary of Analysis and Discussions

Strategic and creative execution of the brand is some of the major changes to the success of Zimbabwe's destination brand "A World of Wonders". The problems related to strategic execution relates to too broad brand values. This has also affected the creative execution for there was no clear/visible and consistent application of the brand values which consequently prevented the brand from having any clear brand essence. Again the lack of consistent and explicit reference to rational and emotional benefits has prevented the destination from creating a strong, distinctive and differentiating destination brand personality and essence. The failure to differentiate at the emotional level is a major challenge to the success of the brand. This could indicate lack of expertise. Lack of collaboration is a major challenge that also creates other challenges. Lack of collaboration means the Zimbabwean brand risks being diluted. This has also

lead the stakeholders to ignore the brand hence opportunities for synergy were lost. Again the achievement of a brand reality is at stake since stakeholders do not have any point of reference in as to how they should behave and communicate to visitors. Polarization between ZTA and local stakeholders as well as lack of stakeholder enthusiasm are also major findings of this paper that pose challenges to the success of the new brand. Other challenges to the success of the new brand include lack of funding and inadequate promotional efforts as well as external challenges such as political and economic challenges, bad publicity and reputation of the country.

Recommendations

- Zimbabwe needs to come up with narrow brand values that will consistently be applied in all its marketing communications. Stakeholders should be part of choosing the brand values so that they also represent their interests, need, products and services. Stakeholders should then be taught how to incorporate the brand values in their own marketing communications using the branding tool kit.
- It also needs to try to differentiate at the emotional level by consistently and explicitly highlighting emotional benefits. Merely describing the beauty of the destination attractions does not differentiate because attractions are not unique to a destination.
- Since two of the major tourist attraction are share between Zimbabwe and Zambia it is important that Zimbabwe tries to differentiate itself by leveraging on its slight advantage on history and heritage over its competitors while emphasizing emotional and emotional benefits of these attractions.
- It needs to build a distinctive brand personality that is based on the rational and emotional benefits and not to try to impose a personality on a destination brand. Rational benefits

and emotional benefits should support its strength in “rich history and heritage” and this should contribute to a distinctive personality that is based on reality.

- Zimbabwe needs to replace the poor quality images on the destination website and replace them with quality since this may also mean quality standards are poor in the destination.
- All stakeholders should be involved right from the beginning of the branding process and they must also be convincing to apply the brand in their own marketing communications. A destination branding toolkit should be developed which should become the basis of branding seminars and brand workshops so that all stakeholders know how to use the brand in their own marketing communications. Critical is the the development of a core message that is usable by all stakeholders. All stakeholders should participate in the development and utilisation of the brand (Jaffe & Nebenzahl, 2006).
- Actively involving local stakeholders in all important branding and other destination management initiatives and processes using more interactive communication strategies is likely to solve the problem of polarisation between ZTA and local stakeholders, and lack of interest in destination management issues.

Conclusions

This paper is a response to Ndlovu's (2009) findings that the previous Zimbabwean brand “Africa's Paradise” was built without any collaboration from local stakeholders as well as the lack of literature on issues to do with the mobilization of support for destination branding (politics of destination branding) and the analysis of the way destinations portray themselves through destination branding (poetics of destination branding), especially in the African context. The politics and poetics of destination branding are dialogically intertwined (UNWTO & EUTC,

2009, p. 125). The strategic and creative execution of brands requires collaboration if they are to be effective and if they are to pool together the fragmented destination. Hence the goal of achieving a shared vision, tourism experience and a competitive destination through the brand requires that Zimbabwe adopts a dialogic approach to destination branding. Moreover destination branding poses unique challenges as opposed to product branding and there is need for the destination to mobilise so as to create a unified force to face these challenges. These challenges are also unique from destination to destination. Challenges to destination branding in smaller developing countries like Zimbabwe cannot be generalize to wealthier countries, for example Zimbabwe is surviving under immense bad publicity, political and economic problems as well as sanctions which is not true with developed wealthier nations. Hence there is need to study destination branding and its challenges on a case basis. It is imperative that we study destination branding from the economic and social contexts in which they are situated. In conclusion it is highly important that if smaller nations like Zimbabwe are to have their voice head in this huge global market given the challenges bedeviling them they need to mobilise, agree on a shared vision and consistently fire from all cylinders.

The lack of a good sample size is a major limitation to this study hence it is my conviction that there is need for a more research on the politics of destination branding in Zimbabwe that consists a larger sample size if a deeper understanding of the politics of destination branding in Zimbabwe is to be captured well. This paper also opens up other areas for further research, for example there is also need to do an investigation of whether the Zimbabwean brand is creating any meaningful value to the tourism business otherwise called “local stakeholder brand equity” a term coined by (Steven, 2005), a term he wishes can now enter the marketing and branding vernacular.

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Appendices

Appendix A

Request letter for an academic interview with ZTA

Zimbabwe Tourism Authority

P.O Box CY 286

Harare

The Destination Marketing Executive, Mrs Chikaponye

Ref: REQUEST FOR AN ACADEMIC RESEARCH INTERVIEW

I am kindly requesting for an appointment with you or any other staff members of Zimbabwe Tourism Authority you may wish to delegate for the purposes of carrying out an academic research interview. The final research paper will be used solely for academic purposes and strict confidentiality of despondence will be upheld and their interests and that of the organization will not be compromised.

The researcher also wishes to request to keep record of the interviews for further analysis and archiving at the University of Stavanger.

For any further enquiries you are free to contact my research supervisor Associate Professor Øystein Jensen (University of Stavanger) at:

[Email: oystein.jensen@uis.no](mailto:oystein.jensen@uis.no)

Mobile: + 47920545950

Tel: + 4751833718

Yours Faithfully

KENNETH MUNJOMA

Cell: +263774766719 (Zimbabwe) or +4746263160 (Norway)

Appendix B

Interview guide.

KENNETH MUNJOMA, +263774766719 or +4746263160

**MASTERS OF SCIENCES IN INTERNATIONAL HOTEL AND TOURISM
LEADERSHIP**

UNIVERSITY OF STAVANGER, NORWAY

Research Title: *Poetics and Politics of Destination Branding, Rebranding Zimbabwe
2010: An Evaluative and Comparative Study*

Research questions for Zimbabwe Tourism Authority

- Who initiated the new branding process?
- Why was the new branding process necessary?
- How would you describe the new brand architecture and how does it differ from the previous one?
- What are the new brand values?
- What steps and procedures were followed during the rebranding process and why?
- What strategies and efforts were put in place to try and ensure the involvement and participation of local stakeholders?
- Which stakeholders were actively involved and participated in the new branding process?
- How did the different stakeholders contributed to the building of the new brand?
- What were the problems and challenges faced during the rebranding process?
- What potential future challenges are most likely to affect the success of the brand?
- Is there any conflict arising from the new brand amongst stakeholders and why?

- How is the new brand viewed by different stakeholders?
- Are the different stakeholders actively using the new brand in their marketing activities?
- Anything you want to say about the rebranding process?

Thank you!!

Appendix C***Message and survey link to tourism stakeholders in Zimbabwe***

University of Stavanger

Faculty of Social Sciences

4036 Stavanger

Norway

Tel: +47 51 83 10 00

Dear Respondent,

Will you do me a favour?

NOTE: This survey is intended for Senior Managers in the Tourism industry in Zimbabwe for example General Managers, Directors, Heads of Marketing, Heads of Public Relations or any other senior Manager or Executive in your organization, so if you feel you don't qualify to participate in this survey please forward this email to a relevant senior executive/manager in your organization. Please also forward this to any senior manager/executive in the Hospitality and Tourism industry that you know of in Zimbabwe.

I am carrying out a nationwide survey among tourism stakeholders in Zimbabwe. The purpose of this study is to find out the level and nature of stakeholder involvement and challenges of Zimbabwe's 2010 Rebranding Campaign. This research entitled: "Poetics and Politics of Destination Branding; Rebranding Zimbabwe 2010: An Evaluative and Comparative Study" is in partial fulfillment of a Master of Sciences Degree in International Hotel and Tourism Leadership, University of Stavanger Norway. However the results for this research also serves to gain insights for developing an approach to destination branding in Zimbabwe and to identify alternative courses of action.

It will take a short time to answer the simple questions and your responses will be held with the highest level of confidentiality hence your name is NOT required at all. To participate in the survey follow the link

<https://www.surveymonkey.com/s.aspx>

Please return the questionnaire at your earliest convenience.

Thank you for your answers.

Kenneth Munjoma (Researcher): +47 46 26 31 60 or e-mail:

kenmun2003@yahoo.co.uk/kennethmunjoma@gmail.com

Dr. Øystein Jensen (Research Leader):

Tel: + 47 51 83 37 18; Mobile; + 47 920 54 595; e-mail: oystein.jensen@uis.no

Please note: If you do not wish to receive further emails from us, please click the link below, and you will be automatically removed from our mailing list.

<https://www.surveymonkey.com/optout.aspx>

Appendix D

Pre-test questionnaire.

communicate with stakeholders to ensure their involvement in the rebranding process (Check all that apply for you)

- | | |
|---|--|
| <input type="checkbox"/> Print media | <input type="checkbox"/> Brand seminars |
| <input type="checkbox"/> Television | <input type="checkbox"/> Online (e.g by way of a website link where stakeholders can input their contributions) |
| <input type="checkbox"/> By ordinary mail | <input type="checkbox"/> Cell phone |
| <input type="checkbox"/> Workshops | <input type="checkbox"/> Telephone |
| <input type="checkbox"/> Conferences | <input type="checkbox"/> Non of the above |
| <input type="checkbox"/> By e-mail | |

Other (please specify)

*** 6. The following structures were utilized to manage the brand. (Check all that apply for you)**

- Brand advocates
- Brand steering committee
- Brand ambassadors
- Non of the above

Other (please specify)

*** 7. Which stakeholders that you know of were actually involved in the rebranding process? (Check all that apply)**

- | | |
|---|--|
| <input type="checkbox"/> Representatives from government agencies | <input type="checkbox"/> Industry representatives |
| <input type="checkbox"/> The media | <input type="checkbox"/> Non-tourism businesses (commerce9 |
| <input type="checkbox"/> Political parties | <input type="checkbox"/> Non governmental organisations |
| <input type="checkbox"/> Tourism and hospitality business | <input type="checkbox"/> Civil society |
| <input type="checkbox"/> Tourism and tourism associations | <input type="checkbox"/> Academics |
| <input type="checkbox"/> Industry | <input type="checkbox"/> Consultants |

Other (please specify)

*** 8. What challenges that you know of characterized the recent rebranding process? (Check all that apply)**

- Local stakeholder conflict about the brand agenda and process
- Lack of destination branding expertise
- Lack of stakeholder consultation and involvement
- Lack of funding
- Conflict as a result of administrative overlaps between ZTA and other stakeholders
- Interference from politicians
- Local stakeholder lack of interest in the rebranding campaign

Other (please specify)

*** 9. In your opinion what are the future challenges to the success of the new brand?**

- Lack of local stakeholder buy-in
- Lack of local stakeholder collaboration
- Political interference
- Inadequate funding
- Bad publicity about the destination
- Terrorism
- Poor brand symbols (e.g logo, slogan, imagery, graphics
- etc) Inadequate marketing efforts
- Poor products and services

- Poor infrastructure
- Economic situation
- Lack of interest by stakeholders in the new brand
- Other (please specify)

10. In your opinion what factors present improvement potential for the success of the new brand? (You may wish to refer to some factors mentioned in question 8 and 9 or other factors within the wider branding, marketing, economic, political, social and national context of Zimbabwe).

