



Nation Branding Zambia: Putting Zambia on the Map as a Photographic Safari Destination

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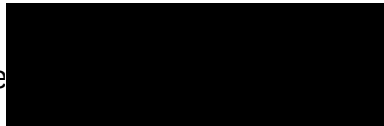
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DECLARATION

I hereby declare that the **research report** submitted for the **BA Honours in Strategic Brand Communication** to The Independent Institute of Education (The IIE) is my own work and has not previously been submitted to another University or Higher Education Institution for a postgraduate qualification.

Signature

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Date 29 Nov. 21

ABSTRACT

Zambia's tourism industry has been identified to have growth potential, with a strong diversity in photographic safari offerings and tourism experiences. Zambia's photographic safari product is characterised by an abundance of wildlife and scenic resources which provide tourists with a truly authentic experience, reminiscent of old Africa. However, due to Zambia's substandard Nation Brand, its photographic safari product is overshadowed by its regional competitors. This exploratory qualitative research study investigated the lived experiences of private photographic safari operators, as they navigate the challenges posed by an insufficient Nation Brand, while also relying on their own funds and resources to market both their offerings and the country as a whole. Through conducting in-depth interviews with active photographic safari operators, marketers of Zambia's photographic safari sector and stakeholders in the tourism industry, this study found that the private tourism sector is financing, managing and promoting Zambia's tourism industry; which negatively impacts on the profitability of respective operators' businesses. The above factors are compounded by a lack of government support and legislation, which nurtures and facilitates the growth of the industry. This research report details the significant growth factors and opportunities put forward by the participants to enhance the future prospects of Zambia's Nation brand. Further study is proposed to formulate an effective Nation Brand for Zambia in order to unlock the full potential of its tourism sector, placing it on a level playing field with its regional competitors.

Key Words: Zambia, Photographic Safari Sector, Nation Branding, Place Branding
Tourism

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Chapter 1: Introduction

The following chapter provides context to this research report including, background information that led to this study, the reasoning for selecting the topic at hand, the relevance of the study and what contribution this study is making. A problem and purpose statement relevant to the rationale of this study is provided, along with the main research question, sub-questions and direct research objectives.

1.2 Contextualisation

The Zambian Government identifies tourism, agriculture, manufacturing, and mining as the four pillars of economic development (Economic and Sector Work Africa Region, 2007:15). Zambia is one of the largest producers and exporters of copper in Africa, making the mining industry the largest contributor to the country's revenue (IGF,2017). Although Zambia is highly dependent on mining as its major productive industry (Kotze,2021) the tourism industry is an emerging industry with growth potential (Muuka, Hendon, Niffenegger & Muuka., 2006; UKaid & The World Bank, 2011; Mutambo, 2018).

Zambia is a land-locked country situated in Southern Africa, it is characterized by its diverse wildlife resources, varied scenery, wilderness, diverse culture, and heritage, the infamous Victoria falls, tempered weather, and welcoming people (Zambia Invest,2021). However, despite Zambia having these tourism resources, compared to Zambia's regional neighbouring countries, the tourism sector is underperforming (Chomba & Sianjobo, 2014).

Literature suggests that there is a lack of awareness of Zambia as a tourist destination, and the country is overshadowed by its regional neighbours (Muuka et al. 2006:83; The World Bank and UK Aid from, 2011: 2; Mwansa, 2015). Currently, there is a lack of effective marketing or marketing support from the Zambian government, regarding promoting Zambia as a tourism destination, which in turn affects any Place Branding efforts of privately-owned tour operators in Zambia. The majority of the international marketing of Zambia is carried out by private safari operators (Alsin,2021). This study explores avenues to establish Zambia as a

photographic safari destination. Although the researcher is focused on the growth of Zambia's photographic safari industry, ultimately thorough Nation Branding will popularise Zambia as a tourism destination, increasing the entire industry's value.

This paper will contextualize Zambia's current tourism industry and unpack the theories of Nation Branding, Place Branding, and Competitive Identity all of which could assist in improving Zambia's Nation Brand and eventually reposition Zambia as a tourist destination.

1.3 Rationale

Zambia as a safari destination is overshadowed by its neighbouring countries such as; Botswana, Tanzania, Namibia, South Africa, and Kenya, receiving fewer tourists in comparison to its neighbouring countries. (The World Bank and UK Aid from, 2011: 2). However, Zambia is a unique photographic safari destination and has a variety of wildlife areas to visit. This study will attempt to investigate the potentially positive impact, improved Nation Branding can have on the seemingly lesser tourist attractions and destinations in Zambia. The researcher has decided to carry out this research to explore the broader safari industry in Zambia and to understand the interplay between Place Branding and Nation Branding, regarding its impact on putting Zambia on the map.

Tourism significantly contributes to Zambia's economy. However, Zambia only accounts for a small share of regional and global tourism markets. Nevertheless, Zambia has the natural resources and other tourism assets to attract a significantly larger number of tourists. (UKaid & The World Bank,2011:1). According to Maree (2019), the research rationale should include the researchers' personal reasoning behind the proposed study. The researcher believes that for Zambia to reach its potential as a renowned photographic safari destination the country needs to develop its Nation Brand to appeal to prospective tourists. Moreover, growth in the tourism sector may raise prosperity and provide more job opportunities for Zambians, having a significant impact on formal and informal employment and incomes, especially in rural areas (World Bank,2007:4).

Furthermore, this research study may add to the body of knowledge regarding the competitiveness of the tourism industry in Zambia.

This study may uncover underlying issues facing the tourism industry, with regards to its marketing strategies, while also identifying potential areas for improvement. The knowledge obtained from this study may shed light to the impact of successful Nation Branding on a country's tourism sector, benefiting and guiding future strategies for both the governmental tourism board and private tour operators. This study aims to understand the current situation of Zambia's tourism industry and how the nation is branded.

1.4 Problem Statement

In terms of Zambia as a safari destination, it is overshadowed by its regional neighbours and has not yet reached its full potential (Muuka et al. 2006:83; Mwansa, 2015). For the most part, there is a lack of effective marketing, or marketing support from the Zambian Government, regarding promoting Zambia as a tourism destination. In turn, this impacts Zambia's individual tourism destinations. Therefore, the lack of Nation Branding affects the Place Branding efforts of private photographic safari operators. The Zambian Government's expenditure on tourism marketing is relatively low compared to its regional neighbouring countries, with the private sector undertaking much of the marketing itself. (UKaid & The World Bank, 2011:8).

1.5 Purpose Statement

The purpose of this study is to explore the impact or the lack thereof, of Nation Branding on the Zambian tourism sector. Focusing on Zambia's current tourism situation in comparison to its regional neighbouring safari destination competitors and the benefits that could be brought about by the correct implementation of Nation Branding and Place Branding, on the photographic safari sector in order to put Zambia on the map as a safari destination.

Studies conducted by Muuka et al. (2006) The World Bank and UKaid (2011), and Zambia Development Agency (2013) do highlight aspects of Zambia's tourism industry, but not the specific aspect of this study.

1.6 Research Question

1.6.1 Main Question

What are the impacts on tourism operators and their individual photographic safari destinations in Zambia as a result of the perceived lack of Nation Branding?

1.6.1.2 Sub-questions

1. Why is Zambia not as popular as its neighbouring countries in terms of being a Tourism/Safari destination?
2. How does Place Branding affect the marketing of the various safari destinations within Zambia?
3. How have Safari/Tourism operators used place branding to draw tourists to their safari areas?

1.7 Objectives

1. To compare Zambia's Nation Branding to other tourism destinations in Africa such as Botswana, Tanzania, Namibia, South Africa, and Kenya.
2. To investigate the current situation of the Zambian tourism industry.
3. To ascertain the potential positive impacts proper Nation Branding can have on the Safari sector.
4. To determine how Zambia will establish itself as a popular Safari destination.

Chapter 2: Literature Review

This chapter includes a conceptualization of key concepts relevant to this study. Thereafter, two theories are discussed in relation to one another namely, Nation Branding and Place Branding. Followed by an evaluation of existing literature, regarding Zambia's current tourism situation, Nation Branding in Zambia, the current implementation of Place Branding carried out by the private sector in Zambia and the necessity of Competitive Identity in popularizing Zambia as a renowned photographic safari destination.

2.1 Conceptualisation

2.1.1 Nation Branding

Nation Branding is a complex term, which has not yet been conceptualized in one inclusive definition. However, in short Nation Branding is considered a national strategy to build a positive image and reputation about a nation (Anholt, 2002; 2007; Fan, 2006). Nation Branding promotes specific economic interests (Fan, 2019:98). In terms of this study, the researcher is exploring Zambia's tourism industry which is a priority growth sector of the national economy (Zambia Development Agency, 2013:2).

2.1.2 Place Branding

Place Branding can be defined as the process of discovering, creating, developing and realizing ideas and concepts for reconstructing place identities, their defining traits and 'genius loci' and subsequently building the sense of place. Nowadays it is necessary for nations to manage and control their branding in order to attract tourists, factories, companies, and educated people and to find markets for their exports requires countries to adopt strategic marketing management tools and conscious branding (Kotler and Gertner, 2001:3) For the purpose of the study the researcher will focus on its necessity to grow Zambia's tourism industry, specifically the photographic safari industry.

2.1.3 Competitive Identity

Globalization is rapidly advancing, meaning that every country and their cities are competing for their share of consumers, tourists, investors, students, entrepreneurs, international sporting and cultural events, and for the recognition and respect of the international media, of other governments, and people of different nationalities (Anholt, 2007). According to Anholt (2007), Competitive Identity (CI) describes the synthesis of brand management with public diplomacy and with trade, investment, tourism and export promotion. This study will focus on the promotion of Zambia's tourism industry, specifically the photographic safari industry. Competitive Identity is a way for enhanced national competitiveness in a global world.

2.1.4 Tourism

Tourism is considered a social, cultural and economic phenomenon that encompasses the movement of people to countries and places outside of their home country for personal or business purposes (United Nations World Tourism Organization, 2008). In the context of the study, the researcher is focused on the economic value of tourism to a country, as tourism is one of the leading growth sectors in the global economy (Manzoor, Wei, Asif, Zia ul Haq & ur Rehman, 2019:3785). The Zambian tourism industry has experienced growth over the past decade, however, there is still potential for growth which the researcher intends to explore in the study.

2.1.5 Wildlife Safari Industry

Safari refers to touring African wildlife areas, providing revenue for conservation projects and game parks, supporting the protection of habitats and wildlife (Davies, 2013).

Zambia has a well-established Safari Industry and a well-established reputation for offering memorable safari experiences (Safari Booking, 2021). The researcher has identified the wildlife safari industry as a key industry in the country's economy (UNWTO, 2014). Safari refers to either consumptive (hunting) or non-consumptive

(photographic) wildlife-based tourism activities. Henceforth, in this study **safari** refers to the **photographic safari industry**.

2.2 Theoretical Foundation

2.2.1 Nation Branding

The overarching theory in which the study is rooted in the theory of Nation Branding. Although Nation Branding is a relatively new theory that is still being developed and cannot be defined in one single definition, it is concerned with applying branding and marketing communication techniques to promote a nation's image (Hau, Paul, Trott, Guo and Hui Wu, 2019:46). Different nations are applying Nation Branding to assist them to market their countries, products and services internationally; as well as attract tourists and foreign investors alike. Hau, et al. (2019:49) identified four dominant research themes namely; Nation Branding and Country Image, Nation Brand personality, Nation Brand strength and measurement, and Nation Branding integrated marketing communications. The most relevant Nation Branding theme to this study is Nation Branding and Country Image. In Anholt's (2002) view, in order for countries to appeal to the rest of the world, they need to strategically manage their image and reputation, Hakala Lemmetyined and Kantola (2013) suggest several reasons why Nations should manage their images, the most applicable reasons to this study is to appeal to tourists and to attract foreign investment.

Gudjonsson (2005) suggests that governments can apply branding techniques to add value to their industries and the brands they represent. In this study, the researcher is exploring the impacts or lack thereof, of Nation Branding on the Zambian tourism sector, specifically the photographic safari identity. The researcher believes that Zambia's safari industry is overshadowed by its regional neighbours, but with an improved Nation Brand - Zambia can differentiate itself and work towards establishing itself as a preferred safari destination.

Essentially the researcher believes that once Zambia has constructed a strong and valuable Nation Brand, the Place Branding efforts of private safari operators will be better received by international tourists.

As the theory of Nation Branding is relatively new, not many models or frameworks exist yet, in the literature. However, Anholt (2005) developed the nation brand hexagon (Appendix A), a model to measure the appeal of a nation's brand image and assess how consumers perceive the nation brand across six variables: governance, exports, tourism, investment and immigration, culture and heritage, and people (Kis, 2008; Mary & Misiani, 2017). Mugobo and Ukpere (2011) state that the elements of the model should be considered when developing a Nation Brand strategy. Hassan and Mahrous (2019) support this sentiment and explain that these elements play a crucial role in building brand character.

