BRANDING AS A STRATEGIC TOOL TO REPOSITION A DESTINATION: A SURVEY OF KEY TOURISM STAKEHOLDERS IN ZIMBABWE

By

JORAM NDLOVU

Submitted in partial fulfilment of the requirements for the degree of PhD Tourism Management

in the

DEPARTMENT OF TOURISM MANAGEMENT
FACULTY OF ECONOMIC AND MANAGEMENT SCIENCES
UNIVERSITY OF PRETORIA

STUDY LEADER: PROF. E.T.HEATH
30 April 2009

© University of Pretoria
ABSTRACT

The main purpose of this study was to develop a destination branding and positioning framework, with particular reference to the Zimbabwean experience. The theoretical underpinnings and concepts used in this study were destination marketing, destination branding and positioning, image and destination competitiveness.

To provide a strategic context to the study, branding as a key element of destination marketing was clarified; the strategic role of branding /re-branding in the positioning/repositioning of a destination was outlined; international trends and best practices in branding and positioning were evaluated; and the destination marketing situation in Zimbabwe, with particular emphasis on the status of branding and positioning, was determined.

To determine key stakeholder attitudes, experiences and expectations regarding the branding and positioning of Zimbabwe as a tourism destination, a stakeholder survey was carried out during 2006 and 2007. Stakeholder groups included in the survey were key industry representative bodies, national tourism authorities, publicity associations, tour operators and airlines flying into Zimbabwe.

The study concludes that the concept of branding has varied interpretations in destination marketing. While branding can be used as a strategic tool to reposition a destination, the study notes that there are a number of non-tourism factors which can erode brand equity rendering a destination brand obsolete. It observes that unless and until these non-tourism factors are addressed the destination brand may not perform optimally. Any destination that needs to re-brand has to deal with the image issues before any meaningful re-branding activities can take place. The consistent use of well focused promotional and public diplomacy strategies as well as proactive crisis management should be used to pull the destination from its negative equity.
A key outcome of the study is a strategic framework for branding and positioning a destination in crisis. It sets out guidelines for the stakeholders on how to implement the branding process. In addition, the framework adds value to destination marketing since it can be applied as a frame of reference in understanding the complexities of destination branding. While the framework has been developed in a Zimbabwean context, it can be applied to other destinations which have a need to brand or re-brand.

An integrated marketing and communication strategy is recommended since branding alone may not yield positive results under a crisis situation. At the same time the destination needs to address political and economic issues, design strategies that can bring together all the stakeholders, while encouraging alliances and joint ventures among tourism operators. The study contributes to the existing body of knowledge regarding destination marketing, particularly destination branding.

**Key Words**

Destination branding, positioning, destination marketing, market segmentation, competitiveness, brand communication, brand identity, image, brand equity.
DECLARATION

This thesis is the property of the University of Pretoria. The literal rights of the author must be observed. Quoting or paraphrasing of this study must be done with the written consent of the author. Publication or any written work which contains copied passages or closely related information from this thesis would constitute the infringement of copyrights as outlined in the Copyrights Act. I therefore declare that this doctoral thesis, which is submitted to the University of Pretoria, is a result of my own effort and has not been submitted to any other University by me for degree purposes.
DEDICATION

While PhD studies are an individual effort, this could not have been achieved was it not for the unconditional support and love of my wife Belinda and my two boys Mqalisi and Mbusi.
ACKNOWLEDGEMENT

I would like to pass my gratitude, appreciation and contribution of the following people and corporate bodies for their contributions towards the completion of this thesis. Professor E.T. Heath, my study leader, for his patience, assistance, constant support, guidance and encouragement during the course of the study. My sincere thanks to Professor E. P. Whittle for the language editing, Doctor J. Kangira and Mr E. Nyakunu for proof reading my thesis. I am grateful to my friends for their advice; they were always supportive, welcoming and encouraging. I would like to thank the following organisations for their valuable contributions in the study:

- Zimbabwe Tourism Authority
- Zimbabwe Council for Tourism
- Hospitality Association of Zimbabwe
- Civil Aviation of Zimbabwe
- All the other organisations which participated directly or indirectly
- All the people who participated in their individual capacity

I would like to thank the University of Pretoria for awarding me a bursary, which enabled me to work through the thesis. Finally, I would like to extend my sincere gratitude to my relatives, for their moral support through out my studies. I would like to thank Ms Lucy Mukanya who helped me with the data analysis and the lecturers at the Midlands State University in the Department of Tourism and Hospitality Management in Zimbabwe for volunteering to participate in the pilot survey. The opinions, conclusions and recommendations of this study are solemnly the writer’s views and must not be taken to represent the views of the University of Pretoria.
**ABBREVIATIONS**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AZTA</td>
<td>Association of Zimbabwe Travel Agents</td>
</tr>
<tr>
<td>BOAZ</td>
<td>Boat Owners Association of Zimbabwe</td>
</tr>
<tr>
<td>CAMPFIRE</td>
<td>Communal Areas Management Programme For Indigenous Resources</td>
</tr>
<tr>
<td>CASS</td>
<td>Centre for Applied Social Sciences</td>
</tr>
<tr>
<td>CNN</td>
<td>Cable News Network</td>
</tr>
<tr>
<td>CRS</td>
<td>Computer Reservation System</td>
</tr>
<tr>
<td>CSO</td>
<td>Central Statistics Office</td>
</tr>
<tr>
<td>CTB</td>
<td>Ceylon Tourism Board</td>
</tr>
<tr>
<td>DMO</td>
<td>Destination Marketing Organisation</td>
</tr>
<tr>
<td>DTB</td>
<td>Destination Tourism Board</td>
</tr>
<tr>
<td>HAZ</td>
<td>Hospitality Association of Zimbabwe</td>
</tr>
<tr>
<td>HOA</td>
<td>Heart Of Africa</td>
</tr>
<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
</tr>
<tr>
<td>IMF</td>
<td>International Monetary Fund</td>
</tr>
<tr>
<td>ITOZA</td>
<td>Inbound Tour Operators of Zimbabwe Association</td>
</tr>
<tr>
<td>MDGs</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>MICE</td>
<td>Meetings, Incentives, Conferences and Events</td>
</tr>
<tr>
<td>NCF</td>
<td>National Consultative Forum</td>
</tr>
<tr>
<td>NEDPP</td>
<td>National Economic Development Priority Programme</td>
</tr>
<tr>
<td>NGO</td>
<td>Non Governmental Organisation</td>
</tr>
<tr>
<td>NPWAZ</td>
<td>National Parks and Wildlife Authority of Zimbabwe</td>
</tr>
<tr>
<td>NTO</td>
<td>National Tourist Office</td>
</tr>
<tr>
<td>POSA</td>
<td>Public Order and Security Act</td>
</tr>
<tr>
<td>Acronym</td>
<td>Full Form</td>
</tr>
<tr>
<td>---------</td>
<td>-----------</td>
</tr>
<tr>
<td>RETOSA</td>
<td>Regional Tourism Organization of Southern Africa</td>
</tr>
<tr>
<td>SADC</td>
<td>Southern African Development Community</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities and Threats</td>
</tr>
<tr>
<td>TAG</td>
<td>Tourism Action Group</td>
</tr>
<tr>
<td>TALC</td>
<td>Tourism Area Life Cycle</td>
</tr>
<tr>
<td>UK</td>
<td>United Kingdom</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>WTO</td>
<td>World Tourism Organization</td>
</tr>
<tr>
<td>ZANU PF</td>
<td>Zimbabwe African National Union Patriotic Front</td>
</tr>
<tr>
<td>ZAPU PF</td>
<td>Zimbabwe African People’s Union Patriotic Front</td>
</tr>
<tr>
<td>ZATSO</td>
<td>Zimbabwe Association of Tour and Safari Operators</td>
</tr>
<tr>
<td>ZCT</td>
<td>Zimbabwe Council for Tourism</td>
</tr>
<tr>
<td>ZIPHGA</td>
<td>Zimbabwe Professional Hunters and Guides Association</td>
</tr>
<tr>
<td>ZNCC</td>
<td>Zimbabwe National Chamber of Commerce</td>
</tr>
<tr>
<td>ZTA</td>
<td>Zimbabwe Tourism Authority</td>
</tr>
<tr>
<td>ZTDC</td>
<td>Zimbabwe Tourist Development Corporation</td>
</tr>
</tbody>
</table>
# TABLE OF CONTENTS