*** 11. To what degree is your organization actively applying the new brand values in your own marketing communications?**

Very high degree=5
 High degree=4
 Some degree=3
 A little degree=2
 Not even a degree=1

*** 12. To what degree does your organization incorporate the destination brand logo in your marketing communications?**

Very high degree=5
 High degree=4
 Some degree=3
 A little degree=2
 No degree=1

*** 13. To what degree do you observe other local stakeholders incorporating the destination brand (e.g brand values,brand logo, or any other aspect of the brand) in their own marketing communications?**

Very high degree=5
 High degree=4
 Some degree=3
 Little degree=2
 Not even a degree=1

*** 14. How would rate Zimbabwe`s brand poetics, that is, its logo,slogan,narratives,imagery,branding videos,graphics etc ?**

	Very good=5	Good=4	Moderate good=3	Bad=2	Very bad=1
Distinctiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attractiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Empetitiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emotional appeal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Simplicity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*** 15. In your opinion, how is the new brand being viewed by the local stakeholders
(Choose one answer)**

- I have no idea
- Many don't really care about the new brand
- Very negatively
- Negatively
- Moderate positive
- Positive
- Very positive

16. In your opinion, what could have been done differently during the Zimbabwe`s 2010 rebranding process that could have improved the effectiveness of the branding process?

Appendix E

Survey questionnaire.

*** 1. What is the job title for your current position?**

*** 2. What type of organization do you represent (e.g. travel agency, safari operations, tour operator, hotel, lodge, tour operations, university, immigration etc.)?**

*** 3. Was your organization invited to participate in Zimbabwe`s recent destination rebranding process?**

Yes

No

*** 4. Did your organization actually participate in the rebranding process?**

Yes

No

If YES how did you contribute/if NO why didn`t you participate?

*** 5. The following communication platforms were used by the Zimbabwe Tourism Authority to**

communicate with stakeholders to ensure their involvement in the rebranding process (Check all that apply for you)

- | | |
|---|--|
| <input type="checkbox"/> Print media | <input type="checkbox"/> Brand seminars |
| <input type="checkbox"/> Television | <input type="checkbox"/> Online (e.g by way of a website link where stakeholders can input their contributions) |
| <input type="checkbox"/> By ordinary mail | <input type="checkbox"/> Cell phone |
| <input type="checkbox"/> Workshops | <input type="checkbox"/> Telephone |
| <input type="checkbox"/> Conferences | <input type="checkbox"/> Non of the above |
| <input type="checkbox"/> By e-mail | |

Other (please specify)

*** 6. The following structures were utilized to manage the brand. (Check all that apply for you)**

- Brand champions (People of high seniority, influence and integrity.They command a lot of respect across the wider community e.g across communities at national,regional or city level and are prepared to passionately champion the cause of the brand at the highest level in public and across all sectors.
- Brand advocates (Unlike brand champions they operate at a less senior and public level. They sale the cause of the brand in their organizations or area of influence, and they tend to hold executive positions in companies)
- Brand steering committee (A group set up in the beginning of the branding process composed of stakeholders from all sougths of backgrounds e.g academic,industry,commerce,tourism,politicians etc to help to manage, develop, impliment and maintain the destination brand)
- Brand ambassadors (Persons e.g celebrities or advertising models employed to represent,market and sale a brand)
- Non of the above

Other (please specify)

***7. What challenges that you know of characterized the recent rebranding process? (Check all that apply)**

- Local stakeholder conflict about the brand agenda and process
- Lack of destination branding expertise
- Lack of stakeholder consultation and involvement
- Lack of funding
- Conflict as a result of administrative overlaps between ZTA and other stakeholders
- Interference from politicians
- Local stakeholder lack of interest in the rebranding campaign

Other (please specify)

***8. In your opinion what are the future challenges to the success of the new brand?**

- Lack of local stakeholder buy-in
- Lack of local stakeholder collaboration
- Political interference
- Inadequate funding
- Bad publicity about the destination
- Terrorism
- Poor brand symbols (e.g logo,slogan, imagery, graphics etc)
- Inadequate marketing efforts
- Poor products and services

- Poor infrastructure
- Economic situation
- Lack of interest by stakeholders in the new brand
- Other (please specify)

9. In your opinion what factors present improvement potential for the success of the new brand? (You may wish to refer to some factors mentioned in question 8 and 9 or other factors within the wider branding,marketing,economic,political,social and national context of Zimbabwe).

*** 10. To what degree is your organization actively applying the new brand values in your own marketing communications?**

Very high degree=5
 High degree=4
 Some degree=3
 A little degree=2
 Not even a degree=1

*** 11. To what degree does your organization incorporate the destination brand logo in your marketing communications?**

Very high degree=5
 High degree=4
 Some degree=3
 A little degree=2
 No degree=1

*** 12. How would rate Zimbabwe`s brand poetics, that is, its logo,slogan,narratives,imagery,branding videos,graphics etc?**

	Very good=5	Good=4	Moderate good=3	Bad=2	Very bad=1
Distinctiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Attractiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Empetitiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Emotional appeal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Simplicity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. In your opinion, what could have been done differently during the Zimbabwe`s 2010 rebranding process that could have improved the effectiveness of the branding process?

Appendix F

Appendix of results

NAMIBIA: Namibia Destination Website

About Namibia

“Rugged and Natural. Soulful and Liberating. Experiences you take with you forever”.

“This is Namibia, where you are sure to find adventure ,and you may find yourself.”

Conservation: “A cornerstone of Namibia`s experience”. Emphasis is on community based tourism”.

Wildlife: Staggering abundance and variety of wildlife including endangered species.

“Nothing compares to seeing wildlife in its Natural habitat, something easily accomplished in Namibia”.

“Learn about one of the conservation stories ever told”

Culture: “A rich and diverse culture is emerging thanks to the people and the endless gifts of the land”.

Geography: “Awe-inspiring and unrestrictive, this diverse geography leaves an impact you won`t soon forget”.

History: **“Rugged and Natural. Liberating and Soulful”.**

Emphasis is on the rock paintings done by Namibia`s ancestors who made the rugged land home for thousands of years.

“To date, Namibia boasts a proud record of uninterrupted peace and stability for all to enjoy”.

Climate: **“With three hundred days of sunshine, each visit will be filled with perfect whether”.**

“Namibia is a year round destination. Just pack accordingly”

Where to go.

Etosha National Park: “Panoramic views. Plenty of perspectives”.

Fish River Canyon: “Only the adventurous will be rewarded. Only in Namibia.”

Fish River Canyon: “Only the adventurous will be rewarded. Only in Namibia”.

Deadvlei: “Feel free and completely significant. Only in Namibia”.

Epupa Falls: Nature ore natural”. Only in Namibia”.

Explore Authentic Namibia

This section emphasises conservation of wildlife and the environment, community based tourism in Namibia, authentic wildlife, traditional cultures, rituals and wisdom.

What to do:

“Namibia is full of exciting things to do. A plenty of space in which to do them”.

1. Community based tourism:

“Tourism for the good of all”.

2. Volunteer opportunities:

“Whatever you give Namibia, Namibia will give right back”.

Immersing yourself into another culture whilst helping in conservation efforts.

3. Safari and Tours:

“Seeing everything maybe impossible, but it never hurts to try”

Self-drives, fly-ins, guided overland tours, camel safaris, backhorse safaris, walking safaris.

Self-drive safaris into the beautiful wildlife and unique landscapes at their own pace and terms (freedom).

Why choosing Namibia

“Escape stress, experience peace and freedom, sit and admire the breath taking landscapes and reflect”. Feeling of excitement.

Game packed parks (wildlife), silence spectacle of the desert, landscapes, and people. Dunes. temptuous coastlines, silence of Kalahari desert, Africa`s big five against the backdrop of unique landscapes, rare black rhino,

Rational attributes. Democracy, quality infrastructure, road networks, broad cell phone coverage, accommodation and camping sites, affordable destination, most helpful and friendly people in the world,

4. Adventure and activities:

“**A great adventure is just that. Only much greater**”. Referring to an image of rugged sand dunes with two trucks cutting through them:

Namibia “With vast expanses of untamed landscapes, rugged mountains and the oldest, driest desert in the world”.

Adventure activities are targeted for confirmed adrenaline junkies. Adventure activities include: sitting on the floor of the largest African canyon, catching tiger fish, shooting the rapids of Kunene River, skiing on sand dunes, quad biking, 4x4 trails, sky diving, wind surfing, kayaking, dune and sand boarding, kite boarding along the coastline, climbing, and taking time to listen to silence. Visitors are mesmerised by ancient art (heritage) and eating indigenous food (cultural adventures).

All the above provide adventure of the mind body and soul.

“Adventures stay with you forever”.

5. Wellness.

“Recharge yourself with the help of Mother Nature. Then let us do the rest”

The silence of the desert, the stars at night and the emptiness that stretches the horizon provide a ready antidote to the stress of life. For those needing further rest and relaxation, many accommodations provide guests a range of offerings to rejuvenate both the body and soul. Massage and mud therapy, exfoliating treatments and much more ...”.

6. Hunting

“Africa`s best kept secret won`t be kept for long. Start planning your hunting trip now”

Trophy hunting. Emphasis is on the policies governing the protection and hunting activities.

7. Business

“Some meetings take place in meeting rooms. Others take place in Namibia”

8. Top Attractions:

“In Namibia there are places you have to see to believe.”

i. Landscape:

“It is Namibia`s defining assets”.

