Rebranding Zimbabwe Through Tourism and Hospitality Variables: The Reality of Nation Branding

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Abstract Zimbabwe faced some negative media publicity on issues about economic recession, political violence, rule of law, commodity shortages and general instability, and has a dire need to reposition itself to compete with other economies in Africa and the world over for attention and business networks. Branding a nation using Anholt (2002), Gilmore (2002) and other models seems to be hard for a developing nation due to their emphasis on politics and economics. These models are likely to create split identities for brand Zimbabwe. There could be a need to use one key variable like tourism and hospitality to reposition the country as an attractive destination to the outside world. The research aimed at finding out the attractiveness and resonance of tourism variables and events to foreigners, creating a linkage of tourism variables to the broad brand Zimbabwe dimensions, and recommending tourism based brand positioning statements. A descriptive and comparative study was used in this research. The study first took an exploratory in-depth interview with 3 foreigners and 3 locals to establish key parameters for the tourism and brand Zimbabwe variables. The second phase involved a survey consisting of 100 foreigners and 100 Zimbabweans taken from tourism and hospitality sector. Purposive sampling and quota sampling were used in the study. The study established music as one of the attractive tourism variables along events like Travel Expo, Carnivals and HIFA. Education, Mining, Farming, Hardworking and Peace were found to be highly linked to tourism variables. Victoria Falls and Great Zimbabwe was rated as one of the key brand positioning statement. The recommendations include use of partnerships with both local and foreign business entities and promoting Victoria Falls and Great Zimbabwe to achieve high destination distinctiveness that spruce up Brand Zimbabwe. An alternative model – Brand Pentagon for Zimbabwe, was developed.

Key Words: Tourism and Hospitality, Brand Zimbabwe, Brand Equity, Rebranding, Nation Branding

1.0 Introduction
Governments are turning to branding techniques to differentiate their country on the global stage in order to establish a competitive edge over rival countries in the belief that a strong country brand can contribute to the country’s sustainable development (Jaffe and Nebenzahl, 2001; Kleppe and Mossberg, 2006).

The traditional models used for such national branding activities include Anholt’s Prism, Grilmore’s Diamond and Porter’s National Diamond (Osei and Gbadamosi, 2011; Kanerva, 2011). Although these models include the tourism and hospitality aspects, their emphasis on capitalism, political policies, economic policies and manmade infrastructure development, made them not useful for competitively branding developing countries like Zimbabwe. According to Giannopoulos, Piha, Avlonities(2011) any country has multidimentional and abstract notions which impose challenges when developing models for nation branding. These models seem to be favouring developed countries against developing countries. Although tourism and hospitality variables are highly developed in USA and the UK, these countries perform poorly on the Anholt’s Nation Branding Hexagon in the area of tourism and culture and are excellent in other areas of the prism (Anholt, 2011). There could be some chances for developing countries to create new and different brand polygons that are aligned to tourism and hospitality variables (Anholt 2011). Giannapoulos et al (2011) argued that each country should emphasise its core strengths and other easily manipulated variables to build an effective nation brand.

The upgrading and use of tourism variables for nation branding was successfully done by Singapore, New Zealand, Australia, India, Malaysia and China (Henderson, 2010; Scott et al, 2011). Even USA and UK are working in using tourism. Nation branding includes a wide variety of activities, ranging from “cosmetic” operations, such as the creation of national logos and slogans, to efforts to institutionalize branding within state structures by creating governmental and quasi-governmental bodies that oversee long-term nation branding efforts.

Nation branding brings a new urgency and a new language to old processes such as national identity and nation building (Scott, Ashton, Ding and Xu, 2011). In this case continents, countries and cities are seen as competing with one another (Osei and Gbadamosi, 2011). Nation Branding is a strategy in the competition for attention and wealth, as well as a tool for the self-affirmation of national identity (Scott et al, 2011). This means developing countries, emerging economies and developed nations are having an agenda to rebrand themselves as number one.

Despite the need to be a number one nation brand in the world, Brand Zimbabwe faced some challenges which include economic recession, associated with high unemployment and inflation levels, political violence, too many elections, sanctions, emigration of local labour force and a perceived view that Zimbabwe is not safe by foreign stakeholders. In extreme cases global and local events including
2.0 Literature Review

Concepts and models on nation branding requires some integration for them to make meaning. The paper gives theoretical framework, nation branding models, tourism variables and empirical research results that work as a basis for positioning Zimbabwe as an attractive destination amongst its internal and external stakeholders (Mugobo and Ukpere, 2011). These are discussed in the following sections.

2.1 The Conceptual Framework of Nation Branding Processes.

The conceptual framework is covered by Dinnie’s conceptual model and Kotler(2002)'s branding stages. The other branding models are linked to this conceptual framework.

2.1.1 Dinnie’s Conceptual Model of Nation-Brand Identity and Image (requires more authors)

According to Dinnie (2008) the conceptual framework of brand identity and image involves a multidimensional view of three stages:

- Create a
  - Nation brand identity
  - Communicate the nation’s brand identity
  - Manage nation brand image

![Figure 1.1](Image)

**The conceptual model of nation-brand identity and image.**
Dinnie, 2008

As shown in Figure 1.1, there are various key components for brand identity developments. These include history, sport, and territory (Dinnie, 2008). Tourism and hospitality industry can be reckoned also as representing brand identity of a nation. Dinnie (2008) denoted that communicators of nation brand identity include marketing communicators (for example using national tourism boards like Zimbabwe Tourism Authority and Hospitality Association of Zimbabwe), culture and government foreign policy.

Lastly the conceptual model reflect that a super national brand image will be achieved by managing the perceptions of domestic consumers and firms, external consumers and foreign investors.

terrorism, epidemics, and political unrest could be portrayed more negatively in the media and cause stakeholders to hate a nation brand (Alvarez and Korzay, 2008). However, from a practical perspective, it is encouraging for developing countries, especially for those that are affected by instability and political unrest, that even though the country may not be successful at managing its political image in the media, this may not have a direct consequence on the image of the nation as a tourism destination (Alvarez and Korzay, 2008). For an economy to be competitive by both locals and foreigners it requires some concerted effort of upgrading its image and reputation. It means a country has to be seen as a brand. A key premise of nation branding is that the reputations of countries are rather like the brand images of companies and products (Anholt, 2007).