ABSTRACT ................................................................................................................. ii  
DECLARATION ............................................................................................................. iv  
DEDICATION ............................................................................................................... v  
ACKNOWLEDGEMENT ............................................................................................. vi  
ABBREVIATIONS .................................................................................................... vii  
TABLE OF CONTENTS ........................................................................................... ix  
LIST OF TABLES ....................................................................................................... xviii  
LIST OF FIGURES .................................................................................................... xx  

## CHAPTER 1: INTRODUCTION TO THE STUDY ...................................................... 1

1.1 INTRODUCTION .................................................................................................... 1  
1.2 BACKGROUND AND ORIENTATION OF THE RESEARCH THEME ................. 2  
1.3 THE PROBLEM AND ITS SETTING ..................................................................... 4  
1.4 STATEMENT OF THE PROBLEM ...................................................................... 6  
1.5 SIGNIFICANCE AND CONTRIBUTION OF THE STUDY ............................... 8  
1.6 OBJECTIVES OF THE STUDY ........................................................................... 10  
1.7 RESEARCH QUESTIONS ................................................................................... 11  
1.8 THE RESEARCH STRUCTURE .......................................................................... 12  
1.9 METHODOLOGY .............................................................................................. 14  
1.10 LIMITATIONS ................................................................................................. 16  
1.11 DELIMITATIONS ............................................................................................ 16  
1.12 DEFINITION OF TERMS ............................................................................... 17  
1.13 SUMMARY ...................................................................................................... 18  

## CHAPTER 2: DESTINATION BRANDING AS A KEY COMPETITIVE POSITIONING STRATEGY IN DESTINATION MARKETING ......................................................... 21

2.1 INTRODUCTION ................................................................................................. 21  
2.2 ECONOMIC IMPACTS OF TOURISM IN A DESTINATION ............................... 22  
2.3 THE SIGNIFICANCE AND ROLE OF DESTINATION MARKETING ............... 26  

