



Marketing strategies and sustainable tourism: an assessment of the Zambia tourism agency

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Abstract

The study investigated the relationship between marketing strategies and sustainable tourism development in Zambia. The descriptive survey design was used with primary and secondary sources of data. The study targeted a population of 200 from Zambia Tourism Agency (ZTA) and other agencies of the Ministry of Tourism that collaborate with ZTA. Purposive and simple random sampling method were used. Data collected were analyzed using the Statistical Package for Social Sciences (SPSS). Based on the research findings, there was sufficient statistical evidence ($0.005 < 0.05$, reject H_0), of a relationship between tourism Service and sustainable tourism. The study further brought to light core marketing strategies of ZTA and among others being product development, tourism market development, tourism Service and product Diversification. It was clear from the findings that sustainability in isolation may not bring the desired outcomes of destination promotion. The study therefore concluded that sustainable tourism development was to a larger extent influenced by the marketing strategies. Thus, in order to achieve sustainable tourism status, Zambia through the Ministry of Tourism in collaboration with ZTA, central government should create collaborative and networking platforms with other agencies of tourism and experts in the tourism sector. The Ministry of tourism should as well increase funding for tourism marketing and implement policies after wide consultation with key stakeholders in the tourism sector for the sustainable tourism development to be realized at optimal levels.

Keywords: tourism, sustainable tourism, marketing strategy

1. Introduction

The Zambian government has for a long time made pronouncements on the need to diversify the economy from the long time dependence on copper mining, to Tourism and Agriculture. Positive strides have been made towards the attainment of this goal, however, funding for marketing activities has been on the decline in the past five years (ZTA, 2017)^[26]. Economic diversification creates a healthy economy and over reliance on one main economic activity signifies an unhealthy nation in the event that the ever changing business environment no longer favours the growth and competitiveness of the one product, making it unable to adequately contribute and sustain economic development. Tourism has been earmarked as one of the sectors to bring about economic viability as it is one of the world's fastest growing sectors and contributes 1 in 10 jobs worldwide. 6.6% of the world's exports are from tourism, contributing 3.1% GDP growth in 2106 (World Travel & Tourism Council, 2017)^[24]. The tourism sector has shown a remarkable capacity to adjust to the changing market conditions, fuelling growth and job creation around the world, despite the lingering economic and geopolitical challenges (UNWTO, 2014, P.1)^[20]. According to a UNWTO (2017)^[19], tourism business can be equal to or even surpasses oil, doof and automobile exports. International tourism arrivals grew by 5% in 2013, reaching a record 1,087 million from 1,035million in 2012 (WTO, 2014) and by 4.6% in 2015 to 1,184 million. In Africa international arrivals grew by 6% in 2013 reaching a record 56 million arrivals while the Southern Africa region recorded over 22 million arrivals (ZTA, 2013). According to the ZTA

findings, Zambia recorded a 6.7% growth in international tourist arrivals in 2013 reaching 914,576 from 859,088 in 2012 and aims to reach one million tourists per year.

Efforts are being made by government through the ZTA to promote and develop tourism and see it contribute to the growth of the economy. Zambia has however focused on increasing tourist arrivals, investment in the sector without safeguarding the quality of life of the locals and inadequate environmental conservation policies in place. Investment in the sector is dominated by foreign companies most of whom disregard a number of regulations in the industry (ZTA, 2015)^[26]. The budgetary allocation for marketing has been declining for the past five years thus negating the marketing efforts being made by ZTA to develop the sector (ZTA 2017)^[26]. Direct tourism in Zambia only contributed 4.2 % to GDP in 2016 with a projection of 5.2 % for 2017 (WTTC, 2017)^[24]. According to a World Bank and U.K aid report (2011)^[20], poverty levels still remain high despite the sustained macro-economic growth. Tourist arrivals in Zambia still remain comparatively low in the region.

Marketing has the ability to raise the demand for a brand, however it is only a good quality product or service that has the ability to motivate consumers to purchase (Whalley, 2010)^[23]. Through its broadened mandate to market and promote as well as regulate the tourism sector in zambia, stakeholder expectations are higher than ever before. The national vision of Zambia is to become a prosperous middle income nation by 2030, with a particular tourism sector resolve to be a major destination of choice with unique features. Issues of marketing have become increasingly important in all functional areas of

establishments as marketing according to Whalley (2010) [23], is vital to understanding any sort of business as it involves marketers helping to design products; marketers distributing and promoting products. Meeting the needs and wants of customers are the fundamental aims of marketing, whereas sustainability brings in the aspect of ensuring that development takes place taking into consideration the needs of both the current and future generation as they put together the marketing plan and a triple bottom line consideration Current and future impacts of tourism on the economy, the environment and society can thus not be ignored in the journey towards sustainable tourism development. ZTA as a statutory body of the Ministry of Tourism and Arts (MTA), under the amended Tourism and Hospitality Act, 2015, now has the mandate to control and regulate the product and service quality, as opposed to previously marketing and promoting products and services whose quality they had no control of. With their broadened mandate, they will be marketing a product whose quality they can now control in line with the standards that will be set in a statutory instrument.

