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Sustainable tourism
How can development of sustainable tourism benefit small-scale tour operators in Zambia?

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Sustainable Tourism in Zambia.

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This thesis is equivalent to 12 ECTS and it is my final dissertation/paper for a Bachelor of Science degree in Business Administration from the University of Iceland, School of Business.

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Foreword

This research paper was a final report for my Bachelor's degree thesis in Business Administration at the University of Iceland, School of Business and it is equivalent to 12 ECTS. My supervisor was Þórður Sverrisson, an Adjunct Professor at the University of Iceland, School of Business. I thank him for the support and guidance during the time I was writing this report. I also wish to thank Jón Tryggvi Sveinsson and Esther Ndiyoi Imbula for their support while I was working on this report.

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Abstract

The purpose of this paper is to examine whether there are positive benefits for small-scale tour operators in Zambia due to the development of sustainable tourism. Since tourism is an important sector in the Zambian economy, and the government encourages self-sustainability which is positive towards poverty alleviation in its communities. The research in this paper addresses the role tourism plays, the nature of tourism resources, its benefits towards poverty alleviation and reforms used in the Zambian Tourism industry. Although there are numerous international tour operators in the industry operating in various parts of the country, the data used was collected from two small-scale business entities, and these are a tour operator and Gloria’s Bed and Breakfast, a family operated guest house.

The constructs in the research plan are three, and these are; importance of developing sustainable tourism in Zambia, analyzing the tourism industry, and the positive effects of sustainable tourism. This association will be examined to point out these positive effects and further examine whether small scale tour operators benefit anything from the industry.

The aim of the project will be, to find out if development of sustainable tourism has any positive impact and benefits for small-scale tour operators in the Zambian tourism industry and if not, recommendations in this report states how these operators can improve their overall company performance and determine a strategy that can help them achieve competitive advantage/ create value for the firm.
Table of Contents

1. INTRODUCTION .......................................................................................................................... 8
   1.1 OPERATIONAL DEFINITIONS ............................................................................................... 9
      1.1.1 TOURISM .................................................................................................................... 9
      1.1.2 TOURISM PRODUCT .................................................................................................. 10
      1.1.3 SUSTAINABLE DEVELOPMENT .............................................................................. 11
      1.1.4 SUSTAINABLE TOURISM ....................................................................................... 11
      1.1.5 MASS POVERTY ......................................................................................................... 12
      1.1.6 POVERTY ALLEVIATION ......................................................................................... 13

2. RESEARCH METHODOLOGY ...................................................................................................... 14

3. SITUATION ANALYSIS: TOURISM IN ZAMBIA ........................................................................... 15
   3.1 GEOGRAPHICAL ASPECTS .............................................................................................. 15
   3.2 GAME RESERVES AND NATIONAL PARKS ........................................................................ 16
   3.3 ECONOMICS OF TOURISM IN ZAMBIA .......................................................................... 18

4. SITUATION ANALYSIS: TOURISM IN ZAMBIA ........................................................................... 15
   4.1 LOCAL PEOPLE ............................................................................................................... 20
   4.2 TOURISTS ........................................................................................................................ 20
   4.3 TOURISM ENTERPRISES AND SUPPORT INDUSTRIES IN A DESTINATION LEVEL ......... 20
   4.4 TOUR OPERATORS AND THE ENVIRONMENT ................................................................ 21
   4.5 NATIONAL TOURIST AUTHORITIES .............................................................................. 22

5. FRAMEWORK FOR SUSTAINABLE TOURISM ........................................................................... 23
   5.1 TOOLS FOR SUSTAINABILITY ANALYSIS ....................................................................... 23
   5.2 LIMITS OF ACCEPTABLE CHARGE (LAC) ........................................................................ 25
   5.3 MILLENIUM ...................................................................................................................... 25
   5.4 NEED FOR SUSTAINABLE TOURISM IN ZAMBIA ........................................................... 25
   5.5 TOURISM MARKETING ..................................................................................................... 27

6. FINDINGS .................................................................................................................................. 30
   6.1 SERVICE CONCEPT ELEMENTS FIT TO CUSTOMERS, EMPLOYEES AND BUSINESS VALUE .................................................................................................................. 30
   6.2 VALUE TO CUSTOMERS .................................................................................................... 30
   6.3 SERVICE INNOVATION ....................................................................................................... 31

7. RECOMMENDATIONS ................................................................................................................... 30
7.1. Development of the strategic content by small-scale tour operators ........................................ 31
7.2. Business network theory ........................................................................................................... 32
7.3. The network level strategy ....................................................................................................... 33
7.4. The industry context ................................................................................................................. 34

8. Conclusion .................................................................................................................................. 30

REFERENCES ................................................................................................................................... 38

TABLE OF FIGURES

Figure 1: A simplified version of the materials balance model (Coccossis & Nijkamp, 2000, p.28) ................................................................................................................. 10
Figure 2: Definition of poverty alleviation and examples related to forests and forestry (Sunderlin, 2004) ................................................................................................................. 13
Figure 3: Location of Zambia on the map of Africa .......................................................................... 15
Figure 4: National parks and game reserves in Zambia ...................................................................... 16
Figure 5: Five actors framework for environmental analysis of tourism (Coccossis & Nikamp, 2002, p.9) ......................................................................................................................... 23
Figure 6: Tools to assist sustainability analysis for tourism systems (Hall & Allan, 1998, p.76) .......................................................................................................................... 24
Figure 7: The limits of acceptable change (LAC) Process (Hall & Lew, 1998, p.83) ....................... 25
Figure 8: Core marketing concepts (Kotler, Bowen & Makens, 2003, p.13) ................................. 28
1 Introduction

Tourism is an important component for economic growth for many countries/nations. It is an industry which developing nations such as Zambia could have a considerable investment stake in. In Zambia, tourism is considered a sector of relevance as it offers economic diversification beyond agriculture and mining. It can be considered as a key factor in terms of development policies by the government as it has the capacity. The industry can also assist with implementation of conservation and development objectives towards creation of economic benefits for national economies and their local communities.

Although Zambia is a landlocked country, without any direct link to coastal areas, it is home to the mighty Victoria Falls and vast game reserves with different species of wildlife. A lot of concentration has been placed and focused towards promotion of the Victoria Falls, whereas marketing of Zambia’s cultural heritage and other local attractions has been ignored or limited. Recent trends show growth in the tourism sector and this is expected to exert an increasing influence on local communities, cultural heritage management and probably can contribute towards poverty reduction. Sustainable tourism and tourism in general largely depends on the attractiveness of the environment to tourists/visitors. In Zambia, sustainable tourism is becoming a popular field of research, though there is still debate and arguments about it. From a private sector development perspective, there is a lot of community participation in tourism by many different small scale tour operators. Community based tourism does create entrepreneurial opportunities for the poor and contributes towards rural development. These small scale tour operators and their communities have few established enterprises such as campsites, village walks, thatched or traditional style chalets and curio markets, whereas commercial tour operators see community and cultural products as add-ons to their existing businesses and are highly marketable. Protection of natural resources and cultural heritage is a requirement/precondition for sustainable tourism, i.e., protecting sites, monuments and areas as a way to safeguard cultural and natural heritage. These areas contribute to sustainable tourism, though there must be a balance between development and protection in different ways by each community or tour operator.