This study references Anholt's (2005) Nation Branding hexagon in the case of Zambia, however, focuses on the tourism element of the model. The tourism element of the Nation Brand hexagon is most applicable to this study as this element considers the level of interest in visiting a country and the draw of the natural and man-made tourist attractions (Anholt, 2005). In connection to exploring Zambia's tourism industry and its perceived shortcomings, the tourism element of the model informs the researcher's reasoning. The researcher identified a lack of government expenditure on the promotion of Zambia's tourism industry in comparison to its regional neighbouring countries. Interestingly Kis (2008) further suggests that the tourism element plays a significant role when considering a nation's promotion budget. In terms of exploring the benefits that could be accrued when correctly implementing a Nation and Place Branding strategy, increased expenditure and support from the government will further be investigated in this study.

2.2.2 Place Branding

Place Branding is defined as “a network of associations in the place of consumers' minds based on the visual, verbal, and behavioural expression of a place, and its stakeholders” (Zenker and Braun's 2017:275). Furthermore, Anholt (2004) explains that Place Branding is the practice of applying brand strategy and various marketing techniques to the economic, socio-political and cultural development of cities and regions. Although Place Branding has been linked into the mainstream branding domain, it nevertheless continues to be linked to tourism (Skinner, 2008) and is therefore relevant to this study as it is concerned with the importance of Place Branding in growing Zambia's tourism industry. Within the tourism domain, places are represented as destinations to visit; these can be countries, regions, cities and towns (Hankinson, 2010). This study focuses on Zambia's photographic safari industry and the various safari destinations the country offers, hence the inclusion of Place Branding in this study as a means to explore the current Place Branding efforts of the private safari operators.

According to de San Eugenio Vela (2013), Nation Branding is a necessity for places that wish to compete in a globalized world, as well as assisting them to escape certain stereotypes. As this study is exploring Zambia's safari product in comparison to regional neighbouring safari destinations and investigating how Zambia can position itself as a popular safari destination, the theory of Nation Branding and Place Branding in conjunction with one another are considered.

The theory of Place Branding is used to investigate the international marketing of Zambia's safari destinations which is carried out by private safari operators (UKaid & The World Bank, 2007:8; Aslin,2021). City Nation Place (2020) makes an interesting point stating that Place Branding is consistently affiliated with the government, however, this study is investigating Place Branding in Zambia because the researcher identified a lack of involvement from the Zambian Government regarding the promotion of Zambia's safari product. Consequently, any attempt of Place Branding by the private sector is ineffective and lost in the international tourism market.

Place Branding theory has been considered in conjunction with Nation Branding theory as a means to investigate Zambia's current safari industry and understand the benefits which could be accrued by the correct implementation of Nation Branding and Place Branding, on the safari sector.

2.3 Review of Previous Literature

The following review of previous literature will provide context to Zambia's tourism industry, as well as discuss the growth potential of the tourism industry in Zambia. There is a relative lack of research pertaining to the Zambian tourism industry and the impact that Nation Branding and Place Branding have on the Zambian tourism industry. Furthermore, there is a lack of relevant and current literature that accurately portrays the current status of the tourism sector (Mwansa,2015). Subsequently, the researcher discusses Nation Branding and its relevance to the research study. Additionally, the researcher considers Place Branding in relation to Nation Branding in Zambia. In light of Nation Branding and Place Branding lastly, the researcher argues the importance of competitive identity in positioning Zambia as a popular safari destination.

2.3.1 Zambia's Tourism Situation in 2021 Excluding Covid-19

Zambia is a landlocked country, situated in South-Central Africa, (Appendix B) illustrating Zambia's regional neighbouring countries. Several studies reiterate that Zambia can capitalize on its consistent stable political climate, its hospitable local people and the country's weather (Muuka et al., 2006:81; Zambia Development Agency, 2013:21). Several authors have recognized that Zambia's tourism industry has been noticeably growing for the past decade and can be identified as a priority growth sector for Zambia's economy (Muuka, et al. 2006; The World Bank, 2007; Mutambo, 2018). Zambia's major tourism assets relevant to the safari industry include Zambia's natural attractions, namely the Victoria Falls, the National Parks and Zambia's Game Management Areas (Muuka, et al. 2006:81). Appendix C Zambia's National Parks. In relation to the tourism element of Anholt (2005) Nation Branding hexagon, these natural attractions are Zambia's tourism assets which are drawn cards and entice tourists to visit Zambia. The additional elements of the model are not included in the discussion above, as they fall outside the scope of this study.

Mutambo (2018:7) articulates that despite the increase in the Zambian tourism sector, Zambia is underperforming, and its safari industry is in competition with Kenya, Tanzania, South African and Namibia (Mutambo,2018:7).

According to Zambia Tourism (2020), Botswana welcomes three times more tourists than Zambia. Acorn Tourism Consulting (2018:13) says that the short length of stay is a major concern for Zambia, as it demonstrates that Zambia for the most part is an 'add-on' for leisure tourists, rather than a primary destination. This could be because Zambia is perceived to be an expensive safari destination, due to the high cost of flights and a lack of seemingly affordable safari destinations (Banda & Cheelo, 2012).

Considering that the tourism element of Anholt's (2005) Nation Branding model evaluates a country's tourism, based on the level of interest international tourists have towards visiting a country, the previously mentioned literature indicates that there is currently a lack of interest in visiting Zambia.

Muuka, et al. (2006:83) indicate that Zambia's tourism industry has yet to reach its full potential. This is due to the identified insufficient marketing and promotion of the nation as a tourism destination. Zambia's promotion is done through seemingly traditional media channels including print media, radio and television. Zambia has not yet developed a central promotional theme, which impedes the potential growth of Zambia's safari industry. Studies show that for Zambia to differentiate itself from its tourism competitors, the Zambian government needs to enhance the focus of marketing and promotion in their national policy and planning (Muuka, et al. 2006:85).

Mutambo (2018) found that the recent research on the Zambian tourism industry, especially in terms of Zambia's competitiveness, is scarce. Thus, there is a gap in the knowledge of the topic, in the context of Zambia and intends to address the concepts of Nation Branding, Place Branding and Competitive Identity as a means for Zambia to reach its significant potential as a safari destination.

Besides Zambia's stable political climate and its temperate climate, in relation to the study, the researcher is focused on identifying and elaborating on Zambia's key assets which are integral towards popularizing Zambia as a safari destination. The researcher stipulated that Zambia's safari industry is overshadowed by its regional neighbouring countries.

2.3.2 Nation Branding in Zambia

Firstly, the concept of Nation Branding must be elucidated and its relation to the topic must be highlighted. Hau et al. (2019) state that there are few existing definitions on Nation Branding, therefore further conceptualization of the Nation Branding construct should be expected as the field grows. Fan (2006) definition of Nation Branding is most relevant to this study, as they explain that Nation Branding is concerned with applying branding and marketing communication techniques to promoting a nation's image.

The most relevant source to Nation Branding in the context of the study is destination Branding in tourism (Hau, et al. 2019:38). Fan (2006:3) states that all countries have a unique name and associated images in the minds of residents and foreigners. Anholt (2002) argues that countries need to manage their image and reputation strategically, in order to appeal to people. Dinnie (2007:200) regards the Nation Brand as an umbrella brand to many sector brands, an example being tourism.

Previous research shows compelling differences in the focus and purpose or outcome of Nation Branding (Hau, et al. 2019:38,). The following highlights the most relevant focus and purpose of Nation Branding to this study. Rendon (2003) and Szondi (2007) express that Nation Branding can be used to promote economic and political interests at home and abroad. Gudjosson (2005) reiterates Fan's (2006, 2009) view that Nation Branding can be used to alter, improve or enhance a nation's image and reputation.

Fan (2006:5) explains that a nation's image is defined by foreigners, their perceptions are based on stereotypes, media coverage and personal experience. Similar to a commercial brand a nation can reposition and communicate its repositioning (Gumpo,2005). There is a lack of research focused on how Zambia as a nation, can use Nation Branding to reposition itself relative to its neighbouring competitor countries.

Studies have shown that Zambia is overshadowed by its regional neighbours and in order to successfully compete against its regional neighbours as a safari destination, it must improve its image and reputation (Muuka, et al. 2006; Mutambo; 2018, Zambia

Tourism, 2020). Lastly, Anholt (2007) and Lee (2009) share the notion that Nation Branding can enhance a country's competitiveness, which is relevant to Zambia as they strive to reach its potential as a tourism destination.

According to Masango and Naidoo (2019:52), Zambia needs to be proactive in Nation Branding in order to cultivate a differentiated image which could result in increased attention to competitiveness and comparative advantage of a nation. Popescu, Olteanu and Curmen (2015:137) highlight Nation Branding's role in the development of entrepreneurship in tourism. The diversity in destinations that are found within Zambia has the potential to act as a major drawcard for potential future tourism.

2.3.3 Implementation of Place Branding for Zambia's Photographic Safari Destinations

Place branding is focused on attraction and location image that may attract events, tourists, investors, visitors, trade and influencers (Anholt,2010). In tourism marketing, place branding is mainly focused on cities, thus the gap for research on place branding for safari destinations is apparent. Most place branding research exists in the discipline of destination branding, which is primarily tourism-oriented (Walmsley & Young,1998; Kaplan, Yurt, Guneri and Kurtulus, 2010;). According to Balakrishnan (2009) places are competing for tourists, foreign investments and exports. Therefore, many countries around the globe are seeking to enhance their image, with an aim to increase tourism, investment, exports, and business activities (Kotler, Asplund, Rein & Hedier, 1999; Van Ham, 2001; Papadopoulos, 2004). Place branding discourse is focused on the commerciality of places, place branding is often crafted to promote a certain place for its tourism offering (Ritchie & Crouch,2003).

Due to the increased competition for tourists in the global tourism industry, countries are needing to better position themselves therefore, many countries are turning to place branding to develop a distinctive identity in the minds of tourists (Middleton and Clarke, 2012; Kumar, 2015).

Considering that Zambia only accounts for a small share of regional and global tourism markets (UKaid & The World Bank, 2011:8) there is a gap in the research to investigate whether place branding could possibly enhance Zambia's competitive

advantage. Furthermore Dinnie, Melewar, Seidenfuss and Musa (2010) state that there is a need for further research devoted to understanding place branding influence in the tourism industry, especially in developing countries.

Place branding is concerned with influencing people's perception, and the image they hold of a place, with regards to this study of tourist destinations. Haider, Kotler and Rein (1994) state that place images are the sum of beliefs, ideals and impressions people have towards a place whereas Shields (1991) regards place images as the various discrete meanings associated with places or regions regardless of their character in reality. Although people's associations and experiences of places will differ, when shared and widely accepted, their images become stereotypical for those places.

Tourism scholars have mostly examined tourists' perceptions of destination image to develop strategies for destination marketing and branding (Ekinici, 2003; Dedeoglu, Van Niekerk, Tosun, Dedeoglu, & Fyall, 2015 Weinland, & Celuch, 2019;). Interestingly not many studies have considered place image as perceived by the local people of destinations (Milman & Pizam, 1995; Gertner & Kotler, 2004; Johansson & Cornebise, 2010). Thus, the study will aim to understand how local private safari operators establish different destination place images as a marketing tool.

South Luangwa National Park, Lower Zambezi and Kafue National park can be considered Zambia's tourism draw cards (Hayne,2021). Current promotion of these areas focuses on the diversity and uniqueness of each respective destination; private safari operators in these areas are using place branding to promote their safari destinations. According to Matiza (2021) despite these marketing efforts without a strong Nation Brand, any place branding endeavours are lost within the marketplace. Furthermore, within Zambia, there are 19 national parks, 36 Game Management Areas, 7 wetland sites, 42 important birding areas and various forest reserves (Zambia Tourism, 2021).

Despite Zambia being a landlocked country, the country has an abundance of water resources (Zeravica, 2016) (Appendix D). Mosi-oa-Tunya, commonly known as Victoria Falls and the Zambezi River, can be considered Zambia's most iconic water resources.

Baker (2019) suggests that giving places powerful and unique images will enhance a place's unique value proposition. Furthermore Baker (2011) states that with increasing competition, places are evaluating their competitiveness and adopting branding principles to enhance and manage their identities in the global marketplace.

Interestingly, due to many African countries basing their development on the exports of raw materials they have not needed to invest in their brands (Freire,2017). Zambia for example relies heavily on the export of copper to support the country's economy (Meller & Simpasa, 2011). Smarason (2017) acknowledges various cities across the African continent that have the opportunity to position themselves as leading cities. Although this study is not focused on cities, but Zambia's natural resources, this does not disregard place branding as a potential strategy for Zambia to increase its competitiveness as a popular safari destination.

According to Smarason (2017) Africa's brand image and identity is characterized by either exotic wildlife, war, poverty and disease which was previously promoted by NGOs to raise funds for their endeavors. Unfortunately, this has done harm to the image of Africa. More so to Zambia because it used to market itself as "Zambia - the Real Africa " according to Simpson (2011) this previous slogan was blamed for hindering tourism development by associating Zambia with what many consider as Africa's reality: poverty, war, disease and crime. The Tourism Council of Zambia (TCZ), the private sector and other stakeholders set up a competition to encourage the public to participate in the adoption of a new tourism brand for Zambia. From this Zambia then rebranded to "Zambia: Let's Explore". In this way Zambia is also promoting domestic tourism, encouraging citizens to explore their own country. In terms of developing a new place brand, this strategy may be more authentic as it was created by Zambian residents.

