CHAPTER 2: THE INTRODUCTION

The first section of the proposal is referred to as the introduction. It serves to discuss the background for the proposed research, state and define the problem that the proposal or thesis is attempting address or solve, state the aims and objectives of the research work, and give an indication of how the work will progress. This section is referred to as the introduction since it can be regarded as the opening of the study. It attempts to establish that a problem exists and there is need for a study to be carried out. It also justifies the study. The author in this chapter attempts to analyse the study in these divisions; background to the study, statement of the research problem, aims and objectives of the study, research hypothesis, research questions, significance of the study, limitations of the study, and the conceptual and theoretical frameworks.

BACKGROUND TO THE STUDY

In research the term ‘background’ refers to the setting or position of the study. It is a brief overview of the problem the researcher aspires to tackle. Background information plays a major role in research. This includes the following:

a) It helps clarify what has brought about the need for the study.
b) It points out the challenges faced due to the identified issue.
c) It indicates the opportunities for improvement.
d) It demonstrates the researcher’s view of the research problem.
e) It shows the reader that the researcher knows the study area as the researcher is familiar with what has preceded.
f) It helps to convince the readers that the problem or opportunity exists and that it should be addressed.

QUALITIES OF AN EFFECTIVE BACKGROUND TO THE STUDY

An effective background to the study has the following qualities:

- It is brief and specific. Though it borrows lot from the literature review, it is a summary of the information in the literature review.

- It engages the interest of the reader. An effective background should get the reader concerned about the problem, excited about the opportunity of having the problem addressed and interested in the eventual solution proposed by the research.
- It gives the reader a glimpse of the research problem.
- It gives the reader an idea of how the proposal is structured.
- The language used is simple and straightforward.
- It is informative and persuasive since it attempts to enlighten the reader about the research problem and the urgency of addressing the problem.

STEPS IN WRITING AN EFFECTIVE BACKGROUND TO THE STUDY

The following steps are essential in writing an effective background.

- **Reflection** – Before writing the background to the study. The researcher should analyse the selected topic and title and identify the variables. The identification of the variables will assist in locating the relevant literature related to the research problem. This literature will assist in background formulation.
- **Brainstorming** - The researcher should think about the relevant literature related to the topic that will specifically bring out the need for the study. The challenges related to the selected topic should also be reflected in the selected literature.
- **Material compilation** - The researcher should use the library to peruse through and read various books and articles related to the topic. The researcher should note down essential information related to the topic.
- **Formulation** - The researcher should use part of these materials which will later on be used in the literature review to write the background to the study. The researcher should cite previous studies that are similar to what he/she is proposing.

CHALLENGES FACED IN WRITING AN EFFECTIVE BACKGROUND

There are various challenges that researchers experience in writing an effective background. This includes the following:

- Lack of differentiation between the background to the study and the literature review. While the literature review expounds on various studies related to the area of study, the background should be a short summary briefly expounding on factors that have brought about the need for the study and opportunities for improvement.
- Some researchers use the background content to justify the need for the study. Yet this section should give, brief overview of the research problem.
- Lack of clarity due to poor language use. This involves the use of jargon such as slang, trendy words, abbreviations, colloquial expressions, redundant phrases and confusing language.
- Quoting studies but not explaining how they fit in the background.
-

EXAMPLE OF BACKGROUND TO THE STUDY

Example 1: **The online marketing strategies of the Zimbabwe Tourism Authority (ZTA) and South Africa Tourism (SAT): A comparative study: (Basera, 2014)**

The tourism industry is regarded as one of the biggest industries in the world generating an estimated 11% of the global gross domestic product (GDP) and employing over 200 million people while serving 700 million tourists worldwide (UNWTO, 2012), a figure which researchers and analyst expect to double by the year 2020. In light of poor performance of the traditional economic sectors (manufacturing, mining and agriculture), the tourism industry has emerged as the biggest contributor of the GDP since the early 1990s in most African countries and is now viewed as the only hope for turning around African economies. Evidence from previous studies (Maswera *et al,* 2006 and Chikuta *et al*, 2013) all points to a growth of the tourism industry since the beginning of the new millennium. As a result of this realisation, governments the world over have since established standalone organisations responsible for promoting both domestic and international tourism. It is also significant to note that this ministry works hand in hand with other public, private and international bodies to boast tourism.

On the other hand, various bodies responsible for tourism in various countries have been working frantically to market their tourism facilities to the world market. To this end, it is thus essential to highlight that tourism industry promotion like any other industry promotion has also evolved with time. Many tourism regulator bodies are now embarking on the dual marketing strategies which incorporate both the traditional marketing and the current technologically based marketing strategies which involves the use of the internet. The importance of information and communication technology (ICT), especially the Internet, in the travel and tourism industry has increased tremendously over the past few years. The travel and tourism area is one of those industries that can gain enormous synergy effects from use of the Internet.

Internet has brought with a cost saving, effective and efficient communication connectivity that is fast with stakeholders in business. Rogerson (2013) said that internet has led to the boom of ecommerce which is changing the nature of business. Internet has capacity to create and bring in more revenue which is what tourism industry in developing regions need. Many developing countries like African countries can boost their struggling economies by investing in tourism that is being hampered by few development resources such as finance and skills. Many organisations in the world over have adopted online tourism marketing strategies and from research done by Marcussen in 2005 shows that travel and tourism industry revenue have increased by adopting ecommerce. Below is a summary of studies conducted on online marketing strategies in various countries.

Guðmundsson (2010) conducted a study on the online marketing of tourism companies in Iceland. It is important to note that the main objective of this thesis was to study how companies that cater to tourists in Iceland use the Internet as a marketing tool. The study was also based on the philosophical assumption that the increasing usage of internet in Iceland and around the world makes a good marketing tool as a message can reach the whole world just after a click of a button. The study was a survey of four companies in the tourism and hospitality sector. It is also clear that the study was qualitative research that means most of the references were obtained after interviewing owners and managers of case sample companies. The key findings of this study were that most respondents lacked knowledge on online marketing while others had knowledge, but time constraints were the major challenge hindering its use. More importantly, the study concluded and recommended that everyone seemed to appreciate the value of using the internet. The companies decided that internet-based marketing is a tool can use to come up with a powerful promotional mix in the future. At this juncture, it is worth noting that although, the study wanted to establish the online marketing strategies in Iceland, the study concentrated more on the perceptions of the respondents instead of observing what was being done to promote online marketing. In light of this, this study seeks to analyse the online marketing strategies which are being used by ZTA and SAT through a thorough assessment of the online marketing tools.

Another study was conducted by Nguyen and Wang (2011) on the practice of online marketing with social media in tourism destination marketing in Sweden. They wanted to get insight in the use of internet with social media in tourism industry from the view of destination marketing organisation (DMOs), assessing their effectiveness for destination marketing management. The other purpose of the study was to discover the role of online marketing using social media in building the destination brands and interacting with audience to reach potential visitors. The study recommended that DMOs need to give emphasis to the carrying out online marketing and participate in social media activities so that they get payback. However, this research falls short from the fact that it was carried in a specific DMO; it should have been carried out in two destinations so that it would have been evaluated in comparison to get meaningful conclusions. In line with this weakness, this study therefore will take a comparative path where online marketing strategies being used by ZTA and SAT will be compared.

Lai and Vinh (2013) conducted research on the online promotion and its influence on destination awareness and loyalty in the tourism industry in Vietnam. The main aim of this study was to explore how online promotion and its influence on destination awareness and loyalty in the tourism industry. The study provided a framework for understanding the interrelationships between online promotion, destination awareness and satisfaction and the other constructs in relation to behavioural intentions. The study used a quantitative study which utilised information collected from randomly selected respondents who were given questionnaires. The study results were that tourism promotion through viral online marketing provides the needed information for tourism programs in Vietnam which is adequate for decision of purchase by clients. And that online viral tourism promotional information is characterised by accuracy, clarifies the details of touristic products, clarifies things relevant with time intervals, indicates the ingredients of products clearly and indicates clearly the cost of these products accurately. In line with the findings and recommendations of the study, this study seek to compare the online tourism marketing strategies at ZTA and SAT as a way of highlighting areas which needs improvement and to draw lessons from one side to the other.

On the other hand, Potgieter *et al* (2013) conducted a study on innovative marketing information system: a management tool for South African tour operators in South Africa. The primary objective of the study was to establish how South African tour operators utilise information systems in marketing themselves. The study followed a quantitative descriptive design. The findings were that South African tour operators do not currently make use of information systems to provide them with market and marketing-related information for management and marketing decisions. In conclusion, the study recommended that tour operators and information system designers and developers consult on a regular basis and find solutions to the information needs of tour operators. Similarly, a study conducted by Maswera *et al* (2006) about e-commerce adoption in South Africa, Kenya, Uganda and Zimbabwe all showed that few of the African destination marketing organisations are fully appreciating e-commerce. The study revealed that some African organisations websites are comparable to the developed countries to their counterparts Europe and USA; most websites had room for considerable improvements. The African websites were found to be fully informative and lacked interactive options for performing online transactions. Considering these weaknesses, the survey recommended that these African organisations develop their websites to become marketing tools for them to benefit from the benefits of internet marketing.

This study therefore seeks to establish the online marketing strategies which have been adopted by ZTA and SAT especially coming from the background of those similar studies (Maswera *et al,* 2006 and Potgieter *et al,* 2013) that websites of most African organisations lacked interactive facilities and also from the conclusions that some tour operators have limited knowledge on the significance of information systems. In line with the above recommendations, and also coming from the background where tourism has been branded the fastest growing industry, this study will be a comparison of the ZTA and SAT online marketing strategies.

Example 2: **The development of a universal accessibility framework for National Parks in South Africa and Zimbabwe: (Chikuta, 2015)**

Disability tourism, also known as accessible tourism, is a philosophy that endeavours to ensure that tourism destinations, products and services are accessible to all people, regardless of physical limitations, age or disabilities (Darcy & Dickson, 2009;34). It enables individuals with mobility and other challenges to access destinations without much aid and with dignity by ensuring that products, services and environments are designed to meet their needs. This includes those travelling with children in prams, People with disabilities (PwDs) and seniors (Pegg & Patterson, 2011:174). It encompasses all dimensions of disability, including sensory, mobility and vision, among others (World Health Organisation, 2002; Oliver, 1996:9).

1.2.1 Universal accessibility

The concept of universal access is inseparable from accessible tourism. According to the United Nations Convention on the Rights of Persons with Disabilities, Article 2; universal access refers to the design of products, environments, programmes and services that are usable by anyone to the greatest extent without the need for adaptation or specialised design (UN, 2006). The definition emphasises the need to ensure that anyone, regardless of ability, age, size and gender can use the facility independently and with ease (Parks & Benefits, 2007:4). Connell, Jones, Mace, Mueller, Mullick, Ostroff, Stanford, Steinfeld, Story & Vanderheiden, (2008:2-10) identified the following seven principles of universal design for the National Center on Accessibility (USA):

- Equitable use - useful to all people despite disabilities.
- Flexibility in use - should accommodate a wide range of individual preferences and abilities.
- Simple and intuitive use – the design is easy to understand regardless of a user's situation.
- Perceptible information - communicates information effectively to users regardless of the type of impairment.
- Tolerance of error - minimises hazards and adverse consequences of accidents or unintended actions.
- Low physical effort - the design can be used efficiently and comfortably, with minimum fatigue.
- Size and space for approach and use - appropriate size and space for use regardless of the user's body size and mobility.

The following section offers insight into the relationship between age and disability.

1.2.2 Disability and aging

No discussion on disability and accessibility is complete without examining the issue of aging. Worldwide, the number of PwDs has increased in recent years, mainly because of ageing and other health related factors (Darcy, 2002:137; Turco, Stumbo & Garncarz,1998; Yau *et al*., 2004:948). Research has shown that there is a positive correlation between ageing and disability (WHO, 2007). However, Mann (2005:6) argues that older persons with impairments may not necessarily be disabled if they find ways of compensating for that impairment. In most cases, however, most old people are unable to do so, thus becoming disabled. The number of aged people is expected to increase tremendously by 2050 and the greatest increase is expected in developing countries, especially in Asia. This is attributed to the improvement in the general standard of living in these countries. In 2005, 16.7% of Americans were 60 years and older and by 2050, the number is expected to increase to around 26%. In 2005, people aged 60 and older represented 10.9% of China's population; this is expected to rise to 31% by 2050. Germany and Japan are expected to register the largest growth from 25.1% and 26.3% to 35% and 41, 7%, respectively (Eurostat, 2005:254; Dobriansky, 2007:5). These patterns show how important disability tourism is and is likely to become in the future.

1.2.3 Economic significance of the disability market

The number of PwDs worldwide is estimated to be between 600 and 859 million (APEC, 2003:5; United Nations, 2009). This represents a significant 10% to 19% of the global population (Bull, House & Weed, 2003:14; Huh & Singh, 2007:212). These patterns are reflected in national statistics. For instance, in 1997, the US Census Bureau reported that 21% of the population was disabled amounting to approximately 54 million people (US Department of Commerce, 1997).

It is therefore clear that the disabled have become a significant consumer market (Darcy *et al*., 2010:817; Buhalis, Michopoulou, Eichhorn, & Miller, 2005; Darcy, 2002:61). Lipp and Van Horn (2007:3) found that American adults with disabilities spend an average of $13, 6 billion US on tourism each year. This research further revealed that these people made 32 million trips in 2002 and spent $4, 2 billion on hotels, $3, 3 billion on airline tickets and $2, 7 billion on food and beverages while they were travelling (Harris Interactive Research, 2005). Parker *et al*. (2002:283), Rains (2007:2) and the UNESCAP (2007) emphasise that creating accessible tourist destinations is not about charity but serious economic gains.

The same study found that, in the UK, 10 million adults with disabilities spend approximately 80 billion pounds on tourism per year and in Canada, economically active disabled people spend 25 billion Canadian dollars on travel (Lipp & Laurel, 2007:3). Dwyer and Darcy‟s (2011:228) study revealed that overall expenditure by tourists with disabilities in the United Kingdom from 2003 to 2004 was close to US$12 billion. This is massive expenditure and sufficient reason to take disability tourism seriously. The Commonwealth Department of Industry, Tourism and Resources (CDITR, 2003:45) has identified the disabled and the senior population as an emerging market which can sustain the tourism industry. Tourism Australia has responded by establishing disability tourism as a niche (Tourism Australia, 2005:4)

In the East and South Asia Pacific (ESCAP) region, PwDs and older people are a growing group of consumers of travel, sport, and other leisure-oriented products and services (ESCAP, 2000:75-76). Aged people's share of tourism in developed countries has increased with „baby boomers‟ coming of age and representing a very lucrative market for travel and tourism. The developing world is following suit as health facilities and medication improve (ESCAP, 2000).

The United Nations (UN) projects that by 2025, about 14% of the ESCAP region's total population will be over the age of 60 and the region is expected to be home to more than 50% of the world's aged population. By 2041, about 23% of Canadians will also be over 65 (Horgan-Jones & Ringaert, 2004:6).

Studies have revealed very important characteristics of tourists with disabilities. People with disabilities stay longer at a destination than their able-bodied counterparts; they spend more money per day and usually demand more services. Another important attribute of this growing market is that they travel out of season to avoid crowds (Burnett & Bender-Baker, 2001:6; Denman & Clerkson, 1991b:46; Ray & Ryder, 2003:63, Van Hon, 2001). This is particularly important when one considers the fact that the tourism and hospitality industry is highly seasonal and that patronage during the off-season is a „blessing‟. Moreover, once one captures this niche, it is likely that friends, family members and associates of tourists with disabilities will also be captured (Buhalis & Darcy, 2011:6).

Many PwDs not only have the will but the disposable income to travel (Australian Hotel Association, 1998:2; Bennet & Bender-Baker, 2011:6; Darcy, 2000:12, 2002, 2008). While it is assumed that the situation in Europe and America applies to all parts of the world, there are variations in economic, socio-cultural and legal frameworks. In this regard, Southern Africa needs tailor-made policy frameworks for sustainability. The following questions remain unanswered: are there enough facilities to enable PwDs to travel? Do these facilities meet the expectations of tourists with disabilities? How can Southern Africa become an accessible destination?

1.2.4 People with disabilities and nature-based tourism

Like any other tourist segment, PwDs are greatly interested in exploring nature (Lais, McAvoy & Frederickson, 1992:10). Research has shown that PwDs participate in nature-based tourism and engage in activities such as sightseeing, birdwatching, camping and hunting (among others) (McAvoy, Holman, Goldenberg & Klenosky, 2006:24; Cordell, 1999, McCormick, 2001:12). Indeed, McCormick‟s research shows that PwDs‟ level of participation in outdoor recreation in the US equals, and at times, exceeds that of able-bodied tourists. Some tourists with disabilities engage in more challenging activities than their able-bodied counterparts (Anderson, Schleien, McAvoy, Lais & Seligmann, 1997:214). This demonstrates that PwDs are by no means spectators when it comes to nature-based tourism.

The motivation for visiting natural areas has been found to be the same regardless of whether one is able-bodied or disabled (Yau *et al*., 2004:947, Lais, 1995; Roggenbuck & Driver, 2000:25; Brown *et al*., 1999:210). This includes escaping the day-to-day mundane environment, relaxation, enhancing family interactions, experiencing natural beauty and taking photographs, among others (Shi, 2006; Singer & McAvoy, 1992; Saayman, Van der Merwe & Slabbert, 2009). However, PwDs also have other motivations. The most noted reasons for visiting a wilderness environment include the need to experience personal challenges, to increase self-confidence, social adjustment and family satisfaction and to enhance self-understanding (Anderson *et al*., 1997:220; McAvoy *et al*., 1989; Singer & McAvoy, 1992). Shi *et al*. (2012:229) identified a further reason why PwDs visit various areas of interest, including natural areas. The „do it today‟ syndrome reflects the fact that tourists with disabilities are not sure of what tomorrow holds, so they decide to enjoy the best of today. This is vindicated by the fact their impairments are likely to worsen with age.

Even though PwDs are interested in nature-based tourism, the number of disabled visitors to national parks worldwide has not been significant (UNCRPD, 2006). This is despite the statutory instruments put in place by some governments to encourage disability tourism. In 1994, only 2.3% of park users in the US were mobility disabled; 14.4% of the US population was mobility impaired at that time (Bricker, 1995:11; Lais, 1992). This may be an indication of the inaccessibility of national parks in that country that could also be the case in Zimbabwe and South Africa.

The major debate on the accessibility of natural areas has been how to strike a balance between enhancing accessibility and preserving the natural state of the wilderness environment (Ray & Ryder, 2003:57; Lovelock, 2010:358; Jaquette, 2005). The use of cars and electrical devices to enhance access (industrial tourism) has been regarded as a threat to national parks and the wilderness experience. It makes access to nature too easy (Bricker, 1995) and is environmentally damaging.

The question is: how can access be enhanced while keeping the national parks attractive? Advocates of environmental sustainability have argued that any change in the ecological set-up to accommodate the mobility impaired compromises the quality of the very nature that draws these tourists (Zeller, 2008:15; Jaquette, 2005, Lais, 1992). On the other hand, those that subscribe to the philosophy of universal access argue that it is an infringement of the rights of PwDs to deny them access to these natural areas on the bases of sustainability (Lovelock, 2010:358). They argue that motorised access to national parks must be allowed to cater for the mobility impaired and the aged (Lais, 1995:27).