This is the reason why many countries commit themselves towards sustainable development of their natural heritage by signing agreements with foreign investors. In developing countries like Zambia, small scale entrepreneurs are increasingly receiving
attention from policy-makers, development agencies and investors. This is due to the importance of self-sustainability amongst communities in these countries. It is evident that, there is a lot of interest towards reforms that can be of great benefit towards poverty alleviation.

This paper attempts to highlight reforms that have been tried and used in the Zambian Tourism sector. The research addresses the role of tourism demand, the nature of tourism resources and its benefits towards poverty alleviation and reforms used in the Zambian Tourism sector. The focus will be on sustainable concepts and types of development that offer preservation of resources with a goal to create economic value for entities operated by small scale tour operators or local communities. The study will be focused on the culture and traditions of Zambian tour operators, promotion of sustainable tourism, in order to find out if there are positive benefits for these tour operators in the industry. As I did not want to focus only on the negative issues, I wanted to find and see if there are positive effects of sustainable tourism in the country and since tourism is an important component of Zambia’s economy. The government encourages small-scale entrepreneurs to focus on self-sustainability which is positive towards poverty alleviation. The research findings will be connected to theoretical aspects of the subject and the conclusion drawn on the research outcome and will be supported by the theoretical sources.

1.1 Operational definitions

1.1.1 Tourism

The word ‘tourism’ has many definitions such as, “a stay of one or more nights away from home for holidays, visits to friends or relatives, business conferences, or any other purpose, except such things as boarding, education, or semi-permanent employment” (Kotler, 2003, pg 883). The same term is defined as a sum of a phenomenon and its relationships arise from interaction of tourists, service providers, host government, communities to attract and host tourists. Others have defined it as an economic activity that has had an effect on the environment, with a greater impact at the destination level. The environment is a core feature of a tourist product because tourists are consumers of the environment, since they go to producers’ locations, tourist destinations in this case. Therefore, tourists go and consume the product (Goodall, 1992, p.60). Tourism involves a complex of interlinked and interdependent activities, the most important of which are travel, shopping and services (Baud-Bovy & Lawson, 1977; UNEP 1982). Hence it cannot be considered either as an economic sector or as an industry although both terms
are widely used for lack of better ones. This analysis posits that tourism is a complex of economic activities whose collective operation determines the quantity and quality of the tourist product provided in an area (Coccossis & Nijkamp, 2000, p.25-26). The words tourism and travel are used interchangeably.

The tourism environment system consists of externalities and internalities, and hence economic activities interact with the environment in the framework of a two-way process as shown in figure 1, above.

1.1.2 Tourism product
Definitions of a tourist product varies depending upon whether it is viewed from the perspective of the producer, the seller or the consumer who is the tourist (Briguglio, 1996, p. 197-198). The basic components of a tourist product and a tourist package are; the attractions of the destination, including natural, social and cultural attractions such as favourable climate, cultural or historical sights like old churches, monuments, museums, culture of the local inhabitants and other special events or cultural performances; goods and services consumed by tourists in a destination area such as food and accommodation, the purchase of souvenirs and other items; goods and services required while traveling, especially transportation; and goods and services that are consumed by tourists in their home areas as they prepare for their trip (Briguglio, 1996, p.198).

A tourist product is found in the tourism sector and is composite in nature as it differs from other industrial products in certain ways. It also comprises of various products
produced by numerous independent producers which are also connected to the destinations. Therefore, these destination attractions are incorporated into an integrated tourism product. Therefore, what a tourist sees, feels, buys/purchases, and experiences during any travel activity, that is from a tourist’s home up to the time the tourist returns. However, if we look at it from a supplier’s and consumer’s perspective, and a tourist as a consumer, different views of what a tourism product is may arise. The tourist product demanded by consumers can be labelled by consumers in form of a satisfying trip as a consumer product, goods produced and services provided by suppliers, such as lodging, transportation, souvenirs, entertainment, food and drinks, etc are labelled as seller products, etc. It is an event, action or an experience in which a tourist participates actively and utilizes all available resources. From a tourist’s perspective as a customer, the destination's environmental quality, its nature, social and culture are part of the tourism product (Briguglio, 1996, p.198).

1.1.3 Sustainable development
The term Sustainable Development (SD) can be difficult to understand unless researchers need to develop a more rigorous and responsive theoretical framework if they are to understand tourism’s ability to generate sustainable development (Hall, 1998, p. 35). Sustainability is a concept which involves a socio-economic equity, that is, both inter and intra-generational. Understanding the link between social and environmental indicators is very important (Hall, 1998, page 86). The concept of development could be hard to define compared to sustainability (Blunden, 1995). Sustainable development is, “meeting the needs of the present without compromising the ability of future generations to meet their own needs”. It has to be recognized that economic development is not in the first place a matter of quantity, but also a matter of quality. Despite the admirable progress of our economics in a quantitative respect, we observe an increasingly decline in quality of life and environmental conditions to such an extent that also the well being of future generations is severely eroded (Coccossis and Nijkamp, 2000, p.66).

1.1.4 Sustainable tourism
Sustainable tourism is consistence with the broader concept by the WCED of 1987. Its concept as discussed in the Brundtland Report is a holistic one, and this element is at the heart of successful adoption of the concept (Hall and Michael, 1998, pg 28). Tourism planners should take into account the capacity of an environment in a location in order to support the local residents in the area and not just tourists because without proper planning, a destination can be damaged to the point that travellers will stay away (Kotler,
Indigenous people are owners, managers of culturally based attractions which include a lot of other tourism facilities (Hall, 1998, p.74). There is an increase in demand for indigenous cultural experiences as they coincide within indigenous communities and what is required to derive income from land, cultural resources and new economic ventures. Sustainable tourism depends on geographic locations, indigenous control of land, natural resources and developing effective links with the wider tourism industry (Hall, 1994, p.74). It also depends on an environmental impact assessment (EIA) which follows the following steps: inventory of the social, political, physical, environment, project trends with set up goals and objectives, examines alternatives to reach goals, selects preferred alternatives, develops implementation strategies, and finally implements and evaluates all (Kotler, Bowen and Makens, 2003, p.721-723). However, with the growing interest in sustainability as an approach to planning, this has resulted in a renewed focus on the nature and outcomes of the tourism planning process for tourism destinations (Hall, 1994, p.173).