2.3.4 Competitive Identity – Positioning Zambia as a Popular Photographic Safari Destination

With the rapid advance of globalization, nations, cities, regions and places are all competing for the same share of world consumers, tourists, investors, students, entrepreneurs, international sporting and cultural events, and for the attention and acknowledgement of international media, of other governments, and foreigners (Anholt,2007:1).

Mutambo (2018:1) identified Zambia as an ideal tourist destination, however, Zambia only retains 0.6% of the total demand for tourism in Sub Sarah Africa (Tourism and Travel Council,2008). Anholt (2007:4) expresses that countries do not promote their products and services in a coordinated way.

When a country's bodies, agencies, ministries, special interest groups, non-governmental organizations and companies are promoting their version of a country they are sending out an isolated disjointed image of a country (Anholt,2007:4). A coordinated national strategy is needed to reach the goals of a country's economy, its society and its political and cultural relations with other nations (Anholt,2007:5). Competitive Identity extends from Nation Branding and is concerned with the brand management of a country's public diplomacy and trade, investment and tourism and export proposition. The researcher is suggesting that Zambia uses the concept of Competitive Identity to achieve its national competitiveness as a safari destination in the marketplace.

2.4 Conclusion

The above-mentioned review of literature provides this study with a greater understanding of Zambia's current tourism industry, Nation Branding, Place Branding and Competitive Identity. All of which are considered in light of popularising Zambia as a renowned safari destination in comparison to regional neighbouring countries. Over the past 20 years the field of Nation Branding has developed in different directions and there are still divergent and fragmented conceptualizations of Nation Branding as the field is still developing. The most relevant definition of Nation Branding to this study is the application of branding and marketing communication techniques to promote a nation's image (Fan, 2006). The tourism sector has been identified as a priority growth sector for Zambia however, literature revealed an inefficiency in the current marketing and promotion of Zambia as a tourist destination. Therefore, the most relevant source to Nation Branding in the context of this study is destination Branding in tourism (Hau, et al. 2019:38). There is an apparent lack of existing literature regarding Nation Branding in Zambia, therefore, in order for Zambia to reach its potential further research concerning Nation Branding is necessary.

Zambia has a wealth of diverse safari destinations hence Place Branding and its application in Zambia as a marketing tool has been reviewed. Moreover, this study explores Competitive Identity as a means for Zambia to take its place as a renowned safari destination in the competitive marketplace.

Previous literature concerning Nation Branding is at large empirical and quantitative, however, this study is exploratory as its purpose is to investigate the impact or the lack thereof, of Nation Branding on safari destinations and private operators. Therefore, this study uses the theory of Nation Branding and Place Branding to investigate Zambia's current tourism sector. The reviewed literature provides guidance to the methodology of this study.

Chapter 3: Methodology

This chapter describes the selected paradigm and provides an overview of the research methods that were followed in the study. Details pertaining to the population and sampling methods have been provided, followed by data collection and analysis that were used in this study.

3.1 Research Paradigm - Interpretivism

The researcher has chosen the interpretivism worldview to follow, as it is the most appropriate research tradition that aligns with the study. Interpretivism is geared towards understanding the subjective world of human experience (Guba & Lincoln, 1989). This study aims to understand Zambia's current tourism situation, by engaging with some of Zambia's private safari operators. According to Dudovskiy (2016), interpretivism integrates human interest into a study, by including private safari operators in the study, the researcher delves into their lived experiences as safari operators in Zambia thereby gaining a profound understanding of the industry.

There is a lack of relevant literature focused on Zambia, however, this was a motivator for choosing the interpretivist research tradition, as an interpretivism theory follows the research for it to be grounded on that data generated by the researcher (Kivunja & Kuyini, 2017:33).

The epistemological position of interpretivism believes that one cannot generalize knowledge. All countries are different, with diverse tourism activities on offer which they use to build and maintain their strategic advantage with the purpose of economic growth, this is known as Nation Branding (Gold & Ward, 1994:19). With this in mind, there is no one way to brand a nation and Nation Branding cannot be generalized. The ontological position of interpretivism is that reality is relative and experienced differently by everyone, they believe that reality is a social construction that is based on the meanings ascribed to their own experiences and interaction (du Plooy-Cilliers et al., 2014:19). This study explores different experiences that private safari operators have of Nation Branding in Zambia.

Ultimately, interpretivism depends on an understanding of many realities, therefore they depend on the qualitative research methodology (du Plooy-Cilliers et al., 2014:30). The researcher is motivated to gain a better understanding of Zambia's current safari industry and the tourism sector as a whole. For this reason, the researcher has chosen an inductive approach to carry out exploratory research to gather new information regarding the topic.

The interpretivist worldview is best suited to the proposed study as the researcher must provide context to Zambia's current Nation Brand, as it influences Zambia's Place Branding and its tourism industry as a whole (Morgan, 2007:73).

3.2 Research Design

The researcher chose an inductive approach and carried out exploratory research, to gather new information regarding the topic. Considering that the objective of the research was to understand and explore the safari industry in Zambia, the researcher chose to follow a qualitative research design. The researcher collected rich in-depth data through the use of a semi-structured one-to-one in-depth interview, from industry specialists which aided the construction of this study (de Vos, Strydom, Fouche & Delport, 2011:347). du Plooy- Cilliers et al (2014,190) explain that qualitative research is concerned with the underlying qualities of subjective experiences; by delving deep into the industry and speaking with private safari operators the researcher could shed light on their experiences of place branding their safari areas. In essence, a qualitative researcher tries to understand the problem by empathizing and viewing the problem from their participants' perspectives. The researcher chose a qualitative research approach to explore, understand and describe the situation Zambia is in, in terms of positioning itself as a preferred safari destination.

3.3 Population

The following population parameters defined the population for this study; individuals who had an occupation in either the safari industry, greater tourism industry or are promoters of the Zambian Safari product during the time of the study. The target population was everyone that fell within the population parameters, with the accessible population being the people that were included in the study.

The above parameters assisted in ensuring that individuals who were experienced within the industry were included in the data collection process, providing relevant information that answered the research questions and allowed delivery on the objectives of the research study.

3.3.1 Target Population

- Photographic safari operators, ground handlers, employees of Zambia's tourism board and people working to promote Zambia's safari industry.

3.3.2 Accessible Population

- The accessible population were all the people within the target population that the researcher was able to contact via email and schedule an in-depth interview with.

3.4 Sampling

3.4.1 Non-probability Sampling

According to du Plooy-Cilliers et al. (2006) sampling is the process of selecting a particular group or sample to describe the entire population. As this study was exploratory, the non-probability sampling method was used. Furthermore, non-probability sampling was best suited to this study as the results from the in-depth interviews were not intended to be generalised. According to du Plooy-Cilliers et al. (2006) non-probability sampling is a method wherein, it is not known which individual from the population will be selected as a sample. The participants of the study were chosen based on a criterion of the population parameters and the researcher's ability to contact and access the participants.

Due to the qualitative nature of the study as well as to gain an in-depth understanding of Zambia's current nation brand; its impact on the tourism industry and more specifically the safari industry, the sample was relatively small and included 9 participants. Moreover, to develop a greater understanding of the lived experiences of people working in Zambia's tourism industry or working to promote the industry. The participants who were immersed in the safari industry were interviewed in order to obtain thick descriptions of the phenomena (du Plooy-Cilliers et al., 2006).

3.4.2 Unit of Analysis

The units of analysis included in the study were people, more specifically people who were working in the safari industry during the duration of the study.

3.4.3 Sampling Method

Non-probability sampling was used, due to time and logistical constraints. Two non-probability sampling methods, specifically – convenience sampling and snowball sampling were implemented. These sampling methods were chosen, as the sample was very specific – tourism players, mostly safari operators, in Zambia who responded to the researchers email and were willing to participate in the data collection.

3.4.3.1 Convenience Sampling

Convenience sampling was used as these individuals happened to be the most accessible to the researcher (McCombes,2021). The researcher had access to a handful of private safari operators with whom they were acquainted. Furthermore, convenience sampling is an inexpensive way to gather initial data. Prospective participants were contacted via email, the email included a brief background of who the researcher was, a summary of the research and a request for their voluntary participation.

3.4.3.2 Snowball Sampling

Snowball sampling allowed the researcher to access other participants as the initial participants referred the researcher to other people in the industry who also participated in the study (du Plooy- Cilliers et al. 2014,137). Although the study was previously designed to only include safari operators, snowball sampling proved to be an effective sampling method because one participant who has operated in the safari industry for over thirty years referred the researcher to other very relevant individuals. These individuals were active in the promotion of Zambia's safari industry as well as an individual who once served on the Zambia Tourism Board. The other safari operators that the researcher had planned interviews with also referred the researcher to safari operators they were acquainted with. Snowball sampling allowed the

researcher to access more participants, as the initial participants referred the researcher to other individuals in the industry which also participated in the in-depth interviews (du Plooy- Cilliers et al. 2014,137).

Convenience and snowball sampling allowed access to a handful of private safari operators that operate in Zambia's most popular National Parks namely; Lower Zambezi, Luangwa Valley and Kafue National Park. Furthermore, the snowball sampling method allowed for in-depth interviews to be conducted with various professional people who work towards promoting Zambia as a safari destination.

3.5 Data-collection Method

The researcher aimed to explore, understand and describe gathered information regarding Zambia's tourism industry, specifically the safari sector in relation to Nation branding and Place branding. The researcher carried out a cross-sectional survey design, as they only collected data from the respondents once between mid-July and the beginning of August 2021. Based on the nature of the study, the researcher selected to carry out in-depth interviews with the participants. By carrying out in-depth interviews the researcher was able to account for participants' feelings and ideas regarding the research topic. According to Boyce and Neale (2006) in-depth interviews often provide context, which assists the researcher to establish a more complete picture of Zambia's tourism and safari industry. Furthermore, in-depth interviews allowed for questions to be posed to the participants in order to establish an understanding of their views, opinions and beliefs about Zambia's current marketing strategies for tourism as well as note their recommendations of a way forward towards establishing Zambia as a popular safari destination. Moreover, in-depth interviews allowed the participants to elaborate and clarify on points stated to provide a more detailed explanation (du Plooy- Cilliers et al. 2014,188).

The researcher engaged with the participants on a personal level and established a relaxed non-threatening environment. The in-depth interviews were conducted and guided by the discussion guide. The interviews followed a general interview approach, which covered specific themes through predetermined questions that were established. The interviews began with broader questions that introduced the participants and established their position in the Zambian tourism sector with the focus narrowing as the interviews progressed. The outcome of the in-depth interviews was to understand the participants' feelings and views towards Zambia's current Nation Brand, the state of the tourism industry and the potential of the safari sector. Although the in-depth interviews were semi-structured, participants led the interview and engaged in a conversational manner.

The participants received the data-collection instrument well, as they led the conversation and spoke about other factors that the researcher had not considered but were relevant to the broader tourism industry and Zambia's Nation Brand and the management of its Nation Brand. Many of the participants alluded to the necessity of this study for Zambia and showed their support for it.

Open-ended questions allowed the researcher to refrain from asking leading questions so that participants could communicate their honest feelings, allowing them to provide their varied opinions and responses which were not predetermined by the researcher. The discussion guide was carefully considered prior to the data-collection in order to remove confusion and ensure that the researcher could collect information from the participants that was relevant to the purpose and objectives of the study.

3.5.1 Application of data-collection

Prior to collecting any data, the researcher reached out to the private safari operators they were acquainted with. Emails were sent out to people that fell within the accessible population requesting them to partake in an in-depth interview.

Once people responded and agreed to take part in the study, the researcher had to plan the in-depth interviews for logistical reasons. Prior to conducting the in-depth interviews, the researcher was in email communication with them to ensure that they were set on a date and time to partake in the study. On the morning of each scheduled interview day, an email was forwarded to the participants to confirm the schedule.

The researcher intended to conduct as many face-to-face interviews as possible but was prepared to conduct the interviews via Zoom or WhatsApp call if necessary, as during the weeks of the data collection the private safari operators were at their safari camps as they were in the midst of their busiest season. The researcher conducted face-to-face interviews with 5 of the participants, however, due to availability and geographic location the remaining interviews were conducted over Zoom or WhatsApp call.

The Zoom meeting proceedings differed from the face-to-face in-depth interviews as the Zoom meetings had to be scheduled and the link shared with participants approximately fifteen minutes before the Zoom meeting. Once the researcher and participant had joined the meeting they completed a microphone check and agreed that the connection was strong enough to sustain the in-depth interview. Once connection had been established the participants were asked for verbal consent to partake in the interview as well as for their permission to allow the in-depth interview to be voice recorded. The participants were told that after the interview they would receive an email with the required consent forms for them to sign and send back to the researcher.

Firstly, the purpose of the study, its relevance to Zambia and the safari industry, and the role the participants play in the study was explained to the participants.