1.1 Statement of the problem

According to the Ministry of Tourism and Arts (2017) [26], there exists a gap between the objectives of the tourism marketing strategies and the existing positive influence of marketing strategies on sustainable tourism (Ministry of Tourism and Arts, 2017) [26]. Pomeroy *et al* (2011) [16] also suggest that tourism and sustainability should not be considered separately as all forms of tourism need to move towards more sustainable outcomes. The study will therefore assess whether marketing strategies can have an impact on sustainable tourism in Zambia. ZTA seems to be making a lot of effort to market and promote Zambia as a destination choice through market research for market development and product diversification. Other strategies in place are information dissemination through the media, participation in local and international trade shows. Despite all the marketing efforts, Zambia still lags behind in tourism in the region and globally. The question, however, lies in the ability of current

marketing strategies to impact on sustainable tourism development of the products and services in their powers, hence this study.

1.2 Specific Objectives were

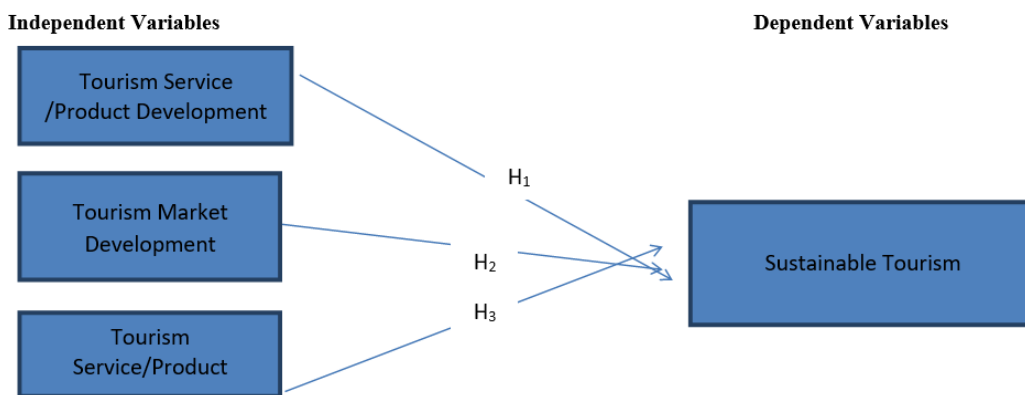
- a. To determine marketing strategies adopted by Zambia. Tourism Agency for sustainable tourism.
- b. To establish key indicators of sustainable tourism
- c. To determine the relationship between marketing strategies and sustainable tourism.

1.3 Significance of Study

The significance of the study is to come up with measures that will ensure that marketing strategies are developed and implemented with a view to sustainable tourism. By so doing, develop a more positive image of Zambia as a tourist destination and be able to compete favorably on the global market. The benefits of this will be to see a tourism sector that is so viable that it becomes one of the economic mainstays in Zambia apart from mining and agriculture. The study is important as it will help both the promoters of Zambia as destination of choice and be a middle income nation by 2030, to adopt the best strategies that should be pursued if tourism development is to be sustainable. Potential investors and visitors will benefit by learning the best practices expected of them now and in the future as well as be aware of the underlying sustainable developmental principles and practices behind tourism growth in Zambia. The government will also benefit and will use the document in policy formulation regarding how best to market tourism for its sustainable development from both the production and consumption perspective.

1.4 Conceptual Framework

The conceptual framework has been developed using the input and output relationship adapted from the theory. In the framework, the inputs represent the independent variables that are affecting the outputs or the dependent variables. By this theory it is postulated that when there are good marketing strategies in the tourism sector there is sustainability.



Source: Field research, 2018

Fig 1

The Tourism Sustainability Model is based on the premise that sustainable tourism is influenced by tourism service/product

development, tourism market development and tourism service diversification.

1.5 Research Hypotheses

H₀ Tourism Service and or product development does not positively affect Tourism Sustainability
 H₁ Tourism Service and or product development positively affect Tourism Sustainability
 H₀ Tourism Market development does not positively impact Tourism Sustainability
 H₂ Tourism Market development positively impacts Tourism Sustainability

H₀ Tourism Service and or product Diversification does not impact Tourism sustainability
 H₃ Tourism Service and or product Diversification positively impact Tourism Sustainability

2. Literature Review

Relevant literature was reviewed guided by the research objectives and presented in tabular form below.