The services offered at each place within a country might be constructed in a different way by each visitor, warranting great need to track such tourism variables (Ashworth and Voogt, 1990).

In respect of nation branding, the Zimbabwean government and the 2009 to 2013 Global Political Agreement (GPA) partners worked hard to improve international standing of the Zimbabwean economy. The success seemed to have minimal gains due to the use of hard policies, political manifestos and populist statements by both private and state media. Given that the use of hard economic and political policies to market a nation are facing some resistance in the highly polarised local and global communities, use of soft and natural tourism based variables to brand the economy could be used as a starting point. While Ndlou and Heath (2013) researched on how brand Zimbabwe could be improved for the purpose of improving tourism and hospitality sustainability, this study gives nation branding responsibility to all tourism variables. The assertion is that no other forces might successfully brand Zimbabwe besides tourism. Such tourism based variables include accommodation facilities, national heritage like game parks, cultural activities, transport and travel, music and marine activities. Locally we have attractions like the Khami Ruins, Great Zimbabwe, Victoria Falls, Kariba Dam, Gonarezhou Game Reserve, Lake Kyle, and Easten highlands. These variables are likely to create lasting memories on the significance and value of Zimbabwe in the world than reading on the nature of constitution, the legal frame work, political party manifestos, parliamentary processes and economic policies. From this argument Zimbabwe might need to use the tourism and hospitality approach to upgrade its buttered nation brand (Alvarez and Korzay, 2008).

The hypothesis is that, for brand Zimbabwe to stand out and also improve all the prisms and diamond dimensions it should start by uplifting its tourism and hospitality sub variables. How foreigners and locals view these variables in terms of their attractiveness will determine the brand resonance for Zimbabwe.
2.1.2 Kotler et al’s (2002) Branding Stages
In branding a country we have to first perform a SWOT analysis to evaluate the nations’ strengths, weaknesses, opportunities and threats to define the country’s objectives. The second approach is to choose a specific direction (from industries, personalities, natural landmarks, or historical events) for distinctive branding. The third approach is to expand upon an umbrella concept that covers its separate branding activities with consistency. Allocating adequate funds to finance each branding activities that would be highly relevant to create a greater impact is the fourth approach. The last approach is to create export controls to ensure exported products are trustworthy and meet the affirmed performance.

2.2 Tourism and Hospitality in the Branding Models
2.2.1 Anholt’s Hexagon
Tourism and hospitality is one of the six pillars of a nation brand alongside export brands, people, governance policies, culture and heritage, and investment and immigration (Anholt, 2006). Tourism and hospitality variables seem to be touching on other aspects of the prism like culture and heritage, people and export brands. Since all prism factors are interlinked it will mean that a highly developed tourism dimension will also increase the strength and stature of the other five dimensions. (Scott et al, ZOU) However, a country like any form of business needs to be popular so as to attract various investors, and visitors, and partners with other nations in developmental issues and gain goodwill. This helps to enhance economic balance and create further sustainable opportunities for its citizens. The six categories together form the Nation Brands Hexagon as shown in Figure 1.2 below:

![Figure 1.2 The Hexagon of Competitive Identity: Anholt 2008](image)

2.2.2 Gilmore (2002) Diamond
Another related model in nation branding was given by Gilmore (2002). The diamond dimensions include macro trends, target audience, competitors and core competencies. In this model, tourism and hospitality becomes critical as it addresses the needs of target audience who include investors, students, tourists, civic society, airlines, foreign governments, IMF, World Bank, exporters and importers. Tourism assist in nation building through identifying and managing these stakeholders (Anholt and Hildreth, 2011). Tourism and hospitality is also covered in core competencies as it includes natural beauty, sports, arts and cultural heritage. These also include Great Zimbabwe and Victoria Falls.

2.2.3 Gilmore and Anholt Framework for Country Branding
A model adapted from Gilmore (2002) and Anholt (2002) brings a comprehensive view of national branding. A nation brand represents the spirit of the people and co-values. These are covered by environment, resources, culture, history, economy and people. Such variables like natural environment, resources, culture, history can be leveraged by more emphasis on tourism and hospitality activities of a nation. The Gilmore – Anholt framework is shown by Figure 1.3 below

![Figure 1.3 A framework for country branding Adapted from corporations to country branding: Gilmore, 2002](image)

It can be seen that, developing a nation brand is a complex undertaking and can only happen with widespread support by local and foreign stakeholders. This is the key job of tourism and hospitality dimension (Sinclair, 2003).

2.2.4 Porter’s National Diamond
Another model focusing on portraying the brand equity of a nation is the Porter’s National Diamond. The diamond is defined by the factor conditions, demand conditions, supporting industries, nature of industry level competition in various sectors and government behaviour (Morden 2007:566). This diamond, though capitalist in nature, can also be leveraged by manipulating the tourism and hospitality function since factor conditions also cover the tourist resort areas like Lake Kariba, Lake Mutirikwi, Great Zimbabwe, national parks and other attractive facilities. Demand conditions can also be improved by upgrading the performance of a country’s tourism sector (Alvarez and Korzay, 2008). A well designed systematic tourism strategy which integrates activities, products, image, and infrastructure
investments is an important building block in the economy and will become a growth policy for countries which have a natural advantage in global tourism (Yaisn, Alav, Sobral and Lisboa, 2003)

2.3 Tourism Variables

Zimbabwe is gifted with a lot of attractive tourism products. These range from the natural flora and fauna, rapids and waterfalls, and their habitats to those that are man-made (Sinclair, 2003). For instance the Victoria Falls has been rated as one of the world wonders. The strength of Victoria Falls is given by it being number 2 in Africa after the Egyptian Pyramids(http://www.answersafrica.com 2013), number 5 on Travellers choice 2013(Traveller’s choice 2013) and number 14 in the top 100 Wonders of the World (http://www.mapsofworld.com, 2013)

Those countries that possess rare and abundant biodiversity and have indigenous communities practising cultural forms that are different from the dominant Westernised traditions are in a position to exploit comparative advantage in the tourism market (Sinclair, 2003). Some traditional communities are still attracting tourists through hunting, fishing, speaking in traditional languages, traditional dances and music in a more natural environment (Rendal, 1995; Sinclair, 2003).

