

**AN INTEGRATIVE TOURISM DESTINATION MARKETING STRATEGY  
FOR THE NAMIBIA TOURISM BOARD**

**A THESIS SUBMITTED IN PARTIAL FULFILMENT**

**OF THE REQUIREMENTS FOR THE DEGREE OF**

**MASTER OF BUSINESS ADMINISTRATION**

**OF**

**THE UNIVERSITY OF NAMIBIA**

**BY**

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**AUGUST 2017**

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## DECLARATION

I, Klemens Dantago /Awarab hereby declare that this study is a true reflection of my own research and that no part of this study has ever been submitted for a degree in any other institution of higher education.

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Date

## **DEDICATION**

I dedicate this study to my late father, Christiaan /Hawixa /Awarab, who passed on before he could witness this significant achievement. I also dedicate this study to my beloved mother, Maria Khoe-!gā /Awaras for her constant support and encouragement.

Special thanks and appreciation goes to my wife, Sylvia Babsie /Awaras for her support as well as to my eldest son, Vennecky Mumbala and my beloved daughter-in-law, Emily Mumbala for pushing me to the limit to complete my studies.

## **ACKNOWLEDGEMENTS**

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Thank you my good friends and MBA graduates Valerie Garises, Lucky Pieters and Duscan Kasita for your unwavering support and encouragement throughout my entire MBA study period.

## ABSTRACT

The purpose of this study was to evaluate the integral components of an integrative tourism destination marketing strategy for the Namibian Tourism Board (NTB). The main objective of the study was to examine whether the Namibian Tourism Board has an integrative tourism destination marketing strategy in place and, if absent or ineffective, provide recommendations pertaining to the integrative marketing strategy based on the research findings.

A single case study approach was employed in this study. The quantitative research methodology was applied in this study. The population size of the study was 260 respondents and the sample size of 100 respondents was chosen through the simple random sampling technique. In conducting the research, data collection instrument used was the structured self-administered questionnaire, which targeted the senior management for the NTB and its affiliate members. Quantitative data from primary sources were analysed through IBM 22 Statistical Programme for Social Scientists (SPSS).

The major findings obtained from the correlation analysis were that:

There is a strong, positive correlation between “we implement strategies” and “we scan our market environment”  $r(40) = .89, p < .001$ . There is a strong, positive correlation between “we implement strategies” and “we formulate marketing strategies”  $r(40) = .98, p < .001$ . There is a strong, positive correlation between “the NTB has a marketing destination plan” and “the NTB selects destinations it markets”  $r(40) = .87, p < .001$ .

This study makes the following major recommendations: -

There is need for the NTB to host a National Tourism Destination Promotion Indaba over a period of 4 days facilitated by international and local experts in order to come up with an integrative tourism destination marketing strategy framework. Regular consultative meetings with all the stakeholders should be done in order to discuss the trends as well as opportunities that might be coming up in the tourism sector. There is

need to discuss and come up with policy frameworks on promotions, sales, marketing and distribution of the tourism products. In addition, adequate funding should be sourced from the Government and other related organisations to facilitate effective and efficient operation of the sector.

**LIST OF ACRONYMS AND ABBREVIATIONS**

**CEO-** Chief Executive Officer

**DMOs-** Destination Management Organisations

**DR** - Doctor

**GDP-** Gross Domestic Product

**IBM 22 SPSS** - International Business Machines Corporation 22 Statistical Programme for Social Scientists

**IT-** Information Technology

**MN-** Million

**NDP4-** National Development Plan Four

**NTB-** Namibia Tourism Board

**OECD-** Organisation for Economic Co-operation and Development

**SADC-** Southern African Development Community

**SPSS-** Statistical Programme for Social Scientists

**TDGDP-** Tourism Direct Gross Domestic Product

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## **CHAPTER 1: INTRODUCTION**

### **1.1 Orientation of the Study**

The Namibian Tourism Board (NTB) was established by the Namibia Tourism Board Act in 2000. The organisation was established to provide for the registration and grading of accommodation establishments. Further to that the organisation has a mandate to oversee all the sectors of the tourism industry, to register businesses falling within this regulated sector, and finally to market Namibia as a preferred tourist destination.

A board of directors, appointed by the Minister of Environment and Tourism to issue policy directives to management, governs the Namibia Tourism Board. The company has offices in Germany, South Africa and agency representation in China, United Kingdom, United Arab Emirates, Italy, France and the United States of America. The regional (SADC) and domestic markets are serviced from the Head Office in Windhoek.

The marketing of tourism destinations is a complex task. The reasons for this include the interdependence of the multiple stakeholders, the fragmented resources, and an almost complete lack of hierarchy and authority, and of mechanisms of control and regulation. Bramwell et al., (1999) notes that researchers emphasise that networking represents a crucial and effective option in terms of mobilising information and resources, and of engaging in cooperative processes among tourism businesses.

To ensure stakeholder participation, the Namibia Tourism Board established marketing advisory, standards advisory, and human resources advisory committees of the Board for consultation and networking purposes (Namibia Tourism Board Act, 2000). However, these platforms are inefficient due to lack of stakeholder commitment as can be seen from the attendance lists completed at the meetings when compared to the number of businesses registered with the Namibia Tourism Board.

Gnoth (2002, p.262) notes that “the conceptualisation of the tourism system as a network of interacting service providers may provide an effective mechanism for bringing about of community involvement, in particular through the selection of key

stakeholders who represent and ‘champion’ the ‘public good’ serving the various interests within society, that is, beyond the commercial sphere.”

## **1.2 Statement of the problem**

The Namibia Tourism Board (NTB) has the mandate to do generic tourism destination marketing for Namibia (Namibia Tourism Board Act, 2000). The National Development Plan Four (NDP4) target is for Namibia to become a leading tourist destination on the continent for travellers worldwide by the end of 2017. In terms of the World Economic Forum Travel and Tourism Competitiveness Index, Namibia has an overall ranking of 3.84 out of 7, but is striving to become first, with a ranking of at least 4.3 out of 7 by 2017.

Namibia does not have manufacturing industries, however this is complemented by the tourism industry, which is a major contributor to the economy of Namibia and has the potential to create jobs for the unskilled and semi-skilled labour. Tourism therefore has the power to alleviate, especially rural poverty.

Buhalis & Michopoulou (2011) note the competition that the world destinations are engaged in for them to maintain, and preserve their attractiveness and competitiveness in the global tourism industry. There is therefore a need to promote and improve the image and popularity of the country as a tourist destination if Namibia has to succeed and take an upper hand in tourism, which is one of its major sources of revenue.

From the budget for The Ministry of Environment and Tourism, a very small amount of money was allocated to the marketing of Namibia as a preferred tourist destination. This therefore creates a very wide gap, which this research seeks to fill.

The Namibia Tourism Board submitted its first Business Plan in 2008 and resubmitted in 2010, 2014 and again in 2015 to three different Ministers of Environment and Tourism. The business plan was aimed at introducing an integrated marketing strategy. However, all previous submissions seeking the approval of the business plan were shot down due to shortage of funds (CEO, NTB). The Namibia Tourism Board has a national

mandate to market tourism domestically as well as internationally but is forced to use extracts of the business plan, in the absence of an approved strategy.

There is also a clear mismatch between the contribution of the industry to gross domestic product and the funding it receives from the treasury to execute its mandate. The delay in the approval of the strategic documents meant to assist with the execution of the marketing mandate hinders tourism industry growth. The information at hand reveals that all players in the industry are predominantly doing their own marketing for their respective companies instead of marketing collectively under the banner the NTB.

The above situation is worrisome and needs further investigation. There is need to carry out this study and bring out recommendations which can be of assistance to the NTB towards the development and implementation of an integrative tourism marketing strategy for the tourism sector.

### **1.3 Objectives of the Study**

The specific objectives of this study were:-

- To analyse the integrative tourism destination marketing strategy at NTB.
- To examine existing tourism policy frameworks dealing with tourism destination marketing at NTB.
- To recommend the integrative tourism marketing destination strategy solutions at NTB.

### **1.4 Significance of the Study**

The study is significant since it will equip the NTB with new best practice models to come up with an effective and efficient integrative tourism destination marketing strategy. Tourism training institutions will use the study to revise their curricula in order to include integrative tourism marketing as a key component thereby ensuring that the study becomes applicable and replicable. The study will identify significant resource constraints and optimal funding and resourcing approaches, which will inform

government policy on optimal tourism sector resource allocations. This research will contribute to the existing academic knowledge and will serve as a basis for new research by academics.

### **1.5 Limitations and Delimitations of the Study**

The study was only restricted to covered stakeholders with representation in the Khomas region, as it was impossible to do a comprehensive research covering the entire country within the limited research time. The research took place during the Namibian tourism peak season and this made it difficult to access people to complete and return questionnaires on time.

The researcher had limited time to do the study since he is a full time employee of Concur Investment Pty Ltd, mixing study time and work time proved to be too difficult for the researcher. There was no external funding for the research and the researcher therefore relied on own funding.

### **1.6 Stating of the Null Hypotheses**

The under listed null hypotheses were stated and were be further tested:-

**H<sub>0</sub> 1** Destination marketing coordination is not the major function of the NTB.

**H<sub>0</sub> 2** There are no marketing guidelines at the NTB.

**H<sub>0</sub> 3** The NTB does not engage in market research and market intelligence

### **1.7 Outline of the Thesis**

#### **Chapter 1: Orientation and Background to the Study**

This chapter dwelt on introducing the phenomena under study and giving the background to the study. The statement of the problem, objectives of the study, significance of the study and limitations of the study were also given in this chapter.

## **Chapter 2: Literature Review**

The focus of this chapter is on the review of literature with specific emphasis on the integrative tourism destination marketing strategy and its effectiveness for tourism destination marketing. The literature review focuses on destination marketing, destination management, destination branding and Destination Management Organisations.

## **Chapter 3: Research Methodology**

This chapter clarifies the research methodology by dealing with the research approach and design, the research population, sampling and sampling methods, research instruments, data collection procedures, data analysis, reliability and validity of the instruments as well as ethical considerations.

## **Chapter 4: Presentation and Discussion of Results**

The research evaluates the integral components of an integrative tourism destination marketing strategy for the Namibian Tourism Board (NTB). Data acquired via questionnaires is analysed using the IBM Statistical Package for the Social Sciences (SPSS). Various methods are used to present the findings and the relevance of the findings toward the literature reviewed is attested.

## **Chapter 5: Summary, Conclusion and Recommendations**

This chapter indicates the significant research findings of the study as well as a condensed summary of the thesis. Final conclusions are derived from the significant findings, which are followed by recommendations and topics for new areas of research.

### **1.8 Chapter Summary**

This chapter focused on giving the background information pertaining to the study that has been carried out, the statement of the problem, which highlighted on the problem that was researched upon, research objectives, the significance of the study and the

limitations and delimitations of the study. The next chapter provides the review of related literature to the study.

## CHAPTER 2: LITERATURE REVIEW

### 2.1 Introduction

This chapter relates to the review of literature pertaining to the destination marketing, destination management, destination branding and Destination Management Organisations (DMOs).

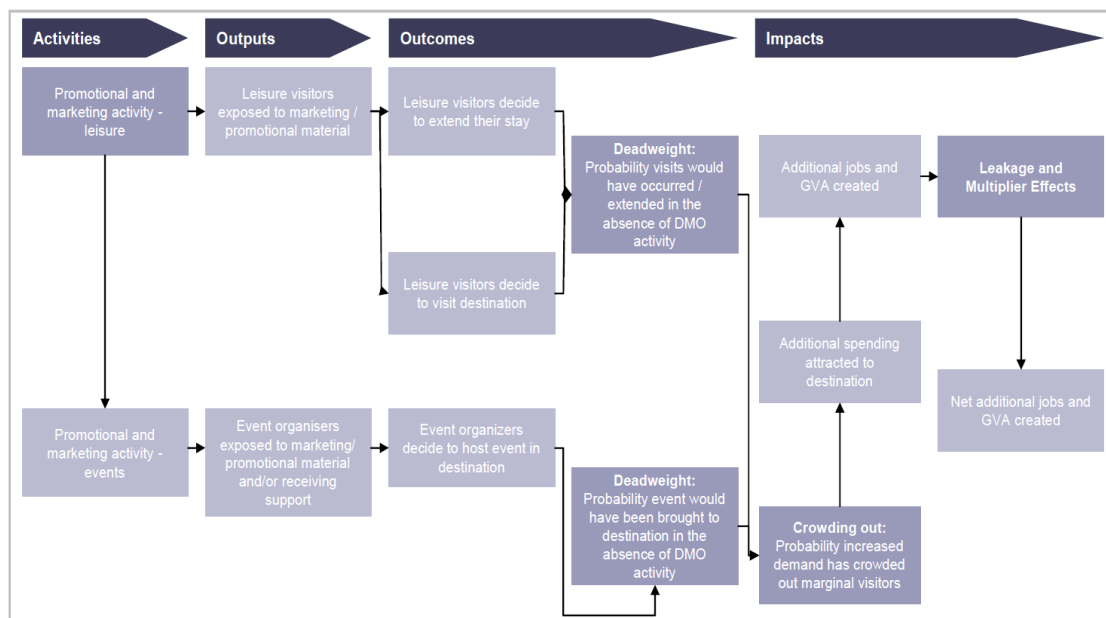
### 2.2 Destination Marketing

Destinations across the world heavily compete with each other in order to maintain their attractiveness and competitiveness in the global tourist industry. In order to do so, it is necessary for destination authorities to be able to address the different needs of different market segments, as well as promote their image and manage destinations in a way that attracts tourists. In other words, they need to effectively implement Destination Marketing, the term referring to promoting tourist destinations as a means of improving their imagery and popularity (Buhalis & Michopoulou, 2011). According to Koutoulas and Zoyganeli (2007), destination marketing takes place at two levels. At the micro-level, there are independent tourist operators, such as hotels and transportation agencies, which promote the products and services they offer in the industry. At the macro-level, governments and other official authorities promote their countries and states as tourist destinations.