The participants were reassured that their identity would remain anonymous and the data obtained from the in-depth interview would be kept confidential and used exclusively for the research study. The participants were asked if they were comfortable and ready to proceed with the interview.

One of the interviews had to be telephonically conducted over a phone call as the participant was visiting the Luangwa Valley and had no internet connection. The phone call followed very similar proceedings to the Zoom call. Additionally, another participant responded to the discussion guide via email as they were abroad at the time. on holiday.

The researcher planned and conducted face-to-face, in-depth interviews in Zambia's capital city – Lusaka. Prior to conducting the in-depth interviews, the researcher introduced herself and the study objectives, to the participants providing them with a background of the study. The participants were also provided with an explanation of the theory of Nation Branding and Place Branding so that they understood the topic before participating in the in-depth interview. The participants' signed the necessary consent forms stipulating that they were prepared to partake in the in-depth interview as well as giving consent to voice record the interviews for transcription purposes. This allowed for the researcher to be more attentive and created a less distracting experience for both the researcher and participants. Cook (n.d) argues that recording is a more accurate, effective and transparent way of capturing information rather than purely writing. However, the researcher kept notes and wrote down information of significant relevance. The researcher ensured to refrain from using jargon and used simple language throughout the interview, to avoid confusing the participants (de Vos, Strydom & Delport, 2014).

All of the interviews delivered on the points included in the discussion guide, but also ventured from its structure as the participants led the conversations. Although much of what participants were saying was similar, where necessary, the researcher probed the participants which encouraged them to share their honest thoughts and feelings allowing the researcher to further investigate specific topics of interest. As the interviews proceeded any points stressed by the participants were duly noted.

As per the discussion guide, the interview ended by giving the participants an opportunity to ask questions or provide any further remarks that they considered relevant to the study.

Once the interviews were completed the participants were thanked for participating in the interviews and were assured if they had any further thoughts or questions they could contact the researcher via email or telephonically.

3.6 Data Analysis Method and Application

du Plooy-Cilliers et al. (2014,93) states that qualitative content analysis is used to identify keywords, themes and patterns embedded in the text. Qualitative content analysis was used in order to assimilate the shared feelings and beliefs of the population from the data collected in the in-depth interviews.

Inductive content analysis was used, due to the qualitative nature of the study. The purpose of using an inductive approach was to; condense raw textual data into a brief summary, then establish clear links between the research objectives and the summary findings derived from the raw data and then to develop a framework of the underlying structure of experiences that are evident in the raw data (Thomas,2006). Furthermore, considering that previous studies on the research topic are limited, inductive content analysis is a well-suited method to use in this study (Hall, 2021).

du Plooy-Cilliers *et al.* (2014,235) provide an eight-step process for qualitative content analysis which the researcher used to guide the qualitative content analysis process, note that steps three and four were merged.

1. Data Preparation

A transcription website - Temi was used to transcribe the in-depth interviews into written text. The researcher attentively re-listened to the interview recordings, whilst editing the transcripts, in this way the researcher could attach meaning to sentiment shared by the respondents. By revisiting and editing the Temi transcriptions the researcher was able to keep reflective notes, relevant to the purpose statement and research questions. Data preparation was an essential step in the data analysis process as from the start the researcher immersed themselves into the data and planned for the rest of the analysis.

2. Definition of Coding Unit and Scheme Development

A coding unit was defined, and a coding frame was established, equipping the researcher to assign meaning to the text which assisted them in managing the data. During the data preparation when the researcher re-listened and edited the Temi transcripts they wrote down what they believed to be emerging themes.

The researcher assigned colour coded sticky notes and highlighters to identified words, phrases, sentences or paragraphs related to the specific research questions as she transcribed and read through the transcriptions. As the researcher moved through the in-depth interview transcripts the same, similar or new codes would appear. Before constructing a coding framework, the researcher organised the codes that had transpired from the data preparation ensuring that all the data was assigned a category and did not overlap. Thereafter, the coding framework was developed from the raw data (inductively), this study used a hierarchical coding frame as this assisted the researcher in organising the codes based on how they related to one another (Medelyan, 2021).

3. Testing of the Coding Scheme

Once the researcher had transcribed all the in-depth interviews they tested the draft coding frame on the first interview that was transcribed, proving its consistency and clarity.

4. Coding of all Text

The researcher chose to use thematic coding as even during the data-collection process they recognised specific shared feelings or thoughts expressed by the participants which were grouped together into themes. Thematic coding suited the iterative nature of the data analysis process, as the researcher reverted back and reread through the transcripts and noted the dominant patterns which occurred.

5. Coding Consistency Assessment

Most of the data was categorised into themes, however, some new codes occurred, therefore the researcher defined new codes as they worked through the transcripts.

6. Interpretation of Data

The researcher referred to the theoretical frameworks included in the literature review, but mostly used their own intuition to make sense of the meaning embedded in the text. As this study was context-sensitive, the researcher considered and described the meanings that were reconstructed from the analysis of the text to the broader context of this study, specifically in the context of Zambia. The researcher ensured that they carefully considered specific responses that were initially overlooked during the data

collection, as the respondents would have not shared this information if they did not believe it was necessary.

7. Reporting of Methods and Findings

The analysis process reported above and note keeping enabled the researcher to truthfully report on the methods used. From the analysed data the researcher used existing theory to bring context to the data in relation to the research problem, questions and objectives.

3.7 Trustworthiness

According to du Plooy-Cilliers et al. (2014:253) qualitative researchers prefer to use the criteria of 'trustworthiness' to measure the reliability and validity of qualitative research findings. As the researcher carried out a qualitative research design, trustworthiness was ensured by testing the credibility, transferability, dependability and confirmability of the study.

Credibility is concerned with how accurately the researcher will interpret the data collected from the participants as well as the duration of time spent with the participants (du Plooy-Cilliers *et al.* 2014,258). As the study followed a cross-sectional survey design, the researcher carried out in-depth interviews with the participants, only collecting data once from respondents. This may have affected the credibility of the study as the researcher had limited time with each participant. Furthermore, the researcher only selected one research method and due to time constraints could not make use of triangulation. However, the credibility of the research was enhanced through the development of an early familiarity with the participants, as the researcher provided context to the concepts of Nation Branding and Place Branding prior to conducting the in-depth interviews. Furthermore, the researcher chose to use convenience and snowball sampling which increased the credibility of the research study as the participants had first-hand lived experiences of the safari industry in Zambia.

Although qualitative research rejects generalizability (Maree, 2019:144) within qualitative research, **transferability** is used to invite readers of research to develop connections between elements of a study and their own experience or research (Maree, 2019:144). The researcher increased the transferability of the study through purposeful sampling. The participants the researcher conducted in-depth interviews with represented the entire population in terms of the context of the study as they were all active in the safari industry during the time of the study.

According to Moon, Brewer, Januchowski-Hartley, Adams and Blackman (2016:2) **dependability** refers to the consistency and reliability of research findings and the degree to which research procedures are documented, allowing for someone removed from the research to follow, audit, and critique the research process. The researcher documented the in-depth interviews in the form of transcripts, the research process and the data analysis process were also documented above so that an external reader could follow the decisions made throughout the analysis.

Confirmability is concerned with the level of confidence that the research findings are based on the narratives and words of the participants rather than the potential bias of the researcher as well as the neutrality and objectivity of the study (Brewer et al. 2016:2). To establish confirmability for this study the researcher provided an audit trail, highlighting all the steps that were taken during the data analysis process to provide a rationale for the decisions made, establishing that the research findings accurately portrayed the responses of the participants (Statistics Solutions, 2021).

Chapter 4: Findings and Interpretation of Findings

This chapter includes the presentation of research findings along with interpretation and discussion of these findings in context of the research problem. Additionally, the findings are comprehensively related to previous literature and the theory of Nation Branding.

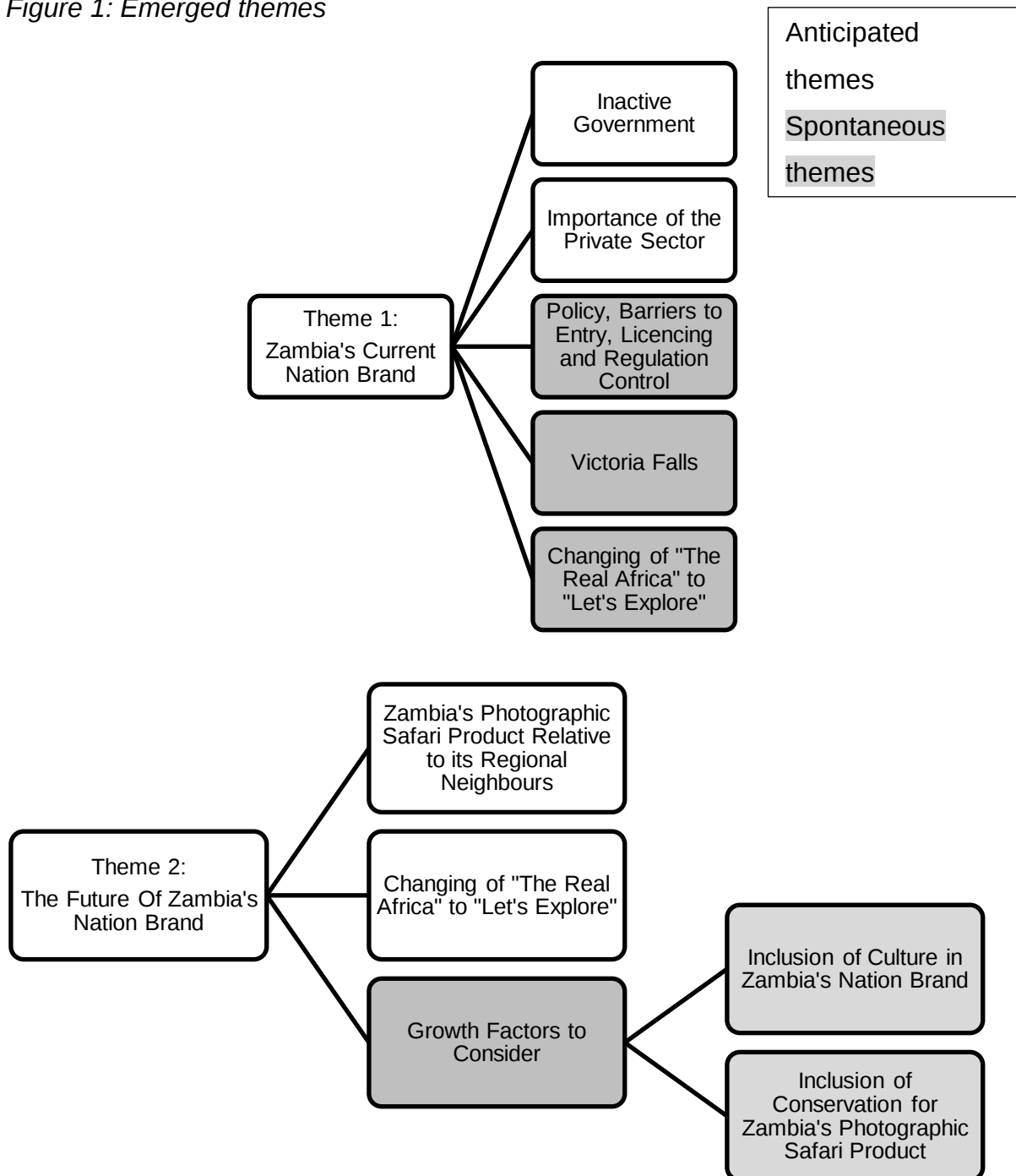
4.1 Presentation of Findings

Table 1 attached herein, briefly describes the participants without breaking anonymity. figure 1 illustrates themes which emerged from the analysis of the in-depth interviews. Note that other presentations of findings are integrated throughout the document specific to relevant themes.

Table 1: In-depth interview participants'

Participant	Occupation	Years Experince
1	Marketer, specialising in tourism	+ - 15 years
2	Private Photographic Safari Operator	+ - 20 years
3	Tourism Industry expert	+ - 25 years
4	Owner of a destination management company (DMC)	+ - 30 years industry experience
5	Head of social media marketing at a DMC	+ - 3 years
6	Private Photographic Safari Operator	+ - 20 years
7	Private Photographic Safari Operator	+ - 20 years
8	Private Photographic Safari Operator	+ - 35 years
9	Tourism promotion - publication owner	+ - 5 years

Figure 1: Emerged themes



4.2 Theme 1: Zambia's Current Nation Brand

All participants spoke of different factors which have led to Zambia's poor Nation Brand. A recurrent factor was that Zambia tourism is "underfunded" and "under resourced". Consequently, impacting practical factors, such as, infrastructure and accessibility relevant to the tourism sector. Participants shared the belief that there has been a "lack of promotion effort from governmental bodies". Another prominent factor which spontaneously emerged, was related to legislative factors including: "Barriers to entry," "licensing and regulation control" and, "policy of control". These factors have affected the demand pyramid and led to Zambia having a "poor investor climate".