Some tourism and hospitality variables as given for Singapore incorporates hotels, spas, dining outlets, shops, a maritime museum, water park as well as Universal studios (Henderson, 2010). A UK study by Rowley and Williams (2008) indicated that music festivals are increasingly becoming popular events for the young and middle age adults, hence important for tourism attraction. A research by Kayaman and Arasi (2007), indicated that the tourism and hospitality industry has dominant brands which have high customer based brand equity that can leverage a nation brand.

A United Nations publication (UNEP, 2005) cites the goals of a sustainable tourism agenda as economic viability, local prosperity, employment quality, social equity, visitor fulfillment, local control, community well being, cultural richness, physical integrity, biological diversity, resource efficiency and environmental purity. This shows tourism variables can be connected to other broad variables of a nation brand.

Laws of branding.

In branding Zimbabwe we should be guided by some branding laws a proposed by Ries and Ries (2004 ). Law of boarders means that brand Zimbabwe should be known in all countries, and law of consistency means that there is need for repeating the same tourism propositions over time.

Law of fellowship requires that brand Zimbabwe should be able to relate to other countries with similar tourism variables and the law of singularity is where Brand Zimbabwe need to be known for some high equity specific tourism variables.

While acknowledging that nations are more complex than products Olins (2002) says that, when it comes to national identity, people can be “motivated and inspired and manipulated” with the use of the same techniques that companies use to brand products.

The Need for Tourism Based Branding

The deployment of tourism as an economic growth tool requires a well designed tourism strategy. The growth in the global tourism marketplace presents many countries with great opportunities to capitalise on their natural competitive advantages as a basis for nation branding (Yasin, Alav, Sobrol and Lisboa, 2003).
While tourism generates a significant amount of foreign exchange earnings that also contribute to the economic growth of developed countries, such growth has not been effectively harnessed as part of nation branding in Africa, Zimbabwe included.

In discussing against the Anholt (2002) and Gilmore (2002) approaches, Roy (2007) describes nation branding as a neo-colonial discourse that positions American culture as superior to others. These externally oriented measures of national brand identity contribute to a sense of split identity among members of local and global communities. In a comparative study of Romania and Bulgaria, Kaneva and Popescu (2008) discovered similar discursive conventions at play in tourism-oriented branding literature. National branding activities by tourism and hospitality sector should also seek to satisfy the desires of external tourists.

2.6 Possible Challenges Of Tourism Based Branding

Reconciling environmental conservation and appropriate respect for the individual and society is a formidable challenge within the arena of tourism based national branding (Wang, Bickle and Harril, 2009).

Tourism Area Life Cycles (TALC) concept proposes that a destination goes through five key stages, namely exploration, involvement, development, consolidation, and decline and/or rejuvenation. A destination could initially enjoy varying levels of popularity, but over time, growth will follow an S-shaped path with a dip at the end (Brooker and Burgess, 2008).

As the tourism market matures, many tourism destinations worldwide are facing the challenge of revitalising their products and repositioning themselves in the market place. This means the tourism-based brand equity might be cut off by competition (Brooker and Burgess, 2008).

New visitor attractions in general are dependent on a host of factors, some of which are beyond the control of key tourism industry stakeholders. Such factors include global financial crisis, wars, and economic recession (Henderson, 2007). Relevant industry groups involved in the effort to develop a nation brand, and hence improve a country’s image, are diverse. Countries seeking to brand themselves effectively face a major challenge of attempting to accommodate such diversity (Scott et al, 2011).

Internal factors, such as historical, psychological and political events, play important roles in developing national identity and in shaping the development of contemporary Zimbabwean nationalism rather than tourism (Scott et al, 2011).

Regardless of the possible negative implications associated with tourism-based branding, there are some points that push it to be done. According to National Statistics in 2012, the tourism industry has been ranked as the second revenue contributor to Zimbabwe’s Gross Domestic Product. Without tourism revenue, Zimbabwe as a nation will suffer drastically as tourism is also a direct source of employment opportunities. Hence, it is critical for Zimbabwe to position itself well in the tourism industry, especially during the present economic and political dispensation.

3.0 Methodology

This area covers the research design, research instruments, sampling methods and sample structure, and reliability and validity. The Cronbach’s Alpha averages are shown on the reliability part.

3.1 Research Design

In consistency with the objective of the study, the chosen paradigm for this research was positivism, largely using the quantitative strategy. This approach enabled creation of models basing on statistical calculations. The descriptive and comparative study was used as specific designs (Olins, Kitchen and Jama, 2008). The comparative aspect came in as we analysed differences between internal brand stakeholders and external brand stakeholders.

3.2 Research Instruments

An in-depth interview guide was used for collecting data about basic features of tourism variable. After collecting exploratory data on the basic features of tourism, a survey questionnaire containing quantitative questions was designed and used in the study. It contained demographic details, questions on measuring attractiveness of broad tourism variables, attitudes on tourism events, attitudes on linking tourism variables to nation branding dimensions of Zimbabwe and rating the positioning statements. The questionnaire was written in English. The common, 5 point Likert scale starting with 1=strongly agree to 5=strongly disagree was used for rating. The mean values used in the study ranged from 1-5.

The items covered in the questionnaire include the common tourism and hospitality variables like accommodation facilities, national heritage, sporting activities, cultural activities and values, transport and travel, music and marine activities. Attractiveness of specific events like Travel Expo, Indaba, Local Music Galas, HIFA, sporting activities and Sanganai/Hlanganani were also rated in the questionnaire.

Linkage of selected brand Zimbabwe dimensions to tourism variables was also tested by the questionnaire. Ten (10) suggested brand positioning statements related to tourism hospitality were rated in terms of their potential attractiveness to both “foreigners” and “locals” respondents. The same questionnaire items were sent to the two groups of respondents.
3.3 Sampling Methods and Sample Structure
Judgmental sampling was used for establishing exploratory research subjects. Quota sampling was later on used for establishing the local respondents from the hospitality and tourism industry and foreigners from various continents.