“Vast endless, magnificent, unimaginable etc, words can`t do justice to describe it”.

ii. Etosha National Park

“In Namibia, there are some places you need to see to believe”.

There is a picture of elephants, a water hole and a blue sky with white scattered clouds.

iii. Sossuvlei

There is a picture with yellow brown beautiful sand dunes with a blue sky with scattered clouds in the background.

iv. Swakopmund and Walvis Bay

Mountain feature with a flat plain below in the backdrop of blue sky- purplish sky fading beyond the horizons.

v. Damaraland and Kaokoveld

A picture of rugged mountain range fading into the horizon with a grey sky looking so far away.

vi. Fish River Canyon

“Only the adventurous will be rewarded. Only in Namibia.”

There is a picture of a hill to the left with a low lying but rugged plain heavily cut into by a canyon with little water flowing on its floor.

vii. Twyfelfontein

A reddish brown picture of ancient paintings

viii. Kalahari

A picture of vast and rugged expanses of beige coloured sand dunes with very little vegetation.

ix. Windhoek

A picture of a town with a statue of a man riding on a horse.

x. Skeleton Coast

A picture of a body of water flanked on one side by a rugged zigzagging ridge of sand that appears to be a sand dune.

Pictures and Videos

Pictures that represent many aspects of the destination: wildlife e.g. Etosha National Park, mountainous views, sand dunes e.g. Deadvlei, pictures showing scenery and views stretching from horizon to horizon, e.g. Epupa, canyons e.g. Fish River Canyon, pictures of indigenous people smiling and posing for a photo. Pictures can be viewed in full screen, very high quality and attractive. Videos are of high quality and emphasise both rational and emotional benefits.

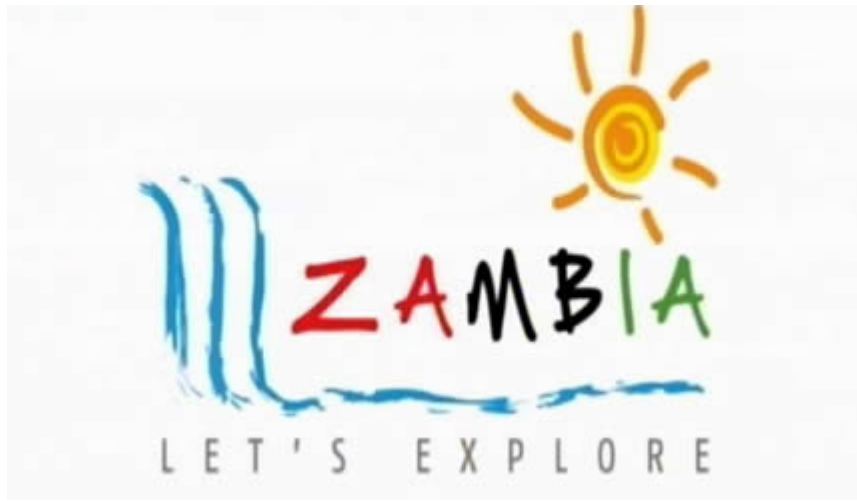
Co-branding

All activities are linked to providers and one can arrange a holiday that fits their preferences on the destination website by adding products into a basket there by creating their own itinerary.

Texts from Zambia`s Destination marketing

The following texts that will form the basis for content analysis of Zambia`s destination brand poetics are paraphrases and quotations from Zambia`s official destination marketing website (<http://www.zambiatourism.com/>).

Destination Logo



“The land of legendary African walking safari, the Victoria Falls, the wild Zambezi river, breathtaking lakes, abundant wildlife, and raw pulsating wilderness, all min one friendly country”



About Zambia

There are general descriptions without special reference to their importance to the tourist.

History: here there is literature about Zambia's general history and a mention of democracy.

Geography: covers general descriptions of things like land, climate, rainfall, water supply and natural resources without special reference to tourism.

People: covers culture, music, dance arts and culture.

Wildlife: list and mere descriptions.

Birdlife. Lists of birdlife and birding areas

Vegetation:

Conservation:

Welcome to Zambia

“Blessed with one of the seven wonders of the world and abundance of wildlife, water, vast spaces, Zambia offers unforgettable holidays exploring `real` Africa”.

Emphasises safety, welcoming people, peace and harmony

“Here you will find some of the finest Safari experiences on the planet. Face to face encounters with nature at its most wild”.

“Spectacular waterways provide a delightful, adrenaline pumping or leisure playground of activities for all ages”.

What to see:

“A waterfall wonderland”.

Spectacular falls i.e. Victoria falls and 17 and other which are described as cascading flowers.

Like nowhere else Zambia offers an assortment of fabulous waterfalls for those who appreciate the beauty and powerful raw and thunder of falling water. 13 falls are depicted in photographs with brief descriptions

Victoria Falls

“a spectacular sight of awe-inspiring beauty and grandeur “

“... the greatest known curtain of water”.

Activities at Victoria Falls include: aerial viewing, bungee jumping, crafts, wildlife experiences, Mukuni authentic Tribal village.

Ngonye Falls. Is said provide a pleasant picnic

Kundalila Falls. Is described as offering spectacular views with delightful natural pool below of great scenic beauty and is said to be in a tranquil setting.

Lumangwe Falls. “You are sure to be alone here”.

Ntumbachushi Falls. Picturesque.

Chisimba Falls. A sacred place.

Mutumuna Falls. Sacred.

Kubweluma Falls. It is a sacred shrine for the locals.

Mumbuluma Falls. Sacred.

Only rational attributes: pleasant, picnic, delightful, scenic beauty, camping site potential.

Emotional benefits: Tranquil.

Wild National Parks

The website provides a mere shopping list of 15 national parks, naming wildlife that is found therein.

Bluelagoon National Park . Undiscovered, vast spectacular plains.

Kafue National Park. Probably has the greatest variety of wildlife.

Baloon Trips. Unusual and endangered species. An electric range of wildlife images presented.

Kasanga National Park. Peaceful sanctuary

Picturesque

Heart stopping walking safaris.

Lochinvar National Park. A park of exceptional beauty and outstanding birding opportunities. Accessible by air.

Liuwa Plain National Park. Pristine wildlife for ardent bush lovers.

Fascinating nature.

Lower Zambezi National Park. Defunct because of lack of funds, people pressure, no infrastructure, mismanagement, poaching and tsetse flies

Mosi-a-Tunya Zoological Park. Relaxed (no predators) and provide photo opportunities.

North Luangwa National Park. Finest wilderness experience

Witness natural beauty and drama.

Uncommon not to witness a kill by a lion.

Nyika Plateau National Park. Spectacular, surely one of the most beautiful places in Africa. Plenty of warmth.

South Luanga National Park. Experience pristine wildlife

Walking safaris.

Rhino poached to extinction.

Beauty- sandy beaches, cliffs, natural bays and rugged hills and deep valleys

Wildlife numbers declining.

Sioma Ngwezi and North Lungwa National parks. are said to be very wild.

Emphasise accessibility.

Kundabwika Falls: a revered shrine for the locals.

Vast Lakes

Lake Kariba. “Zambia’s undiscovered Riveira”.

Spectacular views, stunning sunsets, great fishing and boating, water sports or wonderful relaxing days.

Annual Tiger fishing competition.

Awesome dam wall.

Lake Tanganyika. “Overlaps Tanzania, Burundi, Congo DR and Zambia”.

Sight seeing.

History and biodiversity descriptions.

Lake Mweru. Shared with Congo DR.

Beautiful, culture.

RIVERS

The Great Zambezi.

Beautiful

A great picture of the river

Water sports and game viewing

Forms a lot of spectacular features along the way e.g. Victoria Falls.

Luangwa River. Africa's prime wildlife sanctuary (made it world famous)

Escarpment scenery.

Spectacular rugged river.

A picture of wildlife, spectacular big river with wide plains covered in lush green vegetation. Pictures of wildlife, fishing etc.

Historic Wonders

Monuments. A mere shopping list with no reference to the tourist's benefits.

Museums. Chima museum and crafts- fascinating.

Copperbelt Museum. Mere descriptions of it.

Livingstone Museum. Interesting collection of David Livingstone's belongings and descriptions of his routes.

Others. Marimba Cultural Museum, Lusaka National Museum, Nayuma National Museum, Railway National Museum and Victoria Falls Field Museum. There are only mere descriptions without any reference to the tourist's benefits.

Chimpanzee Sanctuary. This is a conservation initiative.

What to DO?

Adventure Activities and Sport

White Water Rafting (Bakota Gorge)

Provides one of the most "sensory thrill imaginable".

"Striking scenery within the sheer black cliff afford the adrenaline junkie a wild roller coaster ..." . Perfect for people travelling together (4+ persons).

River Boarding. The attraction is "physical freedom and the sense of achievement by tracking the Zambezi river on your own".

Zambezi rapid surfing provide adrenaline rush.

Wave surfing-"sensational standing waves provide everyone with fantastic surfing".

Safety is emphasised.

Bungi Jumping. Victoria Falls provides the highest commercial bridge jump in the world.

"Adrenaline rush, free as a bird. An incredible feeling that will probably change one's life".

Abseiling and Gorge Swimming. Swim up the gorge of Victoria Falls.

It is said to be fantastic, fun and safe.

Flights over Victoria Falls. Provide spectacular views of Victoria Falls.

Quad biking. Explore the amazing geographical formations of this area on a quad bike".

Golfing. The link could not open

Scuba diving. There is not much information except information about the diving school.

Gorge Swing

Tandem Kayaking. “Experience the incredible power of Zambezi River below Victoria Falls”.

Safaris

Canoeing safari.

Wildlife- mammals and birds.

Lovely scenery.

Camping opportunities

Elephant Back Safari. Riding elephants. “All you take is your binoculars and a sense of a wonder”.

Lion walks. “Enjoying watching lions play, hunt and enjoy their natural habitats”.

Close encounters with lions

Learn about lions.

Elephant Trails. “Riding and enjoy interacting with these wonderful animals”

Horse Riding Trails.

Birding safaris. Spotting unique species

Photographic Safaris. Photographic opportunities on a safari walk or open vehicle.

Open Vehicle Game Safaris. Pampered in tasteful bush style - wine and dine.

Comfort of vehicles.

View spectacular game.

“A guide and a tracker will help to reveal fascinating insights about all you see”.

Thrilling to see a lion kill”. Sit back in awe of wonder that nature reveals when we take time to watch her ways and the symbiosis of her virgin state”.

“Great evening entertainment in the bush which beats city night life hands down”.