Table 1

Title	Author / year	findings	Gap
Marketing of Tourism: <i>a paradigm shift towards sustainability</i>	Jamrozy (2010) [8]	i) Societal considerations such as tourism impacts and environmental segmentation strategies ii) Triple bottom line more sustainable	Focus was on environmental and societal effects
<i>Hotel Companies, poverty and sustainable tourism in the Okavango delta</i>	Mbaiwa (2015) [14]	Industry reliance on multinational hotel tourism companies	Findings restricted to Okavango delta, thus not conclusive.
<i>Value perception of world heritage sites and tourism sustainability matters through content analysis of online communications of Victoria Falls</i>	Garbelli et al (2016) [6]	Increase in arrivals resulting from change in marketing strategies ii) fundamental role of tourists in local sustainable development changed attitudes and thus positive impact on sites	Study restriction to only Victoria falls forms some biasness
<i>Efficient and Effective marketing of Zambia</i>	PMRC(2013) [18]		
<i>Tourist destination Azores Perspectives and strategies to overcome less favorable conditions</i>	Fraga (2010) [5]	Positive change was taking place in the Azores tourism of Canada that was naturally affected by the financial and economic crisis	Study limited to Azores Canada, should have extended to other areas to be more conclusive

3.0 Research Methodology

The design adopted a correlation and descriptive design. The study sample was drawn from ZTA and other agencies the Ministry of Tourism and the government that collaborate to help fulfill ZTA’s mandate. The study sample was 200 respondents for both qualitative and quantitative data as calculated below:

$$n=20\% \text{ of the population}$$

$$n=20\% \times 2000$$

$$= 200 \text{ sample size}$$

Purposive sampling was used to select ZTA and other stakeholders. On the other hand, simple random sampling was employed to select respondents from individual entities. The

study used both questionnaires and interviews for data collection. The correlational and descriptive statistics were generated using SPSS. Further, Chi-square test of independence was employed to check the extent to which tourism marketing strategies influenced sustainable tourism. The research used a number of ethical considerations in conducting the research such as voluntary participation, informed Consent and confidentiality.

4. Presentation and Discussion of Findings

Testing statements of hypothesis

H₀ Tourism Service and or product development does not positively affect Tourism Sustainability
 H₁ Tourism Service and or product development positively affect Tourism Sustainability

Table 2: The tourism products marketed by ZTA bring in enough revenue to ensure sustainability * Do you think the tourism industry in Zambia can be sustainable? Cross tabulation

		Do you think the tourism industry in Zambia can be sustainable					Total	
		very strongly disagree	strongly disagree	agree	strongly agree	very strongly agree		
the tourism products marketed by ZTA bring in enough revenue to ensure sustainability	very strongly disagree	Count	0	7	20	16	7	50
		% of Total	.0%	3.9%	11.1%	8.9%	3.9%	27.8%
	strongly disagree	Count	10	20	32	10	15	87
		% of Total	5.6%	11.1%	17.8%	5.6%	8.3%	48.3%
	Agree	Count	0	9	3	7	2	21
		% of Total	.0%	5.0%	1.7%	3.9%	1.1%	11.7%
	strongly agree	Count	2	3	3	2	6	16
		% of Total	1.1%	1.7%	1.7%	1.1%	3.3%	8.9%
	very strongly agree	Count	1	3	1	1	0	6
		% of Total	.6%	1.7%	.6%	.6%	.0%	3.3%
Total		Count	13	42	59	36	30	180
		% of Total	7.2%	23.3%	32.8%	20.0%	16.7%	100.0%

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35.944 ^a	16	.003

Source: Field Data 2018

In response to the hypothesis that Tourism Service and or product development does not positively affect Tourism Sustainability, the table above shows that 50 (27.8%) very strongly disagreed that tourism industry in Zambia can be sustainable, 97(48.3%) strongly disagreed to the statement as compared to 21(11.2%) who agreed to the statement while 16(8.9%) and 6(3.3%) strongly agreed and very strongly agreed respectively. Further, 13(7.2%), 42(23.3%) very strongly disagreed and strongly disagreed to the statement that the tourism products marketed by ZTA bring in enough revenue to ensure sustainability. In contrast, 59(3.8%) agreed to the statement, while 36(20.0%) and 30(16.7%) very strongly and strongly agreed to the statement. Therefore, there

is a statistically significant relationship between the tourism products marketed by ZTA and self-sustenance of the tourism industry in Zambia because the P-value, 0.003 is lesser than the level of significance of 0.05. Hence, the hypothesis which stated that Tourism Service and or product development does not positively affect Tourism Sustainability in Zambia has been rejected. This means that there is a relationship between tourism service and or product development in Zambia and tourism sustainability.

H₀ Tourism Market development does not positively impact Tourism Sustainability

H₂ Tourism Market development positively impacts Tourism Sustainability

Table 3: The government of Zambia supports tourism sector in the country * collaboration and networking among local and international tour operators can create awareness of and desire for destination offerings Cross tabulation

		collaboration and networking among local and international tour operators can create awareness of and desire for destination offerings						Total
		very strongly disagree	strongly disagree	Agree	strongly agree	very strongly agree		
The government of Zambia supports tourism sector in the country	very strongly disagree	Count	2	2	0	5	0	9
		% of Total	1.1%	1.1%	.0%	2.8%	.0%	5.0%
	strongly disagree	Count	3	3	0	0	0	6
		% of Total	1.7%	1.7%	.0%	.0%	.0%	3.3%
	Agree	Count	0	0	1	3	2	6
		% of Total	.0%	.0%	.6%	1.7%	1.1%	3.3%
	strongly agree	Count	0	4	2	30	33	69
		% of Total	.0%	2.2%	1.1%	16.7%	18.3%	38.3%
	very strongly agree	Count	1	0	11	40	38	90
		% of Total	.6%	.0%	6.1%	22.2%	21.1%	50.0%
Total		Count	6	9	14	78	73	180
		% of Total	3.3%	5.0%	7.8%	43.3%	40.6%	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.035E2 ^a	16	.000