Locals (n=100)
Locals comprised of 62% males and 38% females. Around 65% had first degrees and above, while 35% had diplomas and below. Age group of locals include 34% being below 30 years, 42% in the 30-50 years and 24% in the 50 years and above range. Respondents were generally mature. The locals who visited 3 and below countries were 44% and those in 4 to 6 range were 38% and those above 6 years were 18%. The locals were generally experienced with receiving visitors and running the tourism related businesses. Locals are recognised to be a vital source of customers and a target for marketing tourism products and destinations (Henderson, 2010). The views of residents are significant for external target markets as they are naturally considered informal, authentic and insider sources of information about the place (Braun et al, 2013).

Foreigners (n=100)
The 100 respondents encompassing the foreigner segments included 29% Europe, 30% Asia, 20% Africa and 12% Americas and 9% other continents. The major specific nationalities who participated in the research are Asia – China, India, Japan, Korea, Malaysia, Singapore; Europe - UK, Netherlands, France, Belgium, Germany, Spain, Portugal; America – Canada, USA, Brazil, Argentina, Mexico; Africa – Zambia, Mozambique, South Africa, Kenya, Nigeria, Tanzania; and Other – Australia, New Zealand, etc.

Use of different nationalities assisted to get brand perceptions from a variety of external stakeholders. Among these, 49% were from embassies and 51% were interviewed in their offices and other work places. Those who visited 3 and below countries were 15%, 4 to 6 countries were 30% and those who visited 6 countries and above were 55%. An almost balanced gender respondents with 56% male and 44% female was achieved. Age groups include 29% below 30 years, 50 % in the 30-50 years and 21% above 50 years. Those in the diploma and below were 49%, first degree 30% and post graduate were 21%.

3.4 Reliability and Validity
This section covers how research results are dependable and can be viewed with integrity by readers.

Reliability
The reliability of the scales used in the study were below 0.8 of Cronbach’s Alpha. The overall scale reliability when the items were used on foreigners was 0.525. The locals responded to the questionnaire with a reliability of 0.393. The item by item reliability statistics for the locals and foreigners are shown on Appendix A. The lower values of interviewer scale consistency were possibly due to diversity of issues involved, the political nature of the research and the different brand perceptions by respondents. The exploratory nature of the survey could also explain such lower reliability coefficients. The other point is that the residents of places do not constitute a coherent group but include a multiplicity of groups of people that are bound to have varying and conflicting preferences, desires, or, attitudes (Braun, Kavaratzis and Zenkern, 2013).

Validity
The scales were deemed valid since they were able to measure the purported tourism and hospitality branding variables. A similar study on brand perceptions and tourism by Alvarez and Korzay (2008) used similar variables for soliciting of views from stakeholders and consumers. Validity is whether the questions in terms of content and structuring are able to capture intended information.

4.0 Results and Discussion
Data analysis was done using the SPSS Version 15.0 for data from both locals and foreigners. Calculations of mean differences, correlation analysis, paired t-test, χ² tests and associated hypothesis testing was done for key branding variables. Discussion of tourism variables, tourism events, brand dimensions as linked to tourism variables, tourism based brand positioning statements and how they can be used in national branding efforts was done. Hypothesis tested in the analysis are listed below:

H1: There is a relationship between locals’ attitudes and foreigners’ attitudes on key tourist variables.
H2: Gender differences on the attractiveness of tourism variables is higher for locals and lower for foreigners.
H3: There is no relationship between number of countries visited and cultural activities displayed in Zimbabwe.
H4: There is no relationship between occupation of foreigners and their attitudes to national heritage brand variables in Zimbabwe.
H5: Europe and Asia value Zimbabwean tourism variables at the same level.
H6: Africa and Asia value Zimbabwean tourism variables at the same level.
H7: There is a strong relationship between the rating of foreigners and locals on the linkage of brand Zimbabwe variables and tourism variables.
H8: There is a relationship between locals’ attitude and foreigners’ attitudes on the tourism based nation branding positioning statements for Zimbabwe.
H9: Gender differences on recommending nation branding positioning statements is high for locals and lower for foreigners.
4.1.1 Branding Implications of Most Attractive Tourism Variables

The results of variable attractiveness are discussed below with the assumption that high attractiveness enhance high brand resonance and equity for a nation.

Table 4.1 Attractiveness of Tourism Variables

<table>
<thead>
<tr>
<th>Variables</th>
<th>Locals</th>
<th>Total mean</th>
<th>Average Mean (F and L)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation by hotels, lodges and motels</td>
<td>3.25</td>
<td>5.74</td>
<td>2.87</td>
</tr>
<tr>
<td>National heritage like Game Parks (wildlife)</td>
<td>2.08</td>
<td>4.61</td>
<td>2.305</td>
</tr>
<tr>
<td>Sporting activities and facilities</td>
<td>3.23</td>
<td>6.2</td>
<td>3.1</td>
</tr>
<tr>
<td>Culture activities and values like dressing,</td>
<td>1.89</td>
<td>4.16</td>
<td>2.08</td>
</tr>
<tr>
<td>Transport and travel facilities</td>
<td>2.47</td>
<td>5.29</td>
<td>2.645</td>
</tr>
<tr>
<td>Music played in Zimbabwe</td>
<td>1.86</td>
<td>3.73</td>
<td>1.865</td>
</tr>
<tr>
<td>Marine activities like fishing and boat cruising</td>
<td>3.28</td>
<td>6.16</td>
<td>3.08</td>
</tr>
</tbody>
</table>

Notes: 1=Most attractive/Strongly Agree Note: 1=Most attractive/Strongly Agree and 5=Least attractive/Strongly Disagree.

The summary variables (means) were derived by averaging responses of each item.

The best four attractive variable of Zimbabwean tourism in order of priority include the music played in Zimbabwe, cultural activities and values, national heritage, and transport and travel facilities. Accommodation, marine activities and sporting activities were rated poorly as shown by large bars of disagreement. How the top four tourism variables can be used to brand Zimbabwe is discussed below

Using Tourism Variables to Brand Zimbabwe.

Music played in Zimbabwe and brand Zimbabwe

The music played by Zimbabwean legendarys including the likes of Thomas Mapfumo, Oliver Mutukudzi, Alick Macheso and some traditional musicians portray an identity of Zimbabweans amongst other nationalities especially those from Europe and Asia. This music includes sungura, chimurenga tradition, mbakumba, African jazz and other locally brewed township music.