Environmentalists have argued that motorized access would deny everyone (including the disabled) a true wilderness experience (Bricker, 1995). However, tourists with mobility impairments state that they do not necessarily want to make natural areas too easy to access. All they want is for these parks to be universally accessible to afford them the experience and challenges that able-bodied person can experience (Zeller, 2008:17). What they are against is the total inaccessibility of these places which is tantamount to exclusion. Environmentalists seem to put unwarranted emphasis on the exclusion of motorised/mechanised devices like wheelchairs in the parks. The Americans with Disabilities Act title V, Section 507c provides for the use of the wheelchair for individuals whose disabilities require their use (ADA, 1990). It is argued that a wheelchair does not involve the motorisation of national parks; rather, it is somebody's footwear and should be allowed in parks just as others‟ shoes are. (Zeller 2008:17). Jaquette (2005:2) observes that making parks more accessible would not necessarily make them more visibly constructed.

A few studies have been conducted to determine tourists‟ perceptions of motorised access to natural environments (Zeller, 2008; Lovelock, 2010). The results of these surveys show that it is in the interests of both the able-bodied and the disabled to ensure that the pristine nature of wilderness areas remains untainted by modernity. While some mobility impaired tourists supported enhanced motorised access, the majority were not are favour of this option. It is however clear than all people with disabilities require an accessible natural environment.

Access to tourist areas by PwDs has been cause for concern and, of late, researchers have investigated ways of making these areas more accessible (Lais, 1995; Jaquette, 2005; Lovelock, 2010:357). However, there is a paucity of research on the accessibility of national parks, among other natural areas (McAvoy *et al*., 2006:30; Lovelock, 2010:360). Indeed, PwDs have been referred to as „outsiders‟ when it comes to national parks for the simple reason that these environments have been deemed unsuitable for them (Matthew & Vujakovic, 1995). Some managers of remote areas do not accommodate disability because of the costs involved. They are reluctant to invest in this emerging market and therefore relegate PwDs to the periphery of their markets (Lovelock, 2010). This review has revealed that PwDs are an emerging and potentially viable market segment for nature-based tourism. The problem is therefore not whether PwDs want to engage in nature-based tourism but rather accessibility. In fact, denial of access to natural environments contacts nature even more precious (McAvoy, 2006:31).

1.2.5 Research on disability and tourism

Research on tourism and disabilities can be classified into several categories. The first is to do with legislation. National governments‟ increased interest in issues to do with PwDs and the enactment of legislation such as the Americans with their Disabilities Act (ADA) of 1990 and the Disability Discrimination Act (DDA) of 1995 which have contributed to an increase in research on disability (Darcy, 2010:5). Much research has been conducted globally on disability legislation and ensuring that the civil and legal rights of PwDs are protected (O‟Neill & Ali Knight, 2000:1; Boyne, 2005). Other researchers examined the impact of the ADA, DDA and other legislation on the hospitality and tourism industry (Ohlin, 1993, Forbes, 2009, Rosen 2007, Shaw *et al*., 2005). This research was supply-side driven and little attention has been paid to the demand side (Darcy, 2010; Snyman, 2000).

The second category of research focused on the human resource aspects of disability, focusing on the employment of PwDs in the hospitality and tourism industry and staff attitudes towards tourists with disabilities (Gröschl, 2007, Darcy, 2010, Darcy & Peg, 2011). Ross (2004) drew attention to ethical issues and how employees with various impairments are treated within the tourism and hospitality industries. Again, this category is supply-side driven.

Some studies focused on models and dimensions of disability while others raised the contentious issue of universal access and universal design (Connell el al., 2008, United Nations, 2006, Centre for Universal Design, 2009; Rains, 2004:23). Studies conducted in Australia, the United States of America and parts of Europe examined the economics of disability tourism to determine the viability of this up-and-coming market (Darcy, 1998; Harris Interactive Research, 2005). Wilderness tourism has also been a subject of discussion and research in the academic arena although little emphasis has been placed on PwDs (Zeller 2008:16; Jaquette 2006:8; MacAvoy *et al*., 2005; Lais 1996).

Even though there has been a significant increase in the literature on accessible tourism, this subject is still evolving in academic study and in industry practice (Buhalis & Darcy, 2011). Furthermore, studies on disability have focused on Europe, the USA and Australia (Grady & Ohlin, 2009; Ozturk, Yayli & Yesi Ltas, 2008). The primary concern has been what other people think of PwDs; very limited information is available on disabled people's perspectives of tourism products, particularly in nature-based tourism (Snyman, 2002; Mckercher & Chan, 2005:4). Therefore, this study takes a two-pronged approach in examining both the demand and supply side to come up with a balanced framework for universal accessibility, particularly in national parks.

It is evident from the literature reviewed that while disability tourism has been a subject of concern in countries like Australia, the USA and parts of Asia, very little research has been done in this area in Africa, particularly Southern Africa. It is this knowledge gap which the current study sought to bridge.

Example 3: **An assessment of the innovative measures employed by small to medium size hotels in Harare, Zimbabwe: (Ndhlovu, 2015)**
The sections below discuss the background of the study. It focuses on the hotel and hospitality industry in general and the general structure of hotels in Zimbabwe. For hotels in Zimbabwe the major focus is on Harare where the study was conducted and an attempt has also been made to unpack the problem being investigated.

1.2.1 The Hotel and Hospitality Industry
A hotel is a place of solace for the avid traveller. The definition of hotel is surrounded with many confusion especially when the terms motel, inn, or lodge are introduced. This confusion is mainly attributed to the many properties that offer similar services in the hospitality industry and the many owners who classify their properties as they deem appropriate especially in unregulated scenarios (Kasavana & Brooks, 2001). A hotel is part of a broader grouping of similar establishments known as the hospitality industry. The hospitality industry itself is also part of the larger travel and tourism industry (Kasavana & Brooks, 2001). Although diverse and having many definitions (Mullins & Dossor, 2013), the hospitality industry includes 'a wide range of businesses each of which is dedicated to the service of people away from home' (Walker, 2010). The hospitality industry usually consists of lodging or accommodation operations and food and beverage operations (Kasavana & Brooks, 2001).
The hotel concept, part of the broader hospitality industry, emanated from inn ………………… ……
1.3 The Hotel Industry in Zimbabwe
The hotel industry in Zimbabwe, like any other in Southern Africa is a combination of small, medium and large enterprises. These hotels also range from privately owned, family run and ungraded hotels to international chain luxury hotels (Mkono, 2010). For the graded hotels they are classified into five categories ranging from one star to five stars (Statutory Instrument no.128 of 2005). The one star and the two stars hotels are referred to as the small to medium size hotels (Statutory Instrument no.128 of 2005). Some of the hotels are government owned through the Zimbabwe Tourism Authority (Rusike & Chitambara, 2012). Zimbabwe has the second largest number of hotel rooms in Southern Africa after South Africa (Ruzivo Trust, 2013). While the majority of hotels are concentrated in the major tourist centres of Victoria Falls and Kariba, Harare, the capital city also houses a considerable number of hotels, especially commercial hotels. Harare City, the area of study in this research is well known for the plethora of both individual and internationally recognised hotel brands.

One of the main international hotel players in the City is Africa Sun Hotels and Resorts. The group was established in 1968 (Rusike & Chitambara, 2012), and was initially known as Zimbabwe Sun Hotels. The group now has presence, not only in Zimbabwe, but in Ghana, Nigeria and South Africa. In Zimbabwe, the group is associated with two hotels in Harare, the Crowne Plaza Monomotapa and the Holiday Inn Harare (Africa Sun Hotels, 2014). Crowne Plaza Monomotapa is a four star hotel located in the city's central business district (CBD), that attracts both business and leisure travellers (Africa Sun Hotels, 2014). The Holiday Inn, a three star hotel, is located on the outskirts of the CBD and offers ample parking space. The hotel also attracts both business and leisure travellers.

The second largest hotel group is Rainbow Tourism Group (RTG). According to Rusike and Chitambara (2012: 11)

> *The group operates four distinct quality hospitality brands which are Rainbow Resort Hotels, Touch the Wild Limited (which operates four lodges), Tourism Services Zimbabwe and Rainbow Hospitality Business School. It operates 6 hotels in Zimbabwe, two hotels in Zambia and one in Mozambique through lease and management contracts. It has placed itself as the leading provider of Unique African Hospitality.*

The Group was established in 1992 and became Zimbabwe's second largest chain group in 1998, a position it has maintained to date (Rainbow Tourism Group, 2013). The group boasts of two hotels in Harare, the Rainbow Towers Hotel and Conference Centre, and the New Ambassador Hotel. The Rainbow Towers is a five star hotel with 304 rooms. The hotel has three restaurants and a bar, all catering for the business traveller. The New Ambassador Hotel has 72 rooms and is also located in the CBD and caters for the business traveller (Rainbow Tourism Group, 2013). Cresta Hotels, also one of the leading hospitality groups in Africa, has units in Zambia, Botswana and Zimbabwe. The hotel group started operations in Zimbabwe in the mid 1970's, with only 2 hotels that were owned by Tobacco Auctions (Rusike & Chitambara, 2012). Cresta now owns 4 hotels in Zimbabwe mainly in Harare where the group operates three hotels, Cresta Lodge, Cresta Jameson and Cresta Oasis. Both the Cresta Jameson and Cresta Oasis are located in the central part of Harare City. Cresta Lodge is located a few kilometres from the city centre.

In total, Harare has twenty-one hotels that include the famous Meikles Hotel that is a five starhotel, and other five star lodges such as the Amanzi Lodge, the Ballantynes Lodge and the Woodlands Guest Lodge. Hotels in Harare are prominently important for the business traveller and the city is well known for the Sanganai/Hlanganani World Travel Expo Business Forum which attracts a considerable number of international business players (Rusike & Chitambara, 2012). The Expo is held annually at the Harare International Conference Centre.

According to Zimbabwe Tourism Authority (2011), Harare has twelve independent hotelestablishments which include hotels such Selous hotel, Russel hotel, Courtney hotel, Red Fox Chase hotel, Semanzini Park hotel, Holly's hotel and Night Club, hotel Elizabeth, Adelaide Acres conference centre, the Queens hotel, and Sogecoa Zimbabwe Golden Peacock Villa and Pandhari hotel. Some of these hotels closed and some are now operating as night clubs. Only a few are still operating as hotels. Despite the prolific hospitality sector in Harare, there are several challenges facing the hotel industry in Zimbabwe. Among these is the need for refurbishments, under investment and socio-political unrests (Ruzivo Trust, 2013). There is also instability in terms of employment due to on-going retrenchments (Rusike & Chitambara, 2012).

Of the five independent hotels in the central business district (CBD), three have no star rating while the other two have a star rating of two. Working towards attaining a star rating of five or less appears to be quite a big challenge for most of them. This makes it difficult for them to compete with the giant chain hotels. For small to medium sizes independent hotels, survival means bracing competition even amongst themselves. Competition in tourism is driven by several factors including pricing, volume, innovation, technology and entrepreneurial management (Christie & Crompton, 2001). However, this study is more concerned with innovation in hotel SMEs, their growth and failure as this is an area that has received anecdotal attention in tourism literature (Thomas, Shaw & Page, 2011). Research in the operations of small to medium size independent hotels is scant. Little is known about innovative measures employed by privately owned hotels in the management of business. Most of the research on hotel innovation tends to focus on large chain corporations though in recent years there has been an increasing awareness and recognition of the importance of small and medium enterprises (SMEs) in extant literature.

In Zimbabwe the promotion of small to medium enterprises (SME) which is often synonymouswith economic indigenization, is being hailed for its pivotal role in promoting grassrootseconomic growth and equitable sustainable development. In particular the development of SMEsis seen as a way of accelerating the achievement of wider economic and socio-economic objectives (Chidoko, Makuyana, Matungamire & Bemani, 2011). The most important economic benefit from SMEs in Zimbabwe is employment creation because the civil service and the large multinational companies only absorb a limited fraction of the country's labour force. The number of persons who were gainfully employed in Harare by 2012 was 242 400 a decline of about 6.8% from 260 100 in 2010 (ZimStat, 2013). This drop may be attributed to the increase of people who were leaving formal employment to embark on personal business especially in small to medium enterprises that have been viewed as a perfect substitute to conventional formal employment (Maunganidze, 2013).

The SMEs sector is efficient at generation of job opportunities however at a very low cost for some segments of the population. Jobs in the large scale corporations in Zimbabwe are showing negative growth, while some jobs in the SMEs sector of the economy are showing positive growth. The contribution of the SMEs sector to the Zimbabwean economy is crucial for the achievement of the broader development objectives such as poverty alleviation, spreading of employment opportunities and increasing indigenous ownership of resources in the economy (Chidoko *et al*., 2011). SMEs are seedbeds for indigenous entrepreneurship as they are responsible for mobilizing ungenerated capacity (Charantimath, 2006), are labour intensive, and contribute to the decentralization of industry (Hutchinson & Quintas 2008) and contribute more to equitable distribution of the national income

(Dumbu & Musingafi, 2010). Other economicadvantages of small to medium-scale businesses include supplying dynamism (i.e., they contribute to the growth of the economy), contributing to economic competition, raising the level of popular participation in the economy and promoting growth with equity.

To show the importance of the SMEs sector to the economy, the government of Zimbabwe established the Ministry of Small and Medium Enterprises, and such organs such as Small Enterprises Development Corporation (SEDCO) and Venture Capital Company of Zimbabwe (VCCZ) among others, to provide targeted support to SMEs. This is a clear demonstration of the Zimbabwean Government of its realization of the importance of the sector and the roles it plays to correct the poor performance of the economy. Although Fan (2003) argues that SMEs are the major sources of technological advances and new products. Small to medium size enterprises (SMEs) in Zimbabwe face a dynamic and competitive business environment. Such competition manifests also in SMEs that fall under the hotel sector. Most of them are struggling to survive and grow despite the efforts engaged by the Government (Maseko *et al*., 2012) and the private sector in general, to offer financial assistance and non-financial incentives. Some even end up closing down. The Germini Report of 1993 found that 48-60% of SMEs closures in Zimbabwe occur within the first three years. As a result the sector has suffered stunted growth and sluggish development. In addition it has been also difficult for the SMEs to compete with the large chain corporations in attracting markets and maintaining market share.

On the contrary small to medium size independent hotels are operated by owner-managers or by a small consortium. There is no separation of ownership and control as the business has no outside equity owners. Most of them are ungraded and have no star rating. It is upon this background that the study sought to explore and understand the innovative measures employed by small to medium size independent hotels in the management of business in a dynamic and competitive environment. The section below tries to articulate the problem being investigated in the study.

Example 3: **An investigation of the causes of non-adherence to set quality standards in lodges in Zimbabwe: A case study of operators in Harare : (Maphosa, 2014)**

Lodges in Zimbabwe are graded using the provisions of Statutory Instrument 128 of 2005 and the Tourism Act chapter 14:20. Once graded the validity of the lodge's grade runs for a period of two years or until reviewed for whatever reason. Ideally a lodge is expected to improve to a better grade after at least two years, for instance, an upgrade from being standard to comfort, to luxury or to even a hotel. However, for the past 4 years according to the Zimbabwe Tourism Authority July 2014 lodges database, at least 40 registered lodges in Harare out of a total of about 45 registered lodges in Harare are still in the same grade, two were downgraded while only three were upgraded. There has also been an unprecedented mushrooming of unregistered lodges in and around the city. Table 1.1 presents a comparative analysis of the grading status of registered lodges in Harare in the years 2011 and 2014.

Date	Name of Registered lodge	Grade	Date	Name of Registered lodge	Grade	Comment on upgrade
2011	Harare Safari	Comfort	2014	Harare Safari	Standard	Downgraded
	Aqua	No star		Agua	No star	No star
	Jacaranda	Standard		Jacaranda	Standard	No improvement
	Elephant	Standard		Elephant	Standard	
	West end	Standard		West end	Standard	
	Ngoko	Standard		Ngoko	Standard	
	Kuimba	Standard		Kuimba	Standard	
	Mugoni	Standard		Mugoni	Standard	
	Zimzac	Standard		Zimzac	Standard	
	Sloane	Standard		Sloane	Standard	
	Connaught	Standard		Connaught	Standard	
	Flame lily	Standard		Flame lily	Standard	
	Khahphinde	Standard		Khahphinde	Standard	
	Merrion	Standard		Merrion	Standard	
	Ruvimbo	Standard		Ruvimbo	Standard	
	Matohwe	Standard		Matohwe	Standard	
	Tynward	Standard		Tynward	Standard	
	Carry's Court	Standard		Carry's Court	Standard	
	Boulder's	Standard		Boulder's	Standard	
	Ebenezer	Standard		Ebenezer	Standard	
	Small World	Standard		Small World	Standard	
	Kia Ora	Standard		Kia Ora	Standard	
	Heritage Hills	Standard		Heritage Hills	Standard	
	Oohi Safaris	Standard		Oohi Safari	Standard	
	Riverstone	Standard		Riverstone	Standard	
	Limpopo	Standard		Limpopo	Standard	
	Mudzigashe	Standard		Mudzigashe	Standard	
	Mabvazuva	Standard		Mabvazuva	Standard	
	Mbizi	Comfort		Mbizi	Comfort	
	Thorn tree	Comfort		Thorn tree	Comfort	
	Borrowdale	Comfort		Borrowdale	Comfort	
	Geoko	Comfort		Geoko	Comfort	
	AmanziPeve	Comfort		AmanziPeve	Comfort	
	Stable	Comfort		Stable	Comfort	
	Pakanaka	Comfort		Pakanaka	Comfort	
	Pandhari	Comfort		Pandhari	Hotel	IMPROVED STANDARDS
	Lodge fairmil	Standard		Lodge Fairmi	Comfort	
	Woodlands	Comfort		Woodlands	Luxury	
	ImbaMatomb	Luxury		ImbaMatomb	Luxury	No Improvement
	York	Luxury		York	Luxury	
	Wild Geese	Luxury		Wild Geese	Luxury	
	Amanzi	Luxury		Amanzi	Luxury	
	Southerton Octopalm Elmsfield	Ungraded possibly unregistered		Southerton Octopalm Elmsfield	Ungraded possibly unregistered	Ungraded possibly unregistered

Table 1.1: Comparing Grading Status for Harare Registered Lodges, Source: Z.T.A; Accommodation database for the year 2011 and 2014.

Table 1 motivates the research study into seeking to investigate the possible causes of nonadherence to set quality standards that discourage improvement and upgrade of lodges. The possible causes to the non-improvement in quality standards, downgrading and mushrooming of unregistered lodges can be due to internal and external environmental forces. Table 1 shows that most lodges in Harare have not improved for the past 3 or so years, on the other hand some have even deteriorated.

Information brought out by Table 1 can be further married to what the Zimbabwe Tourism Authority annual report of 2012 page 40 revealed as evidence of lodges deteriorating standards. The Zimbabwe Tourism Authority annual report of 2012 page 40 showed a 10% decrease in foreign tourists checking into lodges compared to the previous year 2011. The annual report indicates a 5% increase in foreign tourists checking into hotels compared to the year 2011. Where foreign tourists shun lodges for hotels this might indicate a decrease in lodges international recognisable standards. The decrease in foreign tourists checking into lodges mean a decrease in good word of mouth marketing and absence of expect lodges human capital that can implement and put into use internationally recognisable standards. Hence, the research study would like to find out why foreign tourists are shunning the hospitality provided by lodges in Harare. Youell (1998:29) highlighted that tourist are becoming more sophisticated in their purchasing habits; they will increasingly expect higher standards of customer service, product and service quality, while still demanding value for money. Tribe (1997) in Egmond (2007) argued that amongst accommodation providers, there is still a lack of comprehensive study into the heterogeneity, complexity and dynamics for tourists or guest needs and wants. Failure to study and implement the recommendations of this psychological force has led to most lodges in Harare not to adhere to set quality standards.