Source: Field Data 2018

In testing the hypothesis above, government support to the tourism industry was used as dependent variable against market development efforts such as collaboration and networking amongst the international and local tour operators. The research findings show that, majority of the respondents very strongly agreed and strongly agreed to the statement that government supports the tourism industry and this is shown by 90(50.0%) and 69(38.3%) respectively. While 6(3.3%) and 6(3.3%) either agreed or disagreed to the statement. Finally 9(5.0%) very strongly disagreed to the statement. In assessing the collaboration and networking amongst local and international tour operators as a way to create awareness of and desire for destination, the research findings showed that,

out of 180 respondents, 73(40.6%) very strongly agreed, followed by 78(43.3%) who strongly agreed and they were the majority. While 14(7.8%) agreed in contrast to 9(5.0%) and 6(3.3%) who opposed the statement.

Therefore, there is a statistically significant relationship between government support to tourism industry and collaboration and networking efforts realized by both local and international tours in creating awareness and desire of destination because the p-value (0.000) is less than the level of significance of 0.05. However, the research hypothesis which stated Tourism Market development does not positively impact Tourism Sustainability is rejected. From the above findings it can be concluded that marketing strategies have a

correlation with sustainable tourism. Marketing strategies should be more collaborative in nature and harmonize a number of factors if they are to be successful. Marketing strategies can relate to product Sustainability is a complex issue to measure but should however be understood from a broad perspective of being the utilization of resources in an environmentally responsible, socially fair and economically viable way, so that users of the product, in this case a tourist

destination, can meet their current needs without compromising future generations from being able to use the same resources.

H₀ Tourism Service and or product Diversification does not impact Tourism sustainability

H₃ Tourism Service and or product Diversification positively impact Tourism Sustainability

Table 4: Product diversification with a focus on culture and heritage to raise demand for sustainable tourism * Exploring alternative forms of tourism, sports, medical, can contribute to sustainable tourism Cross tabulation

		Exploring alternative forms of tourism, sports, medical, can contribute to sustainable tourism						Total	
		very strongly disagree	strongly disagree	agree	strongly agree	very strongly agree			
product diversification with a focus on culture and heritage to raise demand for sustainable tourism	very strongly disagree	Count	2	1	2	1	9	15	
		% of Total	1.1%	.6%	1.1%	.6%	5.0%	8.3%	
	strongly disagree	Count	0	0	3	2	2	7	
		% of Total	.0%	.0%	1.7%	1.1%	1.1%	3.9%	
	Agree	Count	0	0	0	0	8	8	
		% of Total	.0%	.0%	.0%	.0%	4.4%	4.4%	
	strongly agree	Count	1	0	6	4	43	54	
		% of Total	.6%	.0%	3.3%	2.2%	23.9%	30.0%	
	very strongly agree	Count	1	4	7	22	62	96	
		% of Total	.6%	2.2%	3.9%	12.2%	34.4%	53.3%	
	Total		Count	4	5	18	29	124	180
			% of Total	2.2%	2.8%	10.0%	16.1%	68.9%	100.0%

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	34.200 ^a	16	.005

Source: Field Data 2018

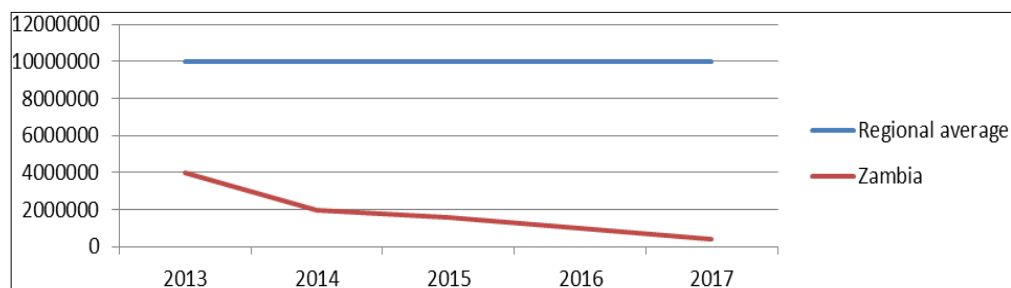
In response to the hypothesis that Tourism Service and or product Diversification does not impact on tourism sustainability. The table above shows that a total of 180 respondents, majority very strongly agreed that product diversification with a focus on culture and heritage to raise demand for sustainable tourism scoring 96(53.3%), followed by 54(30.0%) strongly agreed and 8(4.4%) agreed to the statement. 7(3.9%) and 15(8.3%) disagreed to the statement very strong and strongly. The research findings also shows that, majority of the respondents (124) very strongly agreed that exploring alternative forms of tourism such as sports, medical, can contribute to sustainable tourism represented by 68.9% and 29(16.1%) strongly agreed while 18(10.0%) agreed to the statement. 5(2.8%) and 4(2.2%) opposed the statement. Therefore, there is a significant relationship between product diversification and exploration of alternative forms of tourism because the P-value, 0.005 is lesser than the level of significance of 0.05. Hence, the hypothesis which stated that Tourism Service and or product Diversification does not impact Tourism sustainability has been rejected.