Culture Activities and Values

The culture of the nation should be preserved and promoted. This culture include our deep Shona, Tonga, Ndebele and other local languages (like those from France known for French speaking globally), dress code, home and living set ups (like the Swazi people known for their dressing and living different from other nations). This helps to minimize acculturation and enhance positioning of the country differently from others. Promoting and protecting cultural villages around the country will assist in building Brand Zimbabwe. This was supported by Alvarez and Korzay (2008) and Dennie (2008).

National Heritage

National heritage makes the nation unique from other nations as most of these are natural God given structures that cannot be copied elsewhere (Sinclair,
2003 and Anholt and Hildreth, 2011). These national heritages include Great Zimbabwe Monuments, Rock Paintings, museums and other traditional sites around the country.

**Transport and travel facilities**

They promote convenience, accessibility, direct viewing, and appreciation of all other tourism and hospitality variables through proper road networking between cities and remote places. Rebranding will be done through emphasising on the development of better, fast and high quality modes of transport such as aeroplanes, tourist designed buses and, game drive and shuttle vehicles.

**Other Variables**

The other tourism variables need to be well aligned and coordinated to boost Brand Zimbabwe visibility and global performance.

4.1.2 Hypothesis Testing

**Table 4.2 Hypothesis Testing Results For Basic Tourism Variables**

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Type of test</th>
<th>Test results</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>H₁</td>
<td>Correlation test</td>
<td>r=0.733, p=0.061</td>
<td>Accept H₁</td>
</tr>
<tr>
<td>H₂</td>
<td>Correlation test</td>
<td>r=0.73 foreigners r=0.94 locals</td>
<td>Reject H₂</td>
</tr>
<tr>
<td>H₃</td>
<td>χ² test</td>
<td>χ²=12.559 and p=0.014</td>
<td>Reject H₃</td>
</tr>
<tr>
<td>H₄</td>
<td>χ² test</td>
<td>χ²=7.275 p=0.122</td>
<td>Reject H₄</td>
</tr>
<tr>
<td>H₅</td>
<td>Pearson Correlation test</td>
<td>r=-0.06856 p=0.884</td>
<td>Reject H₅</td>
</tr>
<tr>
<td>H₆</td>
<td>Pearson Correlation test</td>
<td>r=0.084966 p=0.029</td>
<td>Reject H₆</td>
</tr>
</tbody>
</table>

H₁: There is a relationship between locals’ attitudes and foreigners’ attitudes on key tourism variables. (See Table 4.2).

A strong relationship between locals and foreigners on rating key tourism branding variables was established. This is given by r=0.733 and p-value of 0.061. These are all significant values for branding decisions. A close relationship between local stakeholders and external stakeholders will mean that the brand resonance of Zimbabwe will be high.

H₆: Gender differences on the attractiveness of tourism variables is higher for locals and lower for foreigners. (See Table 4.2)

Since r=0.727 for foreigners and r=0.942 for locals, we conclude that gender differences in foreigners is higher than for locals in rating attractiveness of tourism and hospitality variables. In all cases females showed a positive view of the tourism and hospitality variables than males. This might mean that more male oriented tourism based brand promotion is needed to upgrade their perception. A similar gendered analysis was done by Wang et al (2009) on residents’ attitudes towards tourism development in China.

H₅: There is no relationship between number of countries visited and cultural activities displayed in Zimbabwe. (See Table 4.2).

\[ \chi^2 = 12.559 \text{ and } p=0.014 \]

The results show that there is a statistical significance on the relationship between number of countries visited and attractiveness to cultural activities of brand Zimbabwe displayed in the tourism industry events.

H₄: There is no relationship between occupation of foreigners and their attitudes to national heritage variables in Zimbabwe. (See Table 4.2).

The results show that Asia and Europe have Pearson correlation value of r=-0.06856 and p-value of 0.884. There is a weak negative correlation coefficient. It shows that the respondents from Europe and Asia valued Zimbabwean tourism variables differently.

H₃: Europe and Asia value Zimbabwean tourism variables at the same level. (See Table 4.2).

The results show that Asia and Europe have Pearson correlation value of r=-0.06856 and p-value of 0.884. There is a weak negative correlation coefficient. It shows that the respondents from Europe and Asia valued Zimbabwean tourism variables differently.

H₆: Africa and Asia value Zimbabwean tourism variables at the same level. (See Table 4.2).

The results show that r=0.084966 and p=0.029. this shows that Asia and Africa value the tourism variables differently. There is a small weak positive correlation coefficient. This could imply that country brand managers should use commonly agreed variables to brand their nation.

4.1.3 Branding Zimbabwe Using Popular Specific Tourism and Hospitality Events

Key events in the Zimbabwean tourism and hospitality sector were rated on their attractiveness by both local and foreigner respondents. The details of the research results are shown below.
Foreigners Rating of Events

Figure 4.2 Foreigners Rating of Events

The best 5 events as rated by foreigners include Travel Expo, Indaba, Carnivals, HIFA and Sanganai/Hlanganani. These are also shown on the bar graph above.

In branding Zimbabwe to foreigners we should use the HIFA, Carnivals, Sanganai/Hlanganani to showcase our brand values since most foreigners are attracted to these.

Locals Rating of Events

Figure 4.3 Locals Rating of Events

Local respondents who are key players in the tourism and hospitality sector showed that travel expo, Indaba, Carnivals, HIFA, and Sanganai/Hlanganani are the top 5 events likely to attract foreigners. Branding the country will require some efforts on improving the performance of these events. The interesting finding is that both the locals and foreigners rated the 5 common events as attractive to foreign visitors. This means brand Zimbabwe can be leveraged by use of these events.

4.2 Linkage of Brand Zimbabwe Variables And Tourism Based Branding

4.2.1 Creating the Tourism Based Brand Pentagon for Zimbabwe

An in-depth interview with 3 locals and 3 foreigners was carried out. The commonly agreed eight brand features of Zimbabwe were education, mining, unity and independence, peace, marriage values, Christianity, hardworking and farming. From this qualitative research, a survey questionnaire was used to measure the overall rating by both foreigners and locals.