Whilst the Statutory Instrument 128 of 2005 and the Labor Act Chapter 28:01 advocates for designated tourist facility to ensure that at least 25% of employees be trained from institutions duly Recognised and registered with the ministry responsible for higher education, observation is that majority of lodges in Harare are being manned by less qualified employees. Elephant and West-end lodges for example, are being manned by students from Harare and Gweru polytechnic. The students are in-charge of most day-to-day operations of the lodge, from Front office services, housekeeping, kitchen services, administration and food and beverages. The Rhodesian Hotel and Catering Gazette January 1979 noted that Hotels and lodges can be persecuted if they fail to distinguish duties, for example general duties hand and kitchen porter. General duties hand means an employee performing general labouring and cleaning duties. Whereas kitchen porter is an employee who is employed on one or more of the following duties: cleaning the kitchen, service and scullery and all the apparatus, cleaning and preparing raw vegetables, or fish, plucking poultry, or game, collecting, cleaning, washing or sorting plates, crockery or glass. This is however absent in most lodges in Harare, today. The kitchen porter is sometimes the general duties hand and housekeeper. And because students are manning lodges with no or less mentoring, this has gone against the standard requirements of the Statutory Instrument 128 of 2005 that requires that employees of a designated tourist facility to be supervised by well trained and experienced personnel.

To add on, it is observed that there is low morale in most lodges sighting a command approach management style and wide salary gap between top management and shop floor workers. For instance, most General Managers are earning a salary of at least US$1 800whilst shop floor workers are earning about US$250 and students on attachmentUS$100.However, the Rhodesian Hotel and Catering Gazette January 1979:18 reports that all hotels and lodges employees were placed in a grade appropriate to occupation and wages paid accordingly. Any employee and employer who agree to receive and pay less than the prescribed wage; both may be prosecuted for a breach of the agreement.

The study appreciates the Occupational Health and Safety Laws that are applicable in the Tourism and Hospitality industry which are enshrined within the Labor Act 28:01 and Statutory Instrument 128 of 2005 that require for employees to put on uniforms and protective clothing in service departments such as housekeeping, kitchen, waitering, food and beverages and maintenance. These departments are crucial because the employee is in direct conduct with the guest.

Hence, as a standard measure, employees must put on uniforms which are clean, uniform, inspected and which discourage the transfer of bacteria from say housekeeping to kitchen. It is by this research study that lodges such as Southerton, Octopalm and Elmsfield though assumed not to be registered, employees assigned duties in housekeeping, food and beverages and maintenance do not wear uniforms and do not have protective clothing. This is a health risk to both the employee and customer. There is a possible transfer of bacteria from housekeeping to kitchen and to customer during waitering. However, it is by this evidence that the research study is motivated into investigating the causes of non-adherence to set quality standards in lodges in Zimbabwe.

A report from the Parliamentary debates, House of Assembly volume 39:13 (07-05-2013), advocated for organisations to move with the current technology times. The report advocated that organisation would be better able to deliver quality services to both its internal and external customer. Hotels such as Meikles and Jameson use the Medallion information system and Crown Plaza use Opera information system so to enhance efficiency and effective operations, support decision making and support strategies for competitive advantage. Information system in the Tourism and Hospitality industry aid in making reservations, cashing up, linking front office, bar, restaurant, kitchen, and management. However, the application of modern technology such as computer software providing reservation services, housekeeping discrepancy services, and receipting services seem to be absent in most lodges in Harare. Telephone services linking the front office and rooms is absent in most lodges. Examples include Elephant lodge, West-end lodge, Southerton lodge, Octopalm lodge, Elmsfield lodge, and Selous lodge. Also, the importance of information systems as illustrated by Pyramid 1 seem to be absent in most lodges in Harare.

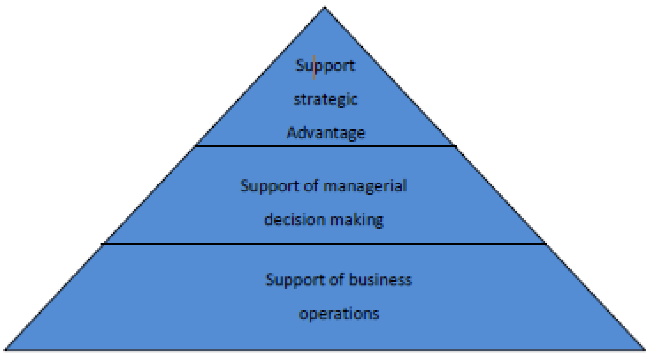


Figure 1.1: IT Aiding in Supporting Strategy, Decision Making and Business Operations. Source: O'Brien.J. (2000), Introduction to Information Systems. 9th Edition, McGraw Hill, Boston.

Youell (1998:29) advocated for accommodation providers to respond quickly to changes in the marketplace, technology and effective human resources strategies so to reap the benefits of the predicted growth in international and domestic tourism. According to the Old Mutual July 2014 Economic Brief, the World Bank revised Zimbabwe's 2014 economic growth projection down from 3 % to 2% citing underperforming national revenues and weak international commodity prices among other factors. Deflation decelerated as year-on-year inflation for May 2014 closed at -0.19%, up from -0.26% in April 2014. Observation is that economic challenges have been the scapegoat of most lodges on why there are delivering poor service quality. Hence, the research study would like to find out whether or not Zimbabwe's economic challenges are contributing towards lodges not adhering to set quality standards.

Besides the economic challenges, the Urban Councils Act Chapter 29:15 and the map of Harare City Council clearly bring out the reserved areas for lodges. The reserved areas according to the Harare City Council map give room for lodges' physical expansion, taking into consideration moral and ethics associated with lodges, bigger parking space and where tourists can easily reach. This is however contrary to what is taking place in Harare. An example would be Westend and Elephant lodges' which some of the rooms are very small being less than 10m². According to the Zimbabwe Tourism Authority grading team minimum room area excluding sanitary / restroom facilities for a standard lodge must be at least 10m² for a comfort lodge 14m² and luxury 18m². However, lodges seem to be mushrooming everywhere in Harare. Some are being illegally located in residential areas and also not registered especially in residential areas such as Southerton, Glen View, Budiriro, Avenues area and Highfield. Where lodges are operating illegally the Zimbabwe Tourism Authority grading team and those responsible for International Standards Organisation (1SO) are unable to set quality standards there. The Ministry of Health is also unable to set up health and hygiene standards and enforcing the Hazard Analysis and Critical Control Point (HACCP) system.

To compare, the South African lodges located in its capital city Johannesburg, such as Dibiloni lodge, Morning noon and Night lodge, and Fly Inn lodge charge between R175 to R430 which when converted to United States of America dollar (US$) is US$18 to US$45 per night. These lodges offer DSTV on a flat screen television, WIFI, tea facilities, spare blanket and sheets and toiletries. These lodges strictly adhere to the quality set standards tabled by the South Africa Tourism Authority (S.A.T.A) such as, beds must be replaced after every 5 to 7 years and guests are kings that must never be offered wet or dirty linen. Whilst most Zimbabwean lodges such as Elmsfield, Octopalm and Southerton lodge charge between US$10 to US$15 per hour without the same incentives as South African lodges have. Lodges such as Jacaranda, Ruvimbo, Aqua and Westend only offer the same facilities as South African lodges have when there charging accommodation services at a rate of between US$40 to US$70 per night.

Against this background, the research study would like to find out what causes lodges in Harare not to adhere to quality set standards. Harare houses the head offices of Zimbabwe Tourism Authority, Standards Association of Zimbabwe, Hospitality Association of Zimbabwe, Zimbabwe Council for Tourism, Ministry of Health and the biggest City Council Authority in the country.

Example 4: **The enhancement of sustainable tourism education and training to primary school level and rural communities in Zimbabwe:** (Marunda, 2014)
Tourism in Zimbabwe contributes significantly to the economy creation and support to the country's tourism and hospitality industry agriculture and mining. Up until the end of the Second World War, there was virtually no tourism in Zimbabwe with the Victoria Falls hotel built in 1904 being the only available accommodation unit. Significant tourism developments started emerging in the 1950's, initiating some improvements in facilities, and coinciding with the growth tourism in the 1960's. Zimbabwe's tourism after the promulgation of the Hotels Act in 1968 when many hotels were refurbished anticipation of grading. A new significant attraction lake Kariba was built in 1958. Figure 1.1 shows tourists' arrivals in Zimbabwe since 1964.

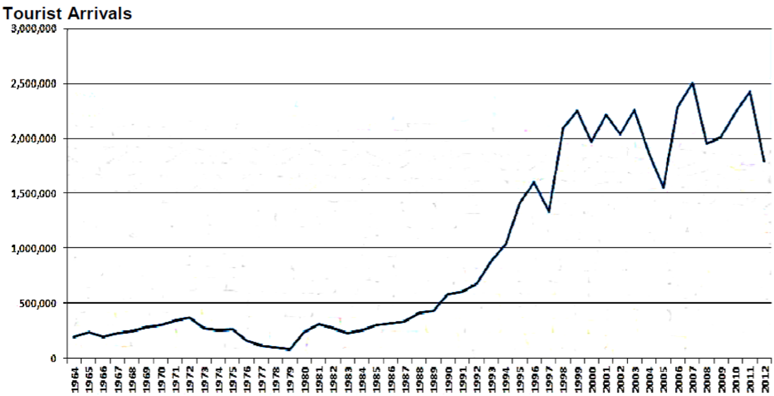


Figure 1.1: Tourist arrivals 1964 (ZTA, 2012)

In the pre-independence era arrival figures reached a peak in 1972 but fell gradually to a low of 79 000 in 1980 due to the process of figures to Zimbabwe peaked in 1999 only to steadily decline thereafter increased drastically again as from 2006 to just over two and a half million in 2007. The country however recorded 1 794 230 arrivals in 2012.

Tourism in Zimbabwe is based on its natural heritage which comprises national parks, wildlife and its unique cultural heritage like the Great Zimbabwe, the Victoria Falls etc. Reviewed literature (Murphree, 1991; Petersen, 1991; McIvor, 1994) reveals that studies already carried out on the subject area, have focused on CAMPFIRE projects. These in turn have concentrated on wildlife management especially, the management of elephant populations and distribution of proceeds from hunting and photographic safaris. Recommendations have been made regarding institutionalised guidelines. The Zimbabwe Trust Report (1991) in respect of community-based tourism projects in Muzarabani and Mavuradonha suggests creating an institutional structure that ensures genuine community participation in eco- tourism and the equitable distribution of benefits to local communities. McIvor (1994) recommends the establishment of guidelines and regulations between communities and private operators to ensure equitable distribution of benefits derived from hunting or other types of tourism. He argues that while CAMPFIRE is a step in the right direction, it does not go far enough towards realising its aim. Of late sustainability is seen as the logical approach to matching the requirements of conservation and development to ensure long term viability.

CAMPFIRE clearly shows that a gap exists between policy endorsement and policy implementation. Shortcomings in the implementation process arise because of conflicts between resource management agencies, tourism developers and the communities affected. To achieve greater tourism environment compatibility, the introduction of education to all tourism interest groups especially the host communities, tourism developers and school children who are the future custodians of the industry is necessary.

Tourism based on wildlife, demands large tracts of land to be set aside as animal habitats, thereby forcing land planners to forego other activities giving rise to conflicts over for land use options. Moreover, national parks are extremely fragile ecosystems. Following extensive spatial developments, the Department of National Parks and Wildlife Estates in Zimbabwe was formed in 1964.

Before the advent of the white man, the locals had arguably managed their wildlife in a sustainable fashion, killing only those animals that were necessary for their own habitually subsistence needs. They would not hunt down pregnant animals as an example. In a bid to make way for National Parks, land was taken away from the people, resulting in the villagers losing their food supplements, wild fruits, fish, and meat. They could no longer enter the National Parks to hunt for meat or harvest firewood. Grazing was poor and animals died or consequently gave very little milk and labour. Straying animals into National Parks were shot or confiscated. Honey could no longer be collected from 'state land'. Traditional healers could no longer collect their herbs for medicinal purposes.

Frequent migration of animals into neighbouring communities in search for food caused widespread destruction of crops and to compound the problem, communal farmers were routinely killed as they were trying to protect their crops or property. Only National Parks had the right to kill problem animals such as hyenas or lions that attack humans. Following these developments, National Parks suddenly became the bone of contention for the local communities living around the parks increasing hostility between the National Parks rangers, tourists and the local communities (MacIvor, 1994).

The benefits to be reaped out of tourism often attract related costs which, if not checked on time, will cause the downfall of the tourism industry itself. Careful planning can bring about tourism development that can benefit local communities and the host economy in a sustainable manner.

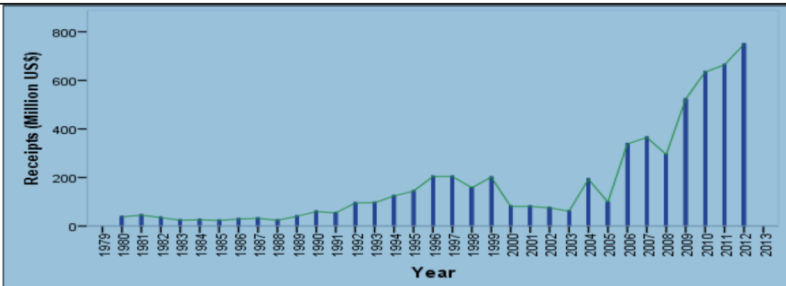


Figure 1.2: Tourism receipts in Zimbabwe for the period 1979 - 2012
Source ZTA 2012

Figure 1.2 below shows the receipts from tourism since independence in 1980

Although eco- and cultural tourism are being generally paraded as a panacea for the economic, social, environmental and cultural problems found in rural communities, there are few or no existing guidelines to foster sustainable tourism development. Such a guideline to govern the implementation of eco- and cultural tourism to the maximum economic benefits of rural communities at the same time, augmenting the minimising of negative social and cultural impacts.

Zimbabwe launched the Communal Areas Management Programme for Indigenous Resources (CAMPFIRE) projects in 1989. This programme was introduced at the beginning to curb poaching which was rampant in those National Parks neighbouring Communal areas, and later developed to include local communities for a share in the requisite financial benefits, while encouraging them to conserve the environment. Although CAMPFIRE projects have enjoyed considerable success throughout the country, local communities are yet to realise the full benefits in terms of financial empowerment and conservation efforts but at the same time being meaningfully involved in the implementation of these projects.

Example 5: **Basera (2021): Factors contributing to the late adoption of quality management systems in the hotel sector in Zimbabwe.**

Globally, inferior quality products have been synonymously associated with low to medium rated hotels in the hospitality and tourism industry from countries such as Nigeria, India, Malaysia, Ghana and South Africa (Christie *et al*., 2013; Anuar *et al*., 2017; Maarof & Fatimah, 2016). Research shows that the problem is more apparent in developing countries but findings by Sainidis *et al*., (2016) have also indicated that 43.3% of hotels in the United Kingdom (UK) failed to maintain the quality of their services during the recession period in the UK. Zimbabwean hotels are without exception. The country is lowly ranked at 114 out of 136 countries, conferring to the 2017 Global Competitiveness Report by World Economic Forum. According to the ZTA annual reports, since 2007; average occupancy rate per annum of hotels in Zimbabwe has never exceeded 53% as shown in Table 1.1 below. In 2017, one of the biggest hotel chains in Zimbabwe, the Rainbow Tourism Group (RTG), recorded an occupancy rate of 57% which is their highest since the year 2000 (RTG Annual Report, 2017). In 2019 the overall national average bed occupancy declined by 7 points from 39% in 2018 to 32% in 2019 (ZTA, 2019). Although various quality managements systems exist such as total quality management (TQM), ISO 9001:2008, ISO 9001, ISO 14001, Malcom Baldridge National Quality Award, Demning 14 points and six sigma (Foris *et al*., 2018;

Nanda, 2016) quality improvement tools, very little has been done to embrace quality systems by hotels in Zimbabwe so that they become more competitive.

Table 1.1: **Zimbabwe Hotel Occupancy (2007-2017)**

	Room Capacity in 2019	**Room occupancy %**												
		2007	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**
Harare	2491	36	50	55	53	53	58	52	59	57	57	55	63	49
Bulawayo	785	34	48	48	49	47	51	52	44	42	37	46	51	37
Mutare/Vumba	537	42	46	47	57	57	44	42	40	38	40	41	48	45
Nyanga	244	24	22	22	33	33	35	42	41	37	42	37	45	37
Midlands	314	26	29	37	36	35	62	51	35	29	33	37	37	36
Masvingo	190	30	39	30	49	49	54	45	37	43	32	46	44	35
Kariba	447	29	40	23	40	40	46	43	45	38	49	43	44	33
Hwange	293	14	12	14	24	25	26	27	21	19	22	25	31	19
Victoria Falls	1199	29	28	40	46	50	45	53	49	49	52	55	58	52
Beitbridge	176	49	73	61	63	62	61	42	32	14	23	18	37	27
National	**6676**	**34**	**41**	**46**	**52**	**52**	**52**	**48**	**48**	**46**	**47**	**48**	**53**	**44**

Source: Zimbabwe Tourism Authority Annual Reports (2007- 2019)

Zimbabwe is the second largest tourist destination in Southern Africa and the aggregate contribution of tourism to the country's Gross Domestic Product (GDP) in 2019 was $USD1.2 billion which contributed 7.3% of the total GDP (ZTA, 2019). In 2019 alone, the tourism sector in Zimbabwe contributed about 5.1% of the jobs in the country with around 159 500 people employed in the industry. Though the industry was second best in Southern Africa, its contribution was significantly very little as compared to USD 24.6 billion to the GDP of South Africa and 9.1% of total employment (WTTC, 2020). Whilst it can be argued that the South African economy is significantly larger than the Zimbabwean economy, South Africa offers better priced tourism packages and products (Du Plessis & Saayman, 2015). Table 1.2 below shows the economic impact of tourism to Zimbabwe's economy from 2007 to 2019.

Table 1.2: **Percentage contribution of Tourism to GDP, employment and Exports** (ZTA Annual Reports, 2007-2019)

Year	**GDP Value %**	**Employment %**	**Exports %**
2019	7.2	5.2	4.7
2018	6.3	3.7	4.7
2017	3.0	1.7	4.7
2016	3.5	2.3	7.3
2015	5.2	3.0	9.0
2014	5.6	3.5	9.5
2013	5,5	3.6	10
2012	5.9	4	10.7
2011	5.7	4.1	8.9
2010	8.8	4.4	10.3
2009	6.5	---	----
2008	21.8	----	----
2007	16.8	-----	----

Zimbabwe has many tourist attractions and has natural wonders and sights that often get massive attention from both international and local tourist (ZTA, 2019). The country has vast business opportunities in tourism, mining, agriculture and manufacturing. Based on these business opportunities, business in the hotel industry is naturally expected to be high but the opposite is true. Many countries in the Southern African region connect to each other by road through Zimbabwe. There are many hotels in Zimbabwe including world famous hotels (Holiday Inn, Crown Plaza) located in cities and resort areas. The hotels are registered with the ZTA and are star rated. The hotels provide their services to tourists, travellers, businesspeople who hold meetings and conferences, and private functions. The hotels are owned by international corporations, local businesspeople and local institutions operating as chain hotels or independent hotels. The hotels are facing quality problems as most of their problems emanate from cleanliness, food quality, customer service, ambience, bedding, lighting, water and security according to the review by one of the biggest and popular travel blogs (TripAdvisor, 2020). Looking at quality from a human standpoint, Pareto analysis, check sheets, cause and effect diagram brings out relatively similar problems of quality among the hotels. The researcher has been a practitioner in the hospitality industry for eleven years. During my eleven years of experience, I noted relatively similar major and ancillary causes of poor quality in the hotels. The hotels are lagging in the adoption of quality management systems especially low to medium rated hotels. Table 1.3 below shows the hotels in Harare, their grade, ownership, location, level of service and size.