1.1.5 Mass Poverty

Mass poverty is largely the function of acute, often contrived socio-economic inequality, which in turn is engendered and reinforced by acuminate, often deliberately organized, social stratification. It is not a static, a historical and purely economic phenomenon, but a dynamic, structured, historically conditioned, and multi-dimensional experience of the peoples of the South. (Townsend, and Gordon, 2002, p. 210). The causes of poverty, and thus under development, are many. Arguments about the causes have throughout modern history, travelled the whole distance from the absurd to the scientific. The ‘old‘ establishment saw poverty as resulting largely from the inherent weaknesses of the poor. People were poor because they were either lazy or did not have it in them to do otherwise. The causes of poverty “rest overwhelmingly in individual and sub-cultural defects and disposition“ (Townsend, 1993, p.6). Structural factors and the like are totally absolved from blame. This position is of course, false or at best inadequate in explaining individual or mass poverty. Explanations need to be found elsewhere. According to research conducted by a Zambian researcher, Oliver Saasa with Carlsson, they stated that, poverty is lack of access to income, employment opportunities, normal internal entitlements by citizens and they relate it to lack of access to free consumption of goods and services that include shelter which is an important basic need (Saasa & Carlsson, 2002, pg.27). The conditions under which unsupported children, women, disabled
individuals, and the unemployed currently live, if all these factors are put together, constitute a proxy for poverty in Zambia today (Saasa & Carlsson, 2002, p.28).

1.1.6 Poverty Alleviation

This is a process that seeks to reduce levels of poverty in communities among people and governments help to identify the gaps in how address this issue and how all the stakeholders can participate to put across valuable concepts with an aim to reduce poverty. Poverty reduction programs could aim at both economic and non-economic poverty, and human beings who are poor experience poverty as they have no material means to survive, e.g. may not have no shelter, food, healthcare, education and other essential needs in life. Although poverty reduction would not be considered an absolute measure, it technically lifts people out of poverty as it may not fully satisfy all their needs. Methodologies used to reduce poverty could be many, e.g. education, income redistribution, and involving communities in economic development projects. To define the term correctly, it is important to distinguish between poverty elimination, poverty mitigation or avoidance. Poverty avoidance or mitigation involves the use of forest resources to meet household subsistence needs, to fulfill a safety net function in times of emergency, or to serve as a gap filler in seasonal periods of low income, in order to lessen the degree of poverty experienced or to avoid falling into poverty. The term “poverty elimination“ refers to the use of forest resources to help lift the household out of poverty by functioning as a source of savings, investment, accumulation, asset building and lasting increases in income and wellbeing (Sunderlin et al, 2007, pg.22). All the three terms are stated though in relation to forests as an example, which are natural resources, as shown in figure 2.

![Figure 2: Definition of poverty alleviation and examples related to forests and forestry (Sunderlin, 2004)](image-url)
2  Research Methodology

This chapter describes the methodology used to work on the report. The research topic was defined, giving the scope of it, need to analyze Zambia’s tourism sector discussed and recommendations as to why development of sustainable tourism is vital for Zambian small-scale tour operators. There is great range of material available about sustainable development and sustainable tourism. The research was started by gathering this information. To prepare the report, secondary data was utilized to answer the research hypothesis as this is relatively helpful when collecting, interviewed two small scale tour operators, and extra data from books, reports and articles was also used. Web and internet-based resources along with my experience, having stayed as a guest at the lodge during the summer of 2012 were used. The data gathered, was critically analyzed and emphasis put on evaluating how reliable the information and the sources are. To maximize reliability of the results, the author did not rely only on one source, but got an overall picture of the subject by comparing different publications, as this excludes quoting wrong information in the research. As far as validity is concerned, all the sources have to measure facts that are correlated with the research purpose. Self sustainability and poverty alleviation may have been seen over the course of time and most publications deal rather with negative effects than with chances and possibilities. The paper comprises of information about recent trends and developments and other issues relating to sustainable tourism in Zambia. All publications and websites which are used to support the hypothesis are in the Bibliography segment.

To get a valuable insight into the industry that was being examined, I was availed with all the data needed by the two (2) tour operators that I had contacted. Through this, it was possible for me to obtain qualitative data about the Zambian tourism sector. The persons contacted do have the expertise in relations to how tourism works or operates in Zambia and this helped me to compare their responses to the results after evaluating the existing data. When data collection was complete, the data was compiled and finalized the report.
3  Situation Analysis: Tourism in Zambia

3.1  Geographical aspects
The country Zambia covers an area of 752,614 square kilometers, larger than the state of Texas in the United States of America. The country’s weather is pleasant and mild as Zambia’s landscape can be classified as a high plateau lying between 3,500 ft and 4,500 feet above sea level. Zambian tourism hinges on the land of abundance as the natural resources comprise of waterfalls, breathtaking wetlands and abundant wildlife. However, the country has glorious sunsets, friendly people, mystic legends and ancient traditions of nature. Tourism in Zambia is also about the people. The official language is English which means all business matters are conducted in English, though 73 dialects are spoken in Zambia. All these ethnic groups or tribes do celebrate cultural ceremonies annually and these activities manifest rituals, customs, history, social life, material and spiritual culture of the groups of people involved. Most of the tourists that visit Zambia are always welcome to watch these traditional ceremonies which are part of the Zambian tourism. The most popular traditional ceremonies include the Kuomboka, Ncwala, likumbi lya mize and shimunenga which are held annually (Zambia Tourism Board, 2013).
Although Zambia falls under developing countries/nations, tourism has been one of the fast growing industries for the Zambian economy. Tourism is vital towards its development policies related to conservation of natural resources. The country has abundant natural resources and other tourism assets needed to attract tourists which comprise of national parks and other wildlife-related attractions.

3.2 Game reserves and national parks
As earlier stated above, Zambia as a country has so much to offer, besides visiting rivers and lakes. It all depends on what different tourists want to do when they visit Zambia. There are many different activities that tourists can engage themselves in at different times of the year. The best times like from June to October, photographic and walking safaris would be ideal, whereas in from August to October, which is the peak season when water is dried up in national parks, it leads to concentration of game (animals) near the remaining water holes or rivers. Therefore, tourists have the opportunity to watch a lot of wild animals at this time of the year. The months, from November to April are convenient for birders or bird watchers with the arrival of migrant species and a number of camping sites in the national parks close at the end of November and later reopen in April. The famous parks among tourists and locals are shown in figure 4, below:

Figure 4: National parks and game reserves in Zambia
As shown in figure 4, and to give briefly describing Zambia’s game reserves that are popular to tourists. I will start with the *Kafue National Park*. The Kafue NP covers an area of about 22,400 square kilometers of magnificent wilderness and supreme species which is a source of diversity. The species comprise of mammals, birds, and fish, which makes it an ideal destination for bird watchers and lovers of nature. Here, days can be spent game viewing, fishing, and catching that striking sunset while unwinding with a sundowner in natural hot springs. Secondly, it is the *South Luangwa National Park* which has 60 species of animals that include the famous leopard species, species of birds and the leopard sightings makes it a famous place. The two are then followed by the *Lower Zambezi National Park*, which is immensely remarkable with its enormous Zambezi River that creates a dramatic scenery. The national park is known for its elephant herds that assemble along the river banks. Tourists can experience game drives in open game viewing vehicles, canoe trips and river cruises.