Table 4.3 Brand Variables Link to Tourism Variables

<table>
<thead>
<tr>
<th>Column</th>
<th>Foreigners</th>
<th>Locals</th>
<th>Total</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>1.79</td>
<td>1.76</td>
<td>3.55</td>
<td>1.775</td>
</tr>
<tr>
<td>Hardworking</td>
<td>1.8</td>
<td>3.57</td>
<td>5.37</td>
<td>2.685</td>
</tr>
<tr>
<td>Mining</td>
<td>1.92</td>
<td>2.15</td>
<td>4.07</td>
<td>2.035</td>
</tr>
<tr>
<td>Farming</td>
<td>2.24</td>
<td>2.59</td>
<td>4.83</td>
<td>2.415</td>
</tr>
<tr>
<td>Unity and independence</td>
<td>2.42</td>
<td>1.9</td>
<td>4.32</td>
<td>2.16</td>
</tr>
<tr>
<td>Christianity</td>
<td>2.52</td>
<td>3.22</td>
<td>5.74</td>
<td>2.87</td>
</tr>
<tr>
<td>Marriage</td>
<td>2.51</td>
<td>2.98</td>
<td>5.49</td>
<td>2.745</td>
</tr>
<tr>
<td>Peace</td>
<td>2.28</td>
<td>2.01</td>
<td>4.29</td>
<td>2.145</td>
</tr>
</tbody>
</table>

Notes: 1=Most attractive/Strongly Agree and 5=Least attractive/Strongly Disagree.
The summary variables (means) were derived by averaging responses of each item.

The results of Table 4.4 are considered for Foreigners column and Averages column.

Each item was rated in terms of the extent to which it is linked to some common tourism and hospitality variables. A smaller mean value shows a close connection between the National Brand Value and tourism based branding approach.

1. Foreigner Brand Octagon

Figure 4.4 Brand Octagon Model - Foreigners

Foreigner Nation Brand Octagon Model

Notes: 1=Most attractive/Strongly Agree and 5=Least attractive/Strongly Disagree.
The summary variables (means) were derived by averaging responses of each item.

The five brand values most linked to tourism and hospitality assertions in order of importance were education, hardworking, mining, farming and peace. Those not well connected to tourism and hospitality brand essence include marriage values, unity and independence and Christianity.
2 Composite Nation Brand Octagon

Figure 4.5 Brand Octagon Model - Composite

Composite Brand Octagon Model

![Composite Brand Octagon Model](image)

Notes: 1=Most attractive/Strongly Agree and 5=Least attractive/Strongly Disagree.
The summary variables (means) were derived by averaging responses of each item.

The overall assessment on the linkage of common brand variables for Zimbabwe and tourism environments showed a slightly different picture. The five most linked dimensions by both locals and foreigners were education, unity and independence, mining, farming and peace. Marriage values, hardworking and Christianity values were less linked to tourism activities. These are shown on Figure 4.5 above.

3 Foreigner Brand Pentagon

It will be noble to use the tourism and hospitality variables to promote peace, education, hardworking, mining and farming. This will reduce the octagon to a brand pentagon.

Figure 4.6 Brand Pentagon Model Foreigner

![Foreigner Brand Pentagon Model](image)

4 Composite Nation Brand Pentagon

Using the five most commonly agreed brand values for Zimbabwe, a model is proposed for use when rebranding the country using tourism variables. The national heritage, accommodation, sporting activities and marine activities need to be used to sell the Nation Brand Pentagon comprising of education, unity and independence, mining, farming and peace.

The composite brand pentagon model is shown on Figure 4.7 below

Figure 4.7 Brand Pentagon Model – Composite.

![Composite Nation Brand Pentagon Model](image)

The advantage of this model is that it puts Tourism Variables at the centre of Nation Branding Efforts

4.4.2 Hypothesis Testing

Table 4.4 Hypothesis Testing Results for Brand Dimension

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Type of test</th>
<th>Test results</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>H₁</td>
<td>Correlation test</td>
<td>r = 0.130, p = 0.759</td>
<td>Reject H₁</td>
</tr>
</tbody>
</table>

H₁: There is a strong relationship between the rating of foreigners and locals on the linkage of brand Zimbabwe variables and tourism variables. (See Table 4.4)

The results show r=0.13 and p=0.759. In this case we rejected H₁ and concluded that there is a weak relationship between the rating of foreigners and locals on the linkage of brand variables. The differences could be caused by those aspects like marriage values, unity and independence and Christianity which are not shared equally by the two respondents classes.

4.3 Brand Positioning Statements for Zimbabwe

4.3.1 Tourism Branding Implications of Positioning Statements to Brand Zimbabwe

Ten possible brand positioning statements linked to tourism and hospitality were rated by both foreigners and locals. The attractiveness of such statements are shown on Table 4.5 below

![Positioning Statements](image)
Table 4.5 Rating of Brand Positioning Statements for Zimbabwe

<table>
<thead>
<tr>
<th>Statement</th>
<th>Means for Locals</th>
<th>Means for foreigners</th>
<th>Total means</th>
<th>Average mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zim - A world of wonders</td>
<td>1.84</td>
<td>1.79</td>
<td>3.63</td>
<td>1.815</td>
</tr>
<tr>
<td>Zimbabwe - A hospitable place in the world</td>
<td>2.02</td>
<td>2.1</td>
<td>4.12</td>
<td>2.06</td>
</tr>
<tr>
<td>Zimbabwe - Victoria Falls and Great Zimbabwe</td>
<td>2.02</td>
<td>2.14</td>
<td>4.16</td>
<td>2.08</td>
</tr>
<tr>
<td>Zimbabwe - A nation of learning from other nations</td>
<td>2.1</td>
<td>2.84</td>
<td>4.94</td>
<td>2.47</td>
</tr>
<tr>
<td>Zimbabwe - Place of hotels, music and wild animals</td>
<td>2.15</td>
<td>2.31</td>
<td>4.46</td>
<td>2.23</td>
</tr>
<tr>
<td>Zimbabwe - The tourism, people and culture</td>
<td>2.2</td>
<td>2.09</td>
<td>4.29</td>
<td>2.145</td>
</tr>
<tr>
<td>Zimbabwe - A hub of global visitors</td>
<td>2.26</td>
<td>2.32</td>
<td>4.58</td>
<td>2.29</td>
</tr>
<tr>
<td>Zimbabwe - Protecting all life and loving the</td>
<td>2.81</td>
<td>3.22</td>
<td>6.03</td>
<td>3.015</td>
</tr>
<tr>
<td>environment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zimbabwe - A clean place and sunshine cities</td>
<td>3.21</td>
<td>3.7</td>
<td>6.91</td>
<td>3.455</td>
</tr>
<tr>
<td>Zimbabwe - Inland fishing and cruising</td>
<td>3.86</td>
<td>3.53</td>
<td>7.39</td>
<td>3.695</td>
</tr>
</tbody>
</table>