LEISURE:

House Boating on Lake Kariba

Calm and sunny days

Few boats as compared to the crowded Zimbabwe side.

“Feel completely isolated” as you drift along the banks.

Spectacular sunset and sunrise.

Visitors are advised to bring loads of friends

Fishing. Good stock of fish.

Canoeing. “A canoeing safari experience on the Upper Zambezi River, is a wonderful way to enjoy the astonishing beautiful scenery ...”

Wildlife views.

Driving Around Zambia:

It is designed for the people wanting to get out of the beaten track.

“Zambia a big country, uncompromising and challenging ... but real ... home true adventure and quality experience, enhanced by a warm and friendly people”.

Pictures

The website has a background of Victoria Falls and with an insert of a slide show of Victoria Falls, wildlife, scenery, river and a lake.

Videos. No videos or voice narratives.

Texts from Kenya's Destination Marketing Communications

The following paraphrases and quotations are sourced from Kenya's official destination marketing website

(http://www.magicalkenya.com/index.php?option=com_frontpage&Itemid=1).



Home

“Welcome to magical Kenya”

“with eleven percent of the world’s species, Kenya’s birding is one of the best in the world”. This is supported with a photograph of an ostrich.

The best undiscovered Golf Destination of 2008 ...”. This is also supported by a photograph of a lush green golf course with people playing golf.

“Lamu- a peaceful Island where life is lived at its own relaxed rthym”. There is a photograph of a beach and a built up area just beside the beach, blue water with yachts in it.

About Kenya

“Jambo! Welcome to magical Kenya”.

“No other country on earth can offer visitors as much to see and do. Within the borders of a single country, you will find savannahs rich with big game , timeless cultures unchanged by modern world, pristine beaches and coral reefs, equatorial forests and mighty snow capped mountains, searing deserts and cool highland retreats and endless opportunities for adventure, discovery, relaxation, more than you would ever expect ...”

Topographic Diversity

“Kenya has tremendous topographic diversity, including glaciated mountain with snow capped peaks, the rift valley with its hills, flat desert landscapes and coral reefs and islets”.

Kenya is accessible and transportation offers speed, comfort and sightseeing opportunities.

Kenya Safaris

“Experience a different safari everyday”

“The incredible diversity of landscapes, cultures, wildlife and activities means endless opportunities. With so many choices at hand, some people find the prospect of planning a trip quite daunting. It doesn’t have to be that way.

In Kenya it is very easy to plan and prepare for a safari that is as individual as you are, and that satisfies your own personal needs and interests. If you are planning a trip, use this website to explore Kenya in advance, and decide where you would like to go, what you would like to see and what you would like to do”.

They claim to have many attractions in close proximity and excellent transport infrastructure.

Wilderness areas allow visitors to experience many facets of the ecosystem

One can choose to stay in one place to know and learn about cultures in detail or move from one place to another for those who like variety of experience and environment that is tropical forests, beautiful beaches, deserts, mountain climbing and exploring wildlife.

Kenya caters for solo and group travellers. It has a lot to offer for solo travellers: “organised safaris and camping trips are often great social experiences and a good way to meet other travellers”. It’s easy for solo travellers to meet up with travelling companions on board.

“For couples, Kenya is a perfect destination for a relaxing break. We have many secluded, private guest houses, camps and hotels ideals for romantic stays or honeymoons”.

“Kenya is also a great family destination. Kids love Kenya, and the sights and experiences of a safari can outdo any theme park”. There are hotels that cater for families and have special facilities.

One can choose their own style: five star luxury accommodation, or arrange a stay away from the trappings of civilization.

“It is possible to blend a safari that blends adventure and relaxation, luxury and solitude. Consider trying several different experiences and seeing this great land from several different perspectives”.

Getting Around

It has airline services to major coasts, major game parks, remote areas and Western Kenya. Accessibility is by car, cycling, buses, minibuses, railway and sea.

Kenya`s Rich Culture

“The early tribal states saw cycles of migration and shifting power, with Kenya as a meeting place for people from the plainlands of the South, the forests of the West and the deserts of the North”.

“... the colonial legacy leaves on in the tradition of the great safaris, and the pursuit of adventure and freedom”

“Kenya has drawn all of these influences to develop its own unique culture. This is the nation`s greatest strength- the ability to blend the best of many worlds into a strong, singular identity.

Today Kenya welcomes the world to its shores and continues to evolve a modern culture that is born of endless variety, and yet purely, and proudly Kenyan”

“Take a cultural safari through Kenya`s ...”

Music and Dance

Traditional music and dance still exist in many forms. For example Nyatiti musical instrument “has a gentle, relaxing sound...”.

Maasai's Engilakinono ceremonial song is "structured around a deep rhythmic chant it is accompanied by a spectacular dance in which warriors display their strength and prowess by leaping directly and vertically into the air".

Filming

A great place for film production with examples of past productions given.

Locations: "unspoilt tropical location, glacial ice covered mountains, dense forests, arid sandy deserts, rich savannas, large lakes, and the Great Rift Valley". Expanses of game and unspoilt wilderness, unchanged for centuries.

In a nutshell, this is Africa at its splendid best"

Getting a licence is quick, cheap and trouble free for those who want to do film productions

"local professionals, favourable climate and relaxed friendly atmosphere" to host film makers

EXPLORE KENYA

Nairobi City

Museums, modern, surrounded by great wilderness parks within 20 minutes of the town centre.

1 hour away is white water rafting

There is also opportunities for night life, shopping and eating out in restaurants

It is highly accessible.

Mount Kenya

"Africa's second largest peak, god of the local people".

"Awe-inspiring sight"

Reached by a trek that “takes 3 to 5 days, through fascinating world of forests, wildlife, unique mountain vegetation... finally one of the world`s rarest sights, equatorial snow”.

Accessible by air and road.

Mount Longonot

“At 2 886 metres this massive dormant volcano dominates the landscape for miles around ... lined with spectacular fissure and canyons”.

“As you climb these slopes, you pass through herds of grazing games as spectacular views of the Rift Valley and Naivasha unfold below. Its vast crater is an awesome sight, the jagged edge surrounding the broad expanse of vegetation. Geothermal steam trickles upwards from the walls, while other buffalo and other game make their way across the crater floor”.

Accessibility: road, air, transfers from accommodations in Naivasha.

Mombasa Coastline

It is a cosmopolitan town with narrow streets and Arabic architecture. A city of great diversity and all are welcome.

Maasai Mara

“... widely considered to be Africa`s greatest wildlife reserve”.

“... home to breathtaking array of life”.

What to do: see wildlife. “The sheer volume and variety of the Mara will certainly not disappoint”

There is accommodation to fit all needs and interests

Camping and dining: bush dinners and also have the chance to try traditional Maasai cuisine.

Malindi and Watamu

There is a photograph of a beach lined with palm trees and beds.

“The small town of Malindi is at the centre of a strip of idyllic tropical beaches offering the visitors a range of world class resorts and quiet relaxing hideaways”.

“Further South is Watamu with wide white beaches, established resorts and private guest houses- a tranquil heaven. There at Watamu is a Marine National Park for divers and snorkelers.

North-west is a spectacular Marafa Depression- “an extensive series of sandstone gorges and sheer gullies, this unique and otherworldly landscape has become part of local folklore”.

Araba Sokoke Forest: these forests hide a world of wonder. “in the cool of the forest winding paths will take you in search of rare endemic birds and mammals, and visiting herds of elephants. The forest holds another secret, the lost town of Gedi, a deserted trading Swahili town hidden deep in the forests, whose winding passages and crumbling walls tell of a long and mysterious past”.

“Walk through the forest, explore the mangroves by boat, dive on the reef or try your hand at big game fishing. At the North coast you have all these choices and more, with the space and freedom to relax, with the space, and soak up the atmosphere”.

Accessibility: by road and air.

Mount Kenya Forest

“The mountain is an awe inspiring sight with its rugged peaks, and equatorial snow”.

“... fascinating world of forests, wildlife, unique montane vegetation ... world`s rarest sights, equatorial snow”. There is game viewing and you can land a Trout.

Lake Nakuru

Breathtaking sights of flamingo birds, watch their spectacular flights which feels the sky with colour.

Other National Parks and Rhino Sanctuary where one can find even the black and white rhinos, variety of wildlife including endangered ones.

Kakamega Forest

Overwhelming abundance of wildlife.

Primate reserve and other life

“A quiet heaven for nature lovers, the perfect place to relax for few days”.

Accessible: through bus and foot trails.

Taita and Chyulu Hills

Within the view of majestic Mt Kilimanjaro. There are beautiful hills “bordered by vast expanses of black lava flow...”

“This is a paradise of elephant herds, plain game, cheetah, remote Maasai villages and wonderful views of Mt Kilimanjoro”.

Lamu Island

“Lamu-a peaceful tropical Island”.

“A peaceful island where life is lived at its own relaxed rhythm”.

“The island itself is a beautiful place of rolling dunes and endless beaches, where tiny villages nestle among coconut and mango plantations and lateen sailed dhows ply the waters”.

Lamu Old Town

This is the real attraction at Lamu where tradition and customs have endured. “For travellers, Lamu is a hypnotical exotic experience, made even more enjoyable by the relaxed and welcoming attitudes of the locals”

Stroll the water front, explore the town or relax on the beaches.

“This idyllic island speaks to the heart and soul, and a trip to Lamu is a romantic experience that can become a life long affair”.

Experience unique culture and history of the island. It also offers wildlife exploration for wildlife enthusiasts.

Mombasa`s North Coast

“The coastline is world of enthralling history and natural beauty”.

Pristine palm fringed beaches, and calm inviting waters of the Indian Ocean.

What to do and see: Yachting, resorts, fine cuisine and services.

“The peaceful beach heavens of Mtwapa and Takaungu offer an ideal escape from the outside world, with endless deserted beaches”. What to see and do: diving, coral, myriad fish, sea turtle and dolphins.

Kisumu City

“Home to Ruma National Park”- attractive, many unique species, and beautiful especially the lake.

Loroghi Hills

“Perfect for a trek with a difference”.

There are forested valleys, open plains, rich wilderness

What is special: mingling with the Samburu tribes-“a chance to experience different way of life”.

Kisumu City

It is small and quiet with fine colonial architecture. The beauty lies in the lack. There is Ruma National Park nearby.

Accessible by road.

Western Highlands

“This truly spectacular region is one of Kenya`s best kept secret”.

Awe inspiring views of the highlands and escapment of the North Rift Valley.