However, besides the game reserves, Zambia is home to one of the wonders of the world, that is, the Victoria Falls, famously known as the “Mosi-oa-Tunya“, meaning, “the smoke that thunders” by the local community. It is a great and significant falling waterfall with exceptional geographical and geomorphological features. It is also one of the largest waterfalls in the world and many tourists from other parts of the world have the opportunity to see and participate in bungee jumping or helicopter flights over the Victoria Falls, experience wild safaris and camp, etc. The falls covers over 6,860 hectares of land comprising of 3,779 hectares as the Mosi-oa-Tunya National park, 2,340 hectares covering the Victoria Falls National park on the Zimbabwean side and 741 hectares is a riverine strip of the Zambezi National Park. The Victoria falls stands at an attitude of 915 metres above mean sea level and it is always at its highest and most spectacular and thundering over the edge throughout the year. The Livingstone Island, which is located on the edge of the Victoria falls is closed from April to mid June as the river.

The Victoria Falls Reserve Preservation Ordinance of 1934 established the Victoria Falls Executive Committee to be responsible for the preservation of the falls area. In 1948 the National Monuments Commission established a Victoria Falls Conservancy Committee, and extended the protected area downstream to Songwe Gorge (confirmed in legislation in 1949). In 1953 the colonial Governor formed the Victoria Falls Trust, which had responsibility for the area until the national park was declared on 25 February 1972 by Statutory Instrument No. 44 (when the area came under the jurisdiction of the National Parks and Wildlife Service). There are six national monuments within the park,
including the falls. Designated as a World Heritage site in 1989 (UNESCO National Heritage list, nr. 509). This area is currently protected under the 1998 National Heritage Conservation Act and Zambia Wildlife Act of 1998 on the Zambia side and the Zimbabwe Parks and Wildlife Act of 2008 on the Zimbabwean side. The Victoria Falls, with its infrastructure developments, tourism facilities and services could impact the property’s integrity. It is therefore, important to carefully manage it without compromising its exceptional beauty and outstanding national value.

3.3 Economics of Tourism in Zambia

Zambia has some of the most exhilarating and authentic wildlife viewing in Africa; with a small group of family owned local tour operators excelling in all facets of the wildlife experience, hotels, lodges, and transporters. Tourists can be enchanted by the natural beauty of the small lodges and camps, as well as the superb variety of wildlife activities on offer in many parts of the country. There are international chain of hotels which include the Intercontinental hotels, Sun International hotels, Taj Group and Protea Hotels, but the country’s tourism sector is rather dominated by small sized hotels and tour operators. These entities are not well integrated, and hence there is a lot of reliance on overseas service providers for representation and marketing activities. There are several types of enterprises, with each facing different circumstances and cost structures.

Most of the small luxury lodges are mostly foreign-owned, and some informal enterprises, mostly Zambian-owned exist. Although, small and medium sized operators dominate the market, most of them are not capable to provide representation, marketing activities and sometimes flights as there is a lot of reliance on overseas providers for such services. Recent market trends show that, there have been a lot of investments by local communities in small family operated hotels and tour operations which lead to self-reliance. Due to this, investment in key non-mining sectors, especially tourism, has contributed to high growth (Business Monitor, 2012, p.13).

4. Five actors framework for environmental analysis of tourism

4.1. Local people

To analyze the environmental impacts of tourism, five actors that influence assets at destination were analyzed. Tourism related enterprises are many offering different products and each one making its own particular contribution and affecting the quality of the tourist product. With the exception of large multinational hotel chains and related
enterprises, they are small-scale enterprises given the relatively free entry status of tourism, and these relatively do not need so much capital. The local Zambian people and tourists who stay in the country for a short period of time are major users of the destination environment and natural resources should satisfy demands for both. The local people are divided into two categories, that is, people in direct relation with tourism and people who are serving or supplying the tourism industry, e.g. personnel in catering businesses, transportation, shops, travel agencies, proprietors of local tourist businesses and entrepreneurs supporting the tourism industry.

4.2. **Tourists**

Tourists are end users of local environment resources although they only stay for a short period of time. Their expectations from a destination and impact on the environment depends on types of tourists. It may not be easy to classify tourism behaviour because tourist roles and behaviours could be many and dependant on individual tourists. According to Cohen, he classifies tourist experiences and roles in four categories, and these are:

**Organized mass tourists**, who buy package tours which are organized in advance. This group expects luxuries of their home countrys and tend to ignore any damage caused to the environment at the destination. They travel to known destinations, e.g. to Zambia’s game reserves. They often pay low prices since all travel arrangements are made through known tour operators who offer them discounts. Due to this, this group pays very little towards contribution to social costs during their consumption of the destination natural resources.

The second group, **individual mass tourists**. There are similar to organized mass tourists, though slightly different as their tours are rigidly packaged. All travel arrangements are made through travel agencies, reflecting that their travel decisions are made independently. This group are environmentally conscious, they go to destinations during the early days of tourism development and they often make a contribution to the local economy which tends to balance the social costs (Cohen, 1972, p.167).

Thirdly, **the explorers** arrange trips independently, with comfortable accommodation and reliable transport a requirement. This group chooses destinations and tend to avoid ruined destinations and they are environmentally conscious. This group partially contributes to the preservation of the environment and they might have positive impacts.
Lastly, the drifters who make independent travel arrangements, meet local people, consume local foods and live in the native way and they have minimum environmental impacts and they often contribute towards preservation through their involvement in local environmental projects. Almost all their expenditure stays within the destination, probably they have greater contribution to the local economy per unit of expenditure than any other type of tourists (Coccossis & Nijkamp, 2000, p.10-11). As a result of environmental consciousness, a great number of alternative forms of tourism have been developed in the last decade and Goddall suggests that “sustainable tourism requires that the demand of increasing numbers of tourists are satisfied in the manner which continues to attract them, whilst meeting the needs of the host population with improved standards of living, yet safeguarding the destination environment and cultural heritage” (Goddall, 1992, p.61).