Key informants had this to say on the marketing strategies

With regards to marketing strategies, respondents B1 affirmed that “a good strategy will yield the best results only with a good product,” in this case destination Zambia. It was also agreed that the aims and objectives of the marketing strategies were not only to promote the product but to also help design the product, among other activities. In trying to achieve the marketing objectives, the government saw it necessary to combine the marketing functions of the Ministry of Tourism with the regulatory function, which are to be executed by the Zambia Tourism Agency. Zambia has immense tourism resources which are nature based, cultural based as well as heritage and adventure based. However Zambia is under marketed due to insufficient funding.

It was noted however that funding for tourism marketing has been declining over the years. On a comparative note, it was stated by the respondents that Zambia has the lowest funding in the Southern African region.

Zambia's Tourism Marketing Funding Vs Regional Average



Source: ZTA 2018

Fig 2

Sustainability conscious investors will be more preferred. It was however noted by B1 that *“more funding for the marketing and regulatory activities is required for Zambia to reposition itself and be a more preferred destination in not only the southern region of Africa but also globally.”* It was also noted by B3 that *“there is need to improve on the basic infrastructure and networking and collaboration with other stakeholders that are experts in areas such as wildlife, culture and heritage to yield more positive results.”* In light of preferred marketing strategy channels, local and international trade shows, radio and television program, brochures/flyers/posters, social media and both local and international market research take prominence. Public-private partnerships are also advocated for, however foreign investment in the sector dominates, with low compliance levels to set regulation. Other reasons given by B4 for low local investment was that *“the cost of borrowing for Zambians was too high and that borrowing incentives and thresholds set by agencies such as the Zambia development Agency are beyond the reach of the average Zambian.”* Pricing of the tourism goods and services by the entrepreneurs is also not attractive to the low income categories. ZTA does however have a program with the corporate world to encourage domestic tourism through negotiated holiday packages. They also have plans to create a nationwide structure for marketing domestic tourism which will be rolled out in partnership with the provincial administration and local government structures. In relation to embracing alternative forms of tourism, both the private and public sectors have embarked on a number of program aimed at entertaining, educating and exciting the tourist. An integration of sectors, as opposed to working in silos, is encouraged by the government through the Seventh National Development plan. Government ministries and its agencies shall contribute towards a common goal if economic diversification is to be achieved efficiently and effectively. Some agencies of the Ministry of Tourism currently feel they could contribute more to creating unique selling points for Zambia as a destination with more expert and stakeholder involvement in strategy formulation and implementation. Zambia current unique tourism products according to B1 are the Victoria falls- Africas only natural wonder, the Kasanka bat migration- being the largest mammalian migration in the world, lake Tanganyika- being the longest, deepest fresh water lake in Africa by volume, the Thornicroft giraffe – found only in Zambia, wildebeest migration and having 40 percent of the

fresh water resources in southern Africa.

Respondents also alluded to the fact that foreign investment in tourism in Zambia has not yielded the desired positive results for many areas, with minimal local community involvement. Research showed that employees are subjected to low wages and long working hours. B3 stated that *“the livelihood of host communities in some areas has been taken away from them through the restriction of river frontages and game parks to in-house guests only. Investors have taken ownership of the land up to the shores of some rivers and lakes and game parks”*. B1 also stated that *“compliance levels to regulation by foreign owned companies was low and in some instances some foreign investors do not feel obliged to avail actual numbers of tourists at their resorts, thus making it difficult to monitor activities at such enterprises.”* According to B1, *“most of the tourists pay in advance for their visit and all activities abroad. There have been reported cases of segregation of the locals through restrictive pricing which most locals cannot afford and restricted entry. Some of the Lower Zambezi and South Luangwa investors have been cited for such practices.”* Respondents indicated that marketing strategies can play their role in attracting the much needed economic, environmental and socio-culture conscious investors and tourists, but policies and regulation must be put in place to ensure compliance to the set standards. More government control is thus required if the desired sustainable development results are to be achieved. Finally research findings from key informants from B1, B3 and B4 indicated that more can be done by the Zambia Tourism Agency using electronic marketing as opposed to expensive marketing trips abroad. The government has a number of tourism attaches in various missions abroad that should be able to execute the function. We live and operate in a global village and 21st century business demands that we invest in technology. Respondents also stated that *“the world is big and we need to identify our key source markets unlike having meetings and cocktails all over the world that will not yield the desired results.”* Like everything the speed of change is unprecedented and the use of social media and other electronic channels is one way of changing the way we used to do things many years ago. To emphasize this point reference was made to a You Tube video showing tourists swimming in the devils pool on the Victoria Falls in Livingstone that has had 14, 000,000 hits just to emphasize how effective electronic media can be. This was termed as *the largest*