  2.3.1 Destination marketing organisations ............................................................. 27  
  2.3.2 The role of intermediaries in destination marketing ................................... 28  
  2.3.3 Support systems for destination marketing ............................................... 31
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.2.5</td>
<td>Destination-brand architecture</td>
<td>88</td>
</tr>
<tr>
<td>3.2.6</td>
<td>Strategic brand management</td>
<td>90</td>
</tr>
<tr>
<td>3.2.6.1</td>
<td>The external customer brand perspective</td>
<td>90</td>
</tr>
<tr>
<td>3.2.6.2</td>
<td>The internal brand perspective</td>
<td>91</td>
</tr>
<tr>
<td>3.2.6.3</td>
<td>Other branding models</td>
<td>92</td>
</tr>
<tr>
<td>3.2.7</td>
<td>Destination branding on the website</td>
<td>94</td>
</tr>
<tr>
<td>3.2.7.1</td>
<td>Benefits of a destination website brand strategy in Tourism</td>
<td>95</td>
</tr>
<tr>
<td>3.2.8</td>
<td>The role of Government in destination branding</td>
<td>97</td>
</tr>
<tr>
<td>3.2.9</td>
<td>Stakeholder power in destination branding</td>
<td>97</td>
</tr>
<tr>
<td>3.2.10</td>
<td>The role of the media in destination branding</td>
<td>100</td>
</tr>
<tr>
<td>3.3</td>
<td>CHALLENGES IN DESTINATION BRANDING</td>
<td>100</td>
</tr>
<tr>
<td>3.4</td>
<td>RE-BRANDING A DESTINATION</td>
<td>103</td>
</tr>
<tr>
<td>3.5</td>
<td>POSITIONING AS AN ELEMENT OF DESTINATION BRANDING</td>
<td>104</td>
</tr>
<tr>
<td>3.5.1</td>
<td>The definition of positioning</td>
<td>104</td>
</tr>
<tr>
<td>3.5.2</td>
<td>Internal destination positioning</td>
<td>106</td>
</tr>
<tr>
<td>3.5.3</td>
<td>Benefits of positioning a destination</td>
<td>107</td>
</tr>
<tr>
<td>3.5.4</td>
<td>Positioning strategies</td>
<td>108</td>
</tr>
<tr>
<td>3.5.5</td>
<td>The positioning process</td>
<td>109</td>
</tr>
<tr>
<td>3.5.5.1</td>
<td>Effective positioning</td>
<td>110</td>
</tr>
<tr>
<td>3.5.5.2</td>
<td>Market positioning</td>
<td>111</td>
</tr>
<tr>
<td>3.5.5.3</td>
<td>Psychological positioning</td>
<td>111</td>
</tr>
<tr>
<td>3.5.6</td>
<td>Steps in positioning a destination</td>
<td>114</td>
</tr>
<tr>
<td>3.5.7</td>
<td>Positioning a destination by using points of parity and points of</td>
<td>115</td>
</tr>
<tr>
<td></td>
<td>difference</td>
<td></td>
</tr>
<tr>
<td>3.5.8</td>
<td>Updating the position of a destination over time</td>
<td>115</td>
</tr>
<tr>
<td>3.5.9</td>
<td>Crafting an umbrella position for the destination</td>
<td>116</td>
</tr>
<tr>
<td>3.5.10</td>
<td>Destination competitiveness as a positioning tool</td>
<td>117</td>
</tr>
<tr>
<td>3.6</td>
<td>REPOSITIONING STRATEGIES FOR A DESTINATION</td>
<td>118</td>
</tr>
<tr>
<td>3.6.1</td>
<td>Steps in repositioning a destination</td>
<td>121</td>
</tr>
<tr>
<td>3.6.2</td>
<td>Sustaining a competitive position for a destination</td>
<td>122</td>
</tr>
<tr>
<td>3.7</td>
<td>IMAGE AS AN ELEMENT OF DESTINATION BRANDING AND POSITIONING</td>
<td>123</td>
</tr>
<tr>
<td>3.7.1</td>
<td>Developing a destination-brand image</td>
<td>124</td>
</tr>
<tr>
<td>3.7.2</td>
<td>The influence of image on a destination brand and on positioning</td>
<td>127</td>
</tr>
</tbody>
</table>
3.7.3 Factors that impact on the image of a destination................................. 128
3.7.4 Attractiveness of a destination as an attribute of image......................... 132
3.7.5 The relationship between destination brand image and personality ...... 133
3.7.6 Perceived risk and its impact on the image of a destination................ 134
3.8 PROPOSED FLOW CHART REGARDING DESTINATION BRANDING AND
POSITIONING......................................................................................... 135
  3.8.1 Destination branding committee....................................................... 137
  3.8.2 Destination planning and analysis.................................................... 137
  3.8.3 Destination brand image analysis..................................................... 138
  3.8.4 Brand development process............................................................. 138
  3.8.5 Brand-positioning process............................................................... 139
  3.8.6 Brand implementation................................................................. 139
  3.8.7 Brand management and evaluation................................................. 139
3.9 SUMMARY......................................................................................... 140