4.2.1 Inactive Government

Findings indicated that, the government is inactive in building and maintaining Zambia's Nation Brand - leaving the private sector to drive Zambia's tourism and safari product, these findings were consistent with that of UKaid & The World Bank (2007) clearly showing that many of these factors are attributed to the lack of funding and resources available to the governmental bodies, to promote Zambia as a tourism destination. Shared perceptions include the notion that the effort the Zambian Tourism Agency (ZTA) invests into the promotion of Zambia is minimal. This essence is captured in the following sentiments as stipulated by two participants "even before Covid-19, Zambian tourism governmental bodies were failing to attend tourism events", "even when they go to the travel shows, the stands are left empty". Commentary like this shows the perception of the government's inactivity and apathetic attitudes towards promoting Zambia's tourism product.

With reference to this study's main question, it was found that the participants were dissatisfied with Zambia's current Nation Brand, with a participant saying "Zambia's destination marketing strategies well... I don't know what they are, that's the problem". However, respondents held a sense of hope for Zambia's Nation Brand. All respondents indicated their awareness of the potential of the country's tourism industry, especially the safari product. As demonstrated in the participants' responses, there are no positive sentiments towards Zambia's current Nation Brand, but hopeful sentiment exists. (See appendix E).

4.2.2 Importance of the Private Sector

It was found that Zambia's Nation Brand is largely "driven", "managed" and "financed" by the private sector. Seven of the participants explicitly stated that they had to lead the way in branding Zambia as a tourism destination, because they could not rely on the government to do so. (See appendix F).

4.2.2.1 Interpretation and Discussion of Findings

These findings referred to the research problem, thereby reinforcing the notion that there is a lack of effective marketing, or marketing support from the Zambian government, regarding the promotion of Zambia as a tourism destination. Thereby, leaving the private sector, specifically safari operators, to drive and finance any global marketing initiatives. Consequently, detrimentally impacting their safari product business. Furthermore, any Place Branding efforts initiated by private safari operators get diluted, because they first have to promote Zambia as a safari destination, before they can promote their own safari product.

From a political perspective, Nation Branding theory is seen as, coordinated government efforts to manage a country's image, in order to promote tourism, investment and foreign relations (Volcic & Andrejevic, 2011); however, the findings suggested that, the application of Zambia's Nation Branding strategy is poorly implemented, thus rendering it ineffective. According to Gilbert (1990) a government's role in the marketing of tourism products is dependent on the value placed on tourism. Considering that Zambia's tourism sector has been identified as a priority growth sector for Zambia's economy (Muuka, et al., 2008:81; Zambia Development Agency, 2013:21) it can be conceived that the government would be more proactive in building and managing Zambia's Nation Brand.

Findings suggested that Zambia's poor Nation Brand can be attributed to many deeply rooted issues, however, the most predominant opinion, shared by all participants, was the underfunding of Zambia's tourism sector. ZTA cannot be solely blamed for the perceived lack of Nation Branding as they do what they can with the resources available to them. According to participant 1, in 2016 ZTA worked in tandem with the Zambian Marketing Group (ZMG), a private sector marketing

initiative, to facilitate a national campaign for Zambia. That a government parastatal paid for a private sector group to promote Zambia's tourism product, was an interesting find, as it reflected upon the ZTA's attempts at being proactive within the means available to them.

Place Branding promotion has been carried out by the private sector and is proving to be useful. Through in-depth interviews, it was found that - especially within the private photographic sector, competitors join forces to promote Zambia as a destination, before promoting their individual destinations. This abnormal combined effort reflects the severity of the issue with Zambia's Nation Brand as competitors would not usually collaborate to market another's destination.

Place Branding did not arise as much as had been anticipated in the in-depth interviews, because one cannot focus on the promotion of individual tourism destinations without promoting the country first.

The above findings address Zambia's current tourism industry situation by articulating the challenges that impact Zambia's tour operators and contextualize Zambia's poor Nation Brand. Further to the finding pertaining to Zambia's Nation Brand marketing strategy and practical implementation, one can see that there is much still to be expanded upon and improved in order to gain ground on regional competitors

Three extra findings that were not probed in the in-depth interviews emerged spontaneously and were mentioned by over two thirds of the participants. Although unexpected, the findings relevant to Government Legislation, Victoria Falls, and the changing of Zambia's national slogan were relevant to the broader context of the research problem.

4.2.3 Policy, Barriers to Entry, Licensing and Regulation Control

Many of the participants' spoke of Zambia's barriers to entry, licensing and regulation control within the tourism industry, as factors contributing to Zambia's poor Nation Brand; thus, contributing to the stagnation of the Zambian safari industry. In comparison to regional competitors who face less restrictions and challenges, putting Zambia on the backfoot from the onset.

Accessibility for foreign tourists has long been an issue in Zambia, with outdated visa laws and a lack of regular international flights connecting Zambia to the world. Thereby, contributing to the perceived expense of safari in Zambia. Tourism levies are also contributing to the expense of operating safari camps in Zambia, further compounding the perception that Zambia is an expensive safari destination.

Although this study was focused on the tourism element of Anholts (2005) Nation branding hexagon, these findings associated with legislative factors would relate to the 'investment and tourism' element of the model if assessing Zambia's power to attract immigrants and foreign investment.

For Zambia to differentiate itself from its tourism competitors, the Zambian Government needs to enhance the focus of marketing and promotion in their national policy and planning (Muuka *et al*, 2006).

4.2.4 Victoria Falls

All nine participants mentioned Victoria Falls, participant 1 discussed Victoria Falls as a global marketing opportunity for Zambia. Many participants spoke about how Victoria Falls is mostly associated with Zimbabwe, because Zimbabwe has taken "ownership of the Victoria Falls". A common view amongst participants was that Zambia has not taken full advantage of owning Victoria Falls, with participant two saying that "they've [Zambia tourism] got to make more effort with Vic Falls". Additionally, participants reiterate the tourism opportunities that could exist with Victoria Falls.

Mosi-oa-Tunya commonly known as Victoria Falls, and the Zambezi River, are considered Zambia's most iconic water resources (Zeravica, 2016). Furthermore, Victoria Falls is one of Zambia's major tourism assets relevant to the safari industry (Muuka *et al*, 2006). The tourism element of Anholt's (2005) Nation Branding hexagon assesses the draw of a natural tourist attraction, therefore being one of the seven wonders of the world Victoria Falls would be considered an icon for Zambia. The Victoria Falls has the potential to bind the entire tourism product as a whole, and still be used by safari operators to entice tourists to come to Zambia and visit Zambia's safari destinations. Govers and Go (2009:3) express that Place Branding can be defined as the process of discovering, creating, developing and realizing ideas and concepts for reconstructing place identities. Therefore, Victoria Falls should be considered, when determining how Zambia will put itself on the map as a popular safari destination.

As stipulated by all participants, Victoria Falls has rarely been associated with Zambia. Geographically, Zambia (North) and Zimbabwe (South) share the Victoria Falls, despite this, Zimbabwe has strategically taken ownership of the Victoria Falls in the promotion of their country. The findings showed that there is a strongly perceived lack of effort from the Zambian Government to take ownership and utilise the Victoria falls as a Nation Brand asset. (See appendix G).

4.2.5 Changing of 'the Real Africa' to 'let's explore'

Interestingly, there were varying responses towards the changing of Zambia's tourism slogan from: Zambia 'The Real Africa', to Zambia 'Let's Explore'. Participants one, eight and seven, felt that 'The Real Africa' was a successful slogan, especially for Zambia's safari product. They believed that this slogan was truthful and complemented Zambia's safari product. These participants shared the sentiment that Zambia should have never changed it. However, these participants are all active in the safari industry whereas participant three who described 'The Real Africa' as a "total disaster" has worked in the greater tourism industry.

Participants two and six shared the belief that 'The Real Africa' could be negatively translated to the international market, associating Zambia with "deepest darkest Africa", "poverty, disease and civil war". This opinion concurs with that of Simpson (2011), who stated that 'The Real Africa' was blamed for hindering tourism development by associating Zambia with: poverty, war, disease and crime. These findings suggest that 'The Real Africa' works well for the safari product but neglects the greater tourism industry, therefore, this slogan may not have been successful for Zambia's Nation Brand.

Although 'Zambia: Let's Explore' was developed by the tourism council of Zambia and the public (Simpson,2011), the general feeling from the participants was that changing Zambia's slogan to 'Let's Explore', was a knee jerk reaction; and not thoroughly thought out, as it can be perceived to be limited and ambiguous in its potential application. This finding raises the question over the potential necessity to improve Zambia's tourism slogan. When developing a new national slogan for Zambia, all varieties of tourism need to be considered, in order for all tour operators to benefit. (See appendix H).

Summary

From the findings, it was deduced that Zambia's poor Nation Brand is the result of a wide range of issues, which contribute to the overall state that the private safari industry finds itself in. Although private safari operators are active in promoting Zambia and their safari offering; any place branding initiatives they implement are diluted. As a collective, Zambia's safari operators have the potential to effectively compose a competitive identity (CI), which sets them apart from their competitors and allows them to gain a competitive advantage. However, before any CI can be rendered effective, the Nation Brand needs to be improved and expanded upon.

4.3 Theme 2: The Future of Zambia's Nation Brand

As to Zambia being overshadowed by its regional neighbours, responses showed a variety of contrasting views. Participant eight was adamant in their response stating “there’s no question about it” with participant three sharing this outlook and believing that this is due to many different reasons. Participants four, seven and nine suggested that Zambia is overshadowed by their regional neighbouring countries because for “many years” those countries have had “stronger marketing strategies”. Respondent three was cynical in their response saying that “an elephant is an elephant, so why would you come to Zambia to see an elephant” this response suggests that the safari product is similar to that of its neighbouring countries, alluding to the idea that the Zambia’s tourism product needs more than just the safari offering. Lastly, a response from a marketing specialist based abroad (participant 1) said that, “it [Zambia] thinks it is. Zambia has the safari offering, they’re just not telling anyone about it or being proactive” this verbatim encapsulates the finding as a whole. (See appendix I).

4.3.1 Presentation of Findings

Figure 2: Regional safari destination competitors

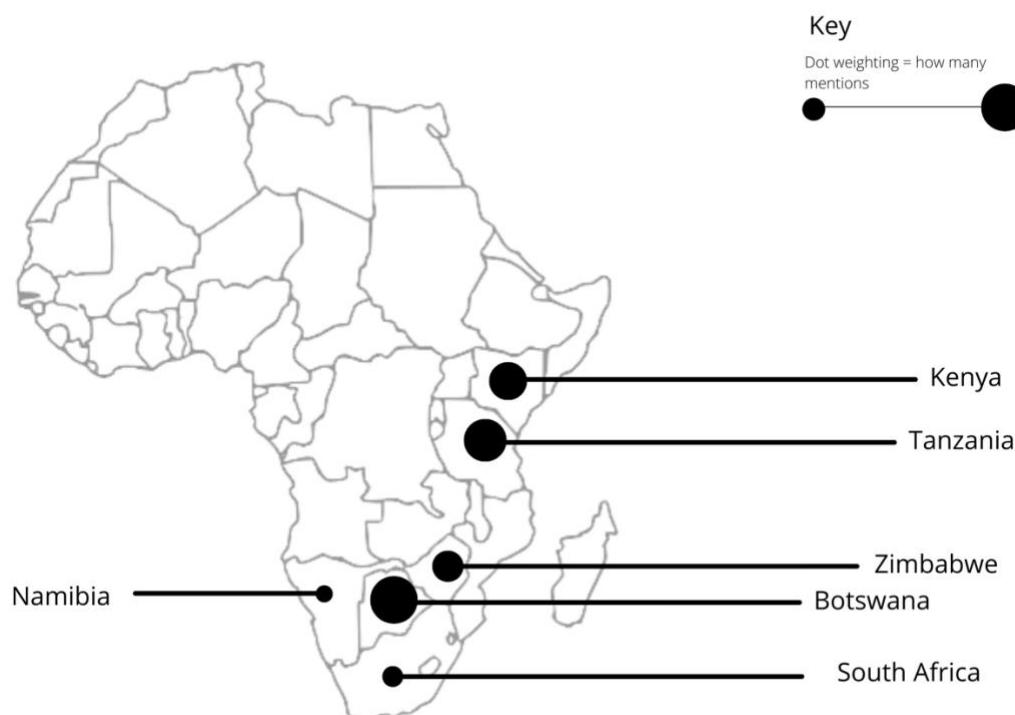


Figure 2 uses dot weighting to illustrate Zambia's regional safari destination competitors, according to the perceived opinion of the participants. It is clear that Botswana is considered Zambia's main safari competitor followed by Tanzania, Kenya, Zimbabwe, South Africa and Namibia. This finding is indicative of the safari industry not the tourism industry as a whole. Four of the nine participants were safari operators and four were marketers of the safari industry therefore adding weight to this finding. However, they were comparing Zambia to its regional safari destination competitors based on their own preconceived ideas of what makes a country a worthwhile safari destination. Essentially, they were measuring regional safari destination competitors on the basis of "authenticity" "wilderness" and "non-commerciality".

Figure 3: Zambia's photographic safari destination USP's



The word cloud *in Figure 3* illustrates the salient responses when the participants were asked what they believe makes Zambia a unique safari destination. The font size indicates how often the sentiment was mentioned. "Authenticity" was clearly the most common sentiment shared amongst the participants. Participants were comparing authenticity to a "commercial" safari experience.