number of hits of anything that has come from Zambia but we are not selling ourselves as the video has no link to capture these potential adventure tourists. Respondents B1 mentioned that their marketing activities towards a sustainable destination were guided by the Tourism Policy and Tourism and Hospitality Act, No.13, 2015. Key issues mentioned were the encouragement of quality tourism experiences, development of plans for tourism management and promotion, ensuring tourism does not deprive local communities and wildlife access to land resources, the promotion of tourism development and management where it can offer a competitive form of land use for locals and be integrated in land use plans, engaging locals in planning and decision making, approving projects that adhere to globally recognized sustainable tourism certification standards, encouraging research and monitoring of emerging trends and providing web based tools for sharing and integration. Respondents from B2 also mentioned that the *ZTA marketing unit should match their marketing objectives to what is enshrined in the Act and also be more creative and innovative.*

5. Discussion of Findings

Sustainability to a large extent in tourism entails authenticity, which suggests that tourism products and services should not just be changed to please the tourists but should have both the needs of the current and future generations in mind as destination planning and management takes place. Putting in place marketing strategies without a thorough understanding of a number of factors of the basic marketing mix, will not guarantee success of an assumed authentic and unique product. The findings revealed that there was a statistically significant relationship between the tourism products marketed by ZTA and sustainability of the tourism products and services in Zambia because the P-value, 0.003 is lesser than the level of significance of 0.05, which means that there was a relationship between tourism service and or product development in Zambia and tourism sustainability. This finding is consistent with Bristow *et al* (2011)^[2] study on *sustainable medical tourism* whose findings revealed that Medical tourists who travelled to Costa Rica, a recognized ecotourism destination, were more likely to support some of the sustainable criteria designed to maximize social and economic benefits to the local community and minimize negative impacts, than those who travelled elsewhere. The implication is that consumer awareness on the need to practice sustainable development principles is growing. Consumers will appreciate the added value to the product quality they desire in terms of sustainability, but will however ensure that they get value for their money in terms of the destination offerings in accommodation, amenities, attractions and accessibility to sites.

Marketing strategies play a key role in competition as it is founded on good research tools and techniques A product, in this case a destination, will gain the desired competitive advantage, with well formulated strategies that take into consideration sustainability as an added value to their products and services quality. The overall tourism development strategy for Zambia focuses on developing a tourism industry that is sustainable; hence the Ministry of Tourism and Arts promotion of sustainable tourism as one of the five key areas

in which it hopes to achieve the sustainable development goals. A good market research will leverage a product in a sector, as it will detail who the competitors are, consumer needs and preferences and among others things prevailing trends and challenges in the business environment. To build competitive advantage one must have a vision, goals and objectives, develop strategy, build capacity and develop core competencies to enable them achieve desired results using a more focused and contemporary approach. Contemporary approaches to marketing require more networking and collaboration among the suppliers of the tourism products and services, the intermediaries, clients, local communities and other stakeholders.

Marketing has become more consumer than product focused making it a more complex ordeal for establishments. Consumers are differently motivated and highly aware of changes taking place in the business environment at a global level. Dynamics in the business environment and consumer complexity dictates that establishments keep up with the times and trends. In order to gain a significant share of the regional tourism market, Zambia has prioritized the development of infrastructure to facilitate and ease access to identified tourism sites, rehabilitation of heritage sites and also strengthening the protection of wildlife. With the reforms taking place in the tourism sector where the Zambia Tourism Agency has been given the mandate to regulate the industry alongside its marketing and promotion mandate, creates confidence in various industry players of a more vibrant and viable sector. The Zambia Tourism Agency now has better control of the quality of the product that it is mandated to sell both locally and internationally, through the implementation of legally required minimum standards and grading deserving tourism enterprises. The benefits of the grading system do not only accrue to the individual establishments, but to the entire destination. Quality of the tourism product will be enhanced and consumers globally will have a different perception of destination Zambia. Sustainability has become a trend in all forms of development and consumers are more aware of it now than ever before. More destinations and establishments are using sustainability certification programs such as ISO 90001, ISO 14001 certification for tourism to set themselves apart from other destinations or establishment as certificates guarantee certain levels of safety, health, quality into the core product(www.sustainabletourism.net2014)^[25]. Sustainable tourism does however not occur in a vacuum but is dependent on a number of factors which are unique to a destination and important in the planning stage of tourism at a destination. Negligence of and any errors in planning at destinations may mean the rapid decline of a products demand and rejection of the product. Policy makers should from the planning point ensure that tourism is not only aimed at economic enhancement, but also environmental and conservation and socio-cultural preservation. Negative impacts are bound to set in earlier than envisioned if the major interest is focused on economic gain. Tourism will spiral out of control of the hands of both the public and private sector planners and managers of destinations. In as much as mass tourism brings in the income for the economy, if not controlled to contain the carrying capacity, it can spiral out of control to bring about environmental degradation. Consumers will soon start looking

for less crowded and safer destinations. With the help of marketing strategies, destination decline can be controlled through the use collaborative marketing strategies that harmonize all aspects of place, price, product and promotion in order to get the best out of a destination and strike a balance on the economic, environmental and social-cultural aspects