4.3. Tourism enterprises and support industries in a destination level

Tourist destinations are composed of a wide network of small and medium tourism enterprises (SMTE) which independently offer a great variety of tourism activities, hospitality and leisure products. The SMTE provide accommodation, catering, entertainment, transportation and financial services for the tourists (Coccossis & Nijkamp, 2000, p.12). In this report Gloria Bed and Breakfast was analyzed. Gloria Bed and Breakfast is a small-scale tourism enterprise, operated as a family business in a destination level, situated in Livingstone town, the tourism capital of Zambia. It has been in operation for less than three (3) years, located in a quiet residential area of Livingstone town about ten (10) minutes drive from the Victoria Falls and five minutes from the Livingstone city airport. It was designed to accommodate a small number of visitors while providing a secure and friendly environment in a relaxed atmosphere. It started with providing Banquet and swimming facilities, but two years later they added two guest rooms as an extra service for the guests to have accommodation facilities at the different parties and gatherings and last year, 2012, the lodge had a total of six (6) spacious rooms, that is 2 standard twins, 1 family room, 1 double and 2 cottages. All the rooms are furnished, air conditioned and have en-suite bathrooms. The cottages have self-catering facilities which makes them ideal for long term stay. The accommodation is centrally located if need to explore Livingstone town arises. Transport for guests is not a problem, as they can be picked up by the other excursion operators prior to arrangements. Today, the banquet facility business has declined and the family business seems to be
running a deficit. The staff consists of the manager, Gloria who is also owner and soul of the place and her husband who is also a business partner does all the adhoc assignments. However, banquets are handled by a full time chef, who sometimes has an assistant and the waiters are hired when required. The Banquet facility service concept is to provide the local community with amenities for hosting different banquets, especially for celebrating the big Zambian traditional family events, like marriage proposal ceremonies. They have a “leave it all to us” concept, as customers can choose from a number of pre-designed menus, get music and entertainment arranged for them. The service concept for this small hotel is to be a supporting service to the banquet facilities so that guests, who come from a far, can have a possibility to find nearby accommodation. Secondly, the hotel provides accommodation for Zambian guests from other parts of the country during weekdays and left over rooms are sold to tourists through Booking.com. As it is a low cost hotel, it has only the basic requirements for accommodation providing standard rooms, breakfast, private bathrooms and self-service kitchen facilities. The lodge also provides and arranges sight seeing trips to the Victoria Falls and nearby national parks.

My experience during my stay at this place and reviews other guests have provided do reflect that Gloria's bed and breakfast staff are very welcoming and helpful as they do arrange trips, advise guests about the nicest places to visit, and always willing to make customers remain comfortable. An environmentally unfriendly atmosphere or behaviour of a tourism enterprise often results in the rapid deterioration of the physical and environmental capital at the destination, while it rarely achieves a reasonable return on the social cost generated by using the public natural resources and due to this, the hotel may maximize their short term benefits at the expense of public welfare. In the long run, they would lose business and ability to attract tourists or visitors (Coccossis & Nijkamp, 2000, p.13).

4.4. Tour operators and the environment

These play a controversial role with respect to the environment in the destination level. In Zambia most of the tourist concentration is more around the Victoria falls area and the national parks. Tour operators are perceived to be in direct conflict with the environment because they sometimes demand amenities which cannot be met by the natural resources of the destination or they stimulate environmental consuming activities. Some operators have not made any significant contributions to conservation of the natural areas where they offer tours, as some private operators especially non Zambians took protected areas for granted as they do not do much to support the environment. Instead, all they are
interested in is to drain a destination and later move to other countries after making their profits.

4.5. National Tourist Authorities
Traditionally, national and regional tourist authorities are responsible for the destination’s tourism planning and development. In Zambia, the statutory bodies responsible are the Zambia Wildlife Authority, Environmental Council of Zambia, Zambia Tourist Board, the National Heritage Conservation Commission, the National Museums Board and the Hotel and Tourism Training Institute. These government institutions work together with an aim to improve the balance of payments for the country and take all essential steps to attract tourists to Zambia. Usually, a frequent flow or arrivals of tourists to any destination mean more economic benefits for the country which may not be the case for Zambia, and failure in planning and assuming responsibilities by these statutory bodies, encourages private enterprises to develop tourism according to the logic of the market place while ignoring the local community as their interests may not reflect interests of local communities, which is a negative result of tourism development.

However, private operators in tourism are mainly concerned with short term profit and losses for their individual businesses, which is a sign that they do not see the importance of conservation and preservation issues. This results in a private sector led tourism development whose impact may cause irreversible damage in form of reduction in quality of life for the host population and this affects the consumer’s welfare by reducing choice in future time period and producers’ profit and loss account in the long term. The solution to this can only rest within close cooperation of the public and private sectors to create a sustainable development framework in which producers are required to operate. The five economic aspects analyzed are all based on different actors that outline their responsibilities. The key principle which must govern all action in tourism shouldn’t be anything different other than maximizing efforts to preserve and improve the major asset of the tourism industry, the environment. All the factors discussed above, are illustrated and shown in figure 5.
5. **Framework for sustainable tourism**

This concept of sustainable tourism development may not seem to make sense in a least developed country like Zambia, where much concern remains to overcome social deprivation and economic malaise. However, at the same time, it is increasingly being recognized that development needs to be sustainable, in that it meets their own needs (Bruntland Report, WCOED, 1987).

5.1. **Tools for sustainability analysis**

The concept of sustainable development is the key to seeking a more productive and harmonious relationship between three elements: visitor, host community and environment. However, this does not mean a static relationship, though achieving harmony is dependant on the ability to accept, absorb and adapt to change. This part of the report examines some approaches and tools that have potential to deal with important sustainable planning and management issues in the destination, shown in figure 6.
Community based economics

Social Goals

Economic Goals

Environmental Goals

Abbreviations for sustainable tourism and sustainable analysis in figure 6 as follows:

- LAC: Limits to Acceptable Charge
- VIM: Visitor Impact Management
- VERP: Visitor Experience & Resource Protection
- EIA: Environmental Impact Assessment
- CEA: Cumulative Effects Analysis

To relate above tools to sustainable tourism with reference to earlier discussion about Gloria Bed and Breakfast, a small-scale tourism enterprise, social goals, economical and environmental goals in figure 6 will be briefly discussed. The social carrying capacity which falls under social goals draws us to how the family hotel manages its resources within its carrying capacity and if we could refer to specifics, it means we need to know how many resources, what kinds, when and for whom these are available to. The term carrying capacity has been applied to land use planning and growth management, and other aspects of human activity and frequently mentioned as one method of controlling the direction and consequences of development. Shelby and Herlein (1984) define...
carrying capacity as “the level of use beyond which impacts exceed acceptable levels specified by evaluative standards” (Hall and Lew, 1998, p. 76-79).

5.2. Limits of Acceptable Charge (LAC)

LAC has been proposed as an overall framework for addressing the issues of managing impact and ensuring quality recreation experiences. It is a planning procedure designed to identify preferred resource and social environmental conditions in a given area and to guide the development of management techniques to achieve and protect those conditions. LAC evolved from work on design capacity in wilderness areas and on estimation of the effects of alternative use levels on the recreation environment. It emphasizes. In following the LAC process, a manager must undertake four basic tasks: identify acceptable and achievable social and resource characteristics of the area being managed, analyze the relationship between the existing conditions and those desired, identify a series of possible management actions that will achieve the desired conditions, and develop an environmental monitoring and evaluation procedure to measure the effectiveness of the management actions undertaken. LAC has 9 specific steps illustrated below:

![Figure 7: The limits of acceptable change (LAC) Process (Hall & Lew, 1998, p.83)](image-url)
5.3. Millenium Development Goals for Zambia

These goals, though not often mentioned in tourism circles are important towards tourism. Zambia as a member state of the United Nations, participated to make pledges to meet MDGs eight goals by 2015. The goals introduced were tailored towards eradication of extreme poverty and hunger, ensurance of environmental sustainability, promotion of gender equality through empowerment of women, improvement of maternal health, reduction of child mortality, combating malaria and other diseases, achieve universal primary education and developing global partnership for development. However, these principles were outlined at the World Economic Forum in 1999 and all relate to businesses and government in a broader sense and relate to tourism development as tourism can both hinder and potentially help these goals. Since tourism is dependent on both natural and human assets for promotion of a tourism product, the environment, people, disease and establishing and maintaining global partnerships for development are imperative to achieve and maintain a healthy industry. The implications of the MDG’s should be considered by all players in the tourism industry.