Table 1.3: *Hotels in Harare* (Research Data)

Hotel	Size /Number of rooms	Ownership /Affiliation	Grade (star)	Location	Level of Service
Rainbow Towers Hotel	305	Chain	5	Suburban	Luxury
New Ambassador Hotel	72	Chain	3	Downtown	Mid-range
Meikles Hotel	312	Independent	4	Downtown	Luxury
Cresta Jameson Hotel	122	Chain	3	Downtown	Mid-range
Cresta Lodge Hotel	175	Chain	4	Suburban	Luxury
Cresta Oasis Hotel	110	Chain	3	Downtown	Mid-range
Russel Hotel	?	Chain	2	Suburban	Economy
Harare Safari Lodge Hotel	12	Independent	1	Suburban	Economy
Holiday Inn Harare	201	Chain	3	Downtown	Mid-range
The N1 Hotel	?	Independent	2	Downtown	Economy
Bronte Hotel	102	Independent	3	Suburban	Mid-range
Monomotapa hotel	180	Chain	4	Downtown	Luxury
Pandhari Hotel	71	Independent	3	Suburban	Mid-range
Queens Hotel	35	Independent	2	Downtown	Economy
Hotel Almond	40	Independent	1	Downtown	Economy
Selous Hotel	50	Independent	2	Downtown	Economy
Queens Hotel	?	Independent	1	Downtown	Economy
Golden Peacock Hotel and Villa (Segecoa)	?	Chain	3	Suburban	Mid-range
Elizabeth Hotel	?	Independent	1	Downtown	Economy

Studies by Mugondi (2015), Maphosa (2014), Chikosha (2016), Mangwiro *et al*., (2015), Chivandi and Maziri (2017) and Zengeni *et al*., (2014) show that local hotels are increasingly facing quality problems. To deal with this challenge, Zimbabwe's hotels need to adopt quality management systems to improve their competitive advantage by reducing costs of services, improving service delivery and improving quality of products. The hotels have failed to adopt quality management systems due to several causes such as shortage of finance, lack of support from the owners, resistance to change, cultural and religious beliefs and high cost of finance (Maarof and Fatimah, 2016). Apparently, hotels in Zimbabwe seem to be struggling with the adoption of QMS. Recent efforts by the Standards Association of Zimbabwe (SAZ), Hospitality Association of Zimbabwe (HAZ) and the Zimbabwe Tourism Authority (ZTA) to engage hotels to standardise their products and services have not yielded much anticipated results as most of them fail to acquire credit or working capital to standardise their products (Maphosa, 2014). Research shows that failure to standardise products and services results in variation of product quality, poor service and wastage of service and ultimately results in a reduction in customer base which affects hotel revenues (Mmutle & Shonhe, 2017).

The quality of tourism products and services seem to be affected by high labour turnover which has led to a gradual decrease in both product and service consistency. According to Vincenzo (2020), the direct impact of high labour turnover in the tourism and hospitality industry has led to high training costs. It also affects competitiveness and operating profit especially when key personnel leave which result in poor service delivery. Of late, the current economic environment has been very difficult for hotel proprietors in the hospitality and tourism industry. In Zimbabwe, all hotels operate below 52% capacity (ZTA, 2019).

Measuring success of quality management systems amongst hotels is particularly difficult in the sense that most facilities have poor record keeping procedures. Studies carried out in Zimbabwe show that literature is scant and only seemed to focus on TQM of large organisations in the manufacturing industry at the expense of the hospitality and tourism industry (Ngwenya and Sibanda, 2016; Maga *et al*., 2013). The present study seeks to explore the factors contributing to the late adoption of quality management systems in particular to the hotel industry in Zimbabwe. Zimbabwe had implemented five different economic development strategies (Economic Blueprints) since 2007 which are Zimbabwe Economic Development Strategy -ZEDS (2007-2011), Short Term Emergency Recover Programme I -STERP (2009) and Short-Term Emergency Recover Programme II -STERP (2010-2012), Medium Term Plan – MTP (2011-2015), Zimbabwe Agenda for Sustainable Socio-Economic Transformation – ZIMASSET (2013-2018) and The Transitional Stabilisation Programme -TSP (2019). Despite the economic blueprints recognising tourism and hospitality industry as one of the pillars in the development of the economy, no significant growth was recorded in the industry which can be attributed to quality issues. The government of Zimbabwe has set Vision 2030 'Towards a Prosperous and Empowered Upper Middle-Income Society' and its realisation is anchored on the Zimbabwe's National Development Strategy 1 (NDS) 2021-2025 (Government of Zimbabwe, 2021). The implementation of economic development strategy demands a model of quality management system (QMS) adoption in the hotel industry and other industries for realisation of positive economic results. Past economic blueprints failed to produce expected results since their implementation was not supported with empirical models. This research will lead to the development of a model of quality management system (QMS) adoption in the hotel industry grounded on a multiple case study of hotels in Zimbabwe.

Example 6: **Kanokanga, (2019): Development of a destination image recovery model for enhancing the performance of the tourism sector in Zimbabwe**

Travel and tourism have become the world's largest and fastest growing industry, and its growth shows a consistent year to year increase (UNWTO, 2018). The sector contributes directly to 5% of the world's GDP, one in 12 jobs globally, and is a major export sector for many countries, both in the developing and developed world (UNWTO, 2018). The increase in global tourism numbers (1 billion in 2012) compared to 710 million in 2000 (UNWTO, 2001) has resulted in intense competition between destinations to grow their market shares (UNWTO, 2019). According to UNWTO (2019), international tourist arrivals rose by 6 % in 2018 to hit the 1.4-billion mark, from 1.3 billion in 2017. The UNWTO's tourism forecast which was published in 2010 suggested that the 1.4 billion arrivals would be attained in 2020, yet the rapid tourism growth on the international scale has seen that target being attained two years ahead of time (Zimbabwe Tourism Authority [ZTA], 2016). The global expansion, especially of the media-tech savvy travellers, urges tourism and hospitality business organisations to wrestle fiercely not only for the tourist's expenditure but also for their voice and mind. This demands that each national tourist organisation presents its country as the most appealing destination in the region or world.

Tourism products, unlike manufactured ones, are characterized by perishability, inseparability and intangibility (Muhoho-Minni, 2016). The intangibility of tourism products means that their image is the only way which potential tourists have of comparing destinations and choosing between them and therefore it is important to create and transmit favourable images to potential tourists in target markets (Kyalo, Katuse, & Kiriri, 2016). As tourism services are intangible, images become more important than reality (Kyalo *et al*., 2016). Nyaruwata and Douglas (2017) suggested that as tourism destination products and services cannot be tested prior to purchase, consumers must build images of them and make their purchase decision based on those images. This makes the tourist's perceptions of the product not only a fundamental component of the decision-making process, but also a key determinant of the performance of the tourist destination.

Destination image (DI) is increasingly viewed as a strategic issue that can contribute to the competitiveness of tourism destinations (Govers, Go, & Kumar, 2007; Pike & Page, 2014a). A strong DI gives a competitive advantage over other destinations (Artuger & Cetinsoz, 2017). Creevey, Kidney, and Mehta (2019) posited that a positive DI enhances the probability of greater tourist numbers. In fact, the creation of positive DI has been claimed to affect the very viability of destinations (Stylos, Vassiliadis, Bellou, & Andronikidis, 2016; Xu, 2010). This tends to add weight to the argument that image is one of the drivers of the performance of the tourism sector. This derives from the fact that the image of a destination is one of the main factors that prospective visitors consider when choosing a holiday (Muhoho Minni, 2016). This view is shared by Agyeiwaah *et al.* (2019) who highlighted that image enhancement is high on the agenda of destination marketing organisations (DMOs) owing to its critical role in determining tourists' decision making, patronage and recommendation of a destination.

The idea of DI was introduced into tourism studies in the early 1970s by Gartner and Hunt (1987), Ben-Akiba, Gunn, and Silman (1984) and Pike (2007) and has since become one of the most researched topics in tourism-related research UNWTO (2015) due to its association with tourism performance (Xu & Ye, 2018). However, there is a less marked mention of DI recovery and performance in literature, that is, the DI recovery-performance correlation has been marginalised.

Some studies have focused on DI and tourist loyalty (Agyeiwaah *et al*., 2019; Chang *et al*., 2010). Others have examined DI and technology (film, Internet and others) (de la HozCorrea, Muñoz-Leiva, & Bakucz, 2018; Kanokanga & Mabwe, 2018). Some have investigated DI and information sources (de la Hoz-Correa *et al*., 2018; Shafiee *et al,* 2016) while some have focused on DI and branding (Creevey *et al*., 2019; Miličević, Mihalič, & Sever, 2017). A sizeable number of scholars has investigated DIs held by particular groups of people (Artuger & Cetinsoz, 2017; Pike & Page, 2014b; Stylos *et al*., 2016). Some scholars have examined DI and events (Avraham, 2016; Avraham & Ketter, 2017). There is therefore an interstice in research on DI recovery and performance nexus.

Globally, France, Switzerland, Austria, Germany, the United States, Spain and China continue to top the rankings in terms of both international arrivals and receipts in 2018 (Zimbabwe Tourism Authority, 2017). The sound performance of these tourist destinations tended to suggest a strong DI. The European continent continued to lead in terms of arrivals in 2017 (713 million, plus six percent). The UNWTO (2017) noted that Europe owes its strong DI and sound tourism performance to the fact that European governments have well-funded, competent tourist authorities with both marketing and development powers, supported by a robust tourism infrastructure (UNWTO, 2017). Furthermore, the use of a single European currency, the euro, in many European countries has facilitated tourism in the region. In 2018, Asia and Pacific registered 343 million arrivals, (+3%) coming second after Europe, the Americas (217 million, plus six percent) and the Middle East (64 million, +10%) (UNWTO, 2018). Africa which received 67 million arrivals (plus seven percent) got a mere 3 million arrivals ahead of the Middle East. This suggested that Africa, like the Middle East, was faced with a weak DI when compared to the other world regions such as Asia and Pacific, the Americas and Europe.

Africa’s weak image was generally attributed to political upheavals, disease, a poor infrastructure, poverty, and frequent droughts (Avraham & Ketter, 2017). These factors negatively impacted the economies of the African destinations and specifically, the tourism economies. Avraham and Ketter (2017) identified Africa's 'unfortunate' image as an obstacle to the region's competitiveness in the global tourism market, ascertaining that there is overwhelming evidence to suggest that Africa faces a huge challenge in counteracting the continent's prolonged negative image and perceived risks as a tourist destination. This was part of the reason why in 2018 Africa attracted only five percent of the international overnight visitors, accounting for 67 million international tourists (UNWTO, 2019) against a global total of 1.403 billion international tourists. Tourist arrivals in sub-Saharan Africa grew by 6% with the island destinations, namely Cabo Verde, Reunion and Mauritius registering strong growth (UNWTO, 2019). Kenya witnessed a rise too especially in July and August, thanks to improved air connectivity. South Africa, the sub region’s most visited destination, reported a most growth partly owing to its strong currency and a drought which mainly affected Cape Town, one of South Africa top tourist destinations.

What seems to be emerging from the above discussion is that many African destinations, including Zimbabwe, are faced with a challenge of a weak DI and an equally weak performance of the tourism sector. They therefore needed to explore DI recovery strategies which could enhance the performances of their tourism sectors. The negative image bedevilling destinations in sub-Saharan Africa was highlighted by the African Development Bank-(AfDB, 2018) whose study established that despite the many unique and fascinating tourism attractions in Sub-Saharan Africa, the sub-region is still the least visited in the world. The AfDB (2018) suggested that the poor performance of the tourism sector in the region was due to poor image, among other factors. Part of the solution to the poor DI image lay in the African governments demonstrating more political will to develop tourism (Zengeni, Zengeni, & Chipungu, 2015).

There is a dearth of research on destination performance (Ben Aissa & Goaied, 2017). Scholars who have explored tourism performance include (Ben Aissa & Goaied, 2017; Enright & Newton, 2004; Griffin *et al.*, 2014; Kaurav, Baber, Chowdhary, & Kapadia, 2015; Mapingure, du Plessis, & Saayman, 2019). However, these researchers did not explore DI and the performance of the tourism sector jointly. This study sought to fill this interstice.

The Zimbabwe Tourism Authority (ZTA) have made efforts to react to the tarnished image through various promotions focusing on rebranding as an exceptional ingredient to give the country’s tourism a facelift (Chigora & Zvavahera, 2015). This has seen Zimbabwe as a tourist destination rebranding three times between 1980 and 2011 (Chigora & Mutambara, 2019). The 20th edition of the UNWTO General Assembly which was co-hosted by Zimbabwe and Zambia in Victoria Falls in 2013 was believed to have potential for positive ripple effects in rejuvenating the tourism sectors of the two countries (Njerekai & Mabika, 2016). However, it appears that the negative image has remained in place, well after the hosting of the highly touted UNWTO General Assembly. Zimbabwe’s tourism arrivals and receipts indicate that the sector has been on an unstable path in the last decades, with fluctuating performances in tandem with the deteriorating local economic conditions and the global economic crisis in 2008 exacerbated by the global economic crisis/credit crisis which affected mostly developed world tourism markets and led to many traditional tourists cutting back on their travel and leisure expenditure (Zhou, Qu, & Li, 2016).

In Zimbabwe, tourism is one of the four pillars anchoring economic growth after Agriculture, Mining and Manufacturing (Chigora, Nyoni, & Mutambara, 2019). Moreover, Chigora *et al*. (2019) pointed out that the tourism economy in Zimbabwe is critical because of its employment and foreign currency generative capacity. The tourism economy includes direct industry and private and government investment in the travel and tourism sectors, and the domestic supply chains providing inputs for the direct industry (Zimbabwe Tourism Authority, 2016). The travel and tourism sector employs about 180 028 people in Zimbabwe (World Economic Forum, 2017). However, it is possible that the sector supports an additional 150 000 jobs indirectly (Zhou *et al*., 2016). This is because owing to the multiplier effect of the tourism sector, downstream jobs have always been associated with tourism development. Taxi drivers, entertainers in hotels and near tourist attractions and similar places as well those who sell souvenirs and artifacts represent downstream jobs. However, the economic downturn has seen the closure of some firms such as African Sun’s Beitbridge Express Hotel and National Social Security-owned hotel which had a management contract with the Rainbow Tourism Group. The possible effect of this is a rise in the numbers of the unemployed in Zimbabwe. A study by Bhebhe *et al.* (2015) on unemployed educated youths in Zimbabwe found out that the country has the highest unemployment rate in the world, at 95%. The likely result of this is a rise in criminal activity which in turn is bound to influence tourist perception and hence negatively affect DI and performance. Janicke, David, and Chapuis (2015) pointed out that perceived risk has been suggested as an important inhibitor to travel.

Zimbabwe, as a tourist destination, enjoyed peace and a positive image between 1986 and 1996 and tourist arrivals were rising (Zimbabwe Tourism Authority, 2017). However, the period after the financial crisis of 1997 saw an unpredictable trend in terms of tourist arrivals. The Land Reform and the accompanying negative publicity and the General Elections of 2008 (Zimbabwe Tourism Authority, 2016), were some of the causes of the unpredictability of tourism performance (Figure 1.1). The slump in tourism performance is also related to the challenge of growing the overseas market (Zimbabwe Tourism Authority, 2015) which the destination is grappling with that in turn could be bordering on image. Given the past trend, the recent growth in Zimbabwean tourism does not seem to be sustainable and guaranteed. Similar rises have been witnessed before.

Woyo *et al.* (2019) have posited that since Zimbabwe had now begun a new era dubbed the 'new dispensation', a fresh approach which was buttressed by a new and better set of strategies was a prerequisite to turning around DI and performance of its tourism sector. Strategies which result in regaining lost ground and support the mantra Zimbabwe is 'open for business', were required (Woyo *et al*., 2019). Figure 1.1 shows the foreign tourist arrivals in Zimbabwe 1999-2018.

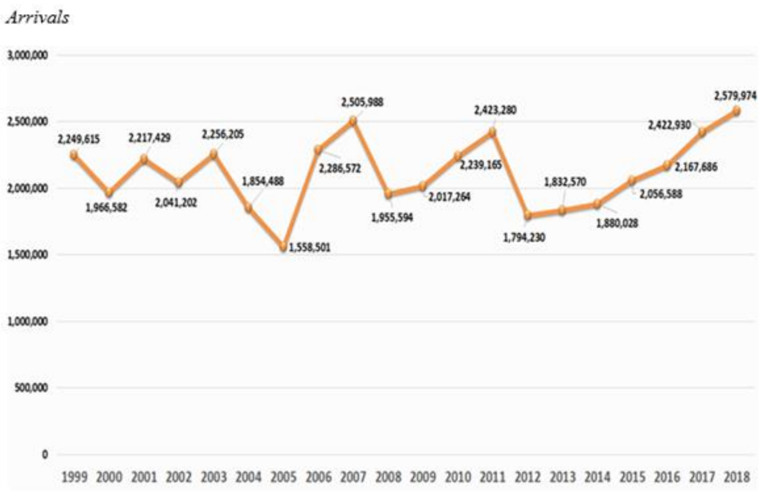


***Figure 1. 1*:** Foreign Tourist Arrivals 1999-2018 (ZTA, 2018)

In analysing these backgrounds, the following points emerge:

- They are brief, specific and give an overview of the problem.
- The language used is simple and straightforward.
- This section engages the interest of the reader. Previous studies that justify what the authors are proposing are cited.
- The authors portray their familiarity with current happenings in relation to the problem being addressed.
- The funnel approach is used. Discussion starts with a global perspective and eventually focuses on the country in question.

STATEMENT OF THE RESEARCH PROBLEM

A research problem refers to an issue, concern or gap that puzzles the researcher or society at large. This may be due to its effect or consistence despite measures taken. For example, a researcher may be puzzled as to why holiday travel is still high despite the increase in prices. A researcher may also wonder why the incidence of human wildlife conflict is still high in communal areas near national parks. These are concerns that may result in the formulation of a research question.

QUALITIES OF AN EFFECTIVE RESEARCH PROBLEM

The following qualities are reflected in an effective research problem:

a) The research problem is clearly stated. It is concise. The reader is made aware that there is a definite issue that needs to be solved. This is mainly because the problem stands out clearly and is easily recognised.

b) Evidence to support the existence of the problem is provided.

c) The research problem has an impact on the whole topic being investigated.

d) The research problem clearly indicates the urgency of the research and shows that the research is needed.

e) The problem is ‘researchable’, this refers to a problem that can be systematically investigated through the collection and analysis of data.

f) Scholars are cited when stating the problem. Recent dates make the problem current and interesting.

g) The language used is simple and objective. No poetic, comical or emotional language is used.

STEPS IN WRITING AN EFFECTIVE STATEMENT OF THE RESEARCH PROBLEM

There are various steps that should be taken to write an effective research problem.

1. ***Reflection* –** The statement of a research problem usually starts with an idea the researcher might have as to what kind of a problem he/she wants to solve or what questions the researcher wants to answer in a selected topic. Everyday practices and experiences usually bring up questions the researcher wants to answer. These are fertile grounds for identifying the research problem. The researcher should write down some research ideas he/she has been debating based on the selected topic. Reflection involves assessing the selected research topic and title and thinking of the best way to reflect the riddle in the research topic. The researcher should also attempt to reflect on key issues in the topic and independent and dependent variables of the study.
2. ***Identification*** - After identifying the key variables, the researcher should attempt to identify the key uncertainties. The researcher should attempt to answer the following questions: Is there something wrong in society, theoretically unclear or in dispute related to the topic selected? Why is this a problem? A problem may simply be a lack of something. For example, a lack of literature on service quality in events.
3. **Formulation** - After identifying the problem, the researcher should formulate it by clearly explaining why this is a problem and how it affects people or institutions. The researcher should indicate what it is he/she knows about the problem, through personal observation and/or research.
4. **Justification** – After stating what the researcher thinks is the problem, he/she should explain briefly the repercussions likely to follow in the long run if the problem is not addressed. The researcher should use the statement of the problem to show that research is needed.