ECOTEC (2010) provides an analytical framework of destination marketing and its economic impact. As it is illustrated in figure 2.1, the framework includes four key elements: activities, outputs, outcomes and impacts. Activities include the promotional and marketing activities regarding leisure services and the promotional activities regarding events. Promotional activities of the leisure services target leisure visitors while marketing activities of events target event organisers.

Moving to the outcomes, the marketing activities may convince leisure visitors to decide to visit a destination or to extend their stay in a destination. ECOTEC (2010) also in this phase highlights the role of DMOs in extending the stay of the visitors as well as to bring more events to a destination. Lastly, ECOTEC (2010) underlines the major economic impacts of an efficient destination marketing campaign,

more specifically, the firm states that destination marketing may increase the spending of the visitors. Additional spending leads to additional jobs and to the creation of additional gross value.



**Figure 2.1: Destination Marketing Framework**

*Source: ECOTEC Research and Consulting (2010): Destination Marketing and Promotion Economic Impact Methodology Study, Final Report, A Report.*

Destination Marketing essentially involves the notion of Destination Management as well, which refers to all those efforts made towards promoting sustainable tourism and the interest of stakeholders.

### 2.3 Determinants of Destination Marketing Efficiency

The key determinant of Destination Marketing is an issue, which has been broadly discussed, in the academic literature. Chaitip et al. (2008) investigated the factors, which determine the success in a tourist destination. For that purpose, the authors distributed questionnaires in a sample consisted of 100 tourists who had chosen Greece as a tourist destination. Additionally, the researchers used factor analysis and structural equation modelling techniques for analysing their primary data. The results of this

paper indicated that destination marketing efficiency is influenced by four factors, namely: satisfaction of the travel cost, the integrated tourism product, tourism product attributes and tourism product management. These factors are determined by several attributes. To begin with, the satisfaction of the tourists from the sea, the sun, the beaches, the mountains, the hotels, the market places and the restaurants of a destination formulate the tourism product. Tourism product management is determined by the attractions, the amenities, the accesses and the image of a destination. Lastly, the airline cost, the hotel and the guesthouse cost, and the total cost of the domestic trip in Greece determine the satisfaction of the travel cost of tourists.

Buhalis (2001) distinguishes three strategic directions that can enhance destination marketing efficiency: enhance the satisfaction of tourist and delight the visitor; strengthen the long term competitiveness and profitability of the local tourism industry and of the local small and medium-sized tourism enterprises; and develop the sustainability of the destinations and ensure prosperity of host population. Each of these three directions incorporates several strategic objectives. More particularly for enhancing the satisfaction of the visitors, destinations and tourism enterprises should improve their services, specialise their tourism product and offer value for money tourism services by focusing on quality. The improvement of the services can be achieved with the following tasks: standardise the delivery of the services, adoption and development of quality control systems, enhance operational management procedures, provide flexible tourism services, focus in the development of personal relationships with the customers, invest in the training of the personnel and augment the tourism product.

Buhalis (2001) also writes that for strengthening the long term competitiveness and profitability of the local tourism industry the official bodies of tourism should set the following objectives: increase revenues, manage costs more efficiently, invest in human resources management and promote collaboration between state and public tourism organisations. To begin with, destinations and tourism enterprises can increase their revenues by: increasing tourist volume, targeting new markets and boosting penetration in existing markets, adopting aggressive marketing strategies, increasing average spending per customer, selecting high quality specialised tour operators,

investing in alternative tourism, motivating the employees who are working in the tourism industry with bonuses and lastly use alternative distribution services for delivering their services.

The efficient management of the cost can be achieved with the standardisation of the service delivery, the augmentation of the productivity, the decrease of the labour costs and the usage of advanced IT applications. Strategic tasks for the HR operations include the satisfaction of the employees, the development of long term relationships with the personnel and the motivation of the staff. Finally, the support from the state and the public tourism organisations can be achieved through the usage of destination marketing techniques, the provision of financial aid to the local enterprises and the provision of incentive policies for further development.

Lastly, the sustainability of the destinations for ensuring prosperity for the local community can be achieved through: environmental protection, infrastructure amelioration, improvement in transportation, economic integration and equitable return on resources utilised. Buhalis (2001) claims that the protection of the environment can be achieved through the management of natural supplies the reduction of the noise pollution, the usage or installation of sewage treatment systems and architecture preservation. The improvement of the infrastructure of a destination includes tasks such as improvement in the accessibility as well as advancements in the telecommunication systems and in public facilities.

Strategic tasks for the improvement of the transportation system include advancements in the vehicles and in the timetables whereas economic integration premises integration with raw material production, recruiting local labour forces, integration of the tourism services and diagonal integration of region economy. Finally, important tasks for the equitable return on the resources utilised include: the establishment of reinvestment mechanisms, investments in sustainable resources and ensuring equity in distribution of the wealth that is produced from tourism in the destination.

Moreover, Stankovic et al. (2012) note that destination marketing efficiency is highly depended in the organisation of cultural and sport events. More

specifically, the author's support that sporting events and cultural festivals can help a destination to improve its image and its popularity.

Lopes (2011), Echtner and Ritchie (2003), and Stabler (1988) underline the crucial role of destination image in the destination marketing perspective. More specifically, Lopes (2011) argues that when tourists choose a tourist destination, they are influenced significantly by the image of the destination. In this context, the researcher mentions the factors which determine the image in tourism destinations, namely: the perceptions of the visitors, the effectiveness of tourism marketing activities, the educational background of the visitors, the social and economic characteristics of the tourists, the motives of the visitors, the media (TV, magazines, newspaper, books, etc.), the experiences of the tourists and the psychological characteristics of the visitors (Stabler, 1988 cited by Lopes, 2011). It should be noted that Lopes (2011) distinguishes two types of destination image: primary image and secondary image.

The primary image is the image that a visitor has after visiting a destination and recalls his/ her experience. In contrast, secondary image is the image that a tourist has before visiting the destination. Destination marketers should consider both types of images in order to design efficient campaigns.

Lastly, Echtner and Ritchie (2003) observe that from a tourism industry perspective, important factors which determine the image of a destination are: the scenery and the natural attractions, pricing strategies, hospitality and friendliness, climate, tourist activities, nightlife and entertainment, sport facilities, national parks and museums, local infrastructure and transportation, and accommodation facilities.

Table 2.1 summarises the key findings mentioned in this paragraph.

**Table 2.1:** Key determinants of Destination Marketing Efficiency

Author	Key Determinants of Destination Marketing Efficiency
<i>Chaitip et al. (2008)</i>	Satisfaction of the travel cost  Integrated tourism product Tourism product attributes Tourism product management
<i>Buhalis (2001)</i>	Enhance the satisfaction of tourist and delight the visitor  Strengthen long term competitiveness and profitability of the local tourism industry and of the local small and medium-sized tourism enterprises Develop the sustainability of the destinations and ensure prosperity
<i>Stankovic et al. (2012)</i>	Organisation of cultural and sport events
<i>Lopes (2011)</i>	Demographic features of the tourists
<i>Echtner and Ritchie (2003)</i>	Scenery and natural attractions  Pricing strategies Hospitality and friendliness Climate  Tourist activities  Nightlife and entertainment  Sport facilities / General facilities

## 2.4 Destination management

According to Manente (2009), the role of destination management is to manage and support the integration of different resources, activities and stakeholders through suitable policies and actions. In this perspective, destination management has six major tasks: to improve the quality of life of the residents of the destination; to ensure the quality of visit of the tourists; to gain and to maintain the competitiveness on the markets; to promote sustainable development; to preserve local resources; and to create products for specific market segments.

In the same length with the writers who were mentioned in the previous paragraph, several researchers have investigated the key determinants of destination management. To begin with, Ryglova (2008) distinguishes three important factors in the destination management perspective: the private sector of a destination, the local destination organisations, for example the DMOs, and the public sectors (refer to figure 2.3 below).

The private sector includes aspects such as the accommodation and facilities of a destination, the boarding facilities, the providers of accompanying activities, the providers of natural and cultural activities, the tour operators, the travel agencies and offices, the organisers of cultural and social events, the carriers and lastly the other providers, which operate in the tourism industry.

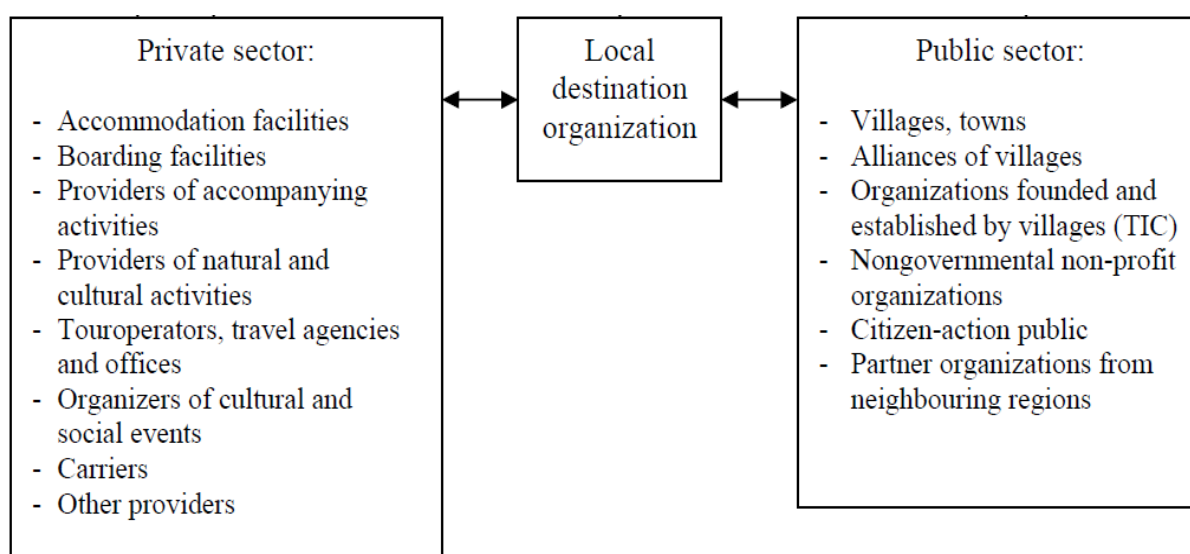
On the other hand, important aspects of the public sector of a tourist destination are the villages and the towns, the alliances of villages, the organisations, which were founded and established by the villagers, the nongovernmental non-profit organisations, the citizen-action public, and the partner organisations from neighbouring regions. It is indicative that Ryglova (2008) places the role of the DMOs between the private and the public sector. More specifically, the local destination organisations interact with the private and the public sectors respectively and have an important role in coordinating the destination management mission.



**Figure 2.2 Strategic Plan.**

*Image Source: "Strategic plan",*

*<http://www.sustainabletourisonline.com/destinations-and-communities/destination-planning/planning-process/strategic-plan>*



**Figure 2.3:** Suggestions of a destination management model

*Source: Ryglova (2008): Destination Management, Agric.Eco-Czech, 54(9) pp.440-448.*

Nezirovic (2013) postulates that important aspects for an efficient destination management include actions such as focus intensively in the development of regional

tourism, provision of high quality tourist services, efficient use of the available capacities of a destination, investment in the extension of the tourist season, organising more efficiently the enterprises in the industry, focusing on the augmentation of the productivity, increase of foreign tourist traffic and acceleration of the development in the underdeveloped areas in the destination (refer to figure 2.3 above). It should be noted that the findings of Nezirovic (2013) were based in a destination management analysis that was conducted in North Eastern Bosnia.

Kogovsek (2013) supports that the sustainability in destination management is determined by three key factors, which are knowledge management, innovativeness and collaboration (refer to figure 2.4 below). Knowledge management refers to sharing of the knowledge, investment in continuous training and education of the persons who are working in the tourism industry and development of a wide and deep knowledge base.

Collaboration entails the active involvement of all key stakeholders, the determination of common vision and goals and the adoption of a strategic dialogue between all stakeholders who are involved in the tourism sector.

Lastly, innovativeness denotes the adoption of an “out-of-the-box” business thinking. The authors also distinguish two types of innovation: constant innovations, which are referred to as incremental and major innovations, which are regarded as radical. Therefore, the writers conclude that a destination will be successful when it focuses on these three key parameters and argue that knowledge management and collaboration when they are combined lead to innovativeness. Kogovsek (2013) lastly support that market segmentation plays a vital role in Destination Management. More specifically, the authors say that market segmentation leads to the development of an efficient strategic plan, which is the fundamental stone for a successful tourism destination management.



**Figure 2.4:** The framework of Sustainable Destination Management

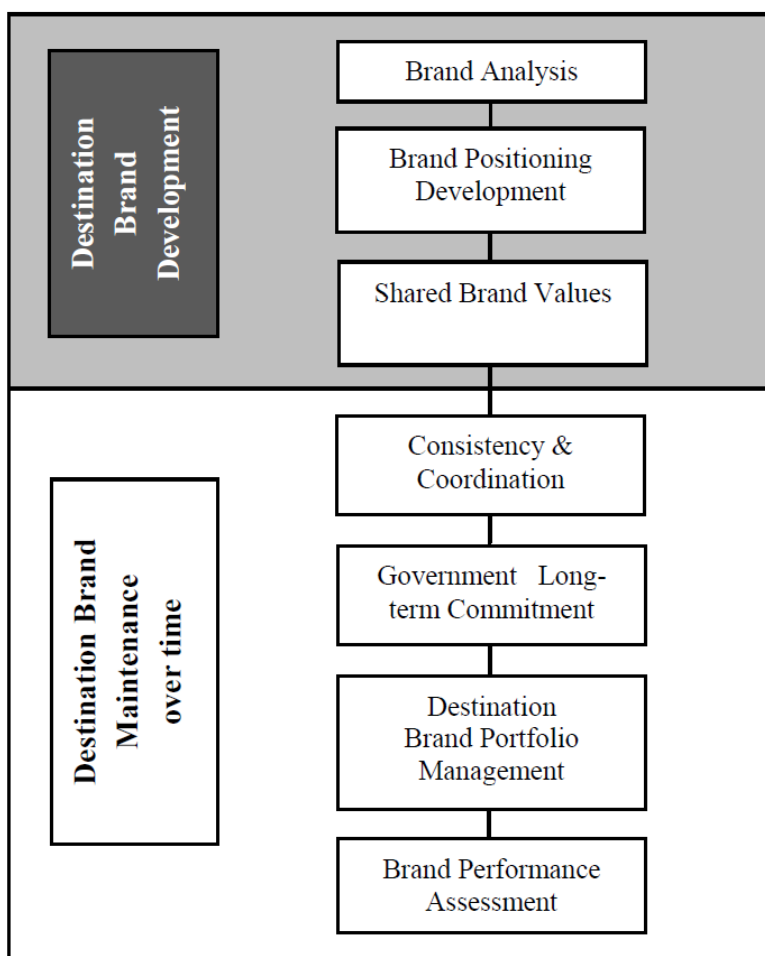
*Source: Kogovsek (2013): Innovation in Tourism: The Potential for improving the Sustainability of Tourism Destination, in Contemporary Trends in Tourism Hospitality, A Collection of Papers, pp. 87-95*

Finally, Mulec (2010), in agreement with Kogovsek (2013), underlines that efficient destination management actions should begin with proper market segmentation strategies. For that reason the writer states that a destination can maximise the effectiveness of its management strategies only by presenting the destination to the segment of potential clients in the right way.

## 2.5 Destination Branding

One other key element of destination marketing is destination branding. Giannopoulos et al. (2008) support that the concept of destination branding involves two stages. The first stage is the destination brand development whereas the second is the maintenance of the destination brand over time (see figure 2.5). More particularly, the first phase in destination branding development is the brand analysis, which leads to the development of the brand positioning which in turn leads to the

determination of the shared brand values. In the maintenance phase the first stage is consistency and coordination, which leads to long-term commitment from all the key stakeholders, which are involved in the destination marketing process. The third stage involves the management of the destination brand portfolio, which finally leads to the brand performance assessment. According to Giannopoulos et al. (2008), this process can help tourism stakeholders of a region to enhance the brand of their destination. It should be noted that the framework of Giannopoulos et al. (2008) was developed after conducting 38 personal interviews with 37 key informants in the Greek hotel industry.

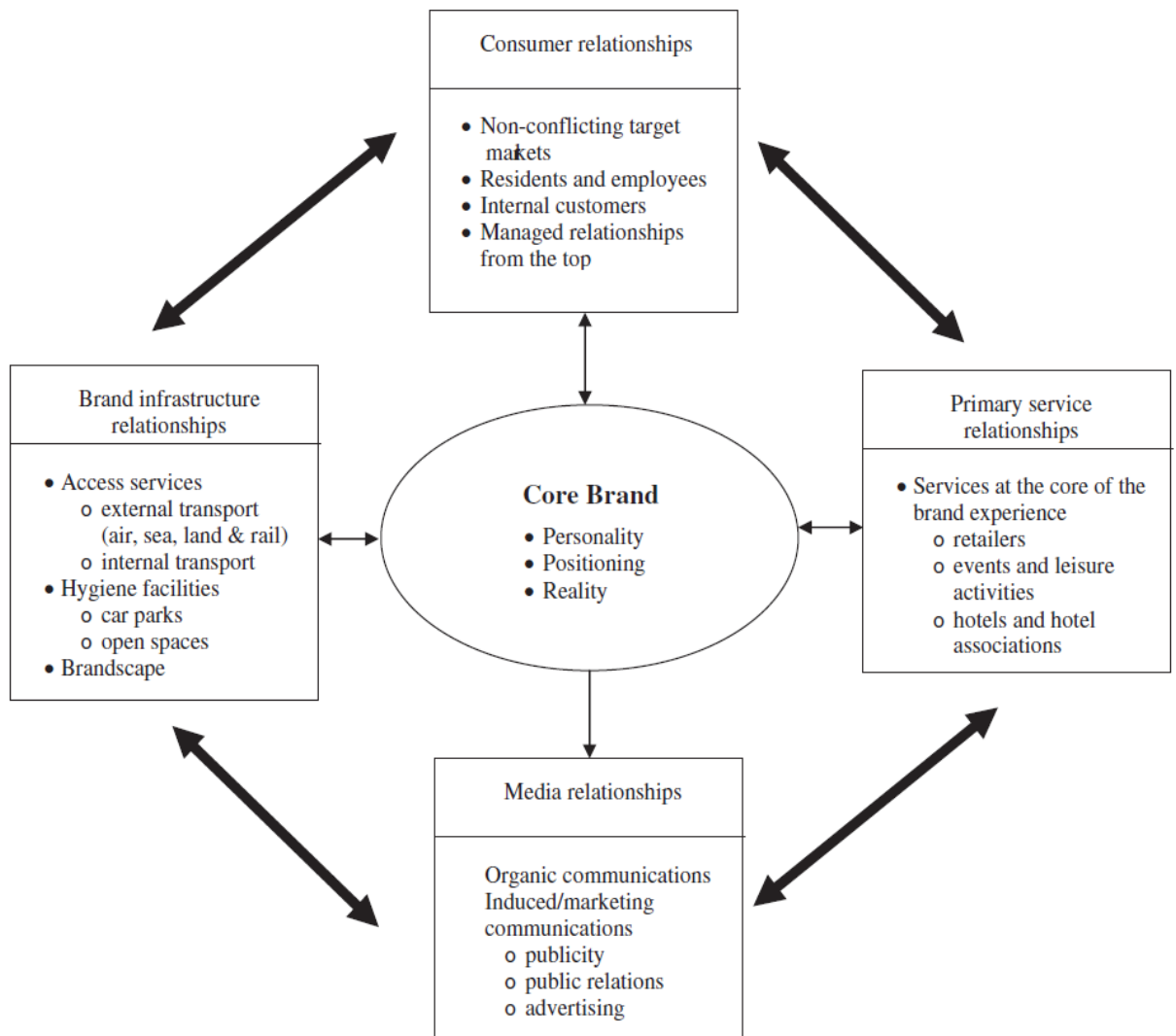


**Figure 2.5: Destination Branding Framework**

*Source: Giannopoulos et al. (2008): Desti-Nation Branding: what for? From the Notions of Tourism and Nation Branding to an Integrated Framework, The Berlin International Economics Congress 2011: An International Conference on the Future of Natiion Branding, Tourism and International*

*Investments in a Globalized World and Cultural Diplomacy in the Global Economy: Berlin, Germany.*

Furthermore, Hankinson (2004) notes that destination branding as a term is shaped from four key elements, namely: relationships with visitors, primary service relationships, media relationships, and brand infrastructure relationships (see figure 2.6). Consumer relationships refer to the relations, which are developed between tourism enterprises and residents and employees, internal customers, and non-conflicting target markets. An efficient destination branding presupposes the development and management of high quality relationships with these categories. On the other hand, primary service relationships are the relationships that the destination firms develop with retailers, hotels and hotel associations, and event organisers. Hankinson (2004) adds that services should be placed at the core of the brand experience.



**Figure 2.6: The elements of Destination Branding**

*Source: Hankinson (2004): Relational Network Brands: Towards a Conceptual Model of Place Brands. Journal of Vacation Marketing 10(2)17 pp. 109-121.*

Besides, media relationships refer to the organic marketing communication activities and more specifically to publicity, public relations and advertising of the destination. Lastly, brand infrastructure relationships involve access services, hygiene facilities and landscape. Access services are distinguished in external transport - air, sea, land, and rail - and internal transport while hygiene facilities involve car parks and open spaces. Therefore, Hankinson (2004) considers destination branding as a process, which includes the management of four types of relationships. It can be concluded that

destination branding is a complex procedure and implies the cooperation of many actors in order to bring results.

## **2.6 The Destination Management Organisations**

### **2.6.1. Defining Destination Management Organisations**

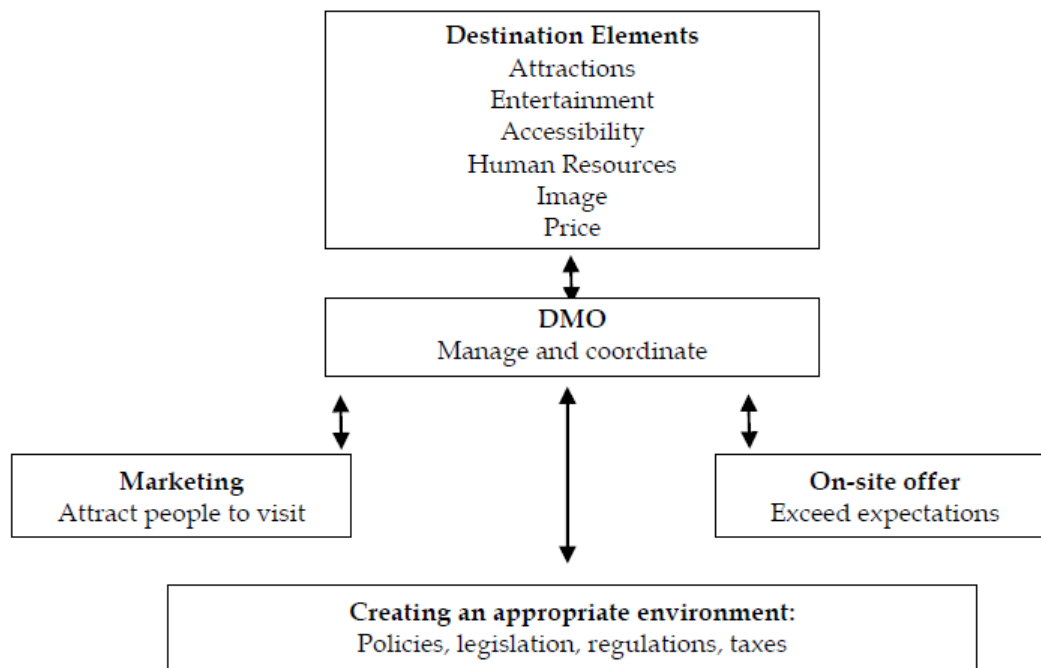
Destination Management Organisations (DMOs) are those organisations authorised to manage and promote destinations. According to World Tourism Organisation (WTO) (2004), every destination must have at least one DMO. WTO (2004) distinguishes DMOs in terms of their geographic location and legal form. Taking geographic location first, DMOs are distinguished into National Tourism Authorities (NTAs) or National Tourism Organisations (NTOs), Regional, Provincial or state DMOs (RTOs), and Local DMOs (Ibid, 2004). As far as their legal form is concerned, DMOs may be governmental authorities, organisations operating under the control of government, public organisations, organisations operating under the control of municipalities, non-profit organisations that belong both to the public and the private sector, non-profit tourism organisations, and profit tourism organisations (Christou *et al.*, 2008).

### **2.6.2. The role of Destination Management Organisations**

According to Pike (2008), DMOs essentially have a dual role: the one of Destination Marketing and the one of Destination Management - both terms were analysed in the previous paragraphs. Talking about Destination Marketing first, this involves the obvious role of DMOs, that is, to improve the imagery and popularity of a tourist destination. This is implemented using many techniques, such as advertising through media, distributing promotional materials and offering promotional holiday packages. Destination branding is another important element of Destination Marketing, and so is direct selling (Mistilis & Daniele, 2005). The major challenge associated with Destination Marketing is that tourist destinations are multi-dimensional, so it is difficult for marketers and DMOs to combine the different dimensions to target specific consumer segments (Reid *et al.*, 2008).

As far as destination management is concerned, one of the main roles of DMOs is to protect and improve the image of the destination, as well as offer complete holiday packages to tourists (Sheehan *et al.*, 2007). Except for that, Destination Management essentially involves the development of sustainable tourism policies, which also safeguard the needs and interests of other stakeholders, such as those occupied with tourism in general, the residents of destinations, the natural resources and the environment of destinations, as well as the society as a whole (Dwyer *et al.*, 2003). Chaitip *et al.* (2010) point out that Destination Management involves three elements, namely: the competitiveness of destination, its performance in terms of sustainability and tourist satisfaction, and the achievement of sustainable goals. As it happens with Destination Marketing, Destination Management is also complex, due to the complex nature of tasks to be accomplished and the number of stakeholders involved in the tourist product (Gretzel *et al.*, 2006).

In the same spirit, Mazilu (2012) notes that the role of DMOs is to manage and coordinate all the parties, which are involved in the local tourism industry (figure 2.7). DMOs interact with the destination elements which are: the attraction of the destination, the entertainment facilities, accessibility, human resources strategies, the image of the destination, and the price of the touristic services. The role of DMOs influences and is influenced by the destination elements. Then, the role of DMOs is to create the appropriate environment for the development of tourism in the destination by establishing policies, legislations, regulations and taxes. Lastly, DMOs play a critical role in developing destination-marketing campaigns in order to attract more visitors to the region.



**Figure 2.7: The role of Destination Management Organisations.**

**Source: Mazilu (2012): *Sustainable Tourism of Destination Imperative Triangle Among: Competitiveness, Effective Managerial and Proper Financing, Sustainable Development-Policy and Urban Development-Tourism, LifeScience, Management and Environment, INTECH.***

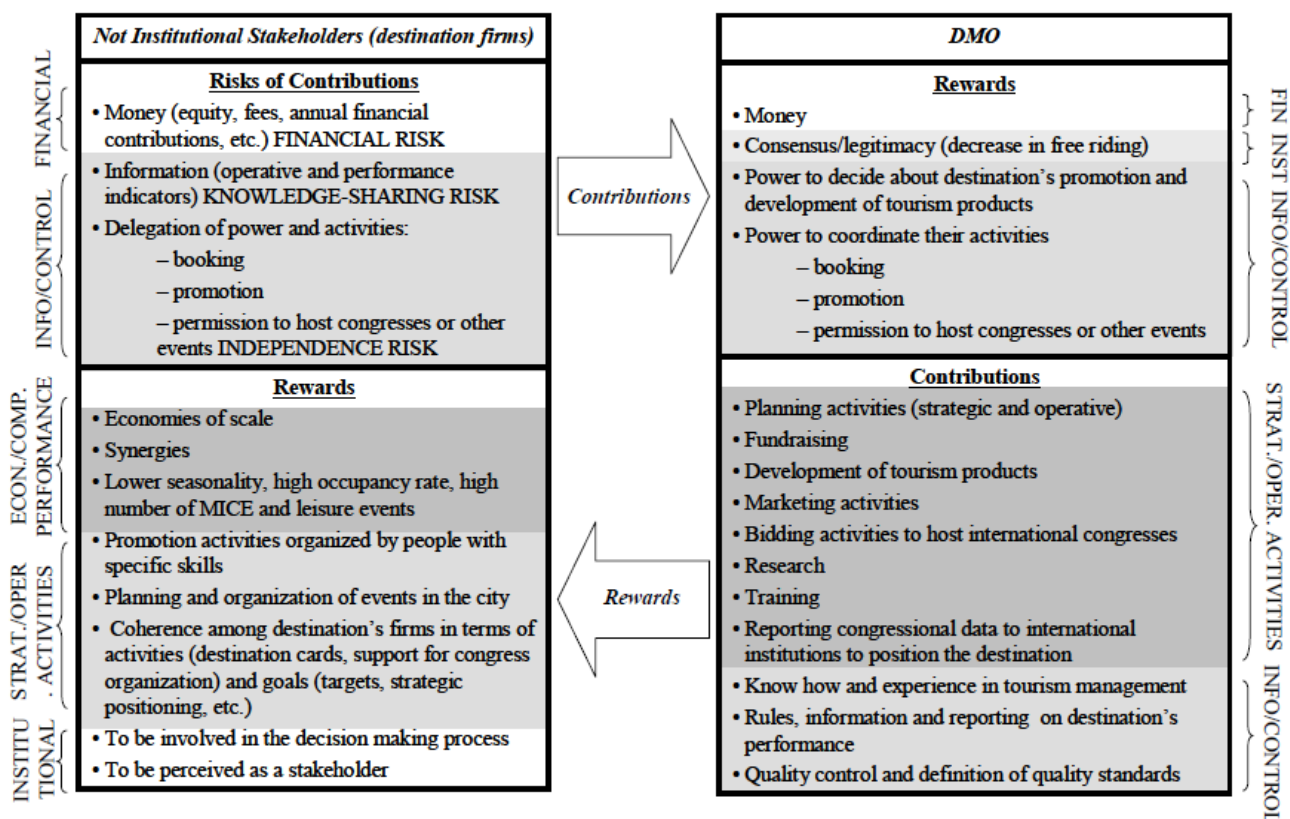
Angela (2010) claims that DMOs and destination firms should have close relationships with specific contributions and rewards between the two parts (see figure 2.8). In more details, DMOs receive the following contributions from the destination firms: funds, consensus and legitimacy, decision making ability regarding promotional activities and development of tourism services, and power to coordinate activities such as bookings, promotions and events, etc. On the other hand, DMOs provide to the firms, which operate in the tourism industry the following contributions:

- planning activities;
- fundraising;
- development of tourism products/services’
- marketing initiatives;
- bidding activities to host international congresses;
- research projects;

- training to the people who are working in the local tourism industry;
- management of tourism data and reporting to international institutions to position the destination in the global market;
- know-how and experience in tourism management;
- rules, information and reporting in destination's performance; and
- continuous quality control and determination of quality standards.

These contributions from the DMOs incorporate several rewards for the destination firms: destination firms can achieve economies of scale; synergies are more frequent, sales volume improvement (lower seasonality; high occupancy rate, high number of MICE, and leisure events); marketing activities which organised by specialists; planning and organisation of events in the destination; involvement in the decision making process; active participation in the development of the regional tourism industry and motivation; and consistency among destination's firms in terms of activities and goals. Lastly, Angela (2008) in her model distinguishes three types of risks for destination firms, which shape their contributions to the DMOs: financial risk, knowledge sharing risk and independence risk.

Hence, Angela (2010) supports the argument that the role of DMOs in promoting a tourism destination is vital. DMOs can contribute significantly to the promotion of tourism of a region as well as to the strengthening of the local economy.



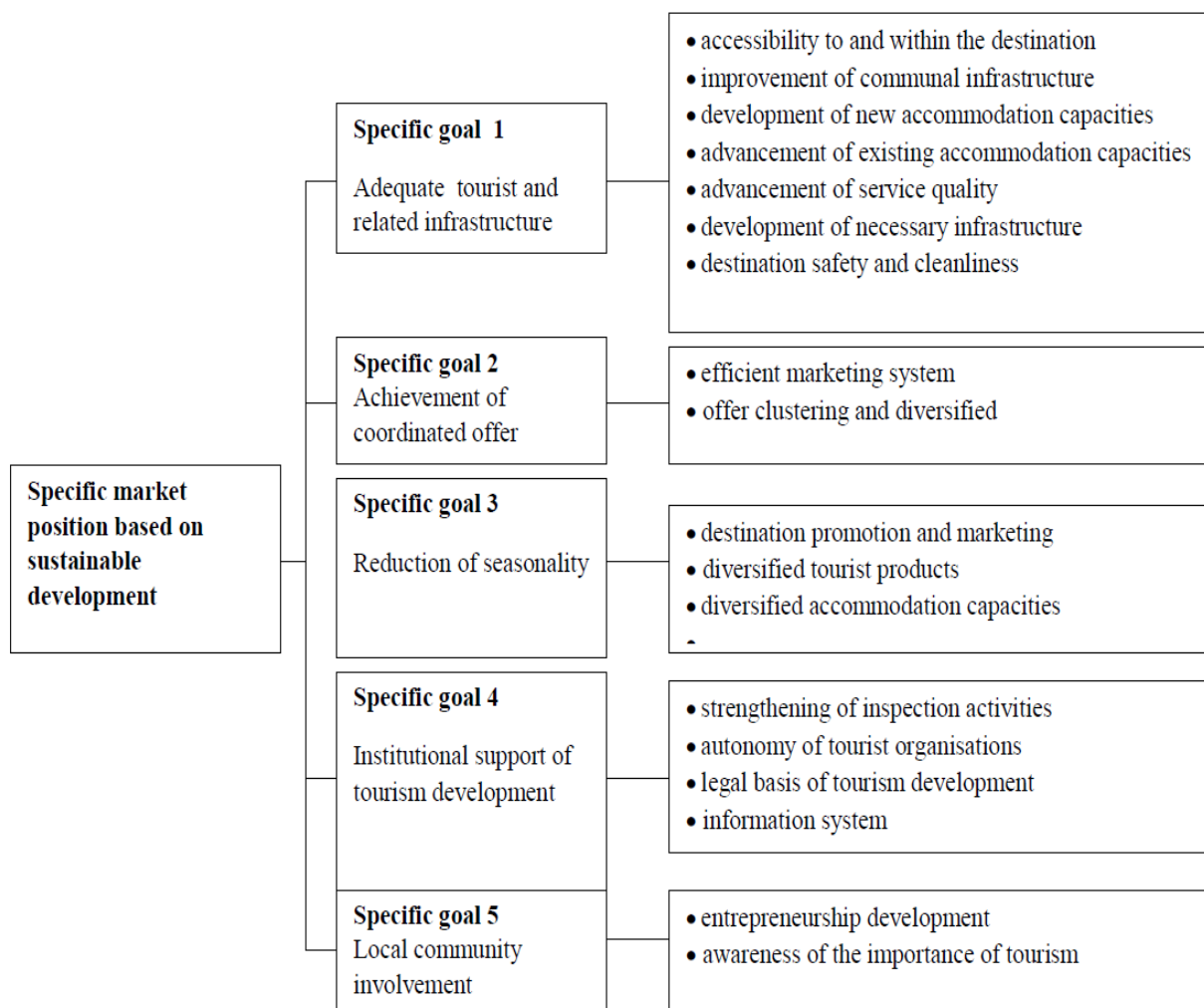
**Figure 2.8: Contributions and Rewards between Destination Management Organisations and destination firms**

*Source: Angela (2010): Tale of two Cities's Collaborative Tourism Marketing: Towards a Theory of Destination Stakeholders Assessment, Tourism Management 30, pp. 429-440.*

Similarly, Grzinic and Saftic (2012) support the view that the role of the DMOs is to address five specific goals (see figure 2.8)

1. Ensure adequate tourist and related infrastructure
2. Achievement of coordinated offer
3. Reduction of seasonality
4. Provide and promote institutional support of tourist development
5. Ensure local community involvement

According to Grzinic and Saftic (2012), there are 7 actions which can ensure adequate tourist and related infrastructure: ensure accessibility to and within the destination; improve the communal infrastructure; develop new accommodation capacities; advance the service quality of the provided services; develop the necessary infrastructure; upgrade the existing accommodation capacities; and focus in destination safety and cleanliness. In order to achieve a coordinated offer, DMOs should develop an efficient marketing system as well offer diversified services for reaching more market segments. The reduction of seasonality can be achieved through the usage of destination marketing activities, the offering of diversified tourist services and the diversified accommodation capacities. For promoting the institutional support in the local tourist industry, DMOs should intensify their inspection activities, granting autonomy to tourist organisations, establish a clear legal basis of tourist development and develop and manage an integrated information system. Finally, DMOs should promote entrepreneurship development as well as communicate the importance of tourism in order to motivate the local community.



**Figure 2.9: The goals of Destination Management Organisation – A Destination Management Organisation Model**

*Source Gržinic and Saftić (2012): Approach to the Development of Destination Management in Croatian Tourism, Management Journal of Contemporary Management, 17, pp. 59-74.*

### 2.6.3. Improving the role of Destination Management Organisations

In order for DMOs to become more effective in terms of their Destination Marketing and Destination Management tasks, the need to combine these both functions, that is, abandon their traditional marketing role and encompass the notion of management in their strategies and actions. More specifically, DMOs need to take into account the needs and interests of all stakeholders associated with the destination they wish to promote (Prebensen, 2007). In order to do so, they need to offer personalised

and customised services to meet the requirements and preferences of different stakeholders, while they also need to always have the aim of developing and improving the destination that they are occupied with (Sotiriades & Avgeli, 2007).

Excessive and effective market research is also required on a regular basis, so that DMOs keep up with changing tourists' trend and promote their destinations accordingly. Keeping up with advancements in technology information technologies to better communicate with their target audiences (Blumberg, 2005). Bornhorst *et al.* (2010) highlight the need for coordination of the constituents of the tourism sector. is also a critical success factor for DMOs, which can take advantage of new media and

## **2.7 Chapter Summary**

The literature review has reflected a wide gap reflecting that there is no integrative marketing of tourism destinations spearheaded by the NTB. There is need to carry out a study and bring recommendations that can help to fill the gap in this important sector of the economy. The next chapter focuses on the methodology that was applied to carry out this study.

## **CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY**

### **3.1 Introduction**

This chapter focuses on the research methods and techniques applied in gathering and analysing data for the study. It covers the research design, population of the study, study sample size, and the research instruments used in collecting data as well as the methods applied to analyse the collected data.

### **3.2 Research Purpose**

The purpose of this study was to evaluate the integral components of an integrative tourism destination marketing strategy for the Namibian Tourism Board (NTB).

The specific objectives are to:

- To analyse the integrative tourism destination marketing strategy at NTB.
- To examine existing tourism policy frameworks dealing with tourism destination marketing at NTB.
- To recommend tourism marketing destination strategy solutions at NTB.

### **3.3 Research Strategy**

In order to make the study much more manageable and due to time and financial constraints, the scope of the study was restricted to a case study of the Namibia Tourism Board and selected Tour Operators only. A case study concentrates in a research topic or phenomenon within its context or within a number of real contexts (Saunders, Lewis & Thornbill, 2012). The case study strategy is relevant when one is to gain a rich understanding of the context of the research and processes being enacted (Eisenhardt & Graebner, 2007). Burns and Grove (2006, p. 553) postulate the importance of a research design, which is a blue print for conducting a study with maximum control over factors that may interfere with the validity of the findings. The approach used in this study was the deductive approach, and this separates the truth from the lies through the review of related literature and the philosophical stance for the research was positivism approach.

### 3.4 Research Methodology

The research methodology adopted in this study was the quantitative research approach. Brewer (2007:20) states that quantitative methods provided the basis of much research in the twentieth century, based on the notion that all knowledge stems from direct observation and from logical inferences derived from direct observation - an idea based on the philosophical school known as logical positivism. In natural science, this required isolating and observing phenomena and describing the patterns detected in mathematical laws to provide an understanding of nature. Quantitative data were analysed through the Statistical Programme for Social Scientists (SPSS).

### 3.5 Population

The population of the study consisted of the NTB management and its registered tour operators' management who appear on the NTB database. The population size comprised 260 management staff members.

#### 3.5.1 Sample Size

The sample size of the study comprised all the 100 respondents who had been selected through the simple random sampling technique. These were given the questionnaires and only 42 respondents constituting 42% of the total sample size returned the completed questionnaires. The respondents who returned the questionnaires were as follows:-

• NTB Management	10
• Tour Operators Management	<u>32</u>
<b>Total Respondents</b>	<b><u>42</u></b>

### 3.6 Data Collection Methods

#### 3.6.1 Secondary Data Collection Methods

In order to gather as much information as possible, and to have a thorough and proper appreciation of the subject under study, secondary data collection was done through the

use of the NTB reports and publications, textbooks, peer reviewed journal articles and Internet sources.

### **3.6.2 Primary Data Collection**

Collection of primary data was done with the aid of closed-ended questionnaires. The respondents had to complete the questionnaires for the researcher to capture the perceptions of the respondents pertaining to the study.

### **3.6.3 Pilot Study**

A pilot study was conducted and the research instrument was administered to 5 respondents who were not taken as part of the study in order to avoid bias from these respondents. All necessary corrections to the survey were made before it was distributed to the full sample size of 100 respondents.

### **3.6.4 Administration of Questionnaires**

The questionnaires were uploaded on line and the respondents completed them online. The 42% response rate was attributed to constant follow-ups that were done by the researcher. The low response rate did not affect the credibility of the results of the study.

## **3.7 Data Analysis**

Quantitative data from primary sources were analysed through IBM 22 Statistical Programme for Social Scientists (SPSS) and the results obtained were used on the write up of the thesis. Frequency test analyses were carried out in order to cleanse the data. Factor analysis was done in order to group and reduce the variables under study. Analysis of Variance was also carried out on the components to determine the significant levels of the variables. Linear Regression Analysis was carried out to determine the fitness of the Regression Model and significance of the variables under study. Further to that Pearson Correlations were run in order to determine the relationships that exist among the study variables.

### 3.8 Hypotheses

The following Null Hypotheses statements were tested and rejected:

**H<sub>0</sub> 1** Destination marketing coordination is not the major function of the NTB.

**H<sub>0</sub> 2** There are no marketing guidelines at the NTB.

**H<sub>0</sub> 3** The NTB does not engage in market research and market intelligence.

### 3.9 Reliability

The Cronbach's Alpha was used to measure the reliability of the research instrument. A co-efficient value of 0.7 and above is regarded as good according to Welman and Kruger (2001, p. 139). The test results indicated a co-efficient value of 0.90, which indicated that the research instrument is very good and is capable to generate reliable and generalised results. The Cronbach's Alpha statistical tests are indicated below on table 3.1 refers:

**Table 3.1 Reliability Tests**

<b>Case Processing Summary</b>			
		N	%
Cases	Valid	42	100.0
	Excluded	0	.0
	Total	42	100.0
<b>Reliability Statistics</b>			
Cronbach's Alpha		N of Items	
.903		43	

**Source: Primary Data**

### 3.10 Ethical Considerations

The respondents willingly participated. Their consent was requested on the questionnaire, which requested them to give their consent before participating. Official

permission to carry out the study was obtained from the organisation through an organisational consent. The respondents were well informed that the information obtained from them was used for research purposes only. The information obtained was confidentially treated to avoid fear and victimisation of the respondents.

### **3.11 Chapter Summary**

This chapter looked at the methodology and research strategy employed for the study as well as the various data gathering methods and sampling techniques applied in the study. The data obtained were checked for validity and reliability through the Cronbach's Alpha. The next chapter presented research findings and discussed these in relation to the literature review in Chapter 2.

## **CHAPTER 4: DATA ANALYSIS AND INTERPRETATION**

### **4.1 Introduction**

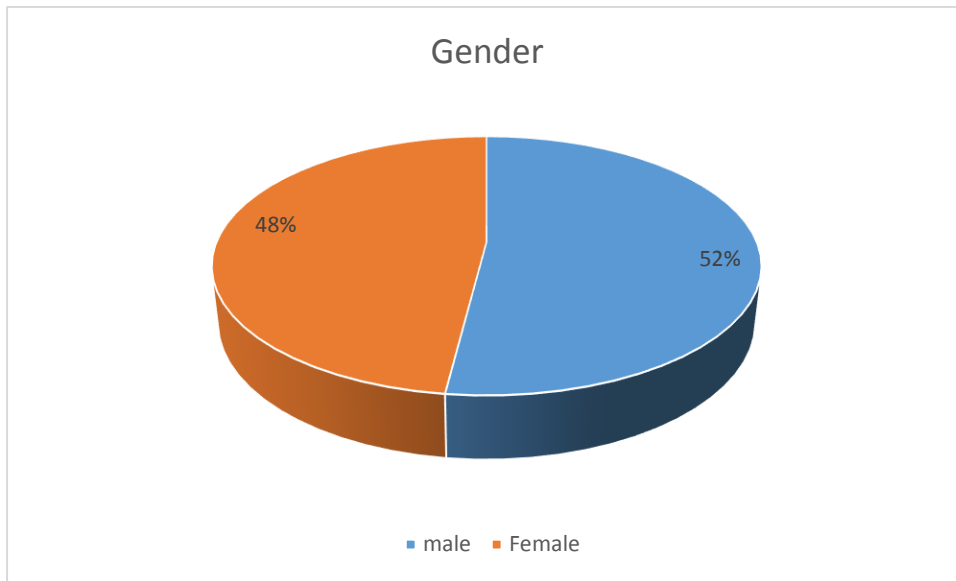
This study focused on the evaluation of the integral components of an integrative tourism destination marketing strategy for the NTB. The study sought to identify areas that need to be worked on and make recommendations pertaining to the integrative tourism destination marketing strategy based on the research findings. This chapter presents the analysis of data and findings of the study.

### **4.2 Characteristics of Respondents**

#### **4.2.1 Response Rate**

A response rate of 42% was achieved from a sample size of 100 respondents who were selected from the survey through the simple random sampling technique. The response rate was low; however, this did not have much effect on the results of the study, as the respondents who completed the questionnaires were representative of the population of the study.

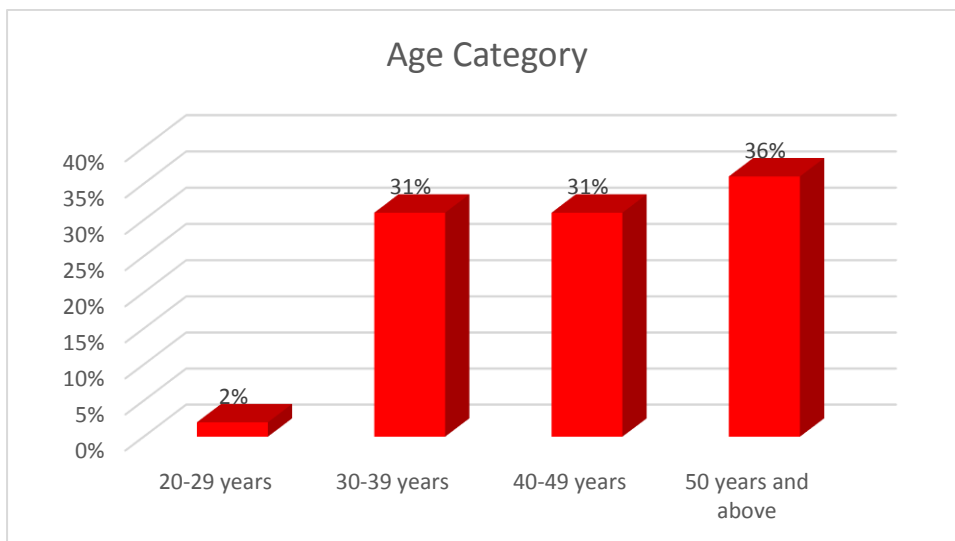
### 4.2.2 Gender



**Figure 4.1 Gender. Source: Primary Data**

Figure 4.1 above indicates that 52% of the respondents were male and 48% were female. The male outnumbered their female counterparts.

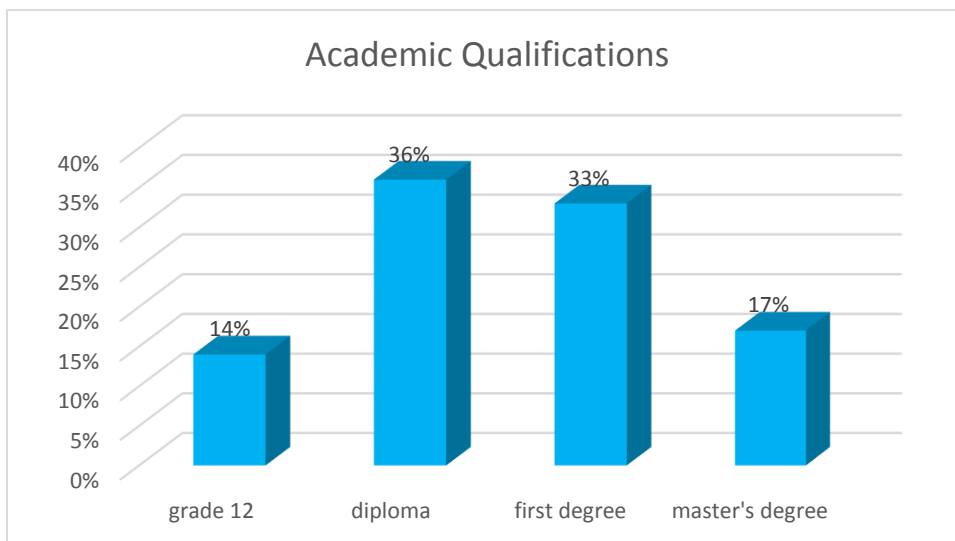
### 4.2.3 Age Category



**Figure 4.2: Age Category. Source: Primary Data**

Figure 4.2 above shows that 2% of the respondents were in the 20-29 years age category, 31% were in the 30-39 years, 31% were in the 40-49 years age category and 36% were in the 50 years and above age category.

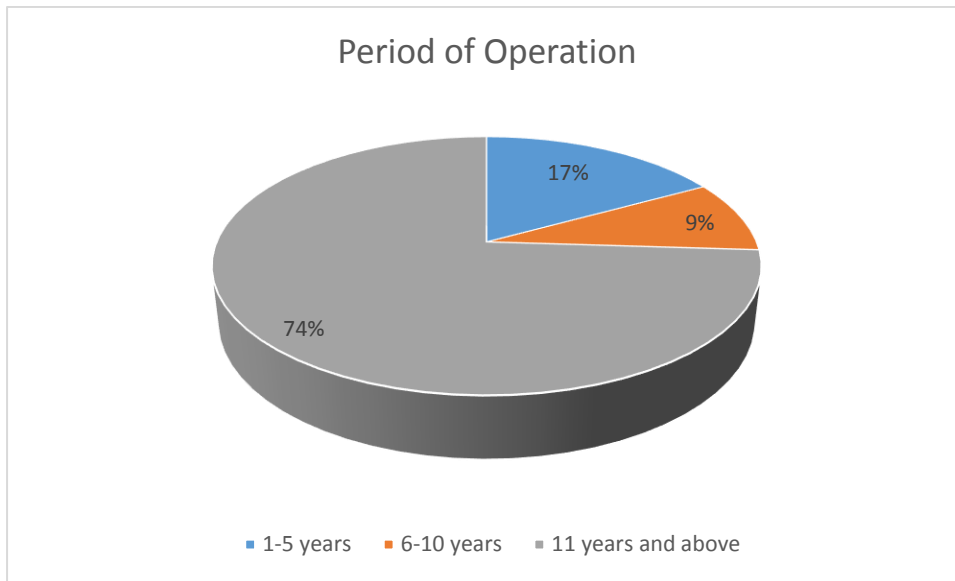
#### 4.2.4 Academic Qualifications



**Figure 4.3.** *Source: Primary Data*

Figure 4.3 above indicates that 14% of the respondents had a Grade 12 qualification, whilst 36% had a Diploma qualification, 33% had a First Degree qualification and 17% of the respondents had a Master's degree and above qualification.

#### 4.2.5 Period of Operation

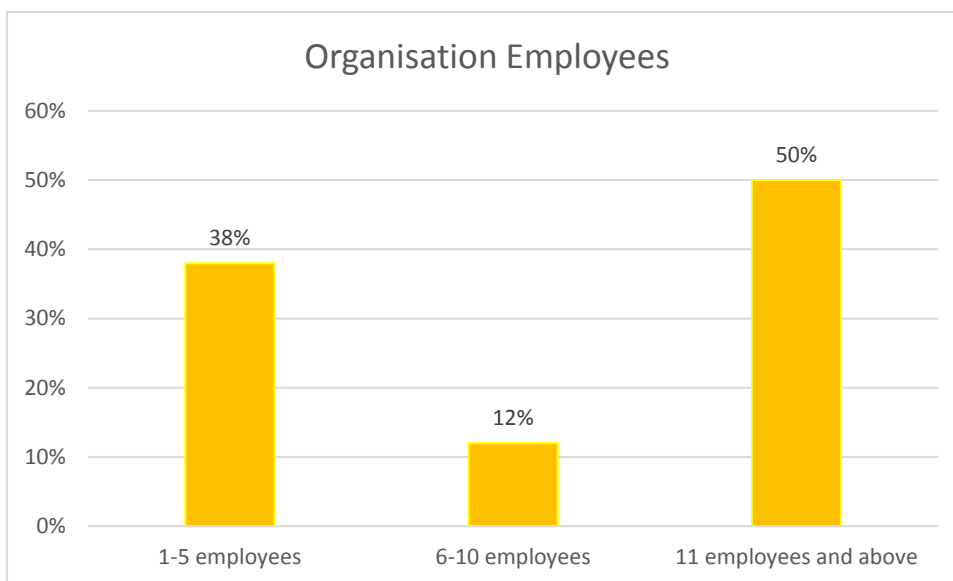


**Figure 4.4 Period of Operation**

*Source: Primary Data*

Figure 4.4 above illustrates that 17% of the respondents had operated for a period of 1-5 years, 9% for 6-10 years and 74% for 11 years and above.

#### 4.2.6 Organisation Employees



**Figure 4.5 Organisation Employees. Source: Primary Data**

Figure 4.5 indicates that 38% of the organisations employed 1-5 employees, 12% employed 6-10 employees and 50% employed 11 employees and above.

#### 4.3 Correlations

A Pearson Correlation analysis was conducted in order to establish the relationship existing between the integrative tourism destination marketing strategy variables. The results obtained are as stated below:

- There is a strong, positive correlation between “we have sales policy in place” and “promotion policy is in place”  $r(40) = .86, p < .001$ .
- There is a strong, positive correlation between “we develop strategies in order to market peripheral destinations” and “we have tourism related development strategies”  $r(40) = .80, p < .001$ .
- There is a strong, positive correlation between “we scan our market environment” and “we formulate marketing strategies”  $r(40) = .84, p < .001$ .
- There is a strong, positive correlation between “we implement strategies” and “we scan our market environment”  $r(40) = .89, p < .001$ .
- There is a strong, positive correlation between “we implement strategies” and “we formulate marketing strategies”  $r(40) = .98, p < .001$ .

- There is a strong, positive correlation between “the NTB has a marketing destination plan” and “the NTB selects destinations it markets”  $r(40) = .87, p < .001$ .
- There is a strong, positive correlation between “the NTB has a marketing destination strategy in place” and “the NTB has well qualified personnel in their marketing department”  $r(40) = .83, p < .001$ .
- There is a strong, positive correlation between “NTB is doing well in the markets in which it is present” and “NTB selects destinations it markets”  $r(40) = .82, p < .001$ .
- There is a strong, positive correlation between “we have a sales policy in place” and “promotion policy is in place”  $r(40) = .87, p < .001$ .
- There is a strong, positive correlation between “the NTB is doing well in all the markets in which it is present” and “NTB is well represented in major tourism markets”  $r(40) = .82, p < .001$ .

## 4.4 Factor Analysis

**Table 4.1 Factor Analysis**

Component	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.780	25.070	25.070	10.780	25.070	25.070
2	6.468	15.041	40.111	6.468	15.041	40.111
3	4.443	10.333	50.444	4.443	10.333	50.444
4	3.433	7.984	58.428	3.433	7.984	58.428
5	2.709	6.301	64.729	2.709	6.301	64.729
6	2.449	5.695	70.424	2.449	5.695	70.424
7	1.864	4.335	74.759	1.864	4.335	74.759
8	1.570	3.652	78.411	1.570	3.652	78.411
9	1.475	3.430	81.841	1.475	3.430	81.841
10	1.278	2.972	84.813	1.278	2.972	84.813
11	1.181	2.746	87.559	1.181	2.746	87.559
12	1.026	2.387	89.946	1.026	2.387	89.946
13	.747	1.737	91.683			
14	.611	1.421	93.105			
15	.546	1.269	94.374			
16	.465	1.082	95.456			
17	.336	.781	96.237			
18	.308	.717	96.953			
19	.299	.694	97.648			
20	.257	.598	98.245			
21	.222	.517	98.763			
22	.161	.374	99.137			
23	.106	.246	99.383			
24	.103	.239	99.622			
25	.060	.140	99.763			
26	.033	.078	99.840			
27	.023	.054	99.894			
28	.015	.035	99.929			
29	.014	.032	99.961			
30	.008	.019	99.980			
31	.005	.012	99.992			
32	.002	.004	99.996			
33	.002	.004	100.000			
34	4.070E-16	9.465E-16	100.000			
35	3.563E-16	8.285E-16	100.000			
36	3.205E-16	7.454E-16	100.000			
37	4.214E-17	9.800E-17	100.000			
38	-6.026E-17	-1.401E-16	100.000			
39	-1.455E-16	-3.384E-16	100.000			
40	-3.234E-16	-7.521E-16	100.000			
41	-5.361E-16	-1.247E-15	100.000			
42	-7.837E-16	-1.823E-15	100.000			
43	-1.071E-15	-2.490E-15	100.000			

Extraction Method: Principal Component Analysis.

*Source: Primary Data*

A factor analysis was done in order to reduce the number of variables within a limited range by grouping the variables in categories. The factor analysis has extracted twelve variables with an eigenvalue of  $>1$  as indicated on table 4.1 above. The factors and the eigenvalues have been commented on below.

Table 4.1 above indicates that Factor 1 – independent variable: we market tourism destinations, accounts for 25.070% of variability in all the 43 variables.

Table 4.1 above indicates that Factor 2 – Independent variable: marketing of places is critical in our operations, accounts for 15.041% of variability in all the 43 variables.

Table 4.1 above supports that Factor 3 – independent variable: destination marketing coordination, accounts for 10.333% of variability in all the 43 variables.

Table 4.1 above supports that Factor 4 – independent variable: we incorporate customer's focus for destination marketing, accounts for 7.984% of variability in all the 43 variables.

Table 4.1 above supports that Factor 5 – independent variable: we apply the business to customer interface, accounts for 6.301% of variability in all the 43 variables.

Table 4.1 above indicates that Factor 6 – independent variable: there are marketing guidelines in our organisation, accounts for 5.695% variability in all the 43 variables.

Table 4.1 above shows that Factor 7 – independent variable: we engage in marketing research and marketing intelligence, accounts for 4.335% variability of all the 43 variables.

Table 4.1 above indicates that Factor 8 – independent variable: we have a product mix in our organisation, accounts for 3.652% variability of all the 43 variables.

Table 4.1 above indicates that Factor 9 – independent variable: there is a pricing policy in place, accounts for 3.430% variability of all the 43 variables.

Table 4.1 above shows that Factor 10 – independent variable: there is a distribution policy in place, accounts for 2.972% variability of all the 43 variables.

Table 4.1 above indicates that Factor 11 – independent variable: we have a sales policy in place, accounts for 2.746% variability of all the 43 variables.

Table 4.1 above shows that Factor 12 – independent variable: promotion policy is in place, accounts for 2.387% variability of all the 43 variables.

#### 4.4.1 Linear Regression Model Summary

Linear regression analysis of the extracted components was conducted in order to test the fitness of the linear regression model. The linear regression model tests are as indicated on table 4.2 below.

**Table 4.2 Model Summary**

R	R Square	Adjusted R Square
.864 <sup>a</sup>	.747	.665

a Dependents Variable: we market tourism destinations

b Predictors: (Constant) we have a sales policy in place; we incorporate customer's focus for destination marketing; marketing of places is critical in our operations; there is a pricing policy in place; we engage in marketing research and marketing intelligence; destination marketing co-ordination; there are marketing guidelines in our organisation; we apply the business to customer interface; we have a product mix in our organisation; there is a distribution policy.

Table 4.2 above reflects that the R is .864, adjusted R<sup>2</sup> of our model is .665 with the R<sup>2</sup> = .747. The linear regression statistic results are in support of the fitness of the Tourism Destination Marketing Strategy Model.

The results of the linear regression analysis will be discussed on the next subsections in relation with the review of related literature.

#### 4.5 Linear Regression Analysis

**Table 4.3: Regression Analysis**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.176	10	3.018	9.145	.000 <sup>b</sup>
	Residual	10.229	31	.330		
	Total	40.405	41			

*Source: Primary Data*

a. Dependent Variable: we market tourism destinations

b Predictors: (Constant) we have a sales policy in place; we incorporate customer's focus for destination marketing; marketing of places is critical in our operations; there is a pricing policy in place; we engage in marketing research and marketing intelligence; destination marketing co-ordination; there are marketing guidelines in our organisation; we apply the business to customer interface; we have a product mix in our organisation; there is a distribution policy in place.

Table 4.3 above indicates that there was a significant effect on the independent variable: "we incorporate customer focus for destination marketing" on dependent variable: "we market tourism destinations", at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ].

Table 4.3 above indicates that there was a significant effect on the independent variable: "marketing of places is critical in our operations" on dependent variable: "we market tourism destinations", at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ].

Table 4.3 above indicates that there was a significant effect on the independent variable: "there is a pricing policy in place" on dependent variable: "we market tourism destinations", at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ].

Table 4.3 above indicates that there was a significant effect on the independent variable: “we engage in marketing research and market intelligence” on dependent variable: “we market tourism destinations”, at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ].

Table 4.3 above indicates that there was a significant effect on the independent variable: “destination marketing coordination” on dependent variable: “we market tourism destinations”, at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ].

Table 4.3 above indicates that there was a significant effect on the independent variable: “there are marketing guidelines in our organisation” on dependent variable: “we market tourism destinations”, at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ].

Table 4.3 above indicates that there was a significant effect on the independent variable: “we apply the business to customer interface” on dependent variable: “we market tourism destinations” at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ].

Table 4.3 above indicates that there was a significant effect on the independent variable: “we have a product mix in our organisation” on dependent variable: “we market tourism destinations”, at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ].

Table 4.3 above indicates that there was a significant effect on the independent variable: “there is a distribution policy in place” on dependent variable: “we market tourism destinations”, at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ].

#### 4.5.1 We Market Tourism Destinations

**Table 4.4 Market Tourism Destinations**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Strongly Disagree	3	7	7	7
Neutral	5	12	12	19
Agree	25	60	60	79
Strongly Agree	9	21	21	100
<b>Total</b>	<b>42</b>	<b>100</b>	<b>100</b>	

*Source: Primary Data*

Table 4.4 shows that 7% of the respondents strongly disagreed that they marketed tourism destinations, 12% were neutral, 60% agreed and 21% of the respondents strongly agreed that they marketed tourism destinations. Overall, 81% of the respondents agreed that they marketed tourism destinations whilst 19% of the respondents disagreed.

Lopes (2011), Echtner and Ritchie (2003), and Stabler (1988) underline the crucial role of destination image in the destination marketing perspective. More specifically, Lopes (2011) argues that when tourists choose a tourist destination, they are influenced significantly by the image of the destination. In this context the researcher mentions the factors which determine the image in tourism destinations, namely: the perceptions of the visitors, the effectiveness of tourism marketing activities, the educational background of the visitors, the social and economic characteristics of the tourists, the motives of the visitors, the media (TV, magazines, newspaper, books, etc.), the experiences of the tourists and the psychological characteristics of the visitors (Stabler, 1988 cited by Lopes, 2011). It should be noted that Lopes (2011) distinguishes two types of destination image: primary image and secondary image.

The primary image is the image that a visitor has after visiting a destination and recalls his/ her experience. In contrast, secondary image is the image that a tourist has before visiting the destination. Destination marketers should consider both types of images in order to design efficient campaigns. Lastly, Echtner and Ritchie (2003) write that from the tourism industry perspective important factors which determine the image of a

destination are: the scenery and the natural attractions, pricing strategies, hospitality and friendliness, climate, tourist activities, nightlife and entertainment, sport facilities, national parks and museums, local infrastructure and transportation, and accommodation facilities.

The improvement of the services can be achieved with the following tasks: standardise the delivery of the services, adoption and development of quality control systems, enhance operational management procedures, provide flexible tourism services, focus in the development of personal relationships with the customers, invest in the training of the personnel and augment the tourism product.

Buhalis (2001) also writes that for strengthening the long term competitiveness and profitability of the local tourism industry the official bodies of tourism should set the following objectives: increase revenues, manage costs more efficiently, invest in human resources management and promote collaboration between state and public tourism organisations. To begin with, destinations and tourism enterprises can increase their revenues by: increasing tourist volume, targeting new markets and boosting penetration in existing markets, adopting aggressive marketing strategies, increasing average spending per customer, selecting high quality specialised tour operators, investing in alternative tourism, motivating the employees who are working in the tourism industry with bonuses and using alternative distribution services for delivering their services.

The efficient management of the cost can be achieved with the standardisation of the service delivery, the augmentation of the productivity, the decrease of the labour costs and the usage of advanced IT applications. Strategic tasks for the HR operations include the satisfaction of the employees, the development of long term relationships with the personnel and the motivation of the staff. Finally, the support from the state and the public tourism organisations can be achieved through the usage of destination marketing techniques, the provision of financial aid to the local enterprises and the provision of incentive policies for further development.

The sustainability of the destinations for ensuring prosperity for the local community can be achieved through: a) environmental protection b) infrastructure amelioration c) improvement in transportation d) economic integration and e)

equitable return on resources utilised. Buhalis (2001) claims that the protection of the environment can be achieved through the management of natural supplies the reduction of the noise pollution, the usage – or installation – of sewage treatment systems and architecture preservation. The improvement of the infrastructure of a destination includes tasks such as improvement in the accessibility, as well as advancements in the telecommunication systems and in public facilities.

Strategic tasks for the improvement of the transportation system include advancements in the vehicles and in the timetables whereas economic integration premises integration with raw material production, recruiting local labour forces, integration of the tourism services and diagonal integration of region economy. Finally, important tasks for the equitable return on the resources utilised include: the establishment of reinvestment mechanisms, investments in sustainable resources and ensuring equity in distribution of the wealth that is produced from tourism in the destination.

Moreover, Stankovic et al. (2012) support that destination marketing efficiency is highly depended in the organisation of cultural and sport events. More specifically, the authors support that sporting events and cultural festivals can help a destination to improve its image and its popularity.

#### **4.5.2 Marketing of Places is Critical in our Operations**

**Table 4.5 Marketing of Places**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Strongly disagree	1	2	2	2
Disagree	1	2	2	4
Neutral	5	12	12	16
Agree	17	41	41	57
Strongly Agree	18	43	43	100
<b>Total</b>	<b>42</b>	<b>100</b>	<b>100</b>	

*Source: Primary Data*

Table 4.5 illustrates that 2% of the respondents strongly disagreed that marketing of places was critical in their operations, 2% disagreed, 12% were neutral, 41% agreed and 43% of the respondents strongly agreed that marketing of places was critical in their operations. Overall, 84% of the respondents agreed that marketing of places was critical in their operations, whilst 16% of the respondents disagreed.

Important aspects of the public sector of a tourist destination are the villages and the towns, the alliances of villages, the organisations, which were founded and established by the villagers, the nongovernmental non-profit organisations, the citizen-action public and the partner organisations from neighbouring regions. It is indicative that Ryglova (2008) places the role of the DMOs between the private and the public sector. More specifically, the local destination organisations interact with the private and the public sector respectively and have an important role in coordinating the destination management mission.

Nezirovic (2013) postulates that important aspects for an efficient destination management include actions such as focusing intensively on the development of regional tourism, provision of high quality tourist services, efficient use of the available capacities of a destination, investing in the extension of the tourist season, organising more efficiently the enterprises in the industry, focusing on the augmentation of the productivity, increasing foreign tourist traffic and accelerating the development in the underdeveloped areas in the destination. It should be noted that Nezirovic's (2013) findings were based on a destination management analysis that was conducted in North-eastern Bosnia.

Kogovsek (2013) supports that the sustainability in destination management is determined by three key factors, which are knowledge management, innovativeness and collaboration. Knowledge management refers to the sharing of the knowledge, to the investment in continuous training and education of the persons who are working in the tourism industry as well as in the development of a wide and deep knowledge base.

### 4.5.3 Destination Marketing Co-ordination is the Major Function of The Namibia Tourism Board

**Table 4.6 Destination Marketing Co-ordination**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Strongly disagree	1	2	2	2
Disagree	4	10	10	12
Neutral	5	12	12	24
Agree	20	47	47	71
Strongly Agree	12	29	29	100
<b>Total</b>	<b>42</b>	<b>100</b>	<b>100</b>	

*Source: Primary Data*

Table 4.6 suggests that 2% of the respondents strongly disagreed that destination-marketing co-ordination is the major function of the NTB, 10% disagreed, 12% were neutral, 47% agreed and 29% of the respondents strongly agreed that destination-marketing co-ordination is the major function of the NTB. Overall, 76% of the respondents agreed, whilst 24% of the respondents disagreed that destination-marketing co-ordination is the major function of the NTB.

Mazilu (2012) notes that the role of DMOs is to manage and coordinate all the parties, which are involved in the local tourism industry. DMOs interact with the destination elements, which are: the attraction of the destination, the entertainment facilities, accessibility, human resources strategies, and the image of the destination and the price of the touristic services. The role of DMOs influences and is influenced by the destination elements. Therefore, the role of DMOs is to create the appropriate environment for the development of tourism in the destination by establishing policies, legislations, regulations and taxes. Lastly, DMOs play a critical role in developing destination-marketing campaigns in order to attract more visitors to the region. Bornhorst *et al.* (2010) highlight the need for coordination of the constituents of the tourism sector.

#### 4.5.4 We Incorporate Customer Focus for Destination Marketing

**Table 4.7 Incorporate Customer Focus for Destination Marketing**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Strongly disagree	1	2	2	2
Disagree	12	29	29	31
Neutral	20	48	48	79
Agree	9	21	21	100
<b>Total</b>	<b>42</b>	<b>100</b>	<b>100</b>	

*Source: Primary Data*

Table 4.7 indicates that 2% of the respondents strongly disagreed that they incorporated customer focus for destination marketing, 29% disagreed, 48% were neutral, and 21% of the respondents agreed that they incorporated customer focus for destination marketing. Overall, 21% of the respondents agreed, whilst 79% of the respondents disagreed that they incorporated customer focus for destination marketing.

Buhalis (2001) distinguishes three strategic directions that can enhance destination marketing efficiency: enhance the satisfaction of tourist and delight the visitor, strengthen the long term competitiveness and profitability of the local tourism industry and of the local small and medium-sized tourism enterprises, and develop the sustainability of the destinations and ensure prosperity of host population. Each of these three directions incorporates several strategic objectives. More particularly for enhancing the satisfaction of the visitors, destinations and tourism enterprises should improve their services, specialise their tourism product and offer value for money tourism services by focusing on quality.

#### 4.5.5 We Apply the Business-To-Customer Interface Approach in Our Marketing Strategies

**Table 4.8 Apply the Business-to-Customer Interface Approach**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Disagree	6	14	14	14
Neutral	10	24	24	38
Agree	18	43	43	81
Strongly Agree	8	19	19	100
<b>Total</b>	<b>42</b>	<b>100</b>	<b>100</b>	

*Source: Primary Data*

Table 4.8 suggests that 14% of the respondents disagreed that they applied the business-to-customer interface approach in their marketing strategies, 24% were neutral, 43% agreed and 19% of the respondents strongly agreed that they applied the business-to-customer interface approach in their marketing strategies. Overall, 62% of the respondents agreed that they applied the business-to-customer interface approach in their marketing strategies whilst 38% of the respondents disagreed.

#### 4.5.6 There Are Marketing Guidelines in Our Organisation

#### 4.9 Marketing Guidelines

	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Disagree	1	2	2	2
Neutral	18	43	43	45
Agree	13	31	31	76
Strongly Agree	10	24	24	100
<b>Total</b>	<b>42</b>	<b>100</b>	<b>100</b>	

*Source: Primary Data*

Table 4.9 indicates that 2% of the respondents disagreed that there are marketing guidelines in their organisations, 43% were neutral, 31% of the respondents agreed and 24% of the respondents strongly agreed that there are marketing guidelines in their organisations. Overall, 55% of the respondents agreed, whilst 45% of the respondents disagreed that there are marketing guidelines in their organisations.

According to Manente (2009), the role of destination management is to manage and support the integration of different resources, activities and stakeholders through suitable policies and actions. In this perspective destination management has six major tasks: to improve the quality of life of the residents of the destination; to ensure the quality of visit of the tourists; to gain and to maintain the competitiveness on the markets; to promote sustainable development; to preserve local resources and to create products for specific market segments. Collaboration presupposes the active involvement of all key stakeholders, the determination of common vision and goals and the adoption of a strategic dialogue between all stakeholders. Kogovsek (2013) lastly says that market segmentation plays a vital role in Destination Management. More specifically, the authors say that market segmentation leads to the development of an efficient strategic plan, which is the fundamental stone for a successful tourism destination management.

#### 4.5.7 We Engage in Market Research and Market Intelligence

##### 4.10 Market Research and Market Intelligence

	Frequency	Percent	Valid %	Cumulative %
Strongly Disagree	2	5	5	5
Disagree	3	7	7	12
Neutral	17	40	40	52
Agree	15	36	36	88
Strongly Agree	5	12	12	100
<b>Total</b>	<b>42</b>	<b>100</b>	<b>100</b>	

*Source: Primary Data*

Table 4.10 indicates that 5% of the respondents strongly disagreed that they engaged in market research and market intelligence, 7% disagreed, 40% were neutral, and 36% of the respondents agreed and 12% of the respondents strongly agreed that they engaged in market research and market intelligence. Overall, 48% of the respondents agreed, whilst 52% of the respondents disagreed that they engaged in market research and market intelligence.

In order for DMOs to become more effective in terms of their Destination Marketing and Destination Management tasks, there is need to combine these both functions, abandon their traditional marketing role and encompass the notion of management in their strategies and actions. More specifically, DMOs need to take into account the needs and interests of all stakeholders associated with the destination they wish to promote (Prebensen, 2007). In order to do so, they need to offer personalised and customised services to meet the requirements and preferences of different stakeholders, while they also need to always have the aim of developing and improving the destination that they are occupied with (Sotiriades & Avgeli, 2007).

Effective market research is also required on a regular basis, so that DMOs keep up with changing tourists' trend and promote their destinations accordingly. Keeping up with advancements in technology is also a critical success factor for DMOs. They can take advantage of new media and information technologies to r communicate more

efficiently with their target audiences (Blumberg, 2005).

#### 4.5.8 We have a Product Mix in our Organisation

**Table 4.11 Product Mix**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Disagree	2	5	5	5
Neutral	10	24	24	29
Agree	20	47	47	76
Strongly Agree	10	24	24	100
<b>Total</b>	<b>42</b>	<b>100</b>	<b>100</b>	

*Source: Primary Data*

Table 4.11 indicates that 5% of the respondents strongly disagreed that they had a product mix in their organisations, 24% were neutral, and 47% agreed, and 24% of the respondents strongly agreed that they had a product mix in their organisations. Overall, 71% of the respondents agreed, whilst 29% of the respondents disagreed that they had a product mix in their organisations.

#### 4.5.9 There is a Pricing Policy in Place

**Table 4.12 Pricing Policy**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Disagree	4	10	10	10
Neutral	11	26	26	36
Agree	14	33	33	69
Strongly Agree	13	31	31	100
<b>Total</b>	<b>42</b>	<b>100</b>	<b>100</b>	

*Source: Primary Data*

Table 4.12 indicates that 10% disagreed that there is a pricing policy in place, 26% were neutral, 33% agreed and 31% of the respondents strongly agreed that there is a pricing policy in place. Overall, 64% of the respondents agreed, whilst 36% of the respondents disagreed that there is a pricing policy in place.

#### 4.5.10 There Is a Distribution Policy in Place

**Table 4.13 Distribution Policy**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Strongly Disagree	2	5	5	5
Disagree	1	2	2	7
Neutral	17	41	41	48
Agree	14	33	33	81
Strongly Agree	8	19	19	100
<b>Total</b>	<b>42</b>	<b>100</b>	<b>100</b>	

*Source: Primary Data*

Table 4.13 illustrates that 5% of the respondents strongly disagreed that there is a distribution policy in place, 2% disagreed, 41% were neutral, 33% agreed and 19% of the respondents strongly agreed that there is a distribution policy in place. Overall, 52% of the respondents agreed, whilst 48% of the respondents disagreed that there is a distribution policy in place.

#### 4.5.11 We have a Sales Policy in Place

**Table 4.14 Sales Policy**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Strongly disagree	3	7	7	7
Disagree	1	2	2	9
Neutral	17	41	41	50
Agree	11	26	26	76
Strongly Agree	10	24	24	100
<b>Total</b>	<b>42</b>	<b>100</b>	<b>100</b>	

*Source: Primary Data*

The information in Table 4.14 shows that 7% of the respondents strongly disagreed that there is a sales policy in place, 2% disagreed, 41% were neutral, 33% agreed and 19% of the respondents strongly agreed that there is a sales policy in place. Overall, 52% of the respondents agreed, whilst 48% of the respondents disagreed that there is a sales policy in place.

#### 4.5.12 Promotion Policy is in Place

**Table 4.15 Promotion Policy**

	<b>Frequency</b>	<b>Percent</b>	<b>Valid %</b>	<b>Cumulative %</b>
Strongly disagree	4	10	10	10
Disagree	3	7	7	17
Neutral	15	35	35	52
Agree	16	38	38	90
Strongly Agree	4	10	10	100
<b>Total</b>	<b>42</b>	<b>100</b>	<b>100</b>	

*Source: Primary Data*

Table 4.15 illustrates that 10% of the respondents strongly disagreed that there is a promotion policy in place, 7% disagreed, 35% were neutral, 38% agreed and 10% of the respondents strongly agreed that there is a promotion policy in place. Overall, 48% of the respondents agreed, whilst 52% of the respondents disagreed that there is a promotion policy in place.

Destinations across the world heavily compete with each other in order to maintain their attractiveness and competitiveness in the global tourist industry. It is necessary for destination authorities to be able to address the different needs of different market segments, as well as promote their image and manage destinations in a way that attracts tourists. In other words, they need to effectively implement Destination Marketing (Buhalis & Michopoulou, 2011). According to Koutoulas and Zoyganeli (2007), Destination Marketing takes place at two levels. At the micro-level, independent tourist operators, such as hotels and transportation agencies, promote the products and services they offer in the industry. At the macro-level, governments and other official authorities promote their countries and states as tourist destinations.

ECOTEC (2010) provides an analytical framework of Destination Marketing and its economic impact framework, which includes four key elements: activities, outputs, outcomes and impacts. Activities include the promotional and marketing activities

regarding leisure services and the promotional activities regarding events. Promotional activities of the leisure services target leisure visitors while marketing activities of events target event organisers.

Moving to the outcomes, the marketing activities may convince leisure visitors to decide to visit a destination or to extend their stay in a destination. ECOTEC (2010) also in this phase highlights the role of DMOs in extending the stay of the visitors as well as to bring more events to a destination. ECOTEC (2010) underlines the major economic impacts of an efficient destination marketing campaign, more specifically, the ECOTEC states that destination marketing may increase the spending of the visitors. Additional spending leads to additional jobs and to the creation of additional gross value.

#### **4.6 Hypothesis Testing**

In testing the hypothesis, the overall responses from all the respondents were used. The following steps were adopted in testing the hypothesis:

The initial stage required the stating of the null hypothesis,  $H_0$ . The null hypothesis is formulated with a view of rejecting it. The test of  $H_0$  can either be one or two tailed, depending on whether deviations are investigated in one or both directions.

$H_0$ :  $\mu = \mu_0$  where  $\mu$  is the hypothesis value.

**Significance level:**  $\alpha = 5\%$

**Critical value:** Linear Regression test result significance level

Decision Criterion: Reject  $H_0$  if ( $p < .05$ ).

Table 4.3 of the Linear Regression Analysis is in support of  **$H_0 1$** , **which** states that: “Destination marketing co-ordination is not the major function of the NTB.” The null hypothesis is rejected since ( $p < .001$ ).

Table 4.3 of the Linear Regression Analysis is in support of **H<sub>0</sub>2, which** states that: “There are no marketing guidelines at the NTB.” The null hypothesis is rejected since ( $p < .001$ ).

Table 4.3 of the Linear Regression Analysis is in support of **H<sub>0</sub>3, which** states that: “NTB does not engage in market research and market intelligence.” The null hypothesis is rejected since ( $p < .001$ ).

#### **4.7 Chapter Summary**

This chapter presented the analysis of data and the findings of the study. In the next chapter, conclusions and recommendations of the study are given.

## **CHAPTER 5: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

The main objective of the study was to examine whether the Namibian Tourism Board has an integrative tourism destination marketing strategy in place and, if absent or ineffective, provide recommendations pertaining to the integrative marketing strategy based on the research findings. The purpose of this concluding chapter is to provide a summary of major findings and recommendations of the study.

### **5.2 Summary of the Major Findings**

The major findings extracted from the factor analysis are given below.

Factor 1 – independent variable: we market tourism destinations, accounts for 25.070% of variability in all the 43 variables. Factor 2 – Independent variable: marketing of places is critical in our operations, accounts for 15.041% of variability in all the 43 variables. Factor 3 – independent variable: destination marketing co-ordination, accounts for 10.333% of variability in all the 43 variables. Factor 4 – independent variable: we incorporate customer's focus for destination marketing, accounts for 7.984% of variability in all the 43 variables. Factor 5 – independent variable: we apply the business to customer interface, accounts for 6.301% of variability in all the 43 variables. Factor 6 – independent variable: there are marketing guidelines in our organisation, accounts for 5.695% variability in all the 43 variables. Factor 7 – independent variable: we engage in marketing research and marketing intelligence, accounts for 4.335% variability of all the 43 variables. Factor 8 – independent variable: we have a product mix in our organisation, accounts for 3.652% variability of all the 43 variables. Factor 9 – independent variable: there is a pricing policy in place, accounts for 3.430% variability of all the 43 variables. Factor 10 – independent variable: there is a distribution policy in place, accounts for 2.972% variability of all the 43 variables. Factor 11 – independent variable: we have a sales policy in place, accounts for 2.746% variability of all the 43 variables. Factor 12 – independent variable: promotion policy is in place, accounts for 2.387% variability of all the 43 variables.

The major findings obtained from the correlation analysis are provided below.

There is a strong, positive correlation between “we have sales policy in place” and “promotion policy is in place”  $r(40) = .86, p < .001$ . There is a strong, positive correlation between “we develop strategies in order to market peripheral destinations” and “we have tourism related development strategies”  $r(40) = .80, p < .001$ . There is a strong, positive correlation between “we scan our market environment” and “we formulate marketing strategies”  $r(40) = .84, p < .001$ .

There is a strong, positive correlation between “we implement strategies” and “we scan our market environment”  $r(40) = .89, p < .001$ . There is a strong, positive correlation between “we implement strategies” and “we formulate marketing strategies”  $r(40) = .98, p < .001$ . There is a strong, positive correlation between “the NTB has a marketing destination plan” and “the NTB selects destinations it markets”  $r(40) = .87, p < .001$ . There is a strong, positive correlation between “the NTB has a marketing destination strategy in place” and “the NTB has well qualified personnel in their marketing department”  $r(40) = .83, p < .001$ . There is a strong, positive correlation between “NTB is well represented in major tourism markets” and “NTB is doing well in the markets in which it is present NTB selects destinations it markets”  $r(40) = .82, p < .001$ . There is a strong, positive correlation between “NTB is well represented in major tourism we have sales policy in place” and “promotion policy is in place”  $r(40) = .87, p < .001$ . There is a strong, positive correlation between “the NTB is doing well in all the markets in which it is present” and “NTB is well represented in major tourism markets”  $r(40) = .82, p < .001$ .

The Linear Regression Analysis confirmed that:

There was a significant effect on the independent variable: “we incorporate customer focus for destination marketing” on dependent variable: “we market tourism destinations”, at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ]. There was a significant effect on the independent variable: “marketing of places is critical in our operations” on dependent variable: “we market tourism destinations” at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ]. There was a significant effect on the independent variable: “there is a pricing policy in place” on dependent variable: “we market tourism destinations”, at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ]. There was a significant effect on the independent variable: “we engage in marketing research and market intelligence” on dependent variable: “we market tourism destinations”, at the  $p < .05$  level [ $F(10, 31) =$

9.145,  $p = < .001$ ]. There was a significant effect on the independent variable: “destination marketing coordination” on dependent variable: “we market tourism destinations”, at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ]. There was a significant effect on the independent variable: “there are marketing guidelines in our organisation” on dependent variable: “we market tourism destinations” at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ]. There was a significant effect on the independent variable: “we apply the business to customer interface” on dependent variable: “we market tourism destinations”, at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ]. There was a significant effect on the independent variable: “we have a product mix in our organisation” on dependent variable: “we market tourism destinations”, at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ]. There was a significant effect on the independent variable: “there is a distribution policy in place” on dependent variable: “we market tourism destinations” at the  $p < .05$  level [ $F(10, 31) = 9.145, p = < .001$ ].

### **5.3 Conclusions**

The conclusions based on the research study findings are that the NTB does not have a concrete integrative tourism destination marketing strategy as indicated by 85% of the respondents. Poor relations with its members exist as they are not working together to improve the current status of the tourism sector. There is lack of co-ordination and harmonisation of destination marketing programmes between the NTB and its registered members and this was supported by 87% of the respondents. NTB bases its target markets mainly on political pressure, due to bilateral treaties instead of basing the target markets upon grounded research. The NTB does not have a fully-fledged research and development department as indicated by 90% of the respondents. Research is done whilst already in the target market. Marketing is done in silos since every organisation is doing its own marketing. There is no iconic national branding and hence it seriously affects the marketing of the destination.

#### **5.3.1 Research Objective 1**

**To analyse the integrative tourism destination marketing strategy at NTB.**

It has been empirically proven that there is no integrative tourism destination marketing strategy at NTB. Each organisation does its own thing and there is no joint effort, proper

co-ordination and harmonisation towards the tourism destination marketing initiative. There is therefore a great need for the stakeholders to come together and map a way forward towards the formulation of an integrative tourism destination marketing strategy.

### **5.3.2 Research Objective 2**

**To examine existing tourism policy frameworks dealing with tourism destination marketing at NTB.**

The existing tourism policy frameworks dealing with tourism destination marketing needs to be revisited. Inadequate funding hinders the NTB to do marketing initiatives due to scarcity of resources. The NTB is supposed to concentrate much in integrative tourism destination marketing throughout the tourism global village, but is hampered by lack of finance. There is need for the NTB to fully implement its marketing role.

### **5.3.3 Research Objective 3**

**To recommend the integrative tourism destination marketing strategy solutions at NTB.**

Research objective 3 aimed to provide suggestions and recommendations that could help to address the plight the tourism sector. It is recommended that the tourism sector should take advantage of the recommendations given in the following section in order to address their problems and achieve sectorial growth.

## **5.4 Recommendations**

Based on the findings of this study, the researcher has come up with the recommendations given below:

- There is need for the NTB to host a National Tourism Destination Promotion Conference/Indaba over a period of 4 days facilitated by International and Local Experts in order to come up with an integrative tourism destination marketing strategy framework.

- The NTB should have regular consultative meetings with all the stakeholders in order to discuss on the trends as well as opportunities that might be coming up in the tourism sector.
- The NTB must discuss with stakeholders and come up with policy frameworks on promotions, sales, marketing and distribution of the tourism products.
- There is need to source adequate funding from the Government and other related organisations for the effective and efficient operation of the tourism sector.
- There is a need to develop destination branding, an initiative which leads to branding positioning as this will lead to the determination of the shared brand values through the co-ordination, which leads to long-term commitment from all the stakeholders involved in the destination marketing process.
- There is need for the NTB to have a fully-fledged marketing department that can market and carry out market research on the integrative tourism destinations.

### **5.5 Directions For Future Research**

Research is a continuous process. This research study recommends that further research should be undertaken to determine other variables not covered in the scope of this study but which are relevant and contribute to the achievement of the objectives of micro-business enterprises.

- Similar research may be conducted in areas not covered by this research.
- Further research employing a different methodology and a widening of scope to cover a larger population is recommended.
- A further study complementing the current study is recommended.

### **5.6 General Overview**

This research makes a worthwhile contribution to the NTB since the integrative tourism destination marketing is not taken care of. The study will help the NTB to value the importance of integrative tourism destination marketing in order to achieve the sectorial growth.

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## ANNEXURE 1



## QUESTIONNAIRE ON

**AN INTEGRATIVE TOURISM DESTINATION MARKETING STRATEGY  
FOR THE NAMIBIAN TOURISM BOARD**

## SECTION 1

**Tick your responses in the appropriate box.**

	Male	Female
1. Gender		

	20-29 Years	30-39 Years	40-49 Years	50 Years+
2. Age Category				

	Grade 12	Diploma	First Degree	Master's Degree+
3. Academic Qualifications				

	1-5 Years	6-10 Years	11 Years+
4. The organisation has been operating for			

	1-5 Employees	6-10 Employees	11 Employees+
5. The organisation employs			

## SECTION 2

Please read the statements below carefully and tick your responses in the appropriate box.

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
6. We market tourism destinations					
7. Marketing of places is critical in our operations					
8. Destination marketing co-ordination is the major function of the Namibia Tourism Board					
9. We incorporate customer focus for destination marketing					
10. We apply the business-to-customer interface approach in our marketing strategies					
11. There are marketing guidelines in our organisation					
12. We engage in market research and market intelligence					
13. We have a product mix in our organisation					
14. There is a pricing policy in place					
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
15. There is a distribution policy in place					
16. We have a sales policy in place					
17. Promotion policy is in place					
18. There are advertising activities in place					
19. Distinction branding is meticulously carried out in our organisation					
20. Peripheral destinations are well taken care of in our tourism set up					

21. We develop strategies in order to market peripheral destinations					
22. We have tourism related development strategies in place					
23. We scan our market environment					
24. We formulate marketing strategies					
25. We implement the strategies					
26. We evaluate and control the marketing strategies					
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
27. The Namibian Tourism Board (NTB) is sufficiently funded and resourced by government					
28. The NTB has a destination marketing strategy in place					
29. The NTB selects the destinations it markets in consultation with the tourism industry					
30. The NTB has well qualified personnel in their marketing department					
31. The NTB gives timorous marketing support to the industry					
32. The tourism companies gives timorous support to the NTB					
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
33. The accommodation establishments pay tourism levies punctually					
34. The arrival statistics of tourist in Namibia are a true reflection of the situation on the ground					
35. The arrival statistics are the result of the NTB's marketing efforts					

36. The tourism industry as a whole makes a major contribution toward the arrival statistics					
37. The increased tourist arrivals are the result of increased funding from government					
38. The marketing initiatives undertaken by the NTB are cost efficient					
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
39. All registered members benefit from the marketing platforms established by the NTB					
40. NTB is well represented in Major tourism Markets					
41. NTB is doing well in all the markets in which it is present.					
42. NTB uses all forms of marketing effectively					
43. The Tourism companies proactively invite the NTB for joint marketing initiatives.					

**ANNEXURE 2****COVERING LETTER FOR THE QUESTIONNAIRE**

Research Topic: **An Integrative Tourism Destination Marketing Strategy for the Namibian Tourism Board**, Windhoek, Namibia.

I am Klemens D. /Awarab, a student studying toward a Master of Business Management (MBA) in Management Strategy at the Namibia Business School of The University of Namibia (UNAM). I am conducting research on: An integrative tourism destination marketing Strategy for the Namibian Tourism Board.

I am indeed optimistic that your responses will allow me to draw constructive conclusions, which will craft a path towards an integrative destination marketing strategy.

You are, in your capacity as an experienced tourism industry expert, able to provide responses, which shall add significant value to this research. **I am therefore pleading with you to please complete this questionnaire and return it to me on or before the 28<sup>th</sup> October 2016 via mail at ([memory@namibiatourism.com.na](mailto:memory@namibiatourism.com.na))**

**I commit to:**

- **Treat the information you provide with confidentiality**
- **Use the information exclusively for academic purposes.**

Should you need any clarification please contact me at: 0851286408/ 0813677364 or via email at [Klemens\\_4@yahoo.com](mailto:Klemens_4@yahoo.com).

Your kind assistance will be highly appreciated.

Yours Sincerely,

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Klemens D. /Awarab (0851286408)

MBA candidate, Namibia Business School, University of Namibia

**ANNEXURE 3**

Supervised by: Dr Chris Magomedze, National University of Science and Technology

Klemens D. /Awarab

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Rocky Crest

[klemens\\_4@yahoo.com](mailto:klemens_4@yahoo.com)

0851286408

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Chief Executive Officer

17<sup>th</sup> October '16

Namibia Tourism Board

Private Bag 13244

Windhoek, Namibia

**RE: PERMISSION TO CONDUCT MY MBA RESEARCH AT NTB AND ITS MEMBERS**

I am studying toward a Master of Business Administration in Management Strategy at the Namibia Business School of the University of Namibia (UNAM). In partial fulfilment of my MBA studies I am required to write an academic thesis. The title is: An integrative tourism destination marketing strategy for the Namibia Tourism Board.

I will use a questionnaire for my research since it is quantitative and it will be done in accordance with the University of Namibia guidelines. The data collected will be for this study only and shall be kept confidential. I intend to collect the data from the 20<sup>th</sup> to 28<sup>th</sup> October 2016.

I am, against the above background seeking permission from your company to allow me to conduct the research.

Yours Sincerely,

Klemens D. /Awarab

0851286408

## ANNEXURE 4

## OFFICE OF THE CHIEF EXECUTIVE OFFICER

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 Enquiries: digun@namibiatourism.com.na

20<sup>th</sup> OCTOBER 2016

The Chairperson  
 Post Graduate School's Committee  
 University of Namibia  
 Private Bag 13301  
 Windhoek

## RE: PERMISSION TO CONDUCT RESEARCH AT THE NAMIBIA TOURISM BOARD

I am informed that Mr. Klemens D. /Awarab's research proposal was approved by the Post Graduate School Committee and that he wishes to conduct research at the Namibia Tourism Board and its registered members. The research topic is: An integrative tourism destination marketing strategy for the Namibia Tourism Board.

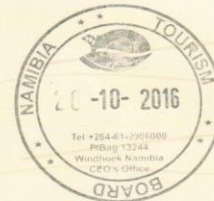
I am confident that this research will contribute immensely to the destination marketing strategy of the NTB as well as the industry at large. I am therefore granting consent to Mr. /Awarab to conduct his research on the NTB and its registered members as well as related stakeholders.

Please be assured of our highest cooperation and do not hesitate should you have any queries.

Sincerely Yours,



Digu //Naobeb  
 Chief Executive Officer



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