Notes: 1=Most attractive/Strongly Agree and 5=Least attractive/Strongly Disagree. The summary variables (means) were derived by averaging responses of each item.

Figure 4.8 Brand Positioning Statements for Zimbabwe.

![Brand Positioning Statements for Zimbabwe](image)

Notes: 1=Most attractive/Strongly Agree and 5=Least attractive/Strongly Disagree. The summary variables (means) were derived by averaging responses of each item.

Zimbabwe - A World of Wonders
This relate to the uniqueness of the country emanating from the natural wonders. Such notable wonders include Victoria Falls, Hwange Game Reserve, Gonarezhou Game Reserve, Chinhoyi Caves, Great Zimbabwe Monuments and Eastern Highlands. International marketing of natural wonders should be done through colourful brochures, inviting international delegation from prospective and current markets to experience a moment of truth and help in spreading word of mouth to others.

Zimbabwe - A Hospitable Place in the World
The hospitality of the country is what the people from other nations portray Zimbabweans to be, especially their friendliness. Innovativeness, creativeness and high training in customer service should be a priority for tourism bodies, companies and other sectors. This is supported by teachings of various foreign languages in the country in order to enhance communication with diversified nationalities. These languages include French, Portuguese, Chinese and other world dominating languages.
Zimbabwe - Victoria Falls and Great Zimbabwe

Emphasising these variables in our promotional activities, logos, and other identity materials will boost the brand equity of Zimbabwe, remember our Zim-dollar used to carry Animals, Vic Falls, Great Zimbabwe Monuments and other tourism variables.

Zimbabwe - Tourism People and Culture

People in Zimbabwe will be concentrating on improving and developing all tourism related activities. The Zimbabwean culture, their routines and minds will be inclined to receiving visitors from all parts of the world. The spirit of the nation as given by Gilmore and Anholt (2002) would be around tourism variables.

Zimbabwe - Place of Hotels, Music and Wild Animals

Natural talents, man-made structures and natural gifts can enhance brand Zimbabwe. Hotels, wild animals and musical talents give a picture of the country’s abilities and features which differentiates it from others with wild animals catching the eyes of the visitors. The country should encourage the building of world class hotels with high ratings (5 stars or above) which are also internationally certified by such eco-promoting bodies like the Green Globe and ISO certification. Brand managers promote local music talents through designated websites and preserve wildlife through sustainable development ways.

Zimbabwe - A Hub of Global Visitors

This gives Zimbabwe the ability to accept any race from every corner of the world. It is the mother of all other branding statements, since it aims at attracting all nationalities. The hub position can be achieved by ability to communicate with various languages, cultures and races, and investing much in tourism facilities and infrastructure.

4.3.2 Nation Brand Tourism Based Positioning Statements Hexagon

The six Prism positioning statements can be reviewed by country brand managers and create a common tourism based positioning statement that will boost brand equity of a developing nation like Zimbabwe. This approach is supported by Yasin, et al (2003), Scott et al (2011).

4.3.3 Hypothesis Testing

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Type of test</th>
<th>Test results</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>H8</td>
<td>Correlation test</td>
<td>r=0.888, p=0.001</td>
<td>Accept H8</td>
</tr>
<tr>
<td>H9</td>
<td>Correlation test</td>
<td>r=0.92 locals, r=0.97 Foreigners</td>
<td>Accept H9</td>
</tr>
</tbody>
</table>

H8 : There is a relationship between locals’ attitude and foreigners’ attitudes on the tourism based positioning statements for Zimbabwe. (See Table 4.6).

The results show that r = 0.888 and p = 0.001. This shows that the attitude of the two sets of respondents had a strong positive correlation and a statistically significant probability of p = 0.001. We accepted the H8 and concluded that there is a close association of brand positioning statements perceptions between locals and foreigners. This might mean those commonly agreed high rated statements can be combined to establish a powerful and sustainable tourism based brand positioning statement.

H9 : Gender differences on recommending positioning statements is high for locals and lower for foreigners. (See Table 4.6)

Since r = 0.923 for locals and r = 0.971 for foreigners we can conclude that local respondents have higher gender differences than foreigners. The gender differences could generally be described by cultural conservatism of some men compared to women. The interesting value is that r is greater than 0.90 for both cases, showing a high level of similarities of respondents between the gender groups of both local and foreigner respondents.

5.0 Conclusions

5.1 The results show that there was a common agreement between the locals and foreigners on the attractiveness of tourism variables. There is high attractiveness in the culture activities, music played in Zimbabwe, national heritage, and transport and travel facilities. Such variables as sporting, marine activities and accommodation were regarded as less attractive by both the locals and foreigners.

5.2 The foreigners agreed that tourism based nation branding can be strongly defined using education, hardworking, mining, farming, and peace. These are the variables that are supporting the proposed Tourism National Branding Prism as given below.

5.3 Both locals and foreigners agreed that the best six brand positioning statements for Zimbabwe which can be used in improving visibility and equity are Zimbabwe – A World of Wonders, Zimbabwe – A Hospitable Place in the World, Zimbabwe – Victoria Falls and Great Zimbabwe.

5.4 The study established that there is a possible difference in needs and expectations between the external stakeholders and internal stakeholders of a nation brand. Foreigners will rate ‘Unity and independence’ negatively while locals will put it as one of the best brand value.

5.5 Embassy based foreigners are less attracted to national heritage issues of brand Zimbabwe than non embassy foreigners.