“The scenic vistas around the Elgeyo Escarpment are truly stunning...”.

There are many things to explore and discover: waterfalls down the escapments down narrow gorge with sheer rock walls. “Excellent views across the arid Rift Valley floor of Lake Baringo”. Kasii- beautiful soapstone carvings. Cherangani Hills -excellent country for relaxing hill walking”.

There are also opportunities for farmland birding. “Wildlife enthusiasts can also visit the nearby Saiwa Swamp National Park with wide variety of wildlife. It is also home for athletic training camps.

“But the real beauty lies in the solitude, peace, and isolation to be found in the hills”.

Aberdare Forest

It is the third highest mountain in Kenya, over 4000 metres.

“This massive range is well known for its thick salient forests and their prolific game”.

“... a hidden world of wildlife”.

An ideal opportunity for guests to unobstrusively view game at length with wide variety of game.

View spectacular buffalo battles

There are spectacular waterfalls.

Shimba Hills

It is a wildlife reserve with a wide variety of wildlife including rare species.

“The Shimba Hills are a natural and peaceful haven, easily accessible from the beaches of the Kenya Coast”.accessibility: through road and tracks but difficult.

Mt Elgon

“.. an impressive craggy extinct volcano”

What to do and see: interesting trekking, discover plenty of wildlife and more; climbing, explore caves, ancient paintings, and winding passages in caves. Kitumu caves where elephants excavate for salt with their tasks is an incredible sight which is one of the many wonders of Elgon.

Accessibility: By road, air, and there is good infrastructure.

Lake Bongoria

Flocks of flamingo, the lake often carpeted with pink.

Abundance of birds and wildlife. It is the best place to see the Greater Kudu.

Accessibility: by air and road but difficult without private transport.

Amboseli “Land of giants”

“Amboseli is renowned for its elephant populations and large herds, including some impressively tusked bulls are drawn to a series of large, lush swamplands”.

“Whether it is the deep affection between a cow and her calf or a spectacular battle for dominance between two full tusked bulls, elephant behaviour is always fascinating”.

There are dry plains and horizontal stretch to the greatest distance.

Accessibility: by air and road.

What to do:

Wildlife safari: it is a majestic realm of elephants.

“... provide plenty of opportunities to observe and learn from their wide variety of behaviours”, which is said to be fascinating. There is also plenty of grazing game to see or hunt.

There are also opportunities for Camping and adventure dinners with local Maasai Community.

Cultural safari in Amboseli: local Maasai people can be invited to camping sites-meet and spent time with them. One also has fantastic views of Mt Kilimanjaro.

Arabuka Sokote Forest

“This fascinating wilderness is nestled besides of Watamu... “

“... there is untold wealth of natural beauty

Abundance of wildlife.

It hides another secret, the ruins of Gedi.

Accessibility: by both private and public road transport.

Lake Magadi

“... unearthly Lake Magadi... completely surrounded by natural salt flats”. There are thousands of flamingo birds; salt plains stretching to the horizons, shimmering heat haze, shallow lake heaves, intense heat and isolation.

Accessibility: private and public road transport.

Lake Navasha

It is a beautiful freshwater lake. It is a birding destination. Hippos and other game can be found there. Hill’s Gate National Park lies beside the lake. There are also opportunities for biking, hiking and climbing.

Accessibility. Air and both private and public road transport.

Maralal and Beyond

“Here in these vast empty spaces, there is freedom to explore and lose yourself in the wild”.

Organised safaris.

Accessibility: with private road transport

There are interesting accommodation alternatives.

Lake Ementeita

It is a small soda lake.

“ ... peaceful and low-key place, lying in the shadow of an impressively peaked heal ...”

There are flamingos and other wildlife

Long walks and birding opportunities.

Accessibility: by both private and public road transport, and also by air.

Meru

“Meru is an explorer`s paradise. The least visited of Kenya`s larger parks and reserves, this remote region is a lush green Eden.”

It has rolling hills and stark Kopjes.

“This isolated unspoilt wilderness lets the visitor have freedom to explore the park at a relaxed pace without encountering other people. Game tracking can be challenging but rewarding”.

Abundant variety of wildlife. There are other national parks and reserves. “This entire sparsely populated and wild, is a place that rewards the visitors with untold natural riches. Meru is an untouched treasure awaiting discovery”.

Accessibility: private road transport and by air.

Marsabit and Beyond

Great desert wilderness, lush Oasis of Marsabit. Plenty of game in nearby Marababit National Park described as a beautiful place. It is also described as a real elephant country.

Accessibility: air and road.

Lake Victoria

It is rich in fish life. The most important attraction is the beauty of the lake itself

Accessible by road from Nairobi.

Laikipia

“Wild and sparsely populated”

There is wildlife, camping home stay opportunities. Guest houses are also available.

Largely privately owned ranches.

“Conserving is more than just wildlife, but a way of life”.

“An ideal way of exploring the Kenyan wilderness while getting off the well beaten paths of National Parks. The wonderful sense of freedom. Not just the sense of freedom of wide open spaces, but freedom of choice”.

Personalised service-“... you will have the chance to set your own schedules, explore at your own pace, and discover the wild in your own way”

“The space, seclusion, and privacy of these game sanctuaries give you the total unrestricted freedom to explore and enjoy the wilderness”.

Samburu, Shaba and Buffalo Springs

Large herds of elephants

A safari through these places is a rich and rewarding experience.

What to do:

Wildlife safaris: Abundance and large variety of wildlife.

White water rafting: Kenya`s best adventure.

Trekking: “A foot safari is the best way to really experience Africa”.

“Walking through the wilds let you explore the wild at its most pure and visceral: as you track big game you become aware of every sight and sound, the smell of the earth and the touch of the wind”.

Adrenaline rush when animals react to your presents.

Camel Safari: “ This is one in a life time experience, walking through the bush with only the sounds of the wild and the soft tingling of the camel bells, you will find yourself travelling at a relaxed pace, moving through the wild in tune with the rythm of nature”.

Rock climbing: excellent climbing opportunities.

Bird Watching: there are many species including the Somali Ostrich and other species for example the Taita Falcon.

Herbalism: visitors learn about herbal experience. “Spending time among traditional people of this region is the best way to gain an insight into the local beliefs and customs”.

Cultural Safaris: Learn about nomadic tribes who live here.

Lake Baringo

“... home of Njemps tribe , unique people who are the only pastoral, cattle herding, tribes who also fish”.

Explore the lake, boat trips for bird and hippo sporting.

Accessibility: by both private and public road transport.

Tana River Delta

“This isolated region is s a truly unique location, where the great island wilderness of the North meets the beauty of the coast”.

“The Tana Delta is a place of spectacular panoramic, encompassing a scrub land teeming with game and bird and endless rolling sands of deserted beaches. Here you can experience the best of best worlds, spending the morning exploring the river filled with hippos and crocodiles by canoe, and swimming in the blue water of the Indian Ocean in the afternoon. This is a perfect place for those looking for a safari with a difference”.

Lake Turkana

“the lake itself is a natural treasure, with world’s single largest crocodile population”.

“Lake Turkana is Kenya’s most remote destination, but one that repays the intrepid traveller with rich rewards”.

Accessibility: accessibility is difficult and one needs a guide to rich this place.

Tourism PRODUCTS

Wildlife Safari in Kenya.

“The endless wilderness and the big game of this area have long attracted adventure seekers from all over the globe. No other African country can boast such an incredible range of landscapes, unique geographical features and species”

“Kenya offers the visitor the chance to experience a natural world unchanged by the passage of time”.

“... there is plenty to explore , and plenty of species to encounter. this is a world of natural wonders”.

Balloon Safaris in Kenya:

“This is an incredible once in a life time experience offers the visitor a fantastic view of Kenya’s scenic beauty, and the chance to drift unobtrusively over the wildlife below”.

One can view Maasai Mara`s impressive landscapes.

It is for hot air enthusiasts

Over the Rift Valley: “... most awe inspiring sights on earth”. This is an opportunity to appreciate its many natural elements and ecosystem.

Walking Safari in Kenya.

As discussed earlier

Camel Safari:

As discussed earlier.

Beach Safaris in Kenya:

“The pace of life on the coast is notably slower, more relaxed and at peace with the world”.

Dive and discover an undersea paradise. Variety of maritime life.

“Come ashore to beach resorts and hotels that let you relax and experience this paradise in style and comfort. Lay back and enjoy yourself, or get out and explore. Immerse yourself in the unique coastal cultures as rich and rewarding as the local Swahili cuisine. Step back from the beach and discover expanses of rainforest, game rich river deltas, and much more than you expected”.

Swimming with Whales and Sharks. “... swimming with one is a truly memorable experience” and “helps to support research and conservation”.

Diving in Kenya

“ ... great wilderness are hide beneath the surface of the Indian Ocean, a wilderness just as reach, diverse and ripe for exploration ...”. “... a Kenya scuba safari gives you the whole

world under-water”. Kenya has variety of maritime attractions such as dolphins, turtles and interior caves, etc.

Kite Surfing in Kenya. “... attracting devotees of ocean`s latest thrilling action sport- Kite surfing”. Other information given. Easy access, beautiful beaches and ready access to Kenya`s game reserves.

Kenya`s Adventure Paradise:

Trekking Safari. “... offers plenty of challenges” for example: (1) climbing mighty Kilimanjaro- “the ultimate challenge – technical assault on Africa`s second highest summit, (2) sedate hill walk through game rich ranges.

Off-Road Mountain Bike Safari. “... there is plenty of undiscovered country for bush biking”.

Camel Safari. “A Camel Safari is a unique way to see this country””

Walking Safari. “The trackless deserts and the high ranges of the Northern Frontier are beautiful and remote places, completely isolated from the modern world. Walking through this wilderness with the camel train, camping in the wild, and sleeping under the stars, you can travel through an Africa unchanged since the passage of the first explorer”.

Big Game Fishing. “... the waters of the Indian Ocean are an adventurous pay ground”.

For fishing devotees- Kenya promises a world class fishing experience.

Extreme Water Sport Safari

“The coastline is an ideal place to explore by boat, and the beaches are ideal for all kinds of water sports”.

Beautiful, bird rich fresh water of the Rift Valley are ideal for boating, waterskiing and wind surfing.

White Water Rafting. Relatively new sport but possibilities are boundless.

Rafting expedition along Ewaso N`giro river.

Ultimate adventure.

Equipent is provided

A lot of game viewing along the way.

Sky diving in Kenya. Aerial adventure for the adrenaline junkies

The thrill of falling.

View wildlife and beautiful Kenya from above.