This study focused on finding out whether a relationship does exist between the marketing strategies to develop tourism products and services and markets, diversify the tourism products and sustainable tourism. Results have shown the existence of a strong relationship between the two variables through the suggested use of a collaborative marketing approach that suggests the incorporation of sustainability in the core tourism product (Batra, 2006)^[1]. The tourism sector in Zambia is however facing a number of challenges to foster this relationship. The lack of political will as shown by weak policies to guide sector planning and inadequately funding marketing activities, as well as the disregard of industry regulation mainly by foreign investors being among the top challenges (ZTA, 2017)^[26]. Finally regarding the marketing strategies being utilized to attract tourists, emphasis being on crossing the one million tourists mark per year and trying to maximize on the same nature and wildlife products for many decades, seem not to be yielding the desired results. In 2013 Zambia had 914,576 tourist arrivals with earning estimated at \$300 million, being insignificant at global level. ZTA needs to awaken to the 21st century trends and maximize the use of indirect marketing strategies and invest more in technology that can enable them interact better with consumers across the globe. Garbelli's (2016)^[6] study on *value perception of world heritage sites and tourism sustainability matters through content analysis of online communication of Victoria Falls* does allude to the fact that the use of online and offline communication tools does helps with tourist interaction and does bring about change in tourists behavior towards sustainability. Marketing communication tools are now more diverse and are capable of communicating to a diverse range of target groups and build higher levels of interactive customer service and actual demand.

Findings also revealed that there was a statistically significant relationship between the tourism products marketed by ZTA and sustainability of the tourism industry in Zambia because the P-value, 0.003 is lesser than the level of significance of 0.05. Hence, the hypothesis which stated that Tourism Service and or product development does not positively affect Tourism Sustainability in Zambia being rejected. The implication to the study is that there is a relationship between tourism service and or product development in Zambia and tourism sustainability. The finding is consistent with the study on *a paradigm shift toward sustainability* by Jamrozy (2010)^[8] whose findings were that alternative approaches to tourism marketing include societal consideration such as tourism impacts and environmental segmentation strategies as opposed to just focusing on the economic benefits. Jamrozy considers the triple bottom line as more sustainable objectives in tourism marketing. Every organization exists to make profit, however in their quest to remain profitable and competitive, the people and the environment in which they operate should also be put into consideration. Being a multiplier effect sector, it is highly dependent on other sectors to operate effectively. The

manufacturing industry in Zambia is not developed enough to cater for the sector needs, leaving no option but to import most products in order to maintain a certain class and standard of an establishment. The continued use of plastic bags by supermarkets to pack customers goods, with little or no industries to reuse or recycle them, poses a great danger on the environment. The recent cholera outbreak in Zambia revealed that most drainage were blocked because of consumers indiscriminate discarding of these non biodegradable products. Focus by government and the local authority is on charging citizens for garbage collection and not promoting the manufacturing industry to venture into reusing and recycling the plastics and other non bio- degradable waste. Those that cannot afford to pay for the garbage collection services litter the streets, making the local authority's job to keep the environment clean very difficult and expensive.

Taxes and the cost of doing business in Zambia have been cited as being among the highest in the region. This is among the reasons most tourism products and services in Zambia are inaccessible to the locals and not attracting as much investment as it should be despite the abundance of resources for tourism development. The co-hosted UNWTO general assembly between Zambia and Zimbabwe in 2013, showed a preference for the abundant, cheaper and better quality tourism products and services in the neighboring country. Mbaiwas (2015)^[14] study on *Hotel Companies, poverty and sustainable tourism in the Okavango delta* is also consistent with the findings when it relates to the negative impacts of foreign investment among which were revenue leakages, poor jobs for citizens and the failure to alleviate rural poverty. Citizen participation in tourism was among the sustainable tourism approaches that were found as reducing the negative impacts of the hotel industry.