“Unknown” “not commercialized” and “uniqueness” had similar meanings to authenticity. Interestingly, the fact that Zambia is unknown (not as popular) makes Zambia an authentic safari destination, however this echoes the fact that Zambia is less visited than its regional safari destination competitors. “Wild” lends itself to the idea that Zambia is a truly wild safari destination and “not commercialized”. All of these responses support one another, showing that the participants valued “uniqueness” as an important attribute that Zambia possesses and markets itself on.

“Diversity of habitat”, “great climate”, “diversity of wildlife” and “biodiversity” support one another; these sentiments speak to the diverse safari destinations the country has to offer. Each safari destination is characterized by different habitats and wildlife. Along with the diversity of habitat and wildlife, Zambia is known to have well informed safari guides that have been considered “some of the best safari guides in the world”. Adding to this are the “peaceful warm people” that inhabit Zambia, many of which “speak English” which is an important attribute when selling the safari product. Historically, Zambia has been and still is “politically stable”, meaning that the country has always been safe for foreigners to visit. “Adventure” and “culture” were other unique selling points which arose; however, they were not as prevalent as the other factors. “Adventure” relates to the current adventure activities offered in Zambia, for example the Whitewater rafting on the Zambezi River below Victoria Falls and the famous walking safari which originated in Zambia. “Culture” refers to the cultural activities where tourists can immerse themselves in Zambian ceremonies and traditions.

4.3.2 Zambia's photographic safari product in comparison to its regional neighbours

4.3.2.1 Interpretation and Discussion of Findings

The research problem stated that Zambia as a safari destination is overshadowed by its regional neighbours and has not yet reached its full potential (Muuka *et al*, 2006). Although different, the varied responses all portray a similar view pertaining to Zambia's current standing as a tourism destination. Ultimately, Zambia's safari product is overshadowed by regional neighbours due to the lack of effective marketing and marketing support from the Zambian government to promote the different safari destinations.

Mutambo (2018:7) stipulated that Zambia is underperforming, and its safari industry is in competition with Kenya, Tanzania and Namibia. While this is true, findings from the in-depth interviews revealed that Botswana, who welcomes three times more tourists than that of Zambia (Zambian Tourism, 2020) as well as East African countries namely Kenya and Tanzania are Zambia's predominant regional safari competitors. Banda and Cheelo (2012) stated that this could be due to the fact that Zambia is perceived as an expensive destination, which according to participants' is a misconception, which forms part of Zambia's poor Nation Brand. This misconception is due to the demand pyramid and the hierarchy in Zambia's tourism industry. The safari industry is positioned at the top of this demand pyramid and forms part of the exclusive tourism offering. Therefore, for the purposes of this study, such a finding is not relevant, however it is important to note the relevance of these findings for Zambia's overall Nation Brand.

'People' and 'governance' are two of the six elements that make up Anholt's (2005) brand hexagon model. 'People' are assessed based on their openness, friendliness and tolerance. The findings regarding Zambia's people, indicates that Zambian citizens are assets to its Nation Brand. Although 'Governance' is concerned with assessing the public opinion about national government competency, fairness and perceived commitment to global issues; Zambia's constant political stability places the country in good light.

Several studies reiterate that Zambia can capitalize on its consistent stable political climate, its hospitable local people and the country's climatic conditions (Muuka, et al., 2006:81; Zambia Development Agency, 2013:21). Furthermore, Zambia offers an authentic, very wild and unique safari product compared to its regional neighbours. In comparison to Zambia's competitors, the safari experience offered in Zambia, mirrors that of a bygone era, without many of the seemingly unnecessary modern distractions. Thus, it is important to formulate an improved Nation Brand, which considers and preserves the classic safari experience Zambia is renowned for.

Moreover, safari operators are currently not able to concentrate on their individual safari destinations and cannot thoroughly practice Place Branding due to the fact that Zambia is not as renowned as competitor countries. Before promoting their safari camps, they must first promote Zambia, then the wilderness area they operate in and lastly their camp. As stated in theme one, competing safari operators within certain national parks such as Kafue National Park or South Luangwa have joined forces to promote the destinations that they operate, with the hope that tourists visit either or of their camps.

4.3.3 Growth Factors to Consider

Although not anticipated, **culture** was a factor that came up as a growth potential area for Zambia's tourism as a whole. Additionally, **conservation** was another growth potential factor that came up relevant to the safari industry. Participants one and three elicited culture as a factor to include when promoting Zambia's tourism product. Firstly, participant three expressed that they had found in their own previous independent research that the "number one motivator for people to visit Zambia is for its wildlife, surprisingly the second motivator was culture". The same participant also expressed that "we [Zambia and tour operators] need to bring people and culture into Zambia's Nation Brand. This sentiment was supported by participant three who expressed that it is becoming more common for tourists to travel for cultural experience.

Participant one and seven share the sentiment that conservation should be included in the safari product. Participant one explained the growing necessity for tourism promoters, "to talk about conservation" and, "a lot of people who are going on safari these days are conscious of conservation". Interestingly participant one used participant seven (a safari operator) as an exemplary safari operator, who has successfully invested in the local community and conservation. "I [participant one] think they [participant 7's safari company] epitomize new Zambia". Participant seven expressed that they've "broken down the barriers between the private sector and the government in Zambia to say that actually we [safari operators] can contribute to conservation". Participant seven has managed to establish and support their own non-profit conservation organization, associated with their safari brand. (See appendix J).

4.3.3.1 Interpretation and Discussion of Findings

Thus far, the discussion and interpretations have been focused on Zambia's current Nation Brand and its impact on the greater tourism industry and safari sector. However, these findings were interesting and are relevant findings to building Zambia's Nation Brand and safari industry. Due to the many undiscovered and undeveloped destinations, Zambia has a strong growth potential, in both the more independent travel and eco-tourism segments (Acorn Tourism Consulting Ltd, 2018).

4.3.3.2 Inclusion of Culture in Zambia's Nation Brand

The majority of the findings have reinforced the problem statement; however, other findings have identified potential avenues through which Zambia can improve its Nation Brand. According to Acorn Tourism Consulting Ltd (2018) one of the marketing issues Zambia faces is its poorly marketed cultural activities. Currently, cultural and community experiences, although available, are not frequently promoted (Acorn Tourism Consulting Ltd, 2018). The above-mentioned findings regarding culture, reiterate the importance of including culture in Zambia's Nation Brand. Thereby, promoting Zambia's hospitable people and can be built into various tourism initiatives available in Zambia. Participant one explained that the modern traveller is seeking more from their travels, than just safari, this can already be seen in the packages available to the Francophone and Dutch markets (Acorn Tourism Consulting Ltd, 2018). Although the safari operators interviewed did not discuss culture in tandem with the safari product; this cultural element could be emphasized more prominently and inserted into Place Branding efforts.

'Culture' forms part of Anholt's (2005) brand hexagon model, the culture and heritage element are assessed based on global perceptions of a nation's heritage and the appreciation for its culture. Mugobo and Ukpere (2011) recommended that the Nation Brand hexagon model should be considered when developing a Nation Brand strategy. Therefore, this finding regarding culture should be a consideration if Zambia were to improve on their Nation Brand.

4.3.3.3 Inclusion of Conservation for Zambia's Photographic Safari Product

Considering that Zambia's photographic sector has not yet reached its full potential, operators are in a unique position where they can include conservation initiatives in their safari offering. Furthermore, they can work with government parastatals and non-governmental organizations towards implementing a balanced safari offering that combines sustainable conservation and the safari experience. Additionally, as previously mentioned, participant seven has managed to support the Department of National Parks & Wildlife through their safari brand and non-profit conservation organization. This model was established in 2018 and has proven successful and can be adapted and expanded in other wildlife areas.

Zambia's safari sector is dependent on the preservation of wildlife and the biodiversity that sustains it (Acorn Tourism Consulting Ltd,2018). Hence, it has become increasingly relevant in the modern safari industry for operators to either support or directly implement conservation initiatives. As disclosed by participant seven they have managed to work closely with the Department of National Parks and Wildlife to run their safari camps and undertake conservation and research activities in the zones around their safari camps.

Summary

Government parastatals and the private safari operators have relevant industry experience, allowing them to formulate a competitive strategy, which can effectively address the issues around Zambia's current Nation Brand. The above findings are relevant to the formulation and implementation of a new Nation Brand strategy, which will contribute to the improvement of the entire tourism sector.

Chapter 5: Conclusion

The following chapter addresses whether the main research question, sub-questions and objectives have been successfully answered. The limitations of this study are discussed and accompanied by recommendations for future studies. Ethical considerations have been detailed. The significance of this study has been expanded upon.

5.1 Answering of the Research Question

5.1.1 Impacts on Photographic Safari Operators and their Destinations resulting from a perceived lack of Nation Branding

The **main question** of this study aimed to explore the impacts felt by private tour operators and their individual safari destinations due to the perceived lack of Nation Branding in Zambia. As a result of Zambia's unestablished Nation Brand, private tourism operators are accepting the responsibility of financing, managing and promoting Zambia as a tourism destination.

Private safari operators are collectively working towards promoting Zambia as a safari destination, promoting the area they operate in (National Park or Game Management Area) as well as promoting their individual safari camps. This irregular combined effort reflects the seriousness of the issue with Zambia's Nation Brand as competitors would not usually collaborate to market one another's destination.

Additionally, safari operators are experiencing limited marketing support from the Zambian Government in terms of promoting their safari camps. **Objective 2** of this study sought to investigate the current situation of the Zambian tourism industry. From the findings outlined in Chapter 4, it can be inferred that the most significant issue impacting the Zambian Tourism sector is the lack of funding and resources available to the Zambia National Tourism Board. Furthermore, policies, licensing and regulation control and barriers to entry are impacting Zambia's tourism product. The legislative factors and demand pyramid have led to the misconception that Zambia is an expensive tourist destination.

Additionally, source markets within Sub-Saharan Africa are not being penetrated and the domestic market is being ignored. Currently Zambia is regarded as unknown in comparison to its regional neighbours.

5.1.2 Zambia Relative to Regional Neighbouring Countries

The following discussion will address **Sub-question 1 and Objective 1** in relation to Zambia being overshadowed by its regional neighbouring countries and not having yet reached its full potential (Muuka et al., 2014).

From the detailed findings in Chapter 4, it can be deduced that these regional neighbours have been implementing better marketing strategies for a more sustained period. In contrast to Zambia, these countries have built recognizable Nation Brands, thus allowing them to become more popular in terms of tourism.

Zambia's regional neighbours do not necessarily have a better safari product incomparable with South Africa and Kenya. South Africa and Kenya's safari product is considered commercialised and mainstream to that of Zambia's unique and authentic safari product. However, Zambia and Botswana's safari offering are on par, Botswana has just been better marketed.

Other findings relevant to **Sub-question 1** are concerned with the barriers to entry and inaccessibility foreign tourists experience due to visa's and the lack of regular international flights out of Zambia.

Hence, Zambia is not as popular as regional safari destinations due to lack of effective implementation of a marketing strategy.

5.1.3 Place Branding in Zambia

Sub-Questions 2 and 3 were concerned with how place branding is implemented in Zambia as well as how Place Branding affects the marketing of the various safari destinations. Although Place Branding did not emerge as frequently as anticipated during the data analysis, it was found that the safari operators do use Place Branding in the marketing of their safari camps.

Zambia has 19 National Parks that all offer something different; and these unique attributes are used to market the different destinations. They also use the different USP's discussed in Chapter 4 and shown in Figure 3 when promoting their safari camps. However, it was found that the Place Branding efforts are lost in the international tourist market because Zambia is unknown. Additionally, private safari operators cannot sell their individual safari destinations without expending resources on promoting Zambia as a destination, before promoting their safari offering.

5.1.4 The Future of the Photographic Safari Industry

Objective 2 of this study was to ascertain the potential positive impacts proper Nation Branding could have on the safari sector. A better Nation Brand would relieve the private sector from the responsibility of financing, managing and promoting Zambia, thereby allowing them to focus on promoting their safari camps. It is likely that with a better Nation Brand, the Place Branding efforts would be more effective. With a better Nation Brand, Zambia could become more known and, consequently, Zambia as a safari destination would become more popular.

Objective 4 of this study was concerned with determining how Zambia would establish itself as a popular safari destination. From the findings discussed in Chapter 4, a better National slogan could prove to be beneficial to the safari sector. The operators within the safari sector were satisfied with Zambia's old slogan 'Zambia: The Real Africa' as they felt this encapsulated the authenticity of Zambia's safari product. However, this slogan is exclusively beneficial to the safari sector and neglects the broader tourism industry. Therefore, a reconstruction of Zambia's national slogan may prove beneficial to Zambia's Nation Brand and the tourism industry at large.

The inclusion of culture and conservation into the safari product was detailed in Chapter 4. The inclusion of these growth factors could be a way for Zambia to establish itself as a preferred safari destination. Moreover, Zambia should take ownership of Victoria Falls and include it in the safari product. In establishing Zambia as a popular safari destination, careful consideration must be taken as to maintain Zambia's authentic and classic safari experience, as this is what Zambia is renowned for.

5.2 Limitations and Recommendations

5.2.1 Limitations

The research study had constraints and limitations which were out of the researcher's control. Firstly, the lack of current and relevant literature on the topic of Nation Branding and Place Branding with regards to Zambia was considered a limitation. Nation Branding and Place Branding are still developing concepts, therefore a lack of clarity existed.

The researcher was constrained for time as the data collection process had to be completed within the month the researcher was in Zambia. The researcher faced logistical issues, as they had to travel to Lusaka to meet the participants; however, the researcher was able to conduct interviews over Zoom and WhatsApp calls with participants based in other locations around Zambia.

5.2.2 Delimitations

According to du Plooy-Cilliers et al. (2014:276) delimitations result from the specific choices a researcher makes when deciding on the scope of their study. A study's research questions, objectives, theoretical perspective and methodology choices are all delimiting factors (du Plooy-Cilliers et al., 2014:142). The most prominent delimitations in this study were the sampling methods used and the population included in the study.

The researcher used convenience sampling as they had access to people who are active in the safari industry and these participants referred her to other participants (snowball sampling). Convenience sampling can lead to biased data and the data cannot be generalized to the entire population. Furthermore, the population for the study was very specific and only included nine active tourism operators, four of which were safari operators, four were promoters of the tourism industry and one participant had worked in the greater tourism industry in Zambia. Therefore, this study was limited to the perceptions of those participants.

5.3 Recommendations for Future Research

Based on the above implications and Zambia's most recent election which is addressed below, future studies could follow a longitudinal survey design using panel sampling, including a larger, more diverse sample of tour operators from all tiers of the demand pyramid (du Plooy-Cilliers et al., 2014). For the duration of Hakainde Hichilema's presidential term, the panel could be interviewed annually, to explore if Zambia's tourism industry and Nation Brand is experiencing growth.

This study focused on the tourism element of Anholt's (2005) Nation Brand hexagon, however, other findings specific to certain elements of the model such as, culture, people, governance, investment and immigration emerged from the collected data. Therefore, a future quantitative study whereby Anholt's (2005) Nation Branding hexagon is applied to assess and measure Zambia's Nation Brand has the potential to provide quantification of all the elements of the model relative to Zambia's current Nation Brand. Thereby, providing a framework through which elements of the Nation brand model may be improved.

This study did not fully address Place Branding theory in relation to Zambia, as without an established Nation Brand, Place Branding efforts are diluted. Therefore, future research should be devoted to the development of Place branding for Zambia's different safari destinations.

The theory of Nation Branding in the context of Zambia is new and still developing, it is recommended that further research on the theories and issues should be undertaken to provide practical recommendations.

5.4 Ethical Considerations

5.4.1 Participants

5.4.1.1 Ethical Clearance

Firstly, the researcher was granted ethical clearance from the Independent Institute of Education before commencing the study.

5.4.1.2 Informed Consent

Following the granting of ethical approval, the researcher obtained consent from all participants involved in the study, prior to any data collection. The consent form clearly stipulated what was required from the participants, how their identities would be protected as well as how the findings from the in-depth interviews would be used. The consent form is a written and signed document which the researcher will keep on record.

5.4.1.3 Safety

The safety and wellbeing of the participants involved in the research process was ensured by the researcher. The researcher acted appropriately, allowing the participants to participate in the in-depth interviews within their own parameters and level of competence.

5.4.1.4 Anonymity and Confidentiality

The researcher does not report any of the participants names, and in no way possible will their identities be matched to their interview responses. As for the conducted in-depth interviews, the researcher assured the participants that their anonymity will be protected and only revealed to the researcher and the research supervisor.

5.4.1.5 Right to Withdraw

All participants were informed that they could withdraw from the interview at any stage, if they no longer wish to continue with the interview.

5.4.2 Researcher

5.4.2.1 Falsifying Information

The researcher has refrained from falsifying any information or fabricating data in order to attain predetermined results, as this is deemed unethical. The researcher did not manipulate research instrumentation, materials or processes

5.4.2.2 Unconscious Bias

In research, bias is the desire to achieve a particular result, sometimes researchers may not be conscious of their bias (du Plooy-Cilliers et al., 2014:271). Bias can influence the researchers' data collection and data analysis. The researcher became conscious of her world views and her own particular outlook. The researcher requested that their research supervisor gave them a third-party point of view.

5.4.2.3 Misusing Information

The researcher did not use the collected data provided from the participants beyond the research study.

The researcher ensured that they followed the code of conduct as set by the Independent Institute of Education.

5.5 Significance and Implication for Zambia's Photographic Safari Industry

This study's findings confirmed that Zambia's safari industry has been overshadowed by regional competitors as a result of a lack of effective Nation Branding and the provision of support from the government towards growing the industry and its reach. This research report has documented the impact safari operators are experiencing and their ability to adapt to and overcome the challenges they face.

Prior to this study, relative literature around the subject in question was outdated and vague, further emphasizing the importance of this study. Thereby, this research report assists in eliminating the gap in the knowledge relevant to Zambia and provides an updated overview of the country's current Nation Brand and tourism industry. This research report was essential to allow for an increased understanding to be gained of the challenges facing the Zambian tourism sector and the methods and approaches that hold the key to addressing these challenges and unlocking the full potential of the Zambian tourism industry.

Zambia's general elections, which took place in early August of 2021, resulted in the ushering in of a new regime, promising much for the future of the nation, and stating their intent to maximise on the potential of the tourism sector to contribute to the socio-economic growth of Zambia (Steinmentz, 2021). A change in government and the leadership of a country will undoubtedly have a prominent impact on the tourism sector and the direction in which it is heading. His excellency the President of the republic of Zambia Mr. Hakainde Hichilema, has a prominent standing in the international community and his open referral to the lack of support for the local tourism sector from the former government gives much hope for the future of the sector. With increased support and more suitable and pro-investment legislation in place, it is believed that it will act as a kickstart to the tourism sector allowing it to maximize its potential contribution to income generation, job creation and the growth of the country's economy (Hakainde Hichilema, 2020).

Positive sentiment and increased support stand the sector in good stead, and the timing of this research, further proves the need to increase participation in the sector, to grow it and the impact it has on the Zambian economy.

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Appendices

Appendix A



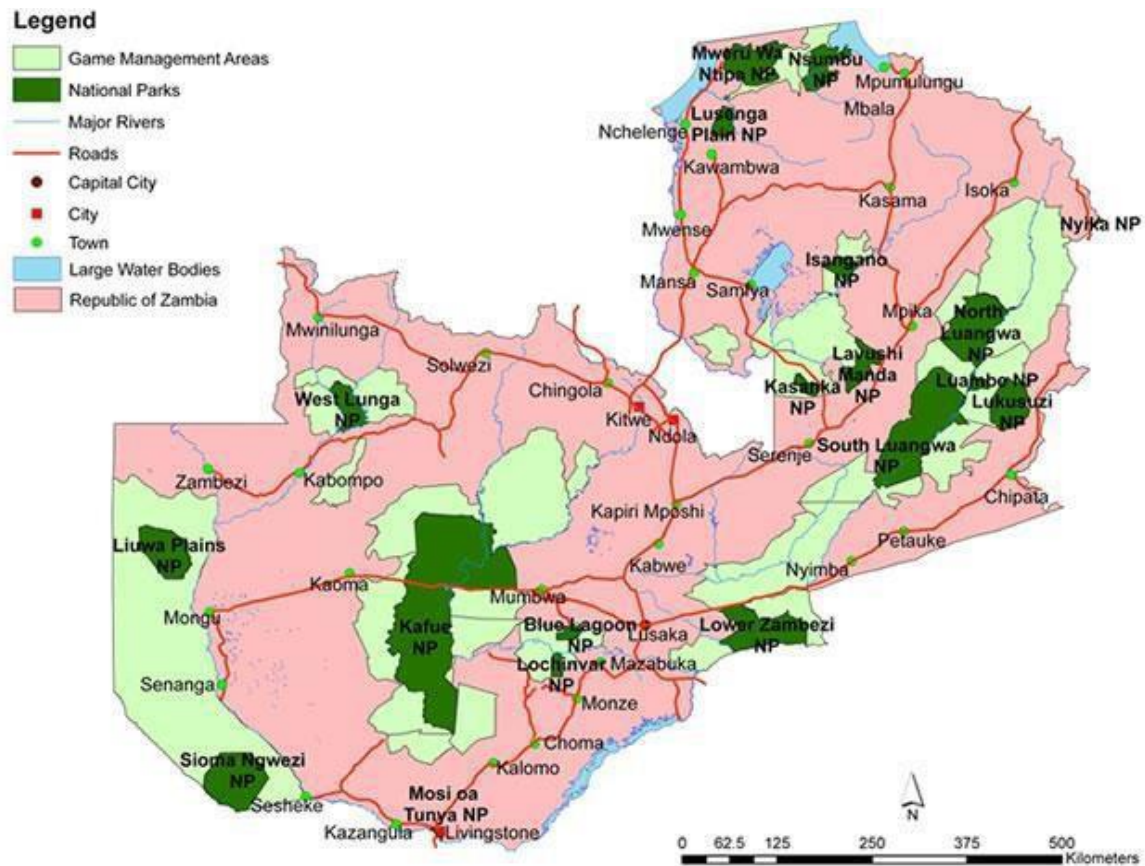
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Appendix B



betway. 2021. *Zambia's regional neighbours*. Lusaka; betway.

Appendix C



Zambia Tourism. 2021. *National Parks and Game Management Areas*. Lusaka; Zambia Tourism.

Appendix D



Zambia Tourism. 2021. *Lakes*. Lusaka; Zambia Tourism.

Appendix E

Appendix E: Opinion of Zambia's current Nation Brand

Question	Participant	Responses	Tone
What are your thoughts on Zambia's current Nation Brand?	6	"Yeah, I think they're alright" "under-budgeted" "its not great at all" "they're trying"	Uninspired/matter of fact Concerned, yet credulous
	7	"leaves a lot to be desired"	Highly unsatisfied
	3	"that's why tourism in Zambia goes nowhere because there is no nation brand"	Frustrated
	8	"Zambia's destination marketing strategies well... I don't know what they are. That's the problem"	Harmless mockery, chuckles
	9	"Without the drive from the private sector, I don't know where Zambia's tourism industry would be"	Disheartened

Appendix F

Appendix F: Importance of private sector

"It's been left, very much to the private sector, which the private sector puts a huge amount of money into marketing Zambia" "Zambia's tourism is branded well privately, not by the government" "The majority of the marketing drive and effort has really fallen on the private sector, as opposed to the national tourism board" "Well I think originally it was only the private sector that was getting the word out there around the world"	"I've found that everything is private sector-driven" "The brand image of the country that is put out to the rest of the world has been driven, managed, and in large part-financed by the private sector for all that time" "We waited years and years and years for the government, and they're not going to lead the way"
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Appendix G

Appendix G: Victoria Falls

"Zimbabwe has taken ownership of Victoria Falls"	"Link up with the Victoria Falls and bring in the adventure side of it"
"They've got to make more effort with Vic Falls"	"This is the reality if someone believes it's in South Africa , that's where it is"
"Perception is a reality so own the Vic Falls"	"Yeah Vic Falls you get South Africans that would say Zimbabwe but the vast majority of Brits would think they're in South Africa or Kenya "
"Victoria Falls is one of Zambia's USP's "	"Vic Falls and everyone thinks its in Zim anyway"
"We could try and take ownership of the Victoria Falls"	" Zim named their town Victoria Falls , that was a good idea"
"We have the Victoria Falls which is one of the 7 wonders of the world "	

Appendix H

Appendix H: Change of Zambia's destination slogan

Question	Participant	Responses	Tone
How has Zambia's nation brand changed over the years?	1	"one of the things I would look for from a brand is a truth and 'The Real Africa' is absolutely correct".	Affirming and positive
	8	"you know come on in, this is 'The Real Africa'".	Excitement
	6	"it was a good move, I mean let's explore is a good slogan I think, but you need to put it out there, exactly what you're trying to sell".	Unsure
	7	"in the 70s & 80s when Zambia, 'The Real Africa' and you know what a great slogan for national branding. I don't know why they ever changed it".	Passion which turned to questioning out of irritation
	3	"the brand that was, Zambia 'The Real Africa', which was a total disaster because anybody who doesn't live in Africa, 'The Real Africa' is poverty disease and civil war, and yet that becomes your country image. And it was just like, oh well lets do 'Lets Explore'".	Sarcastic and disapproving

Appendix I

Appendix I: Zambia compared to it's regional neighbours

Question	Participant	Responses	Tone
Is Zambia's photographic safari product overshadowed by its regional neighbours ?	1	"it thinks it is. Zambia has the safari offering, they're just not telling anyone about it or aren't they being proactive"	Pensive
	8	"We are overshadowed by our neighbours. I think there's no question about it".	Confident
	9	"Not really, it's just that neighbouring countries have always had a very good marketing strategy for their products, which Zambia hasn't had"	Enthusiastic
	7	" I think we do, we assume that you know, Zambia, everyone must know Zambia, but I'm always surprised at how little people know about Zambia. I think, uh, you know, our regional competitors, who've had, uh, many more years of, of, um, fairly strong marketing of the country as a destination."	At first surprise, then turned to matter-of-fact
	3	"an elephant is an elephant, So why would you come to Zambia to see that same elephant "	Cynical
		"Yeah. In large part, and there are all sorts of reasons why that might be"	Thoughtful

Appendix J

Appendix J: Growth potential: Culture



"number one motivator for people to visit Zambia is for its wildlife, surprisingly the **second motivator** was **culture**"

"the current branding we have doesn't include people. We need to bring people and **culture** into Zambia's nation brand"

Growth potential : conservation



"There is a massive increase in the needs within the UK marketing to talk about **conservation**"

"a lot of people that are going on **safari** these days are **conscious of conservation**"

"In terms of their investment in the local **community** and **conservation** that they're involved in. I think they epitomise new Zambia."

"We've broken down the **barriers between** the **private sector** and the **government** in Zambia to say that actually, we can contribute to conservation"



Annexures

Annexure A: Consent Form

CONSENT FORM

Explanatory information sheet and consent form for participants
To whom it may concern, My name is LOUISE HELEN MACDONALD and I am a student at VEGA. I am currently conducting research under the supervision of CAROL AFFLECK about NATION BRANDING OR THE LACK THEREOF IN ZAMBIA AND ITS EFFECT ON THE PRIVATE PHOTOGRAPHIC SAFARI INDUSRTY . I hope that this research will enhance my understanding of NATION BRANDING AND PLACE BRADNING IN ZAMBIA. I would like to invite you to participate in my study. In order to explain to you what your participation in my study will involve, I have formulated questions that I will try to fully answer so that you can make an informed decision about whether or not to participate. If you have any additional questions that you feel are not addressed or explained in this information sheet, please do not hesitate to ask me for more information. Once you have read and understood all the information contained in this sheet and are willing to participate, please complete and sign the consent form below.
What will I be doing if I participate in your study?
I would like to invite you to participate in this research because your lived experiences of working in the Zambian tourism industry will be of importance to the research study. If you decide to participate in this research, I would like to conduct an in-depth interview with you to find out more about Zambia's Nation Branding or the lack thereof and its impact on the photographic safari industry . You can decide whether or not to participate in this research. If you decide to participate, you can choose to withdraw at any time or to decide not to answer particular interview questions.
Are there any risks/ or discomforts involved in participating in this study?
Whether or not you decide to participate in this research, there will be no negative impact on you. There are no direct risks or benefits to you if you participate in this study. You might, however, indirectly find that it is helpful to talk about your views and opinions. If you find at any stage that you are not comfortable with the line of questioning, you may withdraw or refrain from participating.
Do I have to participate in the study?
• Your inclusion in this study is completely voluntary; • If you do not wish to participate in this study, you have every right not to do so; • Even if you agree to participate in this study, you may withdraw at any time without having to provide an explanation for your decision.
Will my identity be protected?
I promise to protect your identity. I will not use your name in any research summaries to come out of this research and I will also make sure that any other details are disguised so that nobody will be

able to identify you. I would like to ask your permission to record the interviews, but only my supervisor, I and possibly a professional transcriber (who will sign a confidentiality agreement) will have access to these recordings. Nobody else, including anybody at VEGA will have access to your interview information. I would like to use quotes when I discuss the findings of the research, but I will not use any recognisable information in these quotes that can be linked to you.

What will happen to the information that participants provide?

Once I have finished all interviews, I will write summaries to be included in my research report, which is a requirement to complete my BA HONOURS IN STRATEGIC BRAND COMMUNICATION. You may ask me to send you a summary of the research if you are interested in the final outcome of the study.

What happens if I have more questions about the study?

Please feel free to contact me or my supervisor should you have any questions or concerns about this research, or if there is anything you need to know before you decide whether or not to participate.

You should not agree to participate unless you are completely comfortable with the procedures followed.

My contact details are as follows:

LOUISE MACDONALD

[REDACTED]
[REDACTED]

The contact details of my supervisor are as follows:

CAROL AFFLECK

[REDACTED]

Participant or respondent consent

I, _____, agree to participate in the research conducted by LOUISE MACDONALD about NATION BRANDING IN ZAMBIA AND ITS IMPACT ON THE PHOTOGRAPHIC SAFARI INDUSTRY.

This research has been explained to me and I understand what participation in this research will involve. I understand that:

- I agree to be interviewed for this research.
- My confidentiality will be ensured. My name and personal details will be kept private.
- My participation in this research is voluntary and I have the right to withdraw from the research at any time. There will be no repercussions should I choose to withdraw from the research.
- I may choose not to answer any of the questions that are asked during the research interview.
- I may be quoted directly when the research is published, but my identity will be protected.

Signature	Date

Annexure B: Discussion Guide

Discussion Guide

Introduction

The researcher will explain the procedure of the interview and encourage participants to lead the conversation. Any information provided by the participants is valuable information, and the researcher will stress that there is no wrong answer. The interview will begin with the broader questions and narrow down as the interview progresses. Where needed, the researcher will probe participants in order to gain a better understanding of their responses. The researcher will not ask any double-barrelled questions, however below the questions are provided in themes.

Warm-Up Questions

- Which career are you in?
 - ie. safari operator, ground handler, an employee of the Zambian tourism board
- If you are a safari operator; which area(s) do you operate in?
- How many Safari Camps do you own/run?
- How long have you been working in the photographic Safari Industry?

Exploratory Questions

Branding and Marketing Questions

- Provide an overview of branding and marketing prior to asking questions regarding the topic?
- How do you find branding and marketing for your safari area in terms of efficiency?
- Who does your branding and marketing?
 - In-house
 - Out-sourced
- What attributes (Unique Selling Point) do you sell your safari camp on?
- What segment of the market do you promote your Safari offerings to?
 - > Brief probes to establish a consumer profile - nationality, age etc...

- How have your branding and marketing efforts changed over the years?

Zambia as a Safari destination

- What, in your opinion, makes Zambia a unique safari destination that most consumers are not aware of? Can you please list these attributes?
- How well known is Zambia as a photographic Safari destination?
- Is Zambia overshadowed by its neighbouring countries?
 - > If yes, please expand.
 - > If no, please expand.

Place Branding and Nation Branding in Zambia

- Please provide me your understanding of Nation Branding.
- Please explain your understanding of Place Branding.
- What are your thoughts on Zambia's current destination marketing strategies?
- Over the years, how has Zambia's Nation Branding changed?
- Does Zambia have a good Nation Branding strategy?
 - > Probing will be used to get an honest in-depth understanding
- Do you receive any assistance from the Zambian Government or associated tourism association/organizations, to promote your Safari Camps in the international market?

Doing it Differently

- What could be better about Zambia's current Nation Branding strategies?
- If Zambia branded itself better, marketing would become easier for private safari operators: yes or no.
- With better nation branding, would the less-visited Safari Destinations become more popular? Yes or no.
- If you were branding Zambia as a nation, what would you prioritise?

Further Input from Their Side

- Do you have any further remarks or comments that may assist me in my research study?
- Is there anything of great importance I have missed?
- Do you have any questions for me (the researcher)?

Debrief

Researchers will thank participants for their participation and time and explain how their interview will assist the researcher further. The researcher will provide contact details in case any of the participants wish to get in touch or follow up.

Annexure C: Ethics Clearance Letter:



Date 24 June 2021

Student name: LOUISE HELEN MACDONALD

Student number: [REDACTED]

Campus: VEGA CAPE TOWN

Re: Approval of RESE8419 Proposal and Ethics Clearance

HONOURS ETHICAL CLEARANCE LETTER

Your research proposal and the ethical implications of your proposed research topic were reviewed by your supervisor and the campus research panel, a subcommittee of The Independent Institute of Education's Research and Postgraduate Studies Committee.

Your research proposal posed no significant ethical concerns and your supporting documents and instruments are in order to proceed. We hereby provide you with permission to proceed with your research.

In the event of you deciding to change your research methodology in any way, kindly consult your supervisor to ensure all ethical considerations are adhered to and pose no risk to any participant or party involved. A revised ethical clearance letter will be issued.

We wish you all the best with your research!

GENERAL CONDITIONS TO BE FULFILLED IN RELATION TO RESEARCH

Permission is granted to proceed with the above study subject to the conditions listed below being met and may be withdrawn should any of these conditions be flouted.

Please note: The panel has not considered the merits, accuracy or ethical soundness of the research. The only merits examined are the use of The IIE as a sample.

Permission is granted subject to the following conditions:

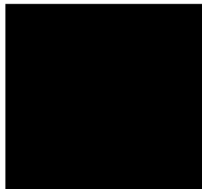
1. The researcher(s) will need to obtain informed consent in writing from all of the participants in his/ her sample if the study is not anonymous.
2. The researcher(s) may only use the data collected for research purposes and in no other way.

3. Photographs of human subjects may only be taken if relevant to the research, informed consent was obtained, and even with informed consent, the photographs may not be published on any online platforms.
4. The researcher is responsible for supplying and utilising his/her own research resources, such as stationery, photocopies, transport, faxes and telephones and should not depend on the goodwill of the institutions and/or the offices visited for supplying such resources.
5. No names or identifying information of participants may be used within the research and the research must be voluntary.
6. Please make it clear that the information will not be used punitively in any way and participants may in no way be counselled/advised based on this.

Supervisor name: CAROL AFFLECK

Campus Postgraduate Coordinator (CPC) name: CAROL AFFLECK

Signature:



FINAL RESEARCH REPORT SUMMARY DOCUMENT TEMPLATE

TITLE: Nation Branding Zambia: Putting Zambia on the Map as a Photographic Safari Destination

Research Purpose/ Objective	Primary Research Question	Research Rationale	Seminal Authors/ Sources	Lit Review – Conceptual Framework	Paradigm	Approach	Data Collection Method(s)	Ethics	Key Findings	Recommendations
To explore the impact or lack thereof, of Nation Branding On the Zambian Tourism sector.	What are the impacts, on tourism operators and their individual photographic safari destinations in Zambia, as a result of the perceived lack of Nation Branding?	Unfortunately, Zambia as a photographic safari destination is overshadowed by its regional neighbouring countries. This study was carried out to explore the broader tourism industry in Zambia and understand the interplay between Place Branding and Nation Branding, with respect to its impact on putting Zambia on the map as a popular photographic safari destination.	S, Anholt (1996 and 2007)? Y, Fan (2006)	Theme 1: Zambia's Tourism Situation Excluding Covid-19 Theme 2: Nation Branding in Zambia Theme 3: Implementation of Place Branding for Zambia's Photographic Safari Destinations Theme 4: Competitive Identity – Positioning Zambia as a Popular Photographic Safari Destination	Paradigm Interpretivism, Epistemology This study is focused on exploring Zambia's tourism industry and photographic safari industry. The findings reported are not intended to be generalised to other countries. Rather the participants included in the data collection put Zambia's photographic safari sector in context. Ontology Reality is both governed by law and socially constructed. To	Qualitative/	In-depth interviews which followed a discussion guide What tools/	Anonymity Ensure that if anyone was to read it the wouldn't be able to figure out who the participant is Unconscious us Bias Ensured that I was not putting my own voice into it and asked my supervisor to check	This study confirmed that due to the lack of an effective Nation brand the private sector are mostly managing, financing and promoting Zambia's tourism industry. The current Place Branding efforts carried out by the private sector are diluted abroad due to the lack of a poor Nation Brand Zambia's tourism industry has growth	Further study is needed in order to reconstruct Zambia's Nation brand Zambia has potential to take its place as a popular safari destination but the country needs to be promoted better The governmental bodies need to become more active in the promotion of Zambia Zambia's tourism industry needs to more financial and resource support
						Population				
						Population Parameters Photographic safari operators, marketing promoters of Zambia's tourism industry and stakeholders in the broader tourism industry in Zambia.				

					better understand the topic at hand, the research intends to understand the reality of the problem. Axiology This study intensively considered the lived experiences of photographic safari operators in Zambia in order to gain a complex understanding of the challenges they face as safari operators in Zambia due to its substandard Nation Brand.					
Research Problem	Secondary Questions/ Hypotheses/ Objectives	Key Concepts	Key Theories			Sampling	Data Analysis Method(s)	Limitations	Key Contribution	
<i>What is the problem that you wanted to solve?</i>	<i>What were the smaller objectives you used to solve the problem?</i>	<i>Nation Branding</i> <i>Place Branding</i> <i>Competitive Identity</i>	<i>Nation branding theory</i> <i>Place Branding Theory</i>			non-probability Convenience sampling Snowball sampling 9 participants	Unit of Analysis <i>Individuals (people working in the safari industry in Zambia)</i> Data Analysis Method(s) <i>Qualitative content analysis</i>	<i>Time constraints</i> <i>Small niche sample size</i> <i>Lack of previous literature related to this study</i>	<i>This study can be seen as the 'pilot' study for this topic. The study has sought to light many issues facing the private tourism sector and suggestions from participants have been detailed.</i>	