Cultural Adventure in Kenya

Maasai Culture

The best way to experience this is to take a foot safari with an experience Maasai guide.

It is “a great way to experience the bush and the wildlife from a completely different perspective to your own”

Samburu Culture

“... have intricate and fascinating culture”.

Take a camel or walking safari with a local Samburu guide.

Eco Safari in Kenya. Kenya is a leader in community based ecotourism. It protects the environment and cultures. Visitors can choose between three to four star eco-lodges which all meet international criteria for eco-lodge grading.

Sports Safari in Kenya:

- Kenya has high altitude training camps.
- Kite surfing.
- Running in the wild.
- Rhino charge- it is 4x4 driving rally extreme rough terrains in Kenya’s wilderness.

- Cricket in the wild.

Golf Safari in Kenya. Golfing is perfect all year round and Kenya has world class golf courses.

High quality facilities and services built on Kenya's reputation of `warmth`.

Birding Safari in Kenya. One can find world's biggest bird (ostrich), spectacular flamingo.

Remarkable bird flights that one has to see to believe. Many other birdlife and the rare Papyrus

Yellow Warbler, other native and endangered birdlife are found in Kenya.

SIGHTS AND ACTIVITIES

Geddi Ruines. "Gedi is one of Kenya's great unknown treasures, a wonderful lost city lying

in the depths of the great Arabuko Sokoke forest. It is also a place of great mystery, an

archaeological puzzle that continues to engender debate among historians.

Haller Wildlife Park (Lafarge Ecosystems). Is a former disused quarry that has been reborn as

a small private game sanctuary. A major initiative has been made to "green" the quarry and these efforts have literally blossomed into an area of lush beauty.

The onetime quarry is now a thriving game sanctuary, fully stocked with game including Giraffe,

Eland, Hippo, Oryx and more".

Nairobi National Museum .

"The recently renovated Nairobi National Museum is a good place to learn more about

Kenya's history and culture. The construction of the present Museum Hill site began in

1929 after the government set aside the land for it".

Shedrick Elephant Orphanage. "The Shedrick orphanage is located near Nairobi

National Park. This orphanage for Elephant calves and Rhinos from all over Kenya was

founded and still managed by Daphne Shedrick, the widow of one of Kenya's best known Game Wardens David Shedrick".

Giraffe Centre. "AFEW (African Fund for Endangered Wildlife) Giraffe Centre is located in Langata, just outside Nairobi. The centre has been ostensibly set up as a breeding centre for the endangered Rothschild giraffe, but now operates conservation/education programs for Kenyan school children".

Fort Jesus, Mombasa (UNESCO World Heritage Site). "Today the majestic Fort Jesus is a National Monument, standing high over the Mombasa harbor. Fort Jesus is an interesting place to spend a day exploring the gun turrets, battlements and houses within the walls. There is an excellent museum and trained guides available".

Pictures and Videos. Most attractions are supported by high quality pictures although they cannot be zoomed out.

Text for Content Analysis from Zimbabwe`s Official Destination Website

The following texts are paraphrases and quotations from Zimbabwe`s destination marketing materials

Texts from Zimbabwe Official destination Website (<http://www.zimbabwetourism.net/>)

Logo and Tagline



About Zimbabwe

Cities:

Gweru

Most of the information is not linked to the tourist except mentioning three hotels.

Masvingo

“The home of the architectural magnificence of the Great Zimbabwe, the national monument from which the country takes its name”.

“... the current name Masvingo refers to the famous enclosures close by. Within 28 kilometres of Masvingo are the Great Zimbabwe National Monument and the Kyle Recreational Park. Great Zimbabwe is a heritage site – the best known of the 150 walled ruins that are scattered throughout the country, representing rich historical and cultural heritage of the country”

“Masvingo province has a number of attractions in addition to the Great Zimbabwe National Monument. In the east of the province is Gonarezhou National Park, part of the Gaza, Kruger and Gonarezhou Transfrontier National Park concept. Kyle Recreational Park, situated on the northern shores of Lake Mutirikwi, holds a variety of wildlife, including zebra, giraffe,

white rhino, wildebeest, and many other antelope. Lake Mutirikwi, the largest man-made lake in Zimbabwe, is very popular for fishing and boating, and has a golf course. Queen Victoria Gardens, Shagashe Game Park, and Mushandike wildlife sanctuary are also popular destinations in Masvingo province”.

Mutare

No information aimed at marketing the city as a tourist attraction.

Blawayo

It is a multicultural city also referred to as the City of Kings. It is strategically close to Botswana and South Africa. The nearest city to Hwange National Park, Matopo National Park and Victoria Falls.

Harare

“A prime example of a modern African city, **Harare** has a mix of contemporary and well-preserved historic buildings, with wide thoroughfares, stunning tree-lined streets, numerous parks and gardens, and a Botanical Garden with more than 900 species of wild trees and shrubs from all over the country. It has a temperate, energizing climate, and a friendly atmosphere. Its population is estimated at over 2 million people, with most in central Harare, but some 500,000 in surrounding areas”.

Languages

Shone dialects and Ndebele.

Food and Wine

There is general information about the wine industry in Zimbabwe.

Geography

This section covers brief relief information about Zimbabwe, nothing of much interest to the tourist.

Economy

There are incomplete GDP statistics and lists of products produced in Zimbabwe.

Health

This section indicates that Zimbabwe has good medical facilities. It goes on to highlight some health risks that travellers face in Africa and precautionary measures to take.

(the good thing is that they don't it as a problem peculiar to the destination but a universal problem)

Tradition and Culture: could not open

Weather

“Zimbabwe Weather and Climate although located in the tropics, temperate conditions prevail all year, as the climate is moderated by altitude and the inland position of the country. The hot and dry season is from August to October, and the rainy season from November to March. The best months to visit are April to May and August to September. Night-time temperatures can fall below freezing. Required Clothing Light- to medium weights with warmer clothes for evenings and rainwear for the wet season”.

Map of Zimbabwe

When I try to open it goes to languages instead.

Myths and Legends: The Nyaminyami walking stick.

Nyaminyami- The Tonga River Gold

The river gold is said to have a body of a snake and a head of a fish and very big.

“The people of Nyaminyami pledged their allegiance to him by performing ceremonial dances”.

The Nyaminyami Walking Stick

Mount Nyanga

The highest mountain in Zimbabwe known for making people varnish especially children.

“Locals believe the mountain has the ability to suck and initiate disappearance of those with foul mouths who speak against it or its people”.

Best of Zimbabwe of Zimbabwe

Reasons to Visit Zimbabwe

Good and warm climate, rich in flora and fauna, Zimbabwe host one of the 7 wonders of the world the Victoria Falls. Zimbabwe has its own 7 wonders too that give people the reason to visit Zimbabwe, namely: Rich history and Heritage, The Majestic Victoria Falls, The Great Zimbabwe, the Grand Medieval Palace, Pristine Wild Life and Nature, The Mystic of the Eastern Highlands, Mythical and Mighty Zambezi

Attractions

The Victoria Falls



It is Located at the border of Zimbabwe and Zambia. It is one of the Seven Wonders of the World. “Victoria Falls is one of the highest, widest and most powerful waterfalls, especially in winter month when the river is full”.

It is also called “Mosi-oa-Tunya” by the native Kololo in the 1800s which means the “Smoke that Thunders” illustrating the power of Victoria Falls. It is the widest curtain of falling water in the world and it is a truly spectacular site to view.

It is popular with honeymooners, families and couples.

Victoria Falls thunders over the wide basalt cliff, and transform the Zambezi River from a wide placid river to a ferocious torrent cutting through a series of dramatic gorges. Another sheer wall of basalt faces Victoria Falls, and rises to the same height. This creates a virtual 'rain forest' as the mist gathers to drench the surrounding trees and vegetation. On the Zimbabwe side of Victoria Falls lies a protected National Park that is home to the lushest vegetation as well as numerous safari animals, such as: elephants, buffalos, giraffes, zebras and antelope as well as many crocodiles and hippos living in the upstream areas of the Zambezi River. This Zimbabwean National Park is located 23.4 km in the north western part of Zimbabwe and covers a large part of the Zambezi River. This part of Victoria Falls is found in the Zambezi National

Park and is characterised by a flourishing rainforest with palms, liana vines and magnificent trees.

Along the edge of the Victoria Falls forest is a path, which provides an inspiring vantage point, for those who brave the tremendous spray. Another impressive view is from across the Knife Edge Bridge, where visitors can see the main part of Victoria Falls, as well as the Eastern Cataract and the Boiling Pot - where the Zambezi River turns and heads down the Batoka Gorge. Other vantage points include the Falls Bridge and the Lookout Tree, both of which provide amazing panoramic scenes across Victoria Falls. Most travellers, after viewing Victoria Falls from both sides, love the Zimbabwean side of Victoria Falls more – they all say the views are more spectacular and the forest is more vibrant!

Of the many things to see and do in this beautiful area, we recommend the following activities: white water rafting, bungee jumping, canoeing, abseiling, river boarding, horseback riding, tandem kayaking, micro lighting, jet boating, river safaris and elephant back rides. There are many hikes and casual walks around Victoria Falls, where visitors can appreciate the scenery and culture of this beautiful region.

The Victoria Falls Museum, and the Mosi O Tunya National Park are worth seeing - who can forget the local craft markets - where the curios are locally made and crafted with meticulous artistry. Victoria Falls has the most beautiful weather all year round, with most days containing 8 hours of sunshine! During summer (November to March) the weather can become unpredictable; the rainy months bring the most water to the falls making Victoria Falls even more magnificent. Victoria Falls has the least amount of water flow in November and the most around July and the weather is the best over the early months in the year!”

Pungwe Falls



It is referred as relatively unknown and undiscovered, truly magnificent and spectacular. Cecil John Rhodes wrote this about the Pungwe Falls, 1896: "Dear McDonald, Inyanga is much finer than you described...Before it is all gone, buy me (quickly) up to 100 000 acres [400 km²], and be sure to take in the Pungwe Falls." For Cecil John Rhodes to mention the Pungwe Falls in an important letter then it must be truly magnificent!"

Visitors can visit all year round and local guides maybe necessary.

Save Valley Conservancy

“... the largest conservancy in the world”.

“... intensive protection of the rhinos, private game safaris, limited hunting concessions and multi species research”. There is a wide variety of wildlife, lodges and crafts.

