Master Thesis

Tourism marketing interventions for sustainable tourism.

How can sustainable knowledge, attitudes and actions of tourism marketing organizations contribute to sustainability of a tourist destination?
Abstract

With the rapid development of sustainable tourism, the interventions of tourism marketing in sustainable development of tourist destinations are rising the awareness of the researchers and destination planners. Although tourism marketing organizations are closely associated with the sustainability of tourist destination, little research is done about their sustainable knowledge, sustainable attitude and sustainable actions. The long-term development of destinations requires tourism marketing organizations and tourism stakeholders to show concern for the sustainable tourism and hold positive sustainable attitudes. The contributions of tourism marketing organizations to destination sustainability is the main focus of this thesis project. In order to provide new insights for the tourism studies, the thesis explored the sustainable attitudes, sustainable knowledge and sustainable actions of tourism marketing organizations towards sustainable tourism of Chawika tourist’s destination site in Tanzania. In addition, the contribution of tourism marketing organizations to sustainability of the tourist destination and on how they can become an effective tool for promoting sustainable tourism is explored as well.

Semi-structured interviews were conducted to collect empirical data from tourism marketing employees and to capture the perceptions of four organizations in Chawika. The results indicated that generally tourism marketing organizations in Chawika have generally little sustainable knowledge, rather negative attitudes and not many actions that promoting sustainability of the Chawika. However, positive attitudes were portrayed by few of the respondents and one if the studied organizations is implementing ecotourism projects.

Tourism marketing organizations were found to play a significant role in sustainability of the destination through marketing tourist products. Their contributions towards environmental, social and economic sustainability of the destination are limited although they are linked to the sustainable knowledge, and sustainable attitudes of their respondents and sustainable actions respectively. In addition, the results show that tourism marketing organizations should become more active on promoting sustainability through online marketing and participation in sustainability programmes. Moreover, the current Chawika tourism was found to be declining and more sustainability initiatives are needed to rebuild the image of the destination. It is hoped that this thesis can offer useful knowledge for the destination planners and governmental officials as well as other tourism stakeholders who intend to consider tourism marketing organization’s sustainable attitudes, sustainable knowledge and sustainable actions in the paradigm of sustainable tourism development of Chawika destination.

Keywords: Sustainable knowledge, Sustainable attitudes, Sustainable actions, Tourism Marketing, Tourism marketing organizations, Sustainable Tourism and Sustainable tourist destination.
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CHANGONET - Chawika Non-Governmental Organization Network
COAST - Collaborative Actions for Sustainable Tourism
DMOs - Destination Marketing Organizations
GEF - Global Environmental Facility
GoT - Government of Tanzania
MNRT - Tanzania Ministry of Natural Resources and Tourism
NGOs - Non-Governmental Organization
TTB - Tanzania Tourist Board
UNESCO - United Nations Educational Scientific and Cultural Organization
UNWTO - United Nations World Tourism Organization
UNIDO - United Nations Industrial Development Organization
UNEP - United Nations Environmental Protection
CHAPTER 1

1.1 Introduction

One billion of tourist arrivals worldwide will give tourists one billion opportunities to purchase locally produced goods, preserve local cultures and heritage of local communities around the world show (UNTWO, 2005b, UNWTO, 2006; UNWTO, 2010; Cater, 2007). This means that tourism can become a positive force in conserving natural environments and biodiversity or promoting well-being of local residents (Bramwell, 2010; Moscardo, 2008; Stone, 2011; Su and Wall, 2014; Sulazar, 2012). In sum, well designed and managed tourism can contribute to sustainability of destinations worldwide.

Tourism destination marketing organizations (DMOs) play a central role in providing information to travellers about a destination and thus serve to bridge between the tourism supply and demand (Fesenmaier et al., 2006). With ability to promote sustainable tourism to worldwide, tourism marketing organisations has become an important contributor to destination sustainability. The role of tourism marketing in facilitating destination sustainability is especially pertinent nowadays as destinations around the world are facing a number of challenges due to rapid growth of tourism sector (Fesenmaier, et al 2010).

Tourism marketing is important aspect of sustainable destination because it can become a threat to sustainability if it neglects the “element of sustainability” when promoting tourism (Albrecht, 2016, p. 2). In such case destination marketing organizations (DMOs) as non-profit entities generating tourist visitation to a given area, should have responsibility to facilitate sustainability of a destination through their marketing process (Yeong-Hyeon, Fesenmaier, and Wang, 2003; Jamal and Camargo, 2014).

While tourism marketing appears to hold such an important position in terms of sustainability of tourist destination, research on tourism marketing interventions in sustainable tourist destination and how those interventions affect sustainability of different types of destinations is rather scarce (Sheehem et al, 2016; Albrecht, 2016; Lei, Kostopoulou and Huibin, 2014). By focusing on sustainability in tourism marketing, the study demonstrates how tourism marketing organizations can become a pivotal part of destination sustainability. Hence, this research makes theoretical contribution to the discussions concerning tourism marketing and destination sustainability. Specifically, the thesis increases the understanding of ways in which tourism marketing organizations support sustainable tourism development.
1.2 Thesis purpose statement
Tourism marketing can make contribution to the protection of environmental and cultural resources at a tourist destination and it is therefore, an important tool of sustainable tourism. The main aim of this thesis project is to provide a better understanding of how tourism marketing organizations can participate in tourism sustainability, based on the example of the city of Chawika in Tanzania.