5.6 The best five attractive events for tourists in Zimbabwe include Travel Expo, Indaba, Carnivals, HIFA, Sanganai/Hlanganani. These could be critical for nation branding.

5.7 There are gender differences in brand perceptions in both residents and foreigners group of stakeholders.

6.0 Recommendations

6.1 Authorities and players in tourism should ensure that natural and authentic environments are maintained. Tourism and hospitality development strategies should also achieve high destination distinctiveness. This will spruce up Brand Zimbabwe. Victoria Falls and Great Zimbabwe places should be reserved for tourists and the world. Events that involve discussion of local and global politics should be avoided where possible.

6.2 There is need to establish joint ventures with the private sector and public sectors to promote tourism, eco-tourism and religious tourism. And these need to be integrated into key brand values of a nation. Most activities in Zimbabwe should be marketing our tourism and hospitality features.

6.3 Collaboration between tourism business and industry groups, and the formation of strategic alliances play an important role in any tourism based national brand rejuvenation strategy. The interaction offers a variety of benefits, ranging from opportunities to diffuse new knowledge across non-traditional alliances, to the development of a vibrant tourism and hospitality based brand identity.

6.4 Tourism resources and infrastructure should be maintained in a sustainable manner. This is through enacting active conservation policies; conform to international standards, ratings and educating society. This can be achieved through providing a relatively huge national budget for tourism marketing.

6.5 Preservation of the country’s culture is highly useful. This can be done through encouraging and emphasizing cultural ways of living and conducting life matters.

6.6 Encouraging originality in the area of music through local and traditional music and locally brewed as compared to imitation instead of imitating of international music.

6.7 Improving accessibility of the destinations and all remote areas so that they are reachable to all visitors. This includes better road networking, rail systems and air services.

6.8 Improve the development of infra and superstructures such as buildings, shopping mauls, hotels, lodges and motels. This help in improving accommodation of foreign visitors Zimbabwe will be a global hub.

6.9 Improvement in media marketing using both local and international broadcasting connectivity. Nation brand managers should be given slots on the national and private owned radio and television to market the tourism and hospitality products that are offered in Zimbabwe.

References


Coathup D., (1999), Dominant actors in international tourism, International Journal of Contemporary Hospitality Management Vol. 11 No. 2/3


### Appendix A: Cronbach’s Alpha Reliability Measurement

<table>
<thead>
<tr>
<th>Description</th>
<th>Cronbach’s Alpha if item is deleted (Foreigners)</th>
<th>Cronbach’s Alpha if item is deleted (Locals)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accommodation by hotels, lodges and motels are attractive</td>
<td>0.543</td>
<td>0.417</td>
</tr>
<tr>
<td>National heritage like game parks and scenic viewing are attractive</td>
<td>0.501</td>
<td>0.380</td>
</tr>
<tr>
<td>Sporting activities and facilities are attractive</td>
<td>0.485</td>
<td>0.385</td>
</tr>
<tr>
<td>Culture activities and values like dressing, language and receiving visitors are attractive</td>
<td>0.551</td>
<td>0.383</td>
</tr>
<tr>
<td>Transport and travel facilities are attractive</td>
<td>0.530</td>
<td>0.390</td>
</tr>
<tr>
<td>Music played in Zimbabwe is attractive</td>
<td>0.501</td>
<td>0.395</td>
</tr>
<tr>
<td>Marine activities like fishing and boat cruising are attractive</td>
<td>0.540</td>
<td>0.412</td>
</tr>
<tr>
<td>Education supports sports and culture</td>
<td>0.484</td>
<td>0.348</td>
</tr>
<tr>
<td>Mining supports sports and tourism</td>
<td>0.514</td>
<td>0.359</td>
</tr>
<tr>
<td>Unity and independence support music and culture</td>
<td>0.527</td>
<td>0.417</td>
</tr>
<tr>
<td>Peace supports hotels, transport and sporting</td>
<td>0.483</td>
<td>0.385</td>
</tr>
<tr>
<td>Marriage values support culture and music</td>
<td>0.494</td>
<td>0.406</td>
</tr>
<tr>
<td>Christianity supports sporting and music</td>
<td>0.509</td>
<td>0.406</td>
</tr>
<tr>
<td>Hardworking supports hotels, marine activities and culture</td>
<td>0.501</td>
<td>0.365</td>
</tr>
<tr>
<td>Farming supports hotels, marine activities and culture.</td>
<td>0.541</td>
<td>0.397</td>
</tr>
<tr>
<td>Zimbabwe – A world of wonders</td>
<td>0.497</td>
<td>0.373</td>
</tr>
<tr>
<td>Zimbabwe – A hub of global visitors</td>
<td>0.548</td>
<td>0.400</td>
</tr>
<tr>
<td>Zimbabwe – The tourism people and culture</td>
<td>0.522</td>
<td>0.350</td>
</tr>
<tr>
<td>Zimbabwe – Place of hotels, music and wild animals</td>
<td>0.517</td>
<td>0.350</td>
</tr>
<tr>
<td>Zimbabwe – A hospitable place in the world</td>
<td>0.489</td>
<td>0.346</td>
</tr>
<tr>
<td>Zimbabwe – A nation of learning from other nations</td>
<td>0.475</td>
<td>0.377</td>
</tr>
<tr>
<td>Zimbabwe – Victoria Falls and Great Zimbabwe</td>
<td>0.465</td>
<td>0.357</td>
</tr>
<tr>
<td>Zimbabwe – Protecting all life and loving the environment</td>
<td>0.524</td>
<td>0.344</td>
</tr>
<tr>
<td>Zimbabwe – A clean place and sunshine cities</td>
<td>0.546</td>
<td>0.378</td>
</tr>
<tr>
<td>Zimbabwe – Inland fishing and cruising</td>
<td>0.542</td>
<td>0.436</td>
</tr>
<tr>
<td>All variables reliability</td>
<td>0.525</td>
<td>0.393</td>
</tr>
</tbody>
</table>

### Appendix B

**Appendix B1**

**Composite Nation Brand Pentagon for Zimbabwe**

**Appendix B2**

**Foreigner Nation Brand Pentagon for Zimbabwe**