CHAPTER 4: APPROACHES TO DESTINATION BRANDING AND POSITIONING
IN VARIOUS COUNTRIES.............................................................................. 143
4.1 INTRODUCTION................................................................................... 143
4.2 APPROACHES TO DESTINATION BRANDING IN SEVERAL SELECTED
COUNTRIES................................................................................................. 144
  4.2.1 Denmark.......................................................................................... 144
    4.2.1.1 Issues emerging from the case study of Denmark.......................... 146
  4.2.2 United States of America................................................................. 147
    4.2.2.1 Strategies for marketing the USA during 9/11 crisis....................... 148
    4.2.2.2 Major issues emerged from the case study...................................... 149
  4.2.3 Israel.................................................................................................. 150
    4.2.3.1 Tourism crisis during the 2000 era............................................... 151
    4.2.3.2 The management of the crisis in Israel.......................................... 151
    4.2.3.3 Major issues emerged from the case study of Israel........................ 152
  4.2.4 Sri-Lanka........................................................................................... 153
    4.2.4.1 Marketing Sri-Lankan Tourism during a period of crisis................. 154
    4.2.4.2 Major issues that emerged from the crisis situation....................... 155
  4.2.5 Nigeria............................................................................................... 157
    4.2.5.1 Re-branding Nigeria as the Heart of Africa................................. 158
4.2.6 Fiji ............................................................................................................. 160
  4.2.6.1 The impact of the coups in 1987 and 2000 on Tourism in Fiji .......... 160
  4.2.6.2 Tourism marketing in Fiji after the coups ....................................... 162
4.3 A FRAMEWORK FOR DESTINATION BRANDING ................................. 164
4.4 DESTINATION BRANDING AND DIPLOMACY CAMPAIGNS ................. 165
  4.4.1 Scotland ............................................................................................... 166
  4.4.2 Britain ................................................................................................. 167
  4.4.3 Spain ................................................................................................ 168
  4.4.4 Costa Rica ......................................................................................... 169
  4.4.5 Central America ............................................................................... 170
  4.4.6 La Reunion ....................................................................................... 170
  4.4.7 South Africa ..................................................................................... 171
  4.4.8 Analysis of strategies for destination branding campaigns ............... 172
  4.4.9 Lessons learnt from the branding approaches .................................. 175
4.5 SUMMARY ............................................................................................... 176

CHAPTER 5: A SITUATIONAL ANALYSIS OF ZIMBABWE REGARDING
DESTINATION BRANDING AND POSITIONING ............................................. 180
5.1 INTRODUCTION ....................................................................................... 180
5.2 AN OVERVIEW OF ZIMBABWE AS A TOURIST DESTINATION ........... 181
5.3 THE STRUCTURE OF THE TOURISM INDUSTRY IN ZIMBABWE .......... 183
  5.3.1 The public sector .............................................................................. 185
  5.3.2 The Zimbabwe Tourism Authority (ZTA) ......................................... 185
  5.3.3 Registration and grading of tourism establishments .......................... 188
  5.3.4 The Private Sector .......................................................................... 188
  5.3.5 Functions of Zimbabwe Council for Tourism (ZCT) ......................... 189
5.4 BACKGROUND OF TOURISM MARKETING IN ZIMBABWE ................. 190
5.5 DESTINATION BRANDING IN ZIMBABWE .......................................... 193
5.6 AN EVALUATION OF DESTINATION BRANDING IN ZIMBABWE ......... 194
  5.6.1 Assessment of the current markets and focusing on the future markets... 195
  5.6.2 Auditing and analysing the appeal of the destination to the target market. 199
  5.6.3 Development of strategic objectives and marketing-mix .................... 199
  5.6.4 Creating an organisation to implement tourism objectives ................. 200
  5.6.5 Implementing and evaluating tourism marketing strategies ................. 201
CHAPTER 6: THE EMPIRICAL RESEARCH PROCESS REGARDING BRANDING AND POSITIONING OF ZIMBABWE AS A TOURIST DESTINATION