Mana Pools National Park

“Man Pools National Park a UNESCO Natural Heritage Site is synonymous with the Zambezi River, elephants, remoteness, and wilderness”. It is a world heritage site based on its wilderness and beauty. There is a wide variety of wilderness. Common landscape features are. Islands, sandbanks with dense forests, the rugged Zambezi escarpment.

Activities: walking safaris and canoeing safaris.

“As one moves Northwards towards the Zambezi River from the forest on the Karoo sediments, the vegetation changes to open *Faidherbia albida* woodlands on the old river terraces. The vegetation gives a unique look to the area and a surreal light filters through the trees giving Mana Pools its distinctive cathedral-like atmosphere providing a shady canopy with sparse undergrowth”. This makes it good for walking safaris.

Facilities: Exclusive camping sites for those who truly seek solitude, to truly experience wilderness and challenges of the bush.

Communal campsites

Activities

Camping; and canoeing which offers an unparalleled opportunity to experience the **Zambezi River.**

Guided walks: For game viewing

Walking safaris: “This is a unique experience for the nature lovers and those who enjoy the challenge of facing nature one on one”.

Lion tracking

Fishing: “... experience the excitement of hooking large fish for the pot. Half of the joy is experiencing the quiet, solitude and beauty of the unspoilt bush around you”.

Game drives: “Usually most rewarding during the early morning and late afternoon”

Why visit Mana Pool:

- The unique guided and self-guided walks in the Park amongst many wild animals
- Renowned "World Heritage Site"
- One of the world's wildest and preserved natural ecological areas

- Rated the 5th Best Park in Africa by Getaway magazine (September 2003)
- Excellent canoeing and river fishing
- The remnant pools of the mighty Zambezi River are a marvel to watch as a prime habitat for several bird and mammal species

Accessibility: by road although it is very remote location.

The Great Dyke

Most of the information is about rock and mineral composition of the dyke.

Vhumba Botanical Gardens

“Strategically positioned flower beds are encountered as one leisurely takes stock of the garden”. There is a superb collection of spring and winter flowers for the visitors` enjoyment.

Facilities: Self-catering lodges, camping and caravan sites with beautiful panoramic views, tea room and swimming pool.

Activities: Walking around and bird watching.

Why visit. Scenic mountain views and a fresh atmosphere.

Lake Chivero Recreational Park

There is a wide variety of game and for this reason it is referred to as a paradise. There is typical Highveld vegetation.

Facilities: Self-catering units, 3 exclusive lodges, chalets, camp and caravan sites.

Activities: Horse riding, crocodile viewing and game drives.

Mana Pools

Why visit Mana Pool:

- The unique guided and self-guided walks in the Park amongst many wild animals
- Renowned "World Heritage Site"

- One of the world's wildest and preserved natural ecological areas
- Rated the 5th Best Park in Africa by Getaway magazine (September 2003)
- Excellent canoeing and river fishing
- The remnant pools of the mighty Zambezi River are a marvel to watch as a prime habitat for several bird and mammal species

Accessibility: by road although it is very remote location.

Gonarezhou National Park

“Gonarezhou meaning a “Place of many Elephants” is an extremely scenic park full of rugged and beautiful landscapes”.

“Gonarezhou National Park is part of the Great Limpopo Transfrontier Park (GLTP); a massive Pan-African Park that includes South Africa’s famed Kruger National Park and Mozambique’s Gaza. This huge area is set to become one of the finest “peace parks” in the world and is dedicated to conservation, biodiversity and the economic development of the surrounding local communities. The vast and diverse nature of the mega-park will provide world-class eco-tourism to the visitor and strive to re-establish historical animal migration routes and fragile regional ecosystems. The combined Park will include more than 500 species of birds, 147 species of mammals, at least 116 species of reptiles, 34 species of frogs and 49 species of fish”.

Chilojo Cliffs. Most prominent, enduring and beautiful natural feature.

Facilities: camping, caravan and picnic sites

Chipinda Pools: camping and braai facilities.

Attractions:

Game viewing, fishing, viewing the cliffs, birding, viewing the waterfalls in the park.

Why visiting Gonarezhou:

- Daytime and full moon walking trails
- Excellent bird watching
- Unique view of the sunset from the red hills
- Panoramic platform views
- Numerous viewing points from numerous pools and pans

Lower Zambezi National Park

There are wide and game rich flood plains, towering escarpments in both in both Zambia and Zimbabwe.

“... big park, an unspoilt area with stunning scenery and varied wild life”.

There is excellent game viewing on the area between the escarpment and the river.

Described as unexplored. There are numerous opportunities to view wildlife by foot and by boat.

Canoeing offers opportunities to explore wildlife, to enjoy unique flora and fauna of the area.

There are also opportunities for fishing.

Darwendale Recreational Park

Wide variety of game.

Activities include fishing especially bass fishing and fishing tournaments.

Facilities: lodges, campsites and picnic sites.

Activities: fishing, angling, boating, water skiing, yachting, camping, picnicking, and bird watching.

Why visiting Darwendale

- Challenge the staggering brass fishing record of 18,4 pounds.
- Stunning and breath taking views from the dam wall and picnic sites.
- Peaceful and calm environment

- Variety of water sports
- Tranquil bird watching environment.

Lake Mutirikwi

It has beautiful granite gorge and rocky beaches. It forms a rectangular game park with a lot of game and birdlife. Other features include solid granite hills, Ancient Bushman rock paintings, rolling hills covered by Miombo woodlands and grasslands making it one of the most scenically beautiful parks in Zimbabwe. The undisturbed beauty is attributed to the absence of elephants. Absence of predators makes it ideal for walking and horseback safari. Activities include fishing, yachting, power boating, and water skiing.

The Matobo National Park and Matobo Hills

The hill is said to be sacred. Part of Matobo National Park is set aside for Game Park. “This covers 100 square kilometres of beautiful scenery including some amazing balancing rocks and impressive views along Mpopoma River Valley”. It is one of Zimbabwe’s prime wildlife sanctuary with a wide variety of game, trees and shrubs. Here you find the highest concentration of black eagle in the world.

“There are Stone and Iron age archeologically sites, and some of the world’s best ancient rock paintings can be found as a testimony of the lives of the San Bushman who lived there about 2000 years ago”.

Mtarazi Falls

It is the second tallest waterfall in Africa and tallest in Zimbabwe. It is described as massive, powerful, majestic, and unusual. Visitors can explore the surrounding area and relax near the base of the falls. It is located in Nyanga National Park and the conservationists will love this area.

Pungwe Fall

Truly majestic and spectacular but small.

Cecil Hohn (1853- 1902) Rhodes` Grave. “Visiting the grave of Cecil John Rhodes is highly recommended; the calmness overwhelms, the views are amazing and the grave site is spectacular”.

Chinhoyi Caves

They are the most extensive cave system in Zimbabwe open to the public. They are said to be mysterious. The main pool called the Wonder Whole has unbelievably blue and clear water reflecting depth of the non-flowing water.

Indigenous and exotic flora. No large game.

Facilities: a quiet hotel, camping and picnic sites.

Activities: scenic photography, viewing of the wonder whole, exploring the caves, leisure strolls in the park, picnicking and diving.

Accessibility by road.

Zambezi and Victoria Falls National Park

Victoria Falls.

The game park: wide variety of game

Accessibility: extensive networks of road.

Kariba Dam

It is the largest man made dam in the world situated at the Zimbabwe –Zambia border. The lake has many islands and a vibrant ecology.. it is famous for boating, fishing and game viewing

What to do:

- Visit the dam wall, visit the Observation Point for a beautiful view of the dam wall, the Zambezi River and Zambia, visit ST. BARBARA'S CHURCH
- Visit the Operation Noah Memorial at Kariba Heights and see the wonderful view over the Lake towards Matusadona and the Islands
- Fishing, Cruisers, Tiger fishing competition-held every first week of October
- Canoeing, Boat rides, Hire a Houseboat for a couple of days and get out on the lake and see the game
- Visit the Lake Crocodile Farm and see their Curio Shop, have dinner out at one of the lovely lakeshore Hotels, Book a stay in one of the safari camps
- Book a Bush Walk or a Canoe Safari with a professional guide
- Take your children free fishing at the Bream Farm Chawara Harbor, go on a Town and Dam Tour.
- If you do not have your own transport use one of the operators in your hotel
- Visit the Casino, Game drives are available in and around Kariba
- Visit Matusadona and Mana Pools National Parks

“Kariba is unique , with outstanding beauty, a great island sea, nested in the mountains, guarded by enormous reserve of game, and made beautiful an savaged by sun and storm, earth and water and by life and death”.

“It is here, from land or water that one encounters the rawness, the beauty and the savagery which is the real heart of darkness. It is unforgettable, on dust-tasting, hazy blue, September days, to watch the game treading its daily course to the edge of the lake's vast waters; or, in the rainy season when the air is crystal, when images are razor sharp, to watch the massive black blocks of wet-skinned elephant posing on the billiard-table flood plains carpeted with new

green baize. You will never forget the electric thrill of a racing reel as the line flies to the powerful pull of a fighting tiger fish; perhaps most unforgettable of all, watching the red sun sliding into dusky blackness as the earth turns beneath it into night whilst the dead trees that fill the lake and the blue-black mountains that slope down to its wooded shores, slowly merge with the blackness and are gone”.

“Most of all, of Kariba, you will remember the smells of Africa. The dust of the day, the moisture of the lake and, most evocative of all, the smell of advancing rain”.

“Along the southern shore, the Matusadona Game Reserve must be one of the most impressive in the world. It combines the beauty of a lake-setting and its rich and fertile flood plains, with a rising wall of mountains serving as a majestic backdrop”.

Accessible. By air and road.

The Bvumba Mountains

This region can be described as beautiful, green forests, rolling hills, occasional rugged mountain peaks.

“This is an area that combines beautiful scenery, with casino hotels, golf courses, and a smattering of quaint country lodges and hotels with distinctively non-African flavour in the heart of Africa”. The mountains are referred to as the “Mountains of Mist” because they often covered by mist every morning. It is home to Vhumba botanical gardens.

Well preserved hunter-gather rock paintings dating about 8000 years ago are found here. There are also contemporary ritual sites for rain making, diving and healing.

“86 stone-age sites tucked in the rain forests and part of a set of living shone rituals connected with rock art symbols and the landscape. The rock art exists largely in its original

natural environment, and offers unlimited opportunities to educate visitors about hunter-gatherer culture, art and spirituality”.

Savanna Woodlands

There is also a sacred landscape used to communicate with the ancestors and for other traditional ceremonies.