CHALLENGES FACED IN ARTICULATING THE RESEARCH PROBLEM

- **Defining the research problem** - One problem faced by researchers in stating the research problem is lack of clarity. The issue being addressed is hardly noticeable in the research problem. Let us take the example of *Problems faced by hotels in Zimbabwe*. In this statement the reader will not be made aware of the definite issue that needs to be solved. This is mainly because the problem is not clearly stated. There are many problems faced by hotels which include economic, social, technological, legislative, and so forth.
- **Lack of unity between the research problem, objectives and literature review** - Sometimes there is hardly any relationship between the research problem, the objectives and the literature review. For example, in a study on the factors affecting adoption of quality management systems in hotels, the problem may be that little has been done to create awareness of the importance of quality management systems in hotels. However, if literature review simply concentrates on the benefits of quality management systems, it is not addressing the question raised. The literature review should attempt to clarify what is raised in the problem. The research problem should have an influence on the whole topic being investigated.
- **Lack of urgency** - Some research problems do not reflect urgency for the study. The problem at times lacks any supportive evidence that if not tackled, the repercussions could be serious for the country in general and individuals in particular.
- **Emotional language** – Some research statements lack objectivity and only reinforce the researcher's emotional views over the selected topic. Some of the emotionally identified problems cannot be easily investigated through the collection and analysis of data.

EXAMPLES OF THE STATEMENTS OF THE RESEARCH PROBLEM

Example 1: **Basera (2021): Factors contributing to the late adoption of quality management systems in the hotel sector in Zimbabwe.**

For the past 13 years, from 2007 to 2019 (Table 1.1), hotel occupancy has never surpassed an average occupancy rate of 52% at national level according to the

Zimbabwe Tourism Annual reports of 2007 to 2019. Room capacity has been growing slowly from 6 266 rooms in 2007 to 6 676 in 2019 which is a growth of 6.5%. There was also an unchanged hotel clientele mix of 84% locals and 16% foreigners (ZTA, 2019, p.41). Also, tourism contribution to GDP, employment and exports in the past 13 years remained below 2-digit figures with only a record of a 2-digit figure towards GDP in the years of hyperinflation (Table 1.2). This evidence echoes a compromised and unsustainable standard of operations in the hotels. There is reason to believe that the low economic impact of tourism in terms of GDP, employment and exports in Zimbabwe is due to the late adoption of quality management systems in the tourism industry.

Over the last twenty years, hotels have discovered quality to be fundamental to sustainable operations; market distinction, increasing customers, competitive advantage, and creating employment (Oliveras-Villanueva *et al*., 2020; Abdou *et al*., 2020; Mbasera *et al*., 2016). However, failure to meet quality expected by customers resulted in Zimbabwe's hotel products not attractive to tourist and travellers.

Example 2: **The online marketing strategies of the Zimbabwe Tourism Authority (ZTA) and South Africa Tourism (SAT): A comparative study (Basera, 2014).**

The research seeks to establish useful lessons that ZTA can learn from SAT marketing strategies given that South Africa's tourism is performing better in Southern Africa than all other countries. Zimbabwe tourism market is shrinking since the turning of the millennium; the negative developments can be corrected if proper online marketing of tourism is adopted at national level. Tourism marketing lays the foundation for the tourism industry development (Duman and Tosun, 2010), thus ZTA needs a vibrant marketing strategy for Zimbabwe's tourism industry to develop. This study compares the online marketing strategies adopted by ZTA and SAT.

Example 3: **The development of a universal accessibility framework for National Parks in South Africa and Zimbabwe (Chikuta, 2015).**

It is evident that People with Disabilities (PwDs) and the aged are a growing market for nature-based tourism (MacAvoy *et al*., 2006:23; Zeller, 2008:15) and that the potential contribution of this market to tourism and national economies is enormous (Darcy, 1998:2). The fact that nature-based tourism (particularly national parks) is Southern Africa's major tourist draw card due to its natural endowments underlines the importance of this market (Snyman, 2000). Among Southern African countries, South Africa and Zimbabwe have the richest endowment of flora and fauna and are home to some of the largest and most renowned national parks such as Kruger National Park and Hwange national Park. These countries could be losing numerous potential tourists due to lack of efforts to make these destinations more universally accessible. Although South African National Parks have guidelines, protocols and products that cater for the disabled, the implementation of these policies often relies on the discretion of park managers and is not uniform across the different parks. In most cases products cater for only one or two disabilities.

Example 4: **An assessment of the innovative measures employed by small to medium size hotels in Harare, Zimbabwe (Ndhlovu, 2015).**
Small to medium size independent hotels in Zimbabwe are faced by a dynamic and competitive environment. The question that remains unanswered is what innovative measures are employed by small to medium size independent hotels in managing business in a dynamic and competitive environment. The hotel industry has not been much scientifically studied and literature on empirical studies is scant (Hjalager, 2010). Therefore the study sought to explore and understand innovative measures employed by small to medium size independent hotels in Harare.

Example 5: **An investigation of the causes of non-adherence to set quality standards in lodges in Zimbabwe: A case study of operators in Harare (Maphosa, 2014).**
For the past 4 years according to the Zimbabwe Tourism Authority accommodation database of 2011 to July 2014 (Table 1), at least 40 out of about 45 registered lodges in Harare have not qualified for an upgrade, 2 downgraded, 3 upgraded and there has been mushrooming of unregistered lodges (Zimbabwe Tourism Authority accommodation database 2011 and July 2014). Also on March 31 1979, A' Zambezi River lodge, Wankie lodge and Zimbabwe safari lodge shut down operations (Rhodesian Hotels and Catering Gazette: November 1979). Majority of these lodges seem to fail genuinely, or deliberately or due to ignorance on not adhering to the quality set standards stipulated by the Statutory Instrument 128 of 2005, International Standards Organisation (ISO), and Tourism and Hospitality authorities.
Further on the Zimbabwe Tourism Authority annual report of 2012 page 40, reported a 10% decrease in foreign tourists checking into Lodges and a 5% increase of foreign tourists checking into hotels. This evidence reflects a decrease in hospitality standards being offered by lodges compared to hotels. Hence, the research study is motivated into seeking to find out the obstacles which are hindering lodges to adhere to set quality standards in the Tourism and Hospitality industry.

Example 6: **The enhancement of sustainable tourism education and training to primary school level and rural communities in Zimbabwe:** (Marunda, 2014)
The development of tourism in Zimbabwe is based on the unspoiled environment which has strong linkages to the culture of the local people. Only when eco-tourism development takes cognisance of the local communities' culture, will it have a chance to survive the negative impacts of unplanned development. Bringing tourism education to children at an early age and tourism training to the local communities should yield the answer to the sustainable development of tourism in Zimbabwe as a whole.

If an economy consumes natural capital in producing current income, it must of necessity find a means of replacing this capital for posterity (Gillis, Perkins, Roemer, and Snodgrass, 1992). Zimbabwe's tourism and hospitality developments need to merge short-term consumption patterns and economic goals with the long-term goals of sustainable development to ensure that future generations enjoy the fruits materializing out of the same environment. The focus of this study is to identify a curriculum for the education of primary school learners and for the training of rural communities. This will become a model for the contractual partnerships that should empower schools and communities thereby enabling them to benefit from tourism developments in their areas and take the lead in protecting and preserving their tourism environments

Consequently, the statement of the research problem is based on exploratory research showing a gap that there is hardly any tourism curriculum for primary school learners or any sizable tourism training for local communities. It is therefore within this paradigm that this study seeks to develop a way to introduce tourism education at primary school education level, and training for local communities.

Example 7: **Kanokanga, (2019): Development of a destination image recovery model for enhancing the performance of the tourism sector in Zimbabwe**

Zimbabwe is grappling with a negative tourist DI and a decline in the performance of the tourism sector. Despite several studies, for example (Mapingure *et al*., 2019; Njerekai & Mabika, 2016; Nyaruwata & Runyowa, 2017; Woyo *et al*., 2019) which have been carried out to improve the performance of the country's tourism sector, image and performance remain problematic. Zimbabwe's travel and tourism competitiveness index (ranking) has not been impressive. In 2015, Zimbabwe was ranked 115 out of 141 tourist destinations across the world and an equally low 114 out of 136 destinations in 2017 (World Economic Forum, WEF, 2017). In terms of prioritization of travel and tourism, Zimbabwe was at 105 out of 136 while it scored a very low 134 out of 136 destinations for its business environment in 2017 (WEF, 2017). In terms of international arrivals, the 2011 figure of 2 423 20 was marginally better than the 2017 figure of 2 422 930 (ZTA, 2018). This suggested a lack of tangible growth in terms of arrivals. The country's image in the source markets is still associated with political instability, policy inconsistency, and disease outbreaks (World Economic Forum, 2017). There is a strong market perception that the destination is not price competitive and that the overall product is tired (ZTA, 2017). Zhou *et al*. (2016) note that ZTA has been promoting tourism through beauty pageants, carnivals and sporting events such as soccer tournaments. The ZTA website has also served as a promotional tool (ZTA, 2018).

However, as indicated by Chigora *et al*. (2019), Zimbabwe is still failing to gain its previous position as a destination of choice. Furthermore, the goal of a middle-income economy for Zimbabwe by 2030 may remain a pipe dream unless there is an improvement in the economic, social and political environments (Chigora *et al*., 2019). Although Zimbabwe's tourist figures have increased here and there since 2008, as a destination, it is still struggling to restore itself to its former glory as a competitive force in southern Africa. Zimbabwe's negative perception hinders its visibility in the international markets as a tourist destination which in turn is reflected in weak demand among international tour operators and travel agencies (ZTA, 2015). Negative perceptions of tourist destinations lead to the poor performance of the industry (Muhoho-Minni, 2016). The highest number of tourists the country has received (2 579 974) in 2018 almost equals that of 2007 (2 505 988), that is, twelve years ago (Figure 1.1). Unless this problem of a weak image is resolved, Zimbabwe's negative perception in the source markets will remain, and the performance of the tourism sector will remain depressed resulting in a low tourism multiplier effect. This in turn will stifle the sector's contribution to Gross Domestic Product (GDP), employment, foreign earnings and investment. This study adopted a mixed research methodology to address the question: What sort of DI recovery Model can be developed for enhancing tourism performance in Zimbabwe? Several African destinations continue to depend on destination image recovery models designed largely for Western destinations and hence they do not get the best results. The past models were based on countries of the past researchers. Also, the contribution of price, ancillary services, amenities and accessibility to image recovery and the enhancement of tourism performance has not been given adequate attention by tourism scholars. The study will benefit tourism and hospitality stakeholders such as tourists, the Zimbabwe Tourism Authority, tourism and hospitality researchers, planners, policy formulators, tourism and hospitality business operators and local communities.

AIMS AND OBJECTIVES OF RESEARCH

In any form of research there is need for indicators that reflect the intention and direction of the study. These indicators should also create the setting for the study the researcher is proposing.

AIMS

Aims are intentions, goals or what the researcher strives to achieve. They are also referred to as long term objectives. For example, in Zimbabwe, one aim of Zimbabwe Tourism Authority is to promote the sustainable growth and development of tourism in Zimbabwe for social and economic benefit of the nation through setting and monitoring of standards marketing, marketing activities. This is a long-term objective. In research an aim is a general statement that reflects the intention or purpose of one's research. It is a general statement of what the researcher hopes to accomplish by the end of the study. The aim reflects the aspirations and expectations of the researcher. They are usually stated in general terms that are not easily measurable.

IMPORTANCE OF AIMS IN RESEARCH

Aims reflect the outcome of the research. In essence, the aim portrays the overall expectation of the study. By analysing the aims of the study, one can assess the study and evaluate its progress. They assist in the formulation of objectives as they pinpoint the purpose of the study. They also reflect the aspirations and expectations of the researcher. They, therefore, help in identifying whether the research is urgently needed or not.

QUALITIES OF EFFECTIVE AIMS

Effective aims portray the following qualities:

a) They are pragmatic. Although they state the purpose of the study, they do not refer to specific issues.

b) They state the accomplishment of a group rather than individuals.

c) They are always stated in general terms that provide direction for research development.

d) They are broad enough to lead to specific objectives.

e) They are clearly stated and are reflective.

STEPS IN CONSTRUCTING EFFECTIVE AIMS

Before writing the purpose of the study, the major steps to be followed are as follows:

a) **Reflection** – The researcher(s) should take time to think about what they want to accomplish by the end of the study. This can be achieved by analysing the title.

b) **Formulation** – The researcher should then write down what the purpose of the study will be.

c) **Analysis** – The researcher should then analyse the selected aims to find out if they address the research problem and research questions.

CHALLENGES FACED IN THE FORMULATION OF AIMS

- **Lack of clarity** – One problem faced by researchers in stating the aim of the study is lack of clarity. The purpose of the study is not clearly articulated.

- **Lack of cohesion** – In some research works there is no link between the title, purpose of the study objectives or problem statement.
- **Overambitious aims-** Some researchers set out overambitious studies that may not be achievable based on the sources and time available. For example, as noted previously, a master's student whose aim is to find out the effect of free primary education in a five-year span may not achieve this. This is mainly because most programmes at the master's level run for a span of two years.

Examples of research aims

Example 1: **The online marketing strategies of the Zimbabwe Tourism Authority (ZTA) and South Africa Tourism (SAT): A comparative study (Basera, 2014).**
To establish useful lessons that ZTA can learn from SAT marketing strategies given that South Africa's tourism is performing better in Southern Africa than all other countries.

Example 2: **The development of a universal accessibility framework for National Parks in Southern Africa and Zimbabwe (Chikuta, 2015).**

To develop a universal accessibility framework for national parks in Southern Africa and Zimbabwe

Example 3: **An assessment of the innovative measures employed by small to medium size hotels in Harare, Zimbabwe (Ndhlovu, 2015).**
The aim of the study was to explore innovative measures employed by small to medium size independent hotels in Harare (Zimbabwe) in managing business. It was anticipated that, through a better understanding of the innovative measures employed by small to medium size independent hotels, challenges they faced in embracing innovation and the strategic measures that can improve the operations of these hotels, informed decisions could be made that could enhance the management and competitiveness of these hotels. The section below gives an outline of the research questions that guided the study.

Example 3**: An investigation of the causes of non-adherence to set quality standards in lodges in Zimbabwe: A case study of operators in Harare : (Maphosa, 2014)**
The research study seeks to find out the obstacles which are hindering lodges to adhere to set quality standards in the Tourism and Hospitality industry.

Example 4: **The enhancement of sustainable tourism education and training to primary school level and rural communities in Zimbabwe (Marunda, 2014).**
The study seeks to develop a way to introduce tourism education at primary school education level, and training for local communities.

From the above samples, all the aims formulated are linked to the title. The aims do not refer to specific issues and state the accomplishment of a group rather than individuals.

OBJECTIVES

Objectives are intentions or purposes stated in specific measurable terms. They provide opportunities for evaluating the end results. In research, an objective *is a specific statement relating to the defined aim of the study*. Specific objectives constitute how the major research objectives could be achieved. They specify what the researcher will do in the study. Objectives are operational. They state specific tasks that will be carried out by the researcher to accomplish the aims of the study. These tasks are measurable.

IMPORTANCE OF OBJECTIVES

Objectives play a vital role in research. This includes the following:

a) Objectives guide decisions in the selection of respondents, research instruments and the study area. This assists the researcher to avoid the collection of data which are not strictly necessary for understanding and solving the problem identified.

b) Objectives influence all components of the research design including data analysis and report writing.

c) A clear statement of objectives helps to limit the scope of the literature review. This is necessary for valid outcomes. They assist the researcher to be precise about what to accomplish. They help organise the study in clearly defined phases.

d) Objectives serve to clarify the variables of the study. This helps in the evaluation of the study.

e) Objectives break up the aim into achievable and measurable components. They serve as a guide for evaluation.

f) Objectives provide a common consistent focus for the many activities in research. Some unity in emphasis and some common foci are needed to achieve the goal of the study. This facilitates sequencing.

QUALITIES OF EFFECTIVE OBJECTIVES

Effective objectives display the following qualities:

a) **They are specific** - This means that the objectives selected clearly state what the researcher will do to fulfil the purpose of the study.

b) **They are measurable -** thus can be evaluated.

c) **They are focused** - The objectives should narrow the study to essentials. They should also cover the different aspects of the problem and its contributing factors in a coherent way and in a logical sequence. They should systematically address the various aspects of the problem, particularly the key factors that are assumed to influence or cause the problem.

d) **They are operational** - They should be clearly phrased in operational terms, specifying exactly what the researcher will do.

e) **They are realistic -** therefore achievable.

GUIDELINES IN WRITING OBJECTIVES

To write specific objectives that will be effective to the researcher, the following guidelines should be followed:

- **Reflection** - This involves analysing the aim of the study, the topic, and title before formulating the specific objectives. Specific objectives should relate to all these aspects.
- **Formulation** - The researcher should write down the specific objectives ensuring that they are measurable and if accomplished will answer the research question.
- **Evaluation** - After the formulation of objectives, the researcher should attempt to answer the following questions:

a) Do the objectives address the parts of the research problem?

b) Do the objectives measure what is being researched?

c) Are the objectives feasible?

d) If too ambitious, could the scope of the study be reduced?

Answers to these questions will assist the researcher formulate effective objectives.

CHALLENGES FACED IN SPECIFIC OBJECTIVES FORMULATION

1. **Lacks of clarity –** In some studies' objectives are not clearly articulated. The objectives do not focus clearly what the study hopes to accomplish.

2. **Overambitious objectives** – At times the objectives stated by the researcher are too many and cannot be achieved within the time frame stated and the finance implied. The scope may also be too wide.
3. The objectives **do not follow a logical order.**
4. **Unrelated objectives** – Formulating objectives that do not deal with all aspects of the research problem.
5. **Not specific** - Some stated objectives are not specific and therefore difficult to evaluate. Objectives stated by non-action verbs such as, to appreciate, to understand or to study, are difficult to assess.

EXAMPLES OF OBJECTIVES

Example 1: **The online marketing strategies of the Zimbabwe Tourism Authority (ZTA) and Southern Africa Tourism (SAT): A comparative study (Basera, 2014).**

Study objectives

- To establish the online marketing strategies adopted by ZTA and SAT.
- To compare the online marketing strategies adopted by ZTA and SAT.
- To determine the effectiveness of ZTA and SAT's online marketing strategies.
- To produce a set of recommendations that can be used to enhance online destination marketing by ZTA and SAT.

Example 2: **The development of a universal accessibility framework for National Parks in Southern Africa and Zimbabwe: (Chikuta, 2015)**

The goal led to the following objectives:

Objective 1

To analyse literature concerning universal accessibility in tourism with specific reference to research in national parks or nature-based products.

Objective 2

To establish the extent to which national parks in Southern Africa and Zimbabwe are universally accessible.

Objective 3

To collect data on the accessibility expectations of tourist with disabilities and the views of park management on the universal accessibility of Zimbabwe and Southern Africa's National Parks.

Objective 4

To draw conclusions and make recommendations on universal accessibility and to develop a framework that could be used to enhance accessibility in national parks.

Example 3: **An assessment of the innovative measures employed by small to medium size hotels in Harare, Zimbabwe: (Ndhlovu, 2015)**

Objectives of the study

- To establish characteristics that characterise small to medium size independent hotels in Harare.
- To assess the types of innovations implemented by small to medium size independent hotels in the management of business.
- To assess the innovative measures employed by small to medium size independent hotels in the management of business.
- To investigate the challenges faced by small to medium size independent hotels in enhancing innovation.
- To establish the strategic innovative measures that can improve the operations of small to medium size independent hotels.
- To design a model of innovation for small to medium size independent hotels.