5.4. Need for sustainable tourism in Zambia

Tourism has complex system activities and services have numerous regional and global interrelationships that link it to other economic and social areas. The players involved in tourism activities are at every physical level, though if sustainable tourism has to be developed in order to achieve a specific effect, it is important to understand the complexity and characteristics of the global tourism system. If we have to draw from tourism benefits for any host region, assuming that free-market mechanisms for ecological and social purposes are applied, this would imply that, we accept the logic of a system mainly carried by private enterprises, in which competitiveness and operational profitability are both the core purpose and at the same time a prerequisite for ability to function. Administrators of environmentally protected areas, government-run institutions, non-governmental organizations and local communities that want to participate actively in tourism will have to begin thinking in these terms. The fundamental developments and mechanisms of tourism as a global economic activity and the typical characteristics of forms of tourism relevant to rural areas of developing countries are outlined as follows:-

Tourism holds the potential to assist in the implementation of conservation and development objectives, e.g. by creating economic benefits for local communities and the
national economies and by furthering the acceptance of nature conservation and environmental protection. The aim of ensuring the greatest possible benefits for sustainable development, and bearing in mind the active advisory is that overall mediating and catalytic nature of technical co-operation, this practical guide represents the first step towards acquiring the know-how necessary for sustainable tourism development. The focus here will be exclusively on sustainable concepts, in other words, forms of development that guarantee both the preservation of natural resources and economic value creation for local communities whereby participation in decision-making and learning processes will be attuned to the culture and traditions of the people affected. With this awareness as a backdrop, we can distinguish the two types of intervention specific to tourism: selective promotion of sustainable forms of tourism from regulation of problematic tourism development.

5.5. Tourism Marketing

The main industries comprising of activities called tourism are the travel and hospitality industries. In order for small-scale tour operators to be successful in hospitality marketing, it all depends on the entire travel industry. A practical example is that many hotels or resort visitors buy or purchase travel and hospitality assembled, organized or offered by wholesaler, who are in this case travel agents. However, when hotels arrange packages that wholesalers arrange, it means there are eliminating competitors. This is similar to when hotels and car rental companies cooperative relationships with airlines that offer frequent flyer travel plans. The perspective of tourism marketing is a vital tool for small scale tour operators as they should not only rely on the country’s attractions, but they must have a provision to retain tourists as customers if they would be need for them to visit the destination at some other time. Marketing is a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others. To explain this definition, we look at the following terms: needs, wants, and demands; products; exchange, transactions, and relationships; and markets. See figure 8.

Needs, Wants and Demands: These may have a complex meaning behind them, together with a differentiation factor. Products can be differentiated based on whether they satisfy customers needs or demands. Needs are requirements human beings need and these include food, etc. Wants are how people communicate their needs and these are described in terms of objects that will satisfy needs (Kotler, et al, 2003, p.13). Since
people have unlimited wants, but limited resources, they choose products that produce the most satisfaction for their money. When backed by buying power, wants become demands. Therefore, a customer would choose a product whose benefits add up to the most satisfaction, given their wants and resources (Kotler, et al, 2003, 13-14).

**Figure 8: Core marketing concepts (Kotler, Bowen & Makens, 2003, p.13)**

**Product and Services**: Products are there to satisfy needs or wants. A product’s concept is not limited to physical objects only, but this includes anything that is able to satisfy needs and it can be called a product. The term product in tourism marketing does include much more than services or physical goods, instead, consumers decide which events to experience, which tourist destination to visit, which hotel to stay in, and which restaurants to dine from. To a tourist who is a consumer, all these are products.

**Value, satisfaction and quality**: Customer value: It is the difference between the benefits that the customer gains from owning and/or using a product and the costs of obtaining the product. This benefit could be measured in monetary terms, e.g. when the products help the customer to save money that should be spent on something else. A benefit also can be difficult to quantify, such as the enjoyment that a customer receives from a product or service. The term "customer value" should not be confused with the value of customers to businesses. It refers to the value that the customers receive, not to how valuable customers are. Customer satisfaction satisfaction refers to the extent to which customers are happy with the products and services provided by a business. Its
levels can be measured using survey and questionnaires. Gaining high levels of customer satisfaction is very important to businesses because satisfied customers are likely to be loyal and make repeat order to use the variety of services offered by a business. Quality has a direct impact on product or service performance and it is closely linked to customer value and satisfaction (Kotler et al, p.18). It can also be defined as freedom from defects, and customer centered companies go beyond this narrow definition of quality.

**Exchange, Transactions and Relationships:** However, just as many businesses are concerned about their company’s brand image, management in these hospitality firms should think of their perceived images and value equation in the market place. The brand strategy for hospitality and travel companies is not limited as most companies in this industry face alot of challenges in building their company images. There is alot of competition for customers, especially for small scale tour operators because they have to compete with international businesses such as, international chain of hotels, or well established tour operators, etc. Due to this, there is need for these tour operators to apply marketing and brand strategies that help management to identify and compete for the attention of prospective tourists, financial investment and build a good reputaion. It is not enough for family operated small hotels to outsmart other service providers on the basis of cleanliness or friendliness of the staff, instead its the hotel’s brand culture that must supported and intergrated by looking at the the company’s vision, mission and purpose. Culture permeates all aspects of tourism businesses, manifested in certain rituals, codes, cues and symbols that the hotel is known to be. Company websites much be well detailed and should be easibly accessible to everyone and this makes it to be customer friendly. Many people will think or classify Zambia as poor, disease /poverty stricken or more of a disaster zone than a travel destination. It could be true, but hiding behind such and image is a country rich in history, beautiful landscape with interesting attractions. Zambia has rich traditoins, forests, monuments, handicrafts, cultural heritage, multiple tribal cultures and attractive cultural functions offering great tourist attractions.

**Markets:** A market is defined as being composed of individuals and organizations who are interested in and willing to buy a good or service to obtain benefits that will satisfy a particular need or who want and have the resources to engage in such a transaction, whereas an industry is a group of firms that offer a product or class of products that are similar and are close substitutes for another (Walker, Mullins and Larréché, 2008, p.85). The term may have many other definitions.
6. Findings

6.1. Service Concept Elements fit to customers, employees and business Value

According to research conducted for this report, it showed that, small-scale tour operators like Gloria Bed and Breakfast seem to use and utilize some of the tools for sustainability. Static relationships between the hotel and its customers does not exist. To relate research findings to the fit model after analyzing the relationships of the hotel with its customers, as I wanted to find out how it has managed to retain most of its customers locally and foreign tourists who keep going back to lodge there. My findings showed that the hotel could still boast of having loyal customers due to its good relationships it has maintained. The banquet business has satisfied customers locally and hence customer retention exists. Despite the size of the hotel, they have managed to build loyalty in terms of relationship marketing. This is therefore a proof of the value to customers and thereby it indicates their willingness to pay. In the following I will go more in depth with the details of the service proposition and how it fits the value to customers, the value to employees and then the value to their business.