1.3 Objective of the study
The study sets three objectives that address the purpose statement of this thesis accordingly;

- To identify sustainable knowledge, attitudes and actions of the four tourism marketing organizations towards promoting Chawika as a sustainable tourist destination.
- To explore how the selected tourism marketing organizations can contribute towards sustainability of Chawika destination.
- To understand how tourism marketing organizations can become an effective tool to promote sustainable destination of Chawika.

1.4 Background and Motivation of the study
Chawika is a destination of considerable significance to world history, both as an entry point for Arabs and European missionaries, explorers and traders in east and central in the history of the slave trade (Chawika tourism profile, 2013). It is a coastal destination endowed with various historical, cultural, and natural attractions including the great beach sun sand (UNTWO, 2013a). According to National Bureau of Statistics (2013) the total population of Chawika is 311740 being male 154198 and female 157542.

Chawika is one of the six Districts in Coastal Region in Tanzania located between 37° and 39° East; and between 6° and 7° South of the Equator (Gautum, 2009). The historical Chawika Town, which is the district headquarters is located 65 kilometers north of Dar es salaam City. The district borders Morogoro District on the west; Mvomero, Kilindi and Handeni districts on the north; Pangani District on the north east; Indian Ocean on the east; Kinondoni District on the south east and Kibaha District on the south (Chawika district profile, 2010).

Figure 1: Chawika geographical location map
It has an important link in history as first major maritime trading (early trade route) center (Mapunda, 2007). Moreover, it is a place where a unique park was created in called Saadan National Park where the bush meets the ocean. The destination receives more than 65000 tourists per year (Chawika, tourist statistics, 2017).

The destination has been proposed to be among of the World Heritage Site due to its natural, historical and cultural significance (UNESCO, 2012). However, the progress towards becoming a world heritage site has been stopped because of the current unsustainability in the destination. UNESCO wants to see different initiatives for reducing the threat to sustainability of the destination for them to continue with UNESCO designation the process (Tobey et al, 2013; UNESCO, 2012).

Chawika is sensitive and fragile coastal destination containing important habitats and rich biodiversity whereas land, water and other natural resources can be relatively scarce (Semesi et al, 2014). Because of its cultural and natural assets, it has a strong appeal to tourists, similarly to other coastal areas in Sub-Saharan Africa that have developed into thriving tourist destinations (Ruitenbeek et al, 2005 and Tobey et al, 2013).

The destination is likely to be threatened in future because more visitors are attracted by coastal environments (beaches, fine landscapes, coral reefs, fish, marine mammals and other wildlife (Torell, Mmochi and Spierling, 2006). The increase pressure from threats like rising of pollution levels, degradation of sensitive habitats and distortion of old buildings are among of the sustainability problems of the destination (UNWTO, 2010; 2013b; Becker, 2013, McLean and Odendaal, 2012).

Part of these problems are contributed by the increase of visitors and lack of environmental awareness where tourism marketing is involved (Vrancken, 2006; Muhando and Chikambi,
Tourism marketing organizations play a role in this for example carrying capacity of the destination and environmental awareness is not their marketing priority (Richmond, 2011; Manning, 2010). Therefore, developing tourism in a sustainable manner in this coastal area is important to preserve the environment and well-being of host communities (Brunnschweiler, 2010; UNTWO, 2010c; MNRT, 2012). It should receive a high priority in governance, management process and tourism organizations at local and national level (Tanzania Tourism Act, 2008; UNWTO, 2013a; Anilkumar and Ganesh, 2010; Powell, 2009).

During the past six years Tanzania government, UNTWO; UNIDO and UNEP have actively collaborated to address sustainable tourism development in coastal areas in Chawika (GoT, 2013 and UNTWO, 2013b). It was the Global Environment Facility (GEF) that funded, the project titled “Collaborative Actions for Sustainable Tourism (COAST)”. I was part of the project.

I worked as coordination team leader. The project in Chawika was sub-titled as “sustainable tourism for environmental protection and poverty alleviation”. The goal was to develop best practices on reef and marine recreation management, environmental management systems and eco-tourism initiatives to identify local mechanisms for sustainable tourism governance, promotion, awareness and management within the destination.

The emphasis was placed on involving representatives of indigenous community, conservationists, tourism marketing organizations, tour guides and tour operators, accommodation owners, policy makers, development planner and tourism site managers in achieving sustainable tourism. Also, it aimed to protect coastal environments and heritage resources for future generations.

Another initiative for sustainability was in-collaboration with Lund University, Sweden and the Ministry of natural resources and Tourism in Tanzania (GoT, 2010). It aimed to promote and raise awareness among making tourism stakeholders through trainings, seminars and workshops where by experts from Lund University.

The greatest motivation for conducting this study was based on my involvement in the above described project. My goal was to come back after getting extra knowledge in tourism and sustainability from Sweden to see how tourism marketing organizations adapted the sustainability initiatives done. Also, it was my ambition to contribute and share the knowledge and experiences gained during my studies to increase sustainability of Chawika.

The organizations I worked with include four tourism marketing organizations (Chawika destination marketing and Chawika tourist information centre (public), Elephant Travels and Eco-Tourism and Chawika tour safaris (private). Their role is to promote tourist products of the destination. Other organizations include Chawika Beach Management Unit (public) is protecting and conserving the beach and its resources, Tanzania Coastal Management Partnership (Non-Governmental Organization) for protecting the coastal resources in all destination with beach areas in Tanzania, Chawika Non-Governmental Environmental Network (private) promoting environmental conservation in the destination including trees planting, Chawika Hotel Associations (private) their role is accommodations provision to tourist and last organization was Chawika Tour Guides Association (private) responsible for guiding tourist in the destination.

1.5 Significance of the study

The aim of this study builds on the two streams of tourism literature; tourism marketing and destination sustainability. This thesis contributes to tourism knowledge by creating awareness
of how tourism marketing organizations can promote sustainability of the destination in their marketing process. It helps to identify practical actions that tourism marketing organizations can do for sustainability of the destination. These practical actions will raise awareness of tourism marketing organizations to be part of sustainable tourism. However, the results will be used to recommend tourism marketing organizations in Chawika on the best marketing ways for sustainable tourism promotion. Finally, the study contributes to practical action for government and decision makers to involve tourism marketing organizations in tourist destination sustainability agenda.

1.6 Structure of the thesis

The structure of this thesis builds on the six chapters. The introductory part introduced the reader to the field of sustainable tourism marketing. Highlighting the background and motivation of the study and outline the aims with its research objectives. Chapter two consists of a literature review in which the literature on current study has been discussed. Then the results of the previous research on the topic have been highlighted. Chapter three discusses the conceptual framework is presented that builds on the finding of previous studies. The conceptual framework has outlined the ideas, concepts and practices that had shaped the way this research appears in relation to its objectives. The relationship between the concepts has been also discussed. Chapter four builds on the ideas and concepts of the framework to present the methodology of the study. The methodology is drawing on qualitative research approach in semi-structured interviews as the main research method. After the qualitative tools for knowledge creation are presented, the method of analysis is outlined. At the end the ethical consideration and research quality are discussed. The fifth chapter of this thesis presents empirical results and analysis. The summaries of the main finding of this study has been outlined as well. Lastly, chapter six presents the conclusion and an overview of the main research findings basing on the objectives of the study. Afterward, limitations of the study and suggestions for further research have been outlined.
CHAPTER 2

2.1 Literature review

The literature review of this study was intended to provide some contextual background for the research. Given the significant contributions of tourism marketing to promotion of sustainable tourism; it is an imperative to understand sustainable knowledge, attitudes and actions of tourism marketing organizations.

2.1.1 Sustainable knowledge of tourism marketing organization

Knowledge is associated with facts, information, concepts and principles acquired through experience, education or investigation (Birgit and Erkollar, 2015). Sustainable knowledge can be defined through knowledge on economic, environmental and social components of sustainability (Counsell, 2007; Broughton, 2010, Lozano, 2008 and Fisher, 2010). In other words, sustainable knowledge balances the need for economic growth with environmental protection and social equity (Nicolescu, O and Nicolescu, L, 2005). Worth noting is the fact that one of the task for tourism marketing organizations is to ensure balance between these three aspects of a destination when marketing tourist products (Janson, Marell and Nordlund, 2010; Sheate, 2010); thus, sustainable knowledge is essential attribute of these organisations.

The main elements of sustainable knowledge in tourism marketing organizations include specialized human resources, the organizational structure, organizational strategy and organizational culture (Leon, 2013). Specialized human resources mean organisation employees must be capable, specialized, creative and open-minded in sustainability issues. Employees of the organization help in organizing, coaching and mentoring or training programmes to increase sustainability awareness among tourists (Geogantzis and Navarro-Martinez, 2010; Lozano, 2008). Through human resources values and knowledge of sustainable tourism are shared.

The organizational structure should enable translation of the sustainable knowledge into actions, whereas organizational strategy must show to all other stakeholders what the organization is doing towards more sustainable tourism and what its goals are concerning the destination sustainability (Geogantzis and Navarro-Martinez, 2010). Organizational culture includes organization’s expectations, experiences, philosophy and values that hold it together. These values are expressed in its self-image, inner workings, interactions with the outside world and future expectations (Bonevac, 2010). It encourages collaboration and communication inside and outside the company’s boundaries towards increasing stakeholders awareness on environmental and social issues.

Theoretical portrait of sustainable knowledge in tourism marketing organizations can also include; developing organizational structures and practices that encourage the creation, dissemination and use of knowledge, establishing objectives regarding knowledge on economic, environmental and social issues, and finally collaborating with employees, visitors, other organizations and member of the community on sustainable tourism development (Parrish, 2010