Example 4: **An investigation of the causes of non-adherence to set quality standards in lodges in Zimbabwe: A case study of operators in Harare (Maphosa, 2014)**

Objectives of the study

1. To establish the causes of failure to adhere to set quality standards in the day-to-day operations of lodges in Harare;
2. To find out the reasons why lodges in Harare do not adhere to set quality standards;
3. To find out what measures stakeholders have put in place to support the establishment of quality management systems in lodges; and
4. To come up with strategies that can be recommended to stakeholders to help address the challenges of quality management in lodges.

Example 5: **The enhancement of sustainable tourism education and training to primary school level and rural communities in Zimbabwe (Marunda, 2014)**

The objectives of this study are:

1. To identify a curriculum to teach tourism and hospitality management to learners at primary school level in Zimbabwe;
2. To identify a curriculum to teach tourism and hospitality management to rural communities to enable them to develop skills to promote sustainable tourism in their regions;
3. To develop a model or framework that would link education at primary school level and community training to benefit sustainable tourism development in Zimbabwe
4. To establish the challenges facing local communities when they manage their environment vis. A vis. tourism development and the preservation of their culture;
5. To determine the negative impacts of eco- and cultural tourism on schools

and local communities and how they can be minimised; and

6. To develop policy and regulatory guidelines for public-private sector-rural communities working contracts which guarantee community benefits and sustained tourism development and protection and preservation of biodiversity.

Example 6: **Kanokanga, (2019): Development of a destination image recovery model for enhancing the performance of the tourism sector in Zimbabwe**

The major objective of the study was to develop a destination image recovery model to enhance tourism performance in Zimbabwe.

The specific objectives of the study are:

1.2.1 Assess the current situation with regards to destination image and performance of the Tourism sector in Zimbabwe.

1.2.2 Examine the determinants of destination image and performance of the tourism sector in Zimbabwe.

1.2.3 Investigate the extent to which destination image affects performance of the tourism sector in Zimbabwe.

1.2.4 Develop a destination image recovery model for enhancing performance of the Tourism sector in Zimbabwe.

Example 7: **Basera (2021): Factors contributing to the late adoption of quality management systems in the hotel sector in Zimbabwe.**

The investigation focused on the following six objectives:

i. to investigate the level of stakeholders' awareness of QMS in the Zimbabwe hotel industry;
ii. to determine the internal factors contributing to the late adoption of QMS within the Zimbabwe hotel industry;
iii. to determine the external factors contributing to the late adoption of QMS within the Zimbabwe hotel industry;
iv. to examine the benefits of adopting Business Excellence (BE) as a tool for improving quality in Zimbabwe hotel industry;
v. to identify external stakeholders and their role in influencing the late adoption of QMS within the hotel industry in Zimbabwe and
vi. to propose a model of QMS adoption within the hotel industry.

One notable fact about these objectives is that they are specific. There is something the researchers want to determine, to establish, to identify, and to investigate. The objectives therefore clearly state what the researchers will do to fulfill the purpose of the study. These objectives can be evaluated, narrow the study to essentials, phrased in operational terms, specifying exactly what each researcher will do, and are realistic and achievable. An aim is a general statement that reflects the intention or purpose of one's chosen area of research, whilst an objective is a specific statement relating to the defined goal/aim of one's research. It is not uncommon to have more than one objective to satisfy one's research aim.

In simple terms the aim and objectives are interrelated. The aim is what you want to achieve, and the objective describes how you are going to achieve that aim.

RESEARCH HYPOTHESIS

A hypothesis is a guess or an assumption. It is a tentative explanation for certain behaviour patterns, phenomena, or events that have occurred or will occur (Gay, 1996). For example, price increase influences commodity consumption. This is only a guess. It may or may not be true, or it may be applicable to some commodities and not others. In this guess, a relationship is perceived between price increase and commodity consumption. It therefore must be verified. In research, a hypothesis is a statement that describes all unknown but tentatively reasonable outcome for the existing phenomenon. It is a tentative answer to what the researcher considers as ought to be the possible outcome of an existing problem or phenomenon. It is a likely solution to a problem being studied that is advanced before the actual research is undertaken. Orodho and Kombo (2004) define hypothesis as educated guesses about possible differences, relationships or causes of research problems. They state what the researcher thinks the outcome of the study will be.

TYPES OF HYPOTHESES

There are four types of hypotheses: the conceptual, research, statistical and a directional hypothesis.

1. CONCEPTUAL HYPOTHESIS

This is a statement about the relationship between theoretical concepts. These are mainly ideas that can never be directly tested because they cannot be measured. They must be operationalised or made measurable before they are tested. For example, *high prices at a destination reduce tourist or poor quality reduces demand.*

2. RESEARCH HYPOTHESIS

This is a statement about the expected relationship between observable or measurable events. An experimental research hypothesis states expected relationships between independent and dependent variables. For example, *development of a destination image recovery model will enhance the performance of the tourism sector in Zimbabwe*. This is an example of experimental research hypothesis.

One may decide to investigate the relationship between the number of tourists visiting Zimbabwe after developing a destination image recovery model. The data obtained will be used to determine whether there is a significant negative or positive relationship between tourists visiting Zimbabwe and a destination recovery model. The research hypothesis may be formulated as follows: The development of a destination recovery model will enhance positively the performance of the tourism sector in Zimbabwe.

3. STATISTICAL HYPOTHESIS

This hypothesis states an expected relationship between the numbers representing statistical properties of data such as the mean, variance and correlation. This hypothesis is a guess about the value of a population parameter or about the relationship between values of two or more parameters the hypothesis is testing. The statistical hypothesis consists of the null hypothesis (Ho) and the alternative hypothesis (H_1). An example of a statistical hypothesis can be stated as the mean different scores in Accounts by students in the Tourism and Hospitality Department and those in the Department of Accounting is zero.

WAYS OF STATING THE HYPOTHESIS

There are two forms of stating the hypothesis: the null and alternative forms.

a) NULL HYPOTHESIS

The null hypothesis states that there is no difference between the variables studied. The aim of testing is to show that the hypothesis is false and thereby accept the alternative hypothesis. The null hypothesis refers to the guess the researcher tests and hopes to prove wrong, reject or nullify. The null hypothesis states that no relationship exists between the variables studied. Confirmation of the research hypothesis is based on rejecting the null. For example, *there is no significant difference in the academic performance of students who attend private schools and those who attend public schools in national examinations.*

If the researcher wishes to show that a difference exists in national examination performance among students in public and private schools, then the researcher must prove that there are no differences. The null hypothesis specifies the expected value of a single population parameter or the expected relationship between two or more parameters.

The first step in testing a hypothesis is to make the assumption that there is no significant difference between variables or conditions being studied. This assumption is called Null and it refers to nothing or no relationship. Null is symbolised by H_0.

The aim of testing is to show that the hypothesis is false and thereby accept the alternative one. The null hypothesis states that no relationship exists between the variables being studied. Confirmation of the research hypothesis is based on rejecting the null.

Examples:

$H_0$1: There is no significant difference in the academic performance of students who attend private schools and those who attend public schools in national examinations.

If the researcher wishes to show that a difference in performance exists in national examinations among students in public and private schools, then he/she must prove that there are no differences.

Other examples are:

$H_0$2: There is no significant difference between an individual's success in life and his/her academic certificates.

$H_0$3: There is no significant difference between business locale and profit margin.

$H_0$4: There is no significant difference in performance between female and male entrepreneurs.
$H_0$5: There is no significant difference between the behaviour of female and male pastors.
$H_0$6: There is no significant difference between managerial skills of male and female managers.

Null hypotheses specify the expected value of single population parameter or the expected relationship between two or more parameters. Therefore, it is important to note that all the hypotheses should be tested. There is no way a verdict can be passed without an investigation.

THE ALTERNATIVE HYPOTHESIS

This hypothesis states a value or relationship, and it is different from the null. It asserts that the value of relationship in the null is not true. In research, the null hypothesis is tested, and if rejected, the alternative hypothesis is accepted.
Alternative hypothesis is the opposite of null and it is symbolised by H_1
Examples:
H_1: There is a significant difference between the perception and attitude of entrepreneurs.
H_2: There is a significant difference between success in business and determination.
H_3: Teachers determine the success or failure of their students in life.
All stated hypotheses require testing. Therefore, it is imperative for a researcher to know that all the hypotheses should be backed up by evidence.

4. DIRECTIONAL HYPOTHESIS

If the researcher's interest is in finding a difference only in a particular direction, then a directional hypothesis is used. A directional hypothesis states the relationship between the variables being studied or difference between experimental treatments that a researcher expects to emerge. For example, if a researcher is interested in finding out how teacher qualifications influence students' performance in mathematics in secondary schools, the directional hypothesis can be stated as following: *There is a positive and significant relationship between the qualification of teachers and student performance in mathematics in secondary schools*.

IMPORTANCE OF HYPOTHESES IN RESEARCH

The hypothesis plays a vital role in research. This includes the following:

- It states the researcher's expectations concerning the relationship between the variables in the research problem.
- The hypothesis refines the research problem.
- By defining the variables in the study, the hypothesis enables the researcher to collect data that either supports the hypothesis or rejects it.

QUALITIES OF AN EFFECTIVE HYPOTHESIS

All effective hypotheses have the following qualities:

a. It states as clearly and concisely as possible the expected relationship (or difference) between two or more variables.
b. It defines the selected variables in operational and measurable terms.
c. It is testable and verifiable. It is possible to support or not support the hypothesis by collecting and analysing data.
d. The wordings are clear and precise.
e. It gives logical arguments to justify the hypothesis.
f. It is consistent with the existing body of knowledge

GUIDELINES IN FORMULATING THE HYPOTHESIS

In formulating an effective hypothesis, the following guidelines should be adhered to:

- Reflect on issues of concern.
- Analyse the research problem, title, objectives and literature review. These sections will identify key variables that the researcher can use as a base to define the relationships.
- Generate operational definitions for all variables.
- State the research hypothesis. The research hypothesis should clearly state the relationship that the researcher thinks exists between the independent and dependent variables.
- Formulate –The researcher should then write down the relationship between the variables ensuring that they are measurable and if accomplished will answer the research question. The researcher should ensure they reflect expected relationships or differences.
- Evaluation - After Formulating the hypothesis, the researchers should evaluate it to find out if it addresses all sections of the research problem.

CHALLENGES FACED IN FORMULATING THE HYPOTHESIS

There are various challenges faced in hypothesis formulation. These challenges include:

- Lack of clarity: In some studies, the hypothesis does not clearly state the relationship between two or more variables. They do not focus on the relationship the study hopes to portray.
- At times the variables stated in the hypothesis are too many and cannot be achieved within the time frame stated.
- Some of the formulated hypotheses are not testable or verifiable.
- Some hypotheses do not address all aspects of the research problem.

Hypothesis can be used in both qualitative and quantitative research. They are applicable when the researcher intends to show that a relationship exists between the independent and dependent variables.

EXAMPLES OF RESEARCH HYPOTHESIS

Example 1: **Kanokanga, (2019): Development of a destination image recovery model for enhancing the performance of the tourism sector in Zimbabwe**

The following hypothesis were tested in the study:

H1: Price is significantly positively related to affective image

H2: There is a significant and positive relationship between amenities and affective image

H3: Ancillary services have a significant relationship with affective image

H4: Accessibility has a significant positive influence on affective image

H5: Price significantly influences performance

H6: Amenities significantly influence performance

H7: Ancillary services significantly influence performance

H8: Accessibility significantly influences performance

Example 2: **Basera (2019): Factors contributing to the late adoption of quality management systems in the hotel sector in Zimbabwe.**

$H_0$1 A high level of stakeholder awareness of quality management systems will not lead their early adoption.

H_1 A high level of stakeholder awareness of quality management systems will lead their early adoption.

$H_0$2 An understanding of endogenous factors affecting quality in the hotels sector will not lead to the early adoption of the QMS.

H_2 An understanding of endogenous factors affecting quality in the hotels sector will lead to the early adoption of the QMS.

$H_0$3 An understanding exogenous factors affecting quality in the hotels sector will not lead to early adoption of QMS.

H_3 An understanding exogenous factors affecting quality in the hotels sector will lead to early adoption of QMS.

$H_0$4 An understanding of the benefits of embracing business excellence as a tool for improving quality in the hotel sector will not lead to early adoption of QMS.
H_4 An understanding of the benefits of embracing business excellence as a tool for improving quality in the hotel sector will lead to early adoption of QMS.
$H_0$5 The identification of external stakeholders affecting quality in the hotel sector will not lead to the early adoption of QMS.
H_5 The identification of external stakeholders affecting quality in the hotel sector will lead to the early adoption of QMS.

RESEARCH QUESTIONS

These are issues that the researcher seeks to answer. They are related to the research objectives. These questions guide the research process by addressing the variables of the study.

Examples of research questions

Example 1: **Kanokanga, (2019): Development of a destination image recovery model for enhancing the performance of the tourism sector in Zimbabwe**
The major research question was to find out how Zimbabwe destination image can be recovered to enhance tourism performance?
1.3.1 What is the current situation with regards to destination image and performance of the tourism sector in Zimbabwe?
1.3.2 What are the determinants of destination image and performance of the tourism sector in Zimbabwe?
1.3.3 To what extent does destination image affect performance of the tourism sector in Zimbabwe?
1.3.4 What destination image recovery model can be developed for enhancing performance of the tourism sector in Zimbabwe?

Example 2: **Basera (2019): Factors contributing to the late adoption of quality management systems in the hotel sector in Zimbabwe**
The study seeks to answer the following six research questions:

- What is the level of stakeholders' awareness of QMS in Zimbabwe's hotel industry?
- What are the internal factors contributing to the late adoption of QMS in Zimbabwe's hotel industry?
- What are external factors contributing to the late adoption of QMS in Zimbabwe's hotel industry?
- What are the benefits of embracing Business Excellence as a tool for improving quality in Zimbabwe's hotel industry?
- What are the external stakeholders and their role in influencing the late adoption of QMS in Zimbabwe's hotel industry?

1.6.6 How can a model of QMS adoption within the hotel industry be constructed?

SIGNIFICANCE OF THE STUDY

This section outlines the significance or importance of the issue at hand. If for example the researcher is investigating poor prices, then the significance would be related to the improvement of prices. It could also involve creation of awareness of market forces. In simple terms, the significance of the study is basically the importance of one's research. When stating the significance, one must highlight how one's research will be beneficial to the development of science and the society in general. One can first outline the significance in a broader sense by stating how your research will contribute to the broader problem in the field under study and gradually narrow it down to demonstrate the specific group that will benefit from your research. While writing the significance of your study, you must answer questions like: Why should your research be published? How will this study contribute to the development of your field? Significance also applies to the identification of those who are going to benefit from the study.

EXAMPLES OF SIGNIFICANCE OF THE STUDY

Example 1: **Basera (2019): Factors contributing to the late adoption of quality management systems in the hotel sector in Zimbabwe**

1.7 Significance of the study

The study has a significant impact on several stakeholder constituencies which include the hotel owners, customers, government, academia and the researcher.

1.7.1 The hotel proprietors

The study will have an impact in the hospitality industry as proprietors will have access to information relating to how they can improve the quality of their products. The hotels will be able to retain workers and create more jobs as they will grow their businesses. The study will assist hotels to make informed decisions to employ formalised quality management systems in their organisations following the proposed model of QMS adoption. Most hotels consider formal QMS as time consuming and unachievable exercise (Anuar *et al.* 2017). The research is aimed at removing such perceptions and highlight that there is need for formal QMS in the hotel industry. According to Zimwara and Mbohwa (2014), locally produced products and services are facing stiff competition from external competitors, hence the need for strategies aimed at improving the competitiveness of the hotel industry which is paramount for growth of our tourism and hospitality industry. If the strategies that will be proposed in the research are adopted, a significant growth and improved performance of hotels will be realised. From a strategic point of view, today's hotels must see themselves as large organisation in future and this does not come on its own but requires careful planning and strategic organisation.

1.7.2 Customers

Adopting QMS helps an organisation to have more emphasis on the customer and enhances consistence in the quality of the service or product (Nanda, 2016). This results in satisfied customers that in turn bears more repeated business and results in the growth of the business. The study will serve to highlight customer concerns in the hospitality industry with a view to see an improvement in the quality of services and products offered. Customers will get quality services and products in the hotels if they adopt QMS.

1.7.3 Government and Authorities

This study will help government as the policy maker to implement informed policies. The study will show a heightened need to bring out the factors that have been undermining the growth of the hospitality industry by bringing to the fore areas that need to be adjusted. When there is improved performance in the hospitality industry, the government will benefit in terms of more taxes being paid (OECD, 2020). Improved performance of hotels will also help the government in alleviating problems of unemployment. Implementation of QMS by hotels will also help authorities and regulators in that it reduces cases of violation of statutory and regulatory requirements. This will reduce the burden of monitoring by regulators who are already not able to cover all the areas in the tourism and hospitality industry.

Improvement of QMS systems in the tourism industry will improve the impact of tourism in the economy by increasing GDP, exports and creation of more jobs as the organisations grow. Government will be able to better the development of its infrastructure and social services from the increase in its revenue collections as businesses grow. Quality management systems adoption model developed from the study will enable the effective implementation of the National Development Strategy I – NDS I (2021-2025) to realise the country's Vision 2030 "Towards a Prosperous and Empowered Upper Middle-Income Society".

1.7.4 Academia

The research will create a new body of knowledge to the already existing works that have been undertaken in quality management in the tourism and hospitality industry in Zimbabwe. The study also helps those in academia and research practitioners to get a greater understanding and appreciation of how the adoption of QMS can improve organisations' performance. The study will provoke fellow researchers into further research on quality management systems implementation in the hotel industry.

1.7.5 The researcher

The successful completion of the research study will assist the researcher acquire more knowledge and career progression in the field of quality management especially in the hospitality and tourism industry. It will also enable the researcher fulfil the requirements to attain a doctor of philosophy degree.

JUSTIFICATION OF THE STUDY

This section gives rationale or justification for doing any research and must be gleaned from the existing literature on the subject. You will need to conduct a thorough literature survey and identify gaps in the current literature. The best way to write this is to introduce the current literature in the background/Introduction section and then highlight the gaps in the literature that have not been addressed or are yet to be understood. This will help set up the need for the current study and thus justify the need for this research.

ASSUMPTIONS OF THE STUDY

Addressing assumptions in your research involves acknowledging, evaluating, and justifying them, and considering their implications and limitations. To do this, you should clarify and define your assumptions, providing evidence and arguments for them. Additionally, consider alternative or opposing assumptions that might challenge or contradict your own, and anticipate potential objections or criticisms. Lastly, discuss the implications and limitations of your assumptions, including areas of uncertainty, ambiguity, or complexity. By doing this, you can ensure that your research is accurate and valid.

Assumptions are accepted as true, or at least plausible, by researchers and peers who will read your dissertation or thesis. In other words, any scholar reading your thesis/dissertation will assume that certain aspects of your study is true given your population, statistical test, research design, or other delimitations. For example, if you tell your friend that your favourite restaurant is an Italian place, your friend will assume that you do not go there for the sushi. It’s assumed that you go there to eat Italian food. Because most assumptions are not discussed in-text, assumptions that are discussed in-text are discussed in the context of the limitations of your study that is typically in the discussion section. This is important, because both assumptions and limitations affect the inferences you can draw from your study. One of the more common assumptions made in survey research is the assumption of honesty and truthful responses. However, for certain sensitive questions this assumption may be more difficult to accept, in which case it would be described as a limitation of the study. For example, asking people to report their criminal behaviour in a survey may not be as reliable as asking people to report their eating habits. It is important to remember that your limitations and assumptions should not contradict one another.