6.2. Value to customers

The prices of the hotel rooms make it affordable for the customers that are on a budget and the prices fit the rooms/product, which are perceived as clean. There is a large family and double rooms with comfortable beds. In the process of the pre-arranged banquets, customers can decide on what menu to choose according to the set prices and content/product. It has a good reputation/promotion for hosting most Zambian traditional parties and offers a traditional menu/product. Its location/place in a walkable vicinity of Livingstone, in a quiet residential area and close to nice green areas and national parks benefits those who appreciate being close to nature and still with an easy access to the city. In the service processes there is no real division of tasks, which makes it possible for every member of staff to deliver the service required. The self-check-in/process is a value to customers when they arrive late to the hotel. The equipped kitchens in connection to the rooms add value as customers can prepare their own food and coffee/process. The physical evidence of the place is clean surroundings, swimming pool, quality furniture in both banquet and hotel rooms and a very friendly environment. Most guests appreciate the friendliness of the staff who are doing their best in serving their
customers as they are responsible and capable of hosting big events like family parties and weddings.

6.3. **Service Innovation**

It is a broad term that has to do with making changes in the direction, product line of a business and organisation in order to keep a company in the forefront of an industry. Sometimes referred to as anticipatory innovation with the idea to accurately project upcoming trends within a market and adjust accordingly in the way a company does business in order to achieve greater financial rewards. This type of innovation is often a combination of changes that affect different levels of operation depending on what is needed to acquire the desired results; sometimes it focuses on making changes in order to attract consumers and its process can make organizations more efficient in terms of operational structure. The ideas could be a change to the internal structure, increasing efficiency, keep operation costs low and deliver services easily. This innovation also relates to providing customer support and is often well accomplished by creating mechanisms that allow easy communication between management, guests and employees. Its general idea is to take something that is good and make it better. To accomplish this, there must be careful scrutiny of how things are done, why the procedures are in place and evaluate the importance/relevance of the processes and procedures in today’s market and identify ways the company can change and present greater value to consumers. Service innovation opportunities can be extended far beyond the business world. Families and individuals aspire to a richer and fulfilling life and this type of innovation is needed to improve the quality of life and help society and families deal with important issues such as poverty alleviation in households.

7. **Recommendations**

Considering that there is a lot of competition in tourism, in order for these small-scale operators to meet their goals towards sustainability with a view to benefit from tourism, the following improvements are recommended:

7.1. **Development of the strategic content by small-scale tour operators**

Strategic management is concerned with relating firms to its environment in order to successfully meet long-term objectives, whereas competitive advantage is also important, but it can only be obtained if a business system creates superior value for buyers and this is called value proposition or product offering. First and foremost, a firm must have a superior mix of attributes, e.g. price, quality, image, etc. Secondly, a firm must be able to
develop and supply better product offerings and be able to perform the necessary value-adding activities which are normally referred to as a firm’s activity system or “value chain” and the firm must have a resource base in the sense of know-how and money, etc. The resource base is jointly referred to as “stock of assets” (De Wit and Meyer, 2004, p.231-232). When considering the issue of product offering, one has to encounter a series of major problems such as: Low economies of scale, slow organizational learning, unclear brand image, unclear corporate identity, high organizational complexity, and limits to flexibility (De Wit and Meyer, 2004, p.232-233). In most cases, activity systems differ significantly but some attempts have been made in order to develop a more general taxonomy, which have been divided into primary activities, such as inbound logistics, operations, outbound logistics, marketing and sales, and service and support activities to ensure that the primary activities can be carried out (e.g. procurement, technology development, human resource management, firm infrastructure). If one asserts the notion of resource base, it is clear that a general classification of firm resources has not been accepted, but there are some commonly made distinctions: Tangible vs. intangible resources, relational resources vs. competences, knowledge, capability, and attitude (De Wit and Meyer, 2004, p.242-243).

7.2. **Business network theory**

The business network theory conceptualizes relationships between actors on the market under the assumption that long-lasting relationships are important for the actors’ business. The relationships are important in facilitating a firms’ competence development and to ensure effective sourcing and marketing. They are established through the investment of time and resources in getting to know each other’s ways of performing activities. Through the ties of business relationships and those originating from them – ties to customers, suppliers and public agencies – markets tend to form more or less stable networks of business relationships. Whilst opening up possibilities for a firm, at the same time they impose constraints on its business. In putting emphasis on the importance of business networks, the business network theory implicitly finds that for firms establishing business abroad is extremely difficult because of the lack of knowledge in the foreign market and the difficulty in attaining this knowledge. In order for a firm to gain the full knowledge it must become an insider on the given market, e.g. local tour operators. The main focus for establishing a business in a any country becomes one of establishing a position within the business network of that given country.
According to the business network approach the firm will typically tend to follow an establishment chain, starting with indirect export, then moving on to the use of agents or distributors and eventually establishing their own sales subsidiaries. Subsidiaries play more than a role of just serving the needs of the parent firm. The subsidiaries have networks of business relations and deals with problems and opportunities within these. The subsidiaries will strive for autonomy or try to influence any firm in a way that supports its own business network. The network theory therefore strives to analyze the business relations surrounding the subsidiaries, e.g. small-scale operators, rather than administrative and communicative links inside a multinational firms.

7.3. **The network level strategy**

The focus of strategy moves from its near proximity to a broader scope of its environment (De Wit and Meyer, 2004, p.359). The who, why, what and how of inter-organizational relations is referred to as relational actors, objectives, factors and arrangements. The relational actors are distinguished in two classes, namely industry actors and contextual actors. The industry actors can be comprised in up- and downstream vertical relations whether they supply or buy goods from the firm, and direct or indirect horizontal relations determined by whether they produce the same or complementary goods to the firm. The contextual actors are condition-setting actors within the broader environment (De Wit and Meyer, 2004, p.360 - 361). Companies choose relational objectives in expectations of achieving value-creation through synergies. There are three distinctions of relations: Leveraging resources, integrating activities and aligning positions. The distinctions utilize their mutual resources in the best way possible, to integrate value-chains and in that way span over a broader part of their industry column and finally, coordinate their moves in order to strengthen each other’s position in the environment. Relational factors are influenced by chosen objectives. They are guided by legitimacy, urgency (the ‘timing’ of the occurrence of the objective), frequency (whether it’s a one-off transaction or multiple transactions), and the power relations between the organizations. The relational arrangement between interacting firms, come in a variety of collaborative arrangements under two main distinctions: Bilateral and multilateral arrangements, which further can be divided into: Non-contractual, contractual and equity-based arrangements. Inter-organizational relations often bring about a paradox between competition and cooperation. In order to be successful, a firm must both reap the fruit of collaboration and still protect itself with a
competitive stance. Hence, need and importance for small-scale tour operators in Zambia to engage in networking strategies