6.1 INTRODUCTION

6.2 THE RESEARCH METHODS AND DESIGN

6.2.1 Developing a research strategy

6.2.2 The sampling design

6.2.3 Developing a sampling plan

6.2.4 Selecting a sampling method

6.2.5 The population sample frame

6.2.6 Data collection methods

6.2.6.1 Research survey

6.2.6.2 In-depth interview guide

6.2.6.3 The questionnaire

6.2.6.4 The layout of the questionnaire

6.3 DATA COLLECTION PROCEDURE

6.4 DATA PROCESSING AND ANALYSIS

6.4.1 The chi-square

6.4.2 Chi-square test for independence
and positioning......................................................................................................... 287
7.7 SUMMARY....................................................................................................... 289

CHAPTER 8: TOWARDS A FRAMEWORK FOR DESTINATION BRANDING AND
REPOSITIONING.................................................................................................... 291
8.1 INTRODUCTION.............................................................................................. 291
8.2 AN OVERVIEW OF CARDINAL FACTORS IN DESTINATION BRANDING
AND REPOSITIONING....................................................................................... 292
8.3 DEVELOPING A DESTINATION-BRANDING AND POSITIONING
FRAMEWORK........................................................................................................ 294
   8.3.1 Market analysis.......................................................................................... 296
   8.3.2 Brand development.................................................................................... 298
   8.3.3 Brand positioning...................................................................................... 301
   8.3.4 Brand implementation and evaluation.................................................... 304
      8.3.4.1 Developing-destination brand equity............................................. 305
      8.3.4.2 Destination-brand identity............................................................... 306
      8.3.4.3 Brand communication...................................................................... 307
      8.3.4.4 Brand monitoring and evaluation.................................................... 312
8.4 THE IMPORTANCE OF THE DESTINATION BRANDING AND
POSITIONING FRAMEWORK............................................................................. 313
8.5 COMPARISON BETWEEN THE PROPOSED FRAMEWORK AND THE
EXISTING BRANDING AND POSITIONING MODELS......................................... 314
   8.5.1 Market analysis......................................................................................... 314
   8.5.2 The competitor analysis.......................................................................... 315
   8.5.3 The importance of image........................................................................ 315
   8.5.4 Brand equity............................................................................................ 316
   8.5.5 Functionality and integration.................................................................. 317
8.6 DISCUSSION.................................................................................................... 318
8.7 SUMMARY....................................................................................................... 321

CHAPTER 9: CONCLUSIONS AND RECOMMENDATIONS................................. 324
9.1 INTRODUCTION.............................................................................................. 324
9.2 REVISITING THE OBJECTIVES OF THE STUDY......................................... 324
9.3 AN EVALUATION OF THE RESEARCH CONCLUSIONS............................. 328
9.3.1 The importance of branding and positioning in destination marketing..... 329
9.3.2 Implications of branding and positioning in destination marketing.......... 331
9.3.3 Factors to be considered in destination branding and positioning........ 332
9.3.4 Challenges of destination branding and positioning in Zimbabwe........ 335

9.4 A PROPOSED FRAMEWORK FOR STRATEGIC DESTINATION BRANDING

AND POSITIONING........................................................................................................ 338
9.4.1 Market analysis........................................................................................................ 340
9.4.2 Destination brand development.............................................................................. 340
9.4.3 Destination brand positioning................................................................................ 341
9.4.4 Brand implementation, monitoring and evaluation.............................................. 341

9.5 RECOMMENDATIONS...................................................................................... 342
9.6 ISSUES THAT REQUIRE FURTHER RESEARCH........................................... 350
9.7 CONCLUDING REMARKS................................................................................. 351

REFERENCES.............................................................................................................. 353
APPENDICES.............................................................................................................. 385