Community Based Tourism, which is tourism owned and /or managed by communities and generates wider community benefits, provides local communities an opportunity to generate income as land managers, entrepreneurs, service and produce providers and as employees. It requires that part of the tourist income is set aside for projects which provide benefits to the community as a whole. Community Based Tourism enables high level interaction between the tourists and the locals in their quest to discover local habitats and wildlife and also celebrates and respects traditional cultures, rituals and wisdom. The community will be aware of the commercial and social value on their natural and cultural heritage through tourism, and this will foster community based conservation of these resources. Empowerment of the locals through agencies such as the Zambia development agency (ZDA) and Citizenship economic empowerment commission (CEEC) have not been able to bridge the investment gap due to the stiff borrowing conditions. Most borrowers have defaulted and investment reposed in some instances. Tax holidays for long periods of up to five years are but a preserve for foreign investors. Kachniewska's (2015)^[10] study on *Tourism Development As A Determinant of Quality Of Life in rural areas*, did also allude to the fact that Tourism can be used a tool for rural life rejuvenation and renewal. The five characteristics of sustainable tourism mentioned in the study include benefits to local economic development; ensuring tourism development benefits both community and

environment; meeting both profitability and viability; becoming part of the local culture; reinvesting in the local region. Some of the objectives of the marketing strategies for tourism should thus be aimed at fulfilling these elements of sustainable tourism. Marketing efforts should however not stop at ensuring sustainability, but should take a more holistic and macro approach of taking into consideration the four P's of the marketing mix and the unique elements that make tourism a success, namely accommodation, amenities, attractions and accessibility.

6. Conclusions and recommendations

6.1 Conclusion

Majority of the respondents also agreed to the fact that both public and private agencies must engage and collaborate towards sustainable tourism development as this will result in achieving more to socially desirable goals, such as increased jobs, higher labour income, reduced crimes, greater protection of natural resources or cultural heritage and enhanced quality of life. Most respondents also strongly agreed that exploration of various tourism forms and such sports, and medical and can enhance sustainability of the sector as opposed to relying on nature and wildlife to sustain the sector.

6.1.1 Marketing strategies adopted by Zambia Tourism Agency for sustainable tourism

The current marketing strategies that the Zambia Tourism agency is utilizing are not as efficient and effective as they should be due to among other factors the declining funding for the activities. The Zambia tourism agency has for a long time relied on trade exhibitions, road shows, information dissemination through various media. The Zambia tourism agency does however need to invest in electronic marketing and technology if it is to make an impact in the current business environment, regionally and globally, which dictates the need to go electronic. The 21st century consumers are using various online platforms to search for holidays, make reservations for travel, accommodation and other facilities. The response on you tube video showing the devils pool on the Victoria Falls could not over emphasis this point more. In a sustainable tourism environment, marketing strategies could offer quality findings with regards to consumer preferences, motivation and other factors that draw tourists to destinations, in order to explore methods of achieving sustainability of tourism development. One of the clearest indicators of sound marketing research is the revenue generated from tourism products and services marketed and promoted by ZTA in line with the elements of accommodation, amenities, accessibility and attractions. Zambia has for a long time been known for nature tourism and more than 80% of the tourists come for the Victoria Falls and wildlife. Product diversification efforts should be made by encouraging and promoting other forms as well product differentiation to be able to create a niche in the various forms of tourism to be promoted. Collaboration and networking with other stakeholders, which should include the local communities, brings in the quality and value from expert knowledge and experience. Other collaboration and networking should be with the other agencies of the Ministry of Tourism to provide their expert knowledge and advice in their areas of specialization such as culture and heritage,

wildlife, training and history of Zambia. Marketing has evolved from mere economic exchanges and thus for any destination should survive through local, regional and global networking and collaborations, relationship building and community involvement. A more futuristic approach to marketing of tourism is required to enable even generations to come enjoy the benefits. There is a need therefore to understand and embrace the new and more efficient and effective ways of doing things by using channels of marketing such as you tube and other social media as tools to strengthen networking and collaboration among the various players and stakeholders.

6.1.2 Key indicators of sustainable tourism

The aims of sustainable tourism point towards economic viability, local prosperity, employment equality, social equity, visitor fulfillment, local control, community wellbeing, cultural distinction and physical integrity. The ZTA has been embarking on raising the tourist arrivals to surpass the one million mark per year. Sustainability should however not be considered in isolation of other elements of tourism which include accommodation, amenities, accessibility and attractions and the quality of products and services falling under the categories of the elements. Sustainability can be achieved through the use of marketing as a tool to attract the right investors and tourists that will enhance the quality of life of locals at a destination. Investors and tourists alike should be conscious of sustainability of the tourism product from the economic, environmental and social cultural point of view, through their actions.

6.1.3 Relationship between marketing strategies and sustainable tourism

The study found that there was a significant relationship between product diversification and exploration of alternative forms of tourism. This implied that product diversification played an important role in sustainable tourism especially in situations of economic challenges.

However, focusing on sustainability alone as a unique destination feature will not bring in the tourists. Tourists view sustainability as an additional quality after their need and motivation to travel to a particular location which is within their budget is fulfilled. Repeat clients are more likely to travel to a sustainability conscious destination than first timers. Destinations need therefore to work on the product quality with regards the various elements of tourism such as accommodation, amenities, attractions and most importantly accessibility.

6.2 Recommendations

- ZTA should embark on marketing strategies that are more collaborative by create synergies and networks locally, regionally and globally.
- ZTA should invest in electronic technology to raise the demand to attract potential demand which can be channeled into actual demand.
- The central government should have a deliberate policy on community involvement in gainful activities of sustainable tourism.

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