EXAMPLE OF ASSUMPTIONS OF A STUDY

Example 1: **Basera (2019): Factors contributing to the late adoption of quality management systems in the hotel sector in Zimbabwe**

1.8 Assumptions

The study made the following assumptions:

- Hotel owners and managers know the benefits of an early adoption of QMS in improving performance of their organisations;
- The adoption of QMS introduces systems and processes that improve quality of hotels products and services;
- Hotels with QMS perform better than those without QMS;
- Respondents would give truthful and honest responses about QMS in the respective hotels they own or manage and
- Findings from the study would reflect a national view with regards to the QMS in the tourism and hospitality industry.

LIMITATIONS OF THE STUDY

This section indicates challenges anticipated or faced by the researcher. This includes time and financial limitations that influenced the scope of the study, data inaccessibility and unanticipated occurrences. However, the researcher should make all attempts to indicate how the challenges were overcome.

EXAMPLE OF LIMITATIONS OF THE STUDY

Example 1: **Basera (2019): Factors contributing to the late adoption of quality management systems in the hotel sector in Zimbabwe**

1.10 Limitations of the study

Despite all the available information about the topic, the researcher had to manage with some limitations. The researcher had limited time to conduct interviews with respondents since interviews were conducted during business hours. Some respondents were not available to grant interviews due to their work time schedules. To accommodate them, the researcher had to notify them of the impending interviews at least two weeks in advance. Some respondents were unwilling to give in-depth information due to fear and confidential nature of some of the information they had to give. However, respondents were assured that their information and responses would be considered as confidential and private information. The researcher did not have adequate time to conduct all the interviews personally. For this reason, a research assistant was employed to help him in collecting data. Due to limited financial resources the researcher employed only one assistant to help in data collection. The study was confined to hotels in the capital city Harare to minimise costs of travelling and reduce time spent on data collection.

The study was conducted in one industry and is subject to disparagement for being too narrow and problematic to generalise the results and theory creation. Nevertheless, the study gives better control over differences in characteristics of industries and challenges that are explicit to the industry. Single industry studies can be replicated in other industries and relating the results to cross sectional and longitudinal studies over time.

Example 2: **Kanokanga, (2019): Development of a destination image recovery model for enhancing the performance of the tourism sector in Zimbabwe**

1.6 Limitations of the Study

The respondents were selected from several areas in Zimbabwe including key tourist resorts. The areas include Harare, Victoria Falls, Kariba, Bulawayo, Masvingo, Zvishavane, Gweru and Kwekwe. Possibly, if data could have been collected from more areas, the research quality could have been better. However, the impact on the study arising from this was mitigated by ensuring that data was also collected from the areas which are mostly visited by tourists, namely Harare, Bulawayo and Victoria Falls (ZTA, 2018). The impact was further mitigated by the fact that the respondents and participants were derived from mainly ZTA-tourism designated zones. The ZTA tourism zones comprised sixty seven percent of these areas. They were also spatially dispersed to reduce bias to a bare minimum.

The other limitation was that some service providers, especially big hotels, were reluctant to allow the researcher access to their guests fearing that the researcher could possibly disrupt the guest’s experience. This was mitigated by approaching those who could be accessed but still without compromising systematic random sampling.

The researcher had challenges balancing work and research. To overcome this, he had to go on leave to concentrate on research. The high cost of living was an obstacle since financial resources were often inadequate. To deal with this, the researcher had to stick to tight budgets and avoid unnecessary expenses.

CONCEPTUAL FRAMEWORK

A concept is an abstract or general idea inferred or derived from specific instances. A concept is a word or phrase that symbolises several interrelated ideas. Unlike a theory, concept does not need to be discussed to be understood (Smyth, 2004).

Conceptualisation is inventing or contriving an idea or explanation and formulating it mentally. It is the act of creating or formulating something by thinking up ideas or actions intended to deal with a problem or situation. A conceptualisation is an abstract, simplified view of the world that we wish to represent for some purpose. Every knowledge base, knowledge-based system or knowledge level agent is committed to some conceptualisation, explicitly or implicitly (Geneserth & Nilson, 1987).

Framing is the formulation of plans and important details. It is a way of conceiving something.

> *A conceptual framework shows the main concepts linked with the research, their association and the background in which the concepts are applicable (Yin, 2014). Jabareen, (2009) described a conceptual framework as a plane or network concepts interlinked together to provide a full understanding of a phenomena(on) under investigation. The meaning of 'framework' was also given by Yusof & Aspinwall, (2000) as a schema based on certain assumptions and principles for the purpose of guiding thoughts and actions.*
>
> *In simple terms a conceptual framework shows how the research variables relate to each other. The variables emanate from a thorough literature review, showing how the research questions are answered, the methodology, data collection methods and analysis connected to give a reliable and valid basis of academic research*

USEFULNESS OF CONCEPTUAL FRAMEWORKS

According to Aletaiby (2018) and Yin (2014), a conceptual framework increasingly strengthens and keeps the research on track by:

- **a)** Providing clear links from the literature to the research goals and questions.
- **b)** Contributing to the formulation of the research design.
- **c)** Providing reference points for discussion of literature, methodology and analysis of data.
- **d)** Contributing to the trustworthiness of the study.
- **e)** Giving a broad scope to thinking about the research.
- **f)** Conceptualising the problem and providing a means to link ideas and data so that deeper connections can be revealed.

A conceptual framework should assist a researcher to organise his/her thinking and complete an investigation successfully. It must explain the relationship among interlinked concepts. It explains the possible connection between the variables and answers the why questions. To find out how effective one's conceptual framework is, one should analyse whether the set objectives have been addressed (Symth, 2002).

When we understand a concept, we understand the links and associations that go with that concept. Researchers who understand concepts become more knowledgeable in their area of research. Understanding is greater and of higher quality if we understand the dynamics. In research, if one can understands a concept one becomes very close to 'owning' it.

STRATEGIES OF DESIGNING EFFECTIVE CONCEPTUAL FRAMEWORKS

Learners at all levels of education consistently find the process of designing a conceptual framework a demanding, abstract and frustrating experience. To come up with an effective conceptual framework, one must analyse a set of broad ideas and principles taken from relevant fields of inquiry, and study various works illuminating experiences where several threads of thought combine. Extensive bodies of knowledge could be used as cornerstones for organising one's thinking (Symth, 2002).

The extent and currency of these bodies of literature provided a sound foundation for a conceptual framework. This is because one can draw on this extensive and collaborated theorizing, to devise a common language, guiding principles and reference points from which to structure discussion and analysis. It is also useful for a researcher to understand what a conceptual framework is and entails before attempting to conceptualise.

The following strategies are useful in designing a conceptual framework.

- **Reflection** – assessing situation from social, economic and philosophical perspectives. One must be clear about what the research is about (title, objectives). Factors such as the independent and dependent variables, and research questions should also be put into perspective.

- Defining the **key issue (problem)** to be addressed and defining its practical boundaries.
- Identifying **key uncertainties (gaps in understanding / Knowledge)** about the situation or the social/economic systems and so on (The question that need to be answered by the study).
- Identifying and assessing **different possibilities for action**.

A well-constructed conceptual framework can guide the entire research writing process, keep the researcher on track, save time and enable researchers to defend their arguments soundly and readily.

QUALITIES OF AN EFFECTIVE CONCEPTUAL FRAMEWORK

An effective conceptual framework should have the following qualities:

a) Should be clear and concise.
b) Language used should be simple and straight forward.
c) The conceptual framework should be self-explanatory.
d) Should have supportive evidence of ideas used.
e) It should be logical and address the title, research objectives, and statement of the research problem.
f) It should be consistent with the literature review.
g) It should also show a link between the literature review and the study problem.
h) It should develop a set of guiding principles against which judgments and prediction might be made.
i) It should act as a reference point from which to locate the research questions within contemporary theorising.
j) It should provide a structure within which to organise the content of research and to frame conclusions within the context.

CHALLENGES FACED IN DESIGNING AN EFFECTIVE CONCEPTUAL

There are various challenges faced in designing an effective conceptual framework and this should be addressed by researchers. One of the major challenges is in structuring the framework so that one can communicate through it effectively. Choosing the language for the descriptions needs careful consideration. Descriptors form the common language reference points for discussion, judgments and reporting.

In addition, elements of each theme overlap considerably, and it is therefore important to realise that themes are parts of an intertwined context rather than isolated strategies making independent contributions to the situation under consideration. Disunity in themes is a major weakness in conceptual frameworks. Some researchers write ideas that are isolated, yet in a conceptual framework element of each theme should overlap.

The literature review should support the investigation through the conceptual framework. It should provide reference points from which judgments can be made following the data analysis in subsequent chapters. One of the challenges faced is planning and finalizing the conceptual framework without the planner being conversant with the research objectives. Another major challenge is copying conceptual frameworks of other researchers without a keen study to find out if the framework fits in the current study.

LIMITATIONS OF CONCEPTUAL FRAMEWORKS

A researcher should be aware of the following limitations when designing a conceptual framework. A conceptual framework is a construction of knowledge bound by the life-world experiences of the person developing it and should not be attributed a power that it does not have (Yin, 2014). Moreover, the nature of a conceptual framework means that it consciously or unconsciously informs thought and practice by increasing personal sensitivity to particular occurrences and so this must be taken into account (Mason & Waywood, 1996). No researcher can expect that all date will be analysed using the framework without the risk of limiting the results from the investigation.

By considering these cautions, one should remain open to new or unexpected occurrences ill the delta and the investigation.

STEPS IN PREPARING AN EFFECTIVE CONCEPTUAL FRAMEWORK

There are various steps in preparing an effective conceptual framework. These are as follows:

a) **Selection of concepts** - A person selects the concepts to be used in relation to the problem. At this level of abstraction, the focus is on alternative ideas that bear directly on the problem or situation. These ideas relate directly to the problem.
b) **Creation of options** - the construction of possible actions prior to selection. It addresses the act of creating the sequences for creating ideas. The perception of the circumstances or imagining the circumstances immediately gives rise to mental sets in relation to those circumstances. These mental sets include our knowledge of what to do, and potential outcomes these comprise prior knowledge.
c) **Seek the tools to conceptualise** - the very tools for the highest level of abstract thought. At this level, ideas are linked and relationships identified.
d) **Direct conceptualization process** - offering certain types of insight and write the conceptual framework.

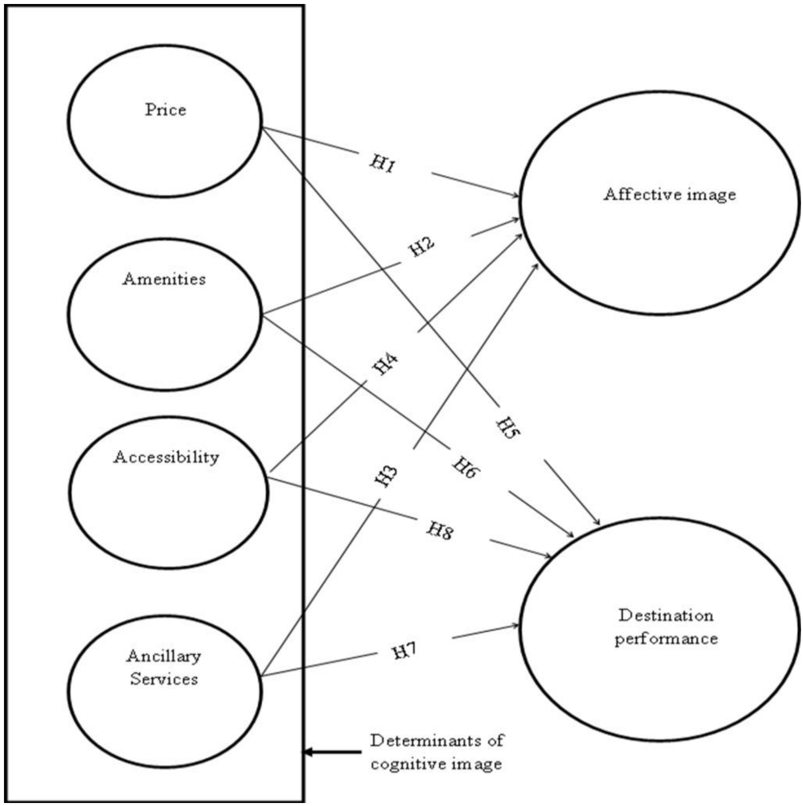
POTENTIAL FOR TRANSFERABILITY

The usefulness of the conceptual framework as a research tool is illustrated by the researcher's ability to identify and account for occurrences of actions and behaviour in one's data through the descriptors in the framework (Smyth, 2004). The conceptual framework should demonstrate its potential as a meta-analysis tool by fulfilling the conditions set for it. It should be a useful research tool in the con text for which it was developed. The conceptual framework indicates the effect of the independent variable (cause) on the dependent variable (outcome).

EXAMPLE OF CONCEPTUAL FRAMEWORKS

Kanokanga (2019): Development of a destination image recovery model for enhancing the performance of the tourism sector in Zimbabwe
The study identified price (PR), amenities (AM), ancillary factors (AN) and accessibility (AC) and tested the strengths of their relationship with affective destination image (AF) (a vital component of image recovery) and performance (VA) of the tourism sector. The conceptual framework depicts the study hypotheses, that components of the cognitive image, in this case price, amenities, accessibility and

ancillary services impact both affective image and destination performance. Affective image which derives from the potential tourists' feelings towards the destination contributes to the improvement in overall destination image especially after visiting the destination (Le, 2017). This will ultimately result in; enhancing the performance of the tourism sector (destination performance) as the tourists spend money in the destination.



THEORETICAL FRAMEWORK

A theoretical framework is a collection of interrelated ideas based on theories. It is a reasoned set of prepositions that are derived from and supported by data or evidence. A theoretical framework accounts for or explains phenomena. It attempts to clarify why things are the way they are based on theories. A theoretical framework is a general set of assumptions about the nature of phenomena. To understand theoretical frameworks, an analysis of theories must be made.

THEORIES IN RESEARCH

A theory is a reasoned statement or groups of statements that are supported by evidence, meant to explain phenomena. They are a systematic explanation of the relationship among phenomena. Theories provide a generalised explanation to an occurrence. There are several kinds of theories in all disciplines. It is impossible for a researcher to know all these theories. Therefore, a researcher should be conversant with those applicable to one's area of research. When a theory fails to be supported by data, it can be rejected, or is revised. Theories are testable in a practical situation. Theories provide indicators and examples of what is incorporated in the framework. Theories provide tentative theoretical answers to questions, issues and problems before the researcher practically confirms through research that the answer is correct. Theories have proponents. Researchers apply theories to guide their work and help interpret findings. They provide a foundation for inquiries. The following are some of the theories that can be used to formulate a theoretical framework:

a. STRUCTURAL FUNCTIONALISM THEORY (EMILE DURKHEIM, 1858-1917)

This theory proposes that a human society is like an organism and is made up of structures called social institutions. These institutions are specially structured so that they perform different functions on behalf of society. This theory attempts to provide an explanation on how human society is organised and what each of the various social institutions does in order for society to continue existing. According to this theory, as a result of being interrelated and interdependent, one organ can affect the others and ultimately the whole. The whole can affect one or all the social institutions. A researcher can use this theory to point out why and how some societies operate relatively well compared to others socially.

B) SYMBOLIC INTERACTION THEORY (MAX WEBER, 1864-1920)

This theory deals with explaining how individuals relate with each other. This is a theoretic orientation that contains assumptions proposing that the social world is made up of symbols that human beings use as a means of interaction. According to this theory human being do not act individually but interact with each other, thus reacting to each other. A researcher can use this theory to explain and understand how people relate to each other and what is used in facilitating a relationship between individuals and groups of people in society. A researcher may attempt to show how the behaviour expressed by members of groups to which one belongs and by members of one's personal networks have an influence. The researcher may show how people rely on the opinions of others, especially when a situation is highly uncertain or ambiguous and no objective evidence is readily available.

c) CONFLICT THEORY (KARL MARX 1818-1883)

This theory emphasises the existence of opposing forces in the life of individuals, groups, social structures and society in general. This theory views human society as a collection of competing interest groups and individuals, each with their own motives and expectations. The principal assumption underlying this theory is that all members in society do not have the same values, interests or expectations. These vary according to one's position, privileges, ability, class and wealth. Agreement tends to appear among those who share similar privileges. This is likely to encourage unequal distribution of the scarce but valuable resources and opportunities. This results in divisions in society resulting in hostility and opposition. A researcher can use this theory to explain why conflicts occur in society.

d) BASIC NEEDS THEORY (ABRAHAM MASLOW, 1943)

According to this theory, there are certain minimum requirements that are essential to a decent standard of living. These are known as physiological needs. They include food, shelter, health and clothing. They are primary needs and must be catered for before other needs such as security and shelter, sense of belonging and affection, love, esteem, and finally self-actualisation are pursued. A researcher can apply this theory when attempting to prove that lack of basic survival needs may be a contributory factor to the situation of phenomena under study.

IMPORTANCE OF THEORETICAL FRAMEWORKS

A theoretical framework plays a major role in research. These include the following:

a) It introduces the researcher to a new view of the research problem. This enables the researcher to understand the total realm of the problem.

b) It enables the researcher to conceptualise the topic in its entirety as an outgrowth of the larger society. This helps the researcher to acknowledge the problem from a wider perspective and not from a narrow-personalised self-interest approach. This enhances the researcher's objectivity.

QUALITIES OF AN EFFECTIVE THEORETICAL FRAMEWORK

An effective theoretical framework should:

a) Account for and explain a phenomenon.
b) Be specific and well-articulated.
c) Reflect the research problem being addressed.
d) Be measured in a practical situation.
e) Provide tentative answers to questions, issues and problems addressed in the research problem.
f) Should systematically address the various aspects of the problem, particularly the key factors that are assumed to influence or cause the problem.

GUIDELINES IN FORMULATING A THEORETICAL FRAMEWORK

In formulating an effective theoretical framework, the researcher should adhere to the following:

1. **Reflect** - On the existing theories for the purpose of identifying a fitting context.
2. Analyse the research title to identify the **independent and dependent** variables. The researcher should then reflect on the relationship between these variables.

3. Find out which theories best explain the **relationship between the variables**. This can be achieved by using the library and reading books and articles related to the topic selected. The researcher should read through various theories related to one's research topic. The sources include professional publications, journals in education, theses, abstracts from doctoral dissertations and masters' theses and psychological abstracts. These readings will present various studies related to one's study area. This will assist in the formulation of the theoretical framework.
4. **Formulation** - The researcher should then write down the theories applicable, link the ideas and identify the relationship. After this the researcher should formulate the theoretical framework. This will involve discussing the selected theories to answer the research question.
5. **Evaluation** - After formulating the theoretical framework, the researcher should evaluate it to find out if it addresses all sections of the research problem.

CHALLENGES FACED IN FORMULATION OF THEORETICAL FRAMEWORKS

Lack of differentiation between a theory and a theoretical framework. While a theory simply states what proponents have discovered in relation to a certain issue, a theoretical framework uses this theory to account for and clarify why things are the way they are. The researcher should therefore avoid simply stating the theories applicable to the study. Moreover, some researchers quote theories that do not explain the phenomenon under study.

RELATIONSHIP BETWEEN CONCEPTUAL AND THEORETICAL FRAMEWORKS

Many researchers get confused whether to use conceptual or theoretical frameworks in their studies. Although both these frameworks are tools to assist a researcher make meaningful findings, they vary. A conceptual framework bases on ideas that may be formulated from a researcher's own perception. This may be from observation or experience. On the other hand, the theoretical framework is based on recognised theories.

A conceptual framework cannot be refuted or tested through research. A theoretical framework is testable and can be rejected or revised. Ideas raised in a theoretical framework have proponents while those in a conceptual framework are mainly the researchers with a few references to support them. A theoretical framework is a discussion of related theories attempting to predict a phenomenon. A conceptual framework is an idea stated.

EXAMPLES OF THEORETICAL FRAMEWORKS

Example 1: **Basera (2021): Factors contributing to the late adoption of quality management systems in the hotel sector in Zimbabwe.**

1. **Resource-Based View theory (RBV)**

The Resource Based View (RBV) theory emphasises the conversion of valuable resources by organisations to attain their business goals (Rothaermel, 2012). The theory is the ground on the adoption of QMS because organisations depend on their intangible and tangible resources to change immediate advantages into the long-term competitive advantages. It is what the organisation owns that gives them a competitive advantage over others and requires that the organisation should possess inimitable resources that are incompatible and untransferable (Mweru & Muya, 2016). RBV theory explains that the firm should be able to deliver sustainable competitive advantages by managing resources in such a way that competitors cannot imitate their outcomes, hence creating a competitive barrier. The theory explains the Value, Rare, Inimitable, Opportunity (VRIO) approach; that for a firm to attain sustainable competitive advantage by adopting QMS, it should have unique resources which are Valuable (gives the firms more value over rivals), Rare (which cannot be easily accessed), Inimitable (resources should not be easily imitated but give long term advantage) and Opportunity/Organisation (the resource should give the firm an opportunity to succeed and the company must be organised to exploit the resource that it should be firm-specific (Rothaermel, 2012).

According to Gupta and Malhotra (2013), it requires both firm resources and capability in order for a firm to innovate and develop a new product and RBV theory highlights that being innovative and providing superior customer value is the key determinant to obtain sustainable competitive advantage. Not all firm resources give the firm sustainable competitive advantage and the differences in performance of organisations are attributable to the heterogeneity of assets. The RBV theory focuses on those factors that cause the differences to prevail. For hotels to be competitive and achieve long term sustainable success, they should possess these resources that give value, that are rare, inimitable and organised to grab the opportunities in business. Possession of these resources gives them sustainable competitive advantages over their rivals. It is also crucial that hotels possess the capabilities to deal with the external and internal factors to boost performance and survive. From a strategic management perspective of tourism facilities in Uruguay, Alonso (2017) applied the RBV theory in developing a management strategy and realised that if government and private tourism business put together their resources the country's tourism will be very competitive as it possesses high resources. RBV theory can be used to evaluate the abilities desired by the supplier to attain the anticipated results using sound strategic planning. There is a positive relation between sales and apprehension of RBV theory, this was proved to be true by in sales of small to medium enterprises products by Yuga and Widjaja (2020). The researcher believed that adoption of QMSs in the hotel industry is influenced by resources in possession of the organisation.

2 Contingency/Situational Theory

The Contingency/Situational theory takes into consideration the effects of external business environment on the organisation, and it says that the actions or strategies taken by a firm to gain competitive advantage depend on the prevailing situation (Fernández-Robin *et al*., 2019). The contingency theory is concerned about the aptitude of the organisation to act in response to the business environment (external factors) as the main determinant of an organisation's performance (Bell & Martin, 2012). Therefore, the tractability of the organisation to establish structure is imperative to deal with environmental instability which forces firms to think of new ways and new behaviour for them to survive. A situation which is under control to the business is favourable, a contingency measure can manage but if the situation is out of control the contingency measure does not work. The business size, organisation structure, resources and management all determine the effectiveness of contingency measures (PSUWC, 2020). This theory attest that there is no strategy or structure that can be considered best because a certain structure or strategy may not be equally effective if applied in a different environmental condition. Therefore, it is a matter of fit between the environment, the strategy and structure that determines performance. The capability for a firm to deal with the current business environment requires knowledge of customer management systems in which organisations need to do consumer intelligence. Undertaking consumer intelligence offers information that the firm can transform its plan to overcome numerous environmental turbulences (Wollmann & Steiner, 2017). This theory considers that organisations should assess the business environment to gain knowledge and set a strategy that is appropriate for each environmental turbulence level (Fernández-Robin *et al*., 2019; Bell & Martin, 2012).

Contingency effect can also be referred to as environmental instability which is then defined as business environment hostility which can go into many stages of uncertainty (Wollmann & Steiner, 2017). Environmental turbulence may take the form of competition, technology, market turbulence and regulatory turbulence. It is therefore important that hotels find ways to deal with customer needs in turbulent environments. However, many hotels fail to anticipate turbulence because of poor environmental scanning leading to business failure. Scanning of the environment provides hotels with relevant and accurate information which helps them to adopt QMS and provide products that meet customer needs, that are technologically advanced and that are competitive in the market. A contingency trained manager will therefore be able to determine the most appropriate QMS to be adopted for the prevailing situation after considering all the variables. Hotels strategic organisation was investigated to determine their approach to QMS adoption.

3 Chaos theory

By hearing the word chaos many people equate it to something that is messed up and confusing. Scientists define chaos as a situation that is complex, unpredictable and full of disorder and the disorder behaviour patterns develop in an irregular but similar form. Raisio and Lundström (2015), state that chaos includes two parameters which are unpredictability and hidden patterns. In this chaotic environment, even the smallest change can bring about tremendous effects since the system is highly sensitive to changes. Organisations that are used to planning and control operations and strategies face greater challenges in this environment because there is no link between cause and effect (Mbengue *et al*., 2018). The chaotic situation can also be called the VUCA environment which is associated with volatility, uncertainty, complexity and ambiguity. In this environment, it is almost impossible to predict the long-term outcomes of any action or strategy, but only short-term outcomes can be predicted because the environment is changing rapidly to the extent that the business strategy that is working today may not be working tomorrow. In this environment, the future is not even foreseeable, and organisations face a high rate of uncertainty.

In the VUCA environment, organisations both large and small face constant change which borders on chaos and the environment presents opportunities and threats to firms and this requires that they capitalise on the opportunities and minimise the effects of threats. This situation is also known as the 'white water rapids' where industries like those in the technology sector, women's fashion and food industry presents white water rapids situation to organisations, changes are going too fast that managers need to be on their toes always so that they do not lose opportunities or affected by the threats (Raisio & Lundström, 2015). Customer demands are changing, technology advancing and competition intensifying and only first movers will take the advantages.

In the VUCA environment some organisations may quickly enter the decline stage, or a niche deteriorates because the competition intensity makes the environment poorer and hence threatens those organisations with no effective growth strategies. Managers may fail to change business strategies to secure resources leading to the decline stage. This situation requires organisations to be proactive rather than reactive, develop distinctive competencies and adopt QMS to gain sustainable competitive advantages. Hotels should be creative and innovative so that they continue to operate sustainably in this ever-changing business environment and gain competitive advantage over other hotels (Giacomo *et al*., 2021). It is difficult for hotels to get a handle of what is actually happening, so they are required to act on the incomplete and insufficient information. Unregulated business operating environment and disasters such as drought, disease outbreaks and wars are some of the elements that bring in chaos and uncertainty in the business environment (Raisio & Lundstrom, 2015).

Example 2: **Kanokanga (2019): Development of a destination image recovery model for enhancing the performance of the tourism sector in Zimbabwe**

Theories on destination image

Several theories have been propounded on the concept of destination image. The following are some notable ones.

1. Avraham and Ketter (2016)'s Multi step model

Avraham and Ketter (2016) proposed a 'multi-step model for altering place image'. According to this image repair model, a destination marketer can choose the most appropriate marketing strategies for DI recovery, according to three categories of characteristics related to the crisis, target audience and the place (CAP: Crisis, Audience, Place). The multi-step model is made up of three media strategy categories (SAM: Source, Audience, Message) which are used by marketers for DI recovery. Source strategies are concerned with dealing with or replacing the source which is understood by marketers to be responsible for the destination's negative image, quite often the international media; for example, arranging familiarization tours for foreign travel agents, tour operators and journalists (Mair, Ritchie & Walters, 2016) or through blocking media access (Avraham, 2016). The weaknesses of this model are that it over emphasises the role of the media in image recovery. The media on its own, cannot not provide facilities required by tourists which include recreational facilities, ICT, the warmth and hospitality which can be provided by the local people, nightlife, the shopping experience like that associated with Dubai, London and other similar places. The theory also tends to be prescriptive, dictating steps to follow to achieve image recovery and enhance tourism performance.

Audience strategies focus on the beliefs, values and insights held by the audience. Thus, destination marketers endeavour to highlight what appears to be common between those values which are important to people from their country and the foreign audience. The final group-message strategies, seeks to counteract any negative stereotypes or perceptions about a tourist destination, such as threats to tourists' personal safety, crime, nightlife, or sanitation. Destination marketers strive to convince the public that these images are incorrect, and that the destination is safe for them to tour, and providing entertainment and other services (Walters, Mair & Lim, 2016). This model-either as it is or components of it-has been used by various studies to assess the marketing campaigns adopted by tourist destinations (Walters *et al.,* 2016; Avraham, 2016, 2013; Walters & Mair, 2012).

The model's strengths are that it acknowledges that some of the images can be generated by advisories such as competing destinations and they may be designed to damage the competitor's image. Therefore, steps are needed to counteract such images. The model, however, makes an erroneous assumption that the destination seeking recovery can manipulate the media to broadcast favourable images and news about the destination. It could not be any further from the truth. These days social media platforms such as WhatApp, Twitter and others are quite dominant and no one organisation or country can control social media. Like Avraham and Ketter (2016) image recovery model, Lubbe's (2004) model also tends to be prescriptive and determined. Life and tourists nowadays can never be predetermined. Much flexibility is required.

2. Lubbe's (2004) Open systems model of public relations in destination image development

Lubbe (2004) perceives a tourist destination as a system, an open system on which the systems theory can be applied. The systems theory provides a framework for harmonizing an organisation's goal with the expectations of the society and its publics. In terms of DI, the reconciliation of the tourist destination's goal-to achieve a favourable and sound tourism relationship-with the expectations of the publics in a tourist-generating country, is what is desired.

The merits of Lubbe's model are that it acknowledges the need to have a stakeholder holder approach in image recovery and enhancement of tourism performance. It also encourages the development of synergistic relations to attain tourism development. The weaknesses associated with Lubbe's model are that that it focuses on the relationship between only two entities namely, the tourist and the destination. It tends to generalise in terms of the key drivers of the model. It does not identify the key stakeholders, those who really matter in terms of tourism development. The model aims to build a sound relationship between the tourist and the locals disregarding the quality of bilateral relations between the tourist's home country and the destination country. Relations between governments tend to have a stronger impact than relations between tourists and locals. In fact, tourists may not even travel when bilateral relations are poor.

Lubbe (2004) argued that this harmonization requires a continuous exchange of information between the tourist destination and the public so that the destination and the tourist generating country can understand each other. There is also need for both the tourist destination and the publics to adapt to the ever-changing environment and to maintain a balance in the relationship. In doing so, a favourable DI can be developed and maintained.

According to Lubbe's (2004) model, public relations is essentially a communications function concerned with relationships, image and image development. Afrikan *et al*. (2017) view public relations as a management function which contributes towards mutual understanding, the acceptance, communication and continuity of communication between organisations and their target audiences. They further highlighted that public relations are the efforts for private and public entity, that is, an individual, association, or private or public institution to establish relations with groups which are engaged in mutual business and to promote the development of established relations. Public relations also serve purposes such as ensuring positive news about a business and its products in various circles and developing a positive image about the business. In Lubbe's (2004) open systems model of public relations in DI development, tourist destinations stand for organisations and tourist products or destinations stand for company products.

According to Lubbe's (2004) model, the relevant publics refer to all those groups who participate in or influence the formation of a destination's primary (complex) image. These include potential tourists, the media, travel agents and tour operators, that is, all groups that have a relationship with the destination. Also, with regards to boundaries of the system, this could refer to international boundaries, especially in relation to DI development.

3. The Stakeholder Theory

The stakeholder theory was developed by Clarkson (1995). Its tenets are that organisations depend on a wide range of audiences or groups of stakeholders to realize their objectives (Bussy & Ewing, 1997). Unlike the above two theories, the stakeholder theory argues that these specific groups vary from organisation to organisation and from situation to situation. Again, unlike the other two theories cited above, this theory is not rigid, rather it is situational and deals with the contingencies prevailing at the time. Thus, it is not prescriptive. This makes this theory the most appropriate for this study. Modern life and tourism in particular is affected by a wide range of variables which include technology, social dimensions, political developments, environmental factors and others. Unlike the other two, it cites government and investors as a stakeholder, among others. The stakeholder groups cited in this theory include clients, end users (the other theories above do not make this distinction), employees, suppliers, pressure groups, local communities and the media and each stakeholder makes a decisive role in the organisation's future. This theory is currently popularly used in tourism development and in destination image recovery and in the enhancement of tourism performance.

The stakeholder theory, unlike the Avraham and Ketter (2013) model and Lubbe's (2004) theory, acknowledges employees and like the two theories above, it cites local communities but more than that, it acknowledges pressure groups as stakeholders in image recovery. Pressure groups can cause tourist facilities to be built or demolished. They can be vocal about price hikes, the transport situation, the lack of amenities and ancillary services such as marketplaces and electronic accessibility via Internet and so on. However, these factors tend to be marginalized in terms of image recovery and tourism performance.

Performance theories

a) Sottentag and Frese (2002) Performance Theory

According to Sottentag and Frese (2002 performance theory, organisations require highly performing individuals to meet their goals, to deliver the products and services and to achieve competitive advantage. They view performance as centred on the individual employee who feels good when they accomplish personal and organisational goals. They view performance as a multi-dimensional concept. The strength of this theory is that it attaches many importance on the worker who is the most important asset of the organisation. Also, since the theory focuses on the individual worker, the implication is that there is a prioritization of employee motivation. However, in the tourism and hospitality sector, team performance as opposed to individual performance, is highly regarded. Therefore, the major weakness of this theory appears to be that it ignores the role of teamwork in tourism and hospitality.

b) The Balanced Destination Theory by Barber & Kaurev (2015)

Kaurav and Baber (2015) presented what they termed a model of a balanced destination which results in destination success. The model is depicted in Figure 2.2. According to Kaurav and Baber's model of what they term a balanced destination which is driven by several factors which include revenue generation, employment creation, recreational facilities, cultural acceptance and others. Unlike the destination image recovery models, this one specifically cites the DMO as a key stakeholder in tourism performance. However, destination success may not be attained relying heavily on the DMO at the exclusion of other stakeholders such as hospitality and tourism enterprises. The same applies with destination image recovery-team work is key. This theory was therefore not the major one in this study because there is another one which relates much better with the concept of destination image recovery.

It resembles the stakeholder theory in that it recognises the role of the investor in enhancing tourism performance. The challenge, however, is that the definition of destination success may not be easy to come up with. Employment creation without environmental conservation may not result in a destination being called successful. Also, the definition of a balanced destination may not be universally shared. The tourism performance model by Baber and Kaurav lacks several key elements which influence tourism performance. For example, it ignores security and safety issues, government policies, and economic conditions in the broad sense, infrastructure and others. The tourism performance model by Assaf and Josiassen (2012) fills this gap.

c) Assaf and Josiassen (2012) Tourism Performance model

According to Assaf and Josiassen (2012), there are eight drivers of tourism performance which are indicated here in their order of importance: (1) tourism and related infrastructure; (2) economic conditions; (3) security, safety, and health; (4)

tourism price competitiveness; (5) government policies; (6) environmental sustainability; (7) labor skills and training; and (8) natural and cultural resources.

This theory links quite well with destination image recovery in that it focuses on attributes which are central to destination image recovery. The WEF (2017) noted that these destination attributes are important in generating a destination's appeal. However, the limitations of this theory are that it assumes that any factor outside these eight may not be as critical as those included on this list. Hence, there is the risk that some people could end up putting too much emphasis on these eight attributes if they want to improve tourism performance ignoring other equally important or even better tourism performance dimensions.

DEFINITION OF TERMS

Keys terms used in writing the thesis are supposed to be defined as they are used. The key terms can be defined according to literature and or if the term has been given a new meaning according to the thesis, the definition is supposed to be given in context of the thesis.

Usually at most five key terms are given in a thesis, mostly the terms can be derived from the title of the thesis although not in all cases.

Examples of definition of terms

***Example 1:* Kanokanga, (2019): Development of a destination image recovery model for enhancing the performance of the tourism sector in Zimbabwe**

Tourist Destination: Consist of the location where the tourists choose to go thereby competing globally (UNWTO, 2018).

Destination Image: Is the sum of all emotional and aesthetic qualities such as experiences, beliefs, ideas, recollections and impressions that a person has of a destination.

Image Recovery: In this study, the term image recovery refers to the process of strengthening the image of Zimbabwe as a tourist destination resulting in a significant improvement in the performance of the country's tourism sector.

Performance: Performance is difficult to define (Popescu, Popa, and Dobrin, 2015). 'The notion of performance has an abstract character, and its definition is made by reference to other concepts, on which we believe that performance is built' (Popescu *et al*., 2015: 311). In general terms performance can be seen as the result of activities (for example, of an organisation) over a given period (Al-Matari, Al-Swidi, & Fadzil, 2014). Zheng, Zheng, Luo, Chen, and Liu (2018) agreed with Dobrin *et al*. (2012) on that performance is hard to define in totality, and its measurement is a highly dynamic exercise which entails constant change, ambiguity, uncertainty, and negotiation. However, Zheng *et al*. (2018) argued that these difficulties should not be allowed to frustrate efforts to address this important and meaningful aspect in tourist destination management. This study focused on economic performance of Zimbabwe's tourism economy. Economic performance refers to the destination's output in terms of tourist arrivals, tourism receipts and activity as reflected by indices such as tourism direct contribution to the Gross Domestic Product (GDP), total tourism contribution to GDP, tourism direct contribution to employment, tourism total contribution to employment, tourism contribution to capital investment, tourism contribution to exports, among other indices (World Travel & Tourism Council, 2016; Zimbabwe Tourism Authority, 2016).

Tourism: Juul (2015) defined tourism as the activity of visitors taking a trip to a main destination outside the usual environment, for less than a year, for any main purpose, including business, leisure or other personal purpose, other than to be employed by a resident entity in the place visited. This definition resonates with the one provided by the UNWTO (2017). However, the one proposed by the UNWTO tends to be richer and more relevant to this study. The UNWTO (2017) views tourism as a distinctive form of recreation. They added that, from a geographical point of view, tourism is one form of temporary or leisure mobility, recognizing that technology and changes in society have given people the capacity to travel quite extensively. They further pointed out that tourism can be thought of as a form of voluntary, temporary mobility in relation to where people live. The tourism phenomenon can be defined from the demand side, that is the tourist's standpoint or from the supply side (the service provider's perspective) (UNWTO, 2017). This study combined the two perspectives. This was done to have a deeper understanding of the research problem and to provide a more comprehensive resolution of the same.

Example 2: **Basera (2021): Factors contributing to the late adoption of quality management systems in the hotel sector in Zimbabwe.**
Hotel: A hotel is a commercial establishment providing lodgings, meals, and other guest services (Law, 2009). In this study, a hotel is a classified accommodation facility which offers rooms, food and beverages and other services to visitors.

Hospitality industry: Hospitality industry is composed of the companies that provide accommodation, food and drink to people who are away from home with kindness and goodwill (Zaridis *et al*., 2019).

Quality: Quality is an evaluation of how well a provided service fits into the customer's expectations (Law, 2009). Goetsch and Davis (2021) defined quality as a dynamic state related with product, services, processes, people and environment that matches or surpasses expectations and helps produce exceptional value. In this study, quality means how well a delivery of services in hotels meets customer's expectations and adds service value.

Quality Management Systems: Quality management systems (QMS) is a formalised system that documents procedures, processes and responsibilities for attaining quality objectives and policies. A QMS helps direct and coordinate an organisation's activities to meet customer requirements, regulatory requirements and better its operational effectiveness and efficiency on a continuous basis (ASQ, 2019).

Factors: In this study, factors mean determinants of quality in the hotel. The determinants can be found internally within the hotel and or externally in the hospitality industry. The factors can have a positive or a negative effect to quality.