Great Zimbabwe- Dzimba Dzemabwe

These ruins are an ancient settlement. It is made entirely of stones with no mortar adhering to them. It is “the largest stone construction south of the Sahara,” Dzimba Dzemabwe means house of stones. Construction started in the 11th century and continued for 300 years. Described as a “fortress of stones of marvellous size and there appears no mortar joining them ...” Vincent Pegado 1531, Captain of Portuguese Garrison of Sofala. The Great Zimbabwe composes several enclosures/complexes which are believed to have had different functions. Several archaeological artefacts can be found there.

Accessibility: Road and air

Places to visit: Lake Mtorokwi, Kyle recreational park, Mushandike Recreational Park, cultural villages around exhibiting exhilarating dances and practices of Karanga people.

The Eastern Highlands

“It is one of the four most magnificent physiographic divisions on the African continent”.
 “... hiking on the Eastern Highlands can prove to be a safari highlight interested and adventurous travellers”

Features: fierce granite spikes of Chimanimani Mountains.

“... exploring this region on a safari of Zimbabwe can prove to be a fascinating discovery- the area is lush, underdeveloped and rich with safari animals”.

Chimanimani Mountains: There are a lot of rivers, waterfalls, and pools to entice bathers after a long day hiking. Here is also the Bridal Falls.

Bvumba Mountains: "... Bvumba Mountain, an archipelago of misty peaks which provide vintage points into Mozambique and Zimbabwe". Here there is also the Bvumba Botanical Garden.

Save Valley: offers an oasis in the desert offering a hot pool with water high in therapeutic minerals.

Activities: hiking, swimming, golf, fishing, horse riding, shopping for artefacts, sculptures and knit-wear. Explore cultures and people are gracious and accommodating

Mutarashanga Quarry (Ethenel Mine)

"... one of the major operations in Scuba and Universal adventures". Used for diver training.

Activities

White Water Rafting

"Acclaimed as the wildest one-day whitewater run in the World, the Zambezi River is also recognized by rafting and kayaking enthusiasts as one of the top ten paddling rivers on the planet! If you don't immediately associate the terms "Stairway to Heaven" and "Oblivion" with adventure then you haven't experienced Zambezi Whitewater!"

Bakota Rapids: "White Water Rafting on the Zambezi River in Victoria Falls has been classified by the British Canoe Union as Grade 5 - "extremely difficult, long and violent rapids, steep gradients, big drops and pressure areas". This is a high volume, pool-drop river with little

exposed rock either in the rapids or in the pools below the rapids. Pick up a rapid-by-rapid account through the Batoka Gorge....Zambezi Tandem Kayaking”.

Bunjee Jumping

The bridge lies between no man`s land between Zimbabwe and Zambia. Bungee jumping is done from the majestic Victoria Falls bridge down into the water 111 metres below making it the highest commercial bungee jump in the world.

“From the bridge, bungee-jumpers look like human puppets, their bodies hanging limply from the strong elastic cord, their limbs flailing in the air. You can hear the screams of exhilaration as they drop towards the water with the Victoria Falls roaring behind them”.

Gorge Swing

There are only descriptions of how it is done, and no special reference to the tourists` benefits.

Flight of the Angels

15-30 minutes flight with a helicopter over the Victoria Falls. One can have a good view of the Victoria Falls scenery below.

Game drive

Perhaps the best way to view game and allow the visitor to get close to some predators and large animals safely. This also provides wonderful photo opportunities.

Walking Safari

“It`s clearly the best way to experience the Africa bush, its variety of habitats and host of animals, reptiles, insects and birds”.

Lower Zambezi: good terrain, walking trails, game rich and renowned for its birdlife.

Armed professional Guides and scouts are used to locate and explain fascinating aspects of these areas.

Walk with the Lion

“... lion clubs offer guests unparalleled experience and insight into the behaviour of this threatened African species”. Walking with lions encounter is supervised by an experience and qualified team.

Elephant Back Ride

At Victoria falls: “... its an unforgettable experience where clients get to interact with the elephants as well as enjoy a ride through wilderness areas and beautiful reverie scenery”.

There is a lot of wildlife viewing. Visitors will have the chance to witness the elephant`s incredible skills, intelligence and willingness to respond to instructions.

Tiger Fishing

“Lower Zambezi is relatively remote and offers one of the finest fresh water angling experiences in the world”. The area is characterised by scenic beauty, game and birdlife.

Victoria Falls fishing trips: “For those who prefer peace and tranquillity we recommend the flowing upper Zambezi above the Falls. For those seeking one of the most unusual locations in the world we offer trips below the Victoria Falls and into the Dakota Gorge. The policy is catch and release. Birdlife and game is common.

Accommodation

10 top accommodations are featured.

Troutbeck Inn Hotel: offers escape, warmth of welcome and a country club ambience.

The Victoria Falls Hotel: exclusive, tranquillity and exclusion.

The Kingdom at Victoria Falls: fun-filled resort hotel, enjoyment and excitement.

Holiday Inn Mutare. For business and adventure leisure seekers located in the picturesque city of Mutare.

Holiday Inn Bulawayo: easy rich to other attractions.

Great Zimbabwe hotel: close to great Zimbabwe monuments.

Express by Holiday Inn Beitbridge:

Elephant hills resort: Golfing and wildlife experience.

Holiday Inn Harare: an oasis of comfort and tranquillity.

Crown plaza monomotapa. Morden, world class facilities, for leisure and business travellers.

World Heritage Sites

Great Zimbabwe, Lake Kariba, Bvumba Botanical Gardens, Lower Zambezi National Park, the Matopo National Park and Matopo Hills, lake Mutirikwi, Mana Pools National Park and many more on the list.

Arts and Culture

Art of Zimbabwe: pottery, basketry, textiles, jewellery, and sculptures. Sculptures and carvings made from the finest materials. A list of famous sculptors, authors and musicians.

Traditional Dance: Numerous traditional dance that are continuously changing:

Mbira dance: traditional ritual dance.

Dinhe dance: A religious dance performed to lure spirits to speak to the people.

Mbakumba: Polyrhythmic dance traditionally used after harvesting and is still used for entertainment.

Jerusarema/and Muchongoyo: the two are the most important, distinctive to Zimbabwe and are accompanied by drums

Most of the information describes these dances without reference to the tourist benefits.

Zimbabwe Destination Marketing Brochure: The following are quotations and paraphrases from Zimbabwe's destination marketing brochure "**Travel Around Zimbabwe; Zimbabwe a World of Wonders**" (ZTA, n.d-b) and the destination marketing disc (CD) "Discover Zimbabwe" (ZTA, n.d-a) and illustrates how the destination attempts to describe its self-based on its seven tourism strengths.

Our Wonderful People and Culture

Zimbabwe is described having unique and diverse culture and opportunities to explore friendly people and culture. Everywhere one goes they will meet warm, hospitable, helpful and ever smiling people.

Rich History and Heritage

"Travel around the country and see pieces of history few have ever seen or heard such as hundreds –year old rock art created long forgotten San artists: evidence of rich history and heritage".

The Majestic Victoria Falls, Mosi-oa-Tunya

Victoria Falls, one of the Natural Wonders of the World, is the definite example of breath-taking power and splendid beauty wrapped in one package- a place which everyone should see at least once in their life time. As one walks down the path towards the Falls, a veritable jungle hems you in: tall swaying trees, thick branches and leaves cutting off the sunlight trying to sneak its way in".

Great Zimbabwe, The Grand Medieval Palace

"It is aware-inspiring experience to stand at the base of the Hill overlooking the sprawling granite stonework of this Medieval Place, Great Zimbabwe, and the stonework that is

testament to the ingenuity, resilience and strength of people who lived here centuries ago. The Great Zimbabwe, now a world heritage site, is evidence of burgeoning African civilisation before the arrival of European settlers anyone visiting should perhaps spare full day study and appreciate the history and grandeur of this monument”.

Pristine Wildlife and Nature

“Zimbabwe is the home of the renowned big- seven- buffalo, elephant, rhino, leopard, lion, hippo and crocodile. Our national parks have created viewing platforms near popular waterholes, giving visitors opportunities to see wild game close up.”

The Mystique of the Eastern Highlands

“There is nothing as lovely as to work up each morning and watch the sun slowly crest over the top of the mountains as a new day dawns. It is extremely relaxing to watch the morning sunlight gently filter through the foliage, glinting off emerald green leaves and dew dripping grass. Just sitting and listening to the sound of the nearby river coursing through the forest and the crushing over a waterfall a few kilometres further on., or watching an evil of morning mist slowly clears from the mountain sides with rise of the sun, fills one with incredible peace and joy. This is the Eastern Highlands, Zimbabwe`s Garden of Eden”.

The Mystical Kariba and Mighty Zambezi

“Built along the Zambezi River, this massive water body is one of the largest man-made reservoirs in the entire world. Measuring 280 km long and 40km at its widest, Kariba is home to 40 different species of fish, as well as crocodiles and Hippo. The Lake Kariba and Zambezi Dam is home to a large variety of bird and animal life, a prize destination for the birdlife and wildlife-cameraman”.

Appendix G

The Brand architecture of Britain

Area	Positioning	Rational benefits	emotional benefits	Personality
Britain	Traditional heritage and unconventional	Heritage, landscape, arts, culture and	I feel stimulated by the crunching, often paradoxical	Great, solid. Yet accessible, cold in

		people	.experience of Britain. At ease in the open and friendly culture	appearance, yet friendly. Traditional, yet innovative.
England	Bush, green ,discovery	Afternoon teas, quaint pubs, cathedrals, rivers ,canal and lakes	I feel fulfilled by experiencing the quaint culture, relaxed by the harmonious countryside and soothed by the outdoors	Conservative, pleasant, refined, harmonious and approachable
Scotland	Fire and stone	Ragged, unspoilt, wilderness, dramatic scenery, romance, heritage, folklore, warmth and feisty people	I feel in awe of the elements in Scotland. Embraced and rejuvenated by the warmth of people	Independent, warmth, mysterious, ragged and feisty.
London	Pageantry and pop	Diverse culture, arts. glamour, pageantry, nightlife, music, cosmopolitan and fashionable	I feel liberated by the vibrancy of London, the wealth of heritage and culture.	Open minded and casual. Unorthodox, vibrant and creative
Wales	Nature and legendry	Natural dramatic beauty, poetry and song, legend	I feel inspired by the lyrical beauty of Wales. I am	Honest and welcoming, romantic

		and mystery	uplifted by spirituality of the environment	and down to earth
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Source: Morgan, Pritchard & Pride (2002, p.34-35), as cited in Ndlovu (2009, p.89)