Appendix 1: Covering letter and questionnaires......................................................... 385
Appendix 2: Summary of hypotheses........................................................................... 396
Appendix 3: Inferential statistics................................................................................ 398
Table: 7.5 Key factors that differentiate Zimbabwe from competing destinations................. 264
Table: 7.6 Adequacy of resources allocated for the marketing of Zimbabwe as a tourist destination.......................................................................................................................... 265
Table: 7.7 Extent of agreement with negative media comments regarding Zimbabwe as a tourist destination.................................................................................................................. 266
Table: 7.8 The application of destination branding in Zimbabwe........................................ 268
Table: 7.9 Key elements that are emphasized in the Zimbabwean tourism brand ............ 269
Table: 7.10 The selling points of Zimbabwean brand identity ........................................ 271
Table: 7.11 Statements about Zimbabwe’s tourism brand............................................. 273
Table: 7.12 Comparing Zimbabwe with and benchmarking it against South Africa, Zambia and Mozambique............................................................................................................. 275
Table: 7.13 The most commonly used methods to communicate branding and positioning in Zimbabwe.................................................................................................................. 277
Table: 7.14 Opinions expressed on the most appropriate strategy for repositioning Zimbabwe as a tourist destination............................................................................................................. 280
Table: 7.15 Key branding future considerations............................................................ 282
Table: 7.16 Opinions on the regularity of a performance review of the Zimbabwe’s tourism brand........................................................................................................................................ 286
LIST OF FIGURES

Figure: 1.1 The Research framework for the study .......................................................... 12
Figure: 2.1 Income generation and sharing in the tourism industry .................................. 25
Figure: 2.2 The role of the destination marketing organizations (DMOs) .......................... 27
Figure: 2.3 The tourism system ...................................................................................... 48
Figure: 2.4 Product and service brands .......................................................................... 55
Figure: 2.5 An array of brands of leading destinations .................................................... 70
Figure: 2.6 South Africa's umbrella logo ......................................................................... 71
Figure: 2.7 South Africa's array of logos .......................................................................... 71
Figure: 3.1 Branding key links ....................................................................................... 78
Figure: 3.2 The brand equity model ................................................................................. 80
Figure: 3.3 The customer-based brand-equity pyramid .................................................... 82
Figure: 3.4 The brand-identity system .............................................................................. 85
Figure: 3.5 The destination-brand pyramid ..................................................................... 87
Figure: 3.6 The destination-brand management process ................................................ 90
Figure: 3.7 Steps in developing a website strategy ......................................................... 94
Figure: 3.8 Developing a strategy for marketing the repositioning of a destination .......... 121
Figure: 3.9 The creation and sustenance of a competitive position .................................. 122
Figure: 3.10 Marketing partnership-based system in travel and tourism ....................... 125
Figure: 3.11 Factors that impact on the image of a destination ....................................... 129
Figure: 3.12 Destination image and destination branding ............................................... 133
Figure: 3.13 Proposed destination branding and positioning flow chart ....................... 136
Figure: 4.1 Development of a destination brand in Denmark ......................................... 146
Figure: 4.2 Destination-brand development .................................................................... 156
Figure: 4.3 Destination brand funnel .............................................................................. 164
Figure: 4.4 Destination-branding and public diplomacy campaign model ..................... 173
Figure: 5.1 Map of Zimbabwe ......................................................................................... 182
Figure: 5.2 Structure of the tourism industry in Zimbabwe ............................................. 184
Figure: 5.3 The organisational structure of ZTA ............................................................. 186
Figure: 6.1 The sampling plan ....................................................................................... 227
Figure: 7.1 General information on the respondents……………………………………. 255
Figure: 7.2 Years that the organizations have been operating in the tourism industry…… 257
Figure: 7.3 Constructs and the development of a framework for destination branding and positioning ………………………………………………………………………… 288
Figure: 8.1 Relationships between the constructs in the destination branding and positioning framework ……………………………………………………………….. 295
Figure: 9.1 Summary of the strategic destination branding and positioning framework….. 339