7.4. The industry context

In order for a firm to maintain a favorable position on a given market, it is important that it keeps up with the developments of the industry it’s situated in. The main question is whether a firm or network can shape the industry context in order to gain an advantageous position or whether it should just follow the industry development. This further raises a question of compliance vs. choice. Industry development is caused by a change in one of the five important groups of industry actors: competitors, buyers, suppliers, new entrants and substitutes, which all can be decomposed into smaller elements and hence cause a shift in the industry context. Some of the dimensions that these structural characteristics move along and thereby changing the industry are: Convergence – Divergence, where business models converge towards each other or moves towards greater diversity, Concentration – Fragmentation, where the main share of the market is moving towards the hands of a few companies or whether it is moving away from them and becoming more fragmented, Vertical integration – Fragmentation, where firms tend to incorporate a larger part of the value-adding activities in the industry column or whether they are moving towards fewer, Horizontal integration – Fragmentation, where the boundaries of a business within an industry is disintegrating or whether they are growing stronger, International integration – Fragmentation, where the competitive interactions are moving towards an international scene or conversely towards a more regionally based competition, Expansion – Contraction, where the structural nature of demand within the given industry is expanding or contracting. These dimensions change in different patterns and at different pace. The gradual development occurs slowly and firms will generally have no problem in following the pace of the change. In the continuous development pattern the changes are more frequent, but this doesn’t necessarily mean that firms have adjusting difficulties. A discontinuous development involves that the dominant business model suddenly is changed by a radically better one. Generally, firms will have trouble to adapt quickly to the new model because the radically different nature. In a hyper competitive development, there are constant changes that make it impossible to maintain a dominant position in the market.

There is a paradox for the firms to comply the structure of their industry and trying to shape it themselves. In shaping the structure a firm can gain industry leadership, but if a firm tries to change the structure and it doesn’t bend it can be suicidal, hence compliance
is the solution. The two perspectives are the industry dynamics and industry leadership perspective. The industry dynamics perspective focuses on underlying industry dynamics, which no single firm can shape in a specific direction. The industry leadership perspective on the other hand leaves it up to the firms to mold the future of the industry.

**Service Intensity Matrix:** This model would be useful to analyze various questions for small-scale operators as it is a good instrument for positioning the services’ for the hotel. It can also be used in designing propositions for the companies and to see whether the service outcome fits the customer expectations. However, since the hotel like Gloria Bed and Breakfast has mostly standardized services, the two dimensions in the matrix; that are, outcome and interaction, showed that the hotel has its interaction with its customers mostly in forms of check-in and breakfast buffet, which does not incur high intensity interactions. Compared to the amount of interaction with other small family owned hotels, we can use the matrix to check how the services of the hotel are positioned. I noted from my observation that the hotel did not have any reception in place and this would further discourage aspirant customers to seek services and thereby contribute to a limited expectation towards interaction. To use this matrix effectively managers should follow up with questionnaires from the customers to get their views on how they perceived the service outcome according to their expectations through a rating system. From this they can get helpful information, which can be used to plot into the matrix and see if there is any correlation between the customers rating, which can be adjusted in terms of the product, process or the people.

**The Service Triangle:** Gloria Bed and Breakfast has a good rate of customer satisfaction compared to others small hotels on Booking.com, as the business is providing the service at a level expected by the customers. And if we look at the four marketing Ps, Price, Product, Place and Promotion between the firm and the customers, the hotel, the low price, unfamiliar or non-existing brand and location in the outskirts of Livingstone would not lead customers to have high expectations. It is necessary for the service provider to meet the customers’ expectations created by the marketing Ps. If the service process or physical evidence turns out to exceed expectations, then customers will return and tell others about their service experience. The service provider has capabilities to continue developing satisfactory relationships with the customers and this does not only help the business to retain customers, but it helps to sell their services and in turn generate revenue.
8. Conclusion

To cope with difficulties that the country was facing, the Zambian government attempted to stabilize the country’s economy in many ways. The International Monetary Fund (IMF) influence on government policies was significant as the relationship of Zambia and the World Bank dates back to the 20th Century. The first stabilization package agreed upon between Zambia and the IMF consisted of the 1973/1974 standby agreement which was aimed to halting the country’s declining external reserves as well as arresting the budget deficit due to the decline in copper prices. Conditionality included a call for a reduction in public spending, borrowing restrictions, and a wage freeze. The second IMF stand-by Programme was effected in 1976/1977 and involved a financial injection into the Zambian economy of SDR 19 million. The conditionality again focused on demand management. The third and longer IMF programme, also demand management focused, was the 1978 to 1980 SDR 250 million standby facility. The Programme performance criteria included limit in domestic credit expansion and a ten percent (10%) devaluation of the kwacha’s nominal value. The fourth arrangement focused primarily on the supply side policies for the promotion of agriculture, mining and manufacturing. The government failed to meet the IMF conditions and it was terminated maturely (Saasa and Carlsson, p.41). The Government tried various measures to minimize the decline of the country’s currency, e.g. it tried to prop up the kwacha exchange rate by demanding documentary evidence of how the previous auction funds allocation was utilized, by introducing tax payments and by raising the weekly allocation of the dollar. The government also decided to demand a thirty percent (30%) excess with bids. As one desperate effort, the government introduced the Dutch auction system in which payment is according to the bid. Tourism development can be achieved in harmony with nature when tour operators recognize the need to take action, support weak elements such as destinations and communities.

As for Zambia’s tourism marketing strategy, the important challenge for destination marketing is to bring all individual partners together to cooperate, discourage competition and pool all resources together towards development of an integrated marketing mix and delivery system. In order to consolidate Zambia’s position as a tourist destination in the established generating markets at regional and international levels, there is need to utilize various marketing tools such as websites, target new and potential
markets by identifying and monitoring changing designs and needs for various market types such as those in North, East, and West Africa and Europe. To enhance Zambia’s competitive position in the intercontinental destination marketing, there is need to mobilize effective promotional measures supported by attractive proposals and appealing tourism products. The Zambian government promotes the Victoria falls, which is listed as an international tourism heritage which is a key factor leading to the market in Zambia and national parks are preferred tourism destination areas. Tourism products need to be diversified for them to meet demands of the general public, increase tourist’s market share in competitive areas and strive to realize the country’s potential in terms of adventure, promote Zambia’s scenic beauty, diverse wildlife, diverse of cultures and heritage, pay special attention towards product promotion and product diversification, and strategies in particular, to tourist arrivals in the country from various parts of the world.

Finally, I wish to state that, most of the tour operators contacted have portrayed different ways about how they are managing to reduce poverty in their communities. Since Zambia encourages freedom of trade, these operators are able to sustain themselves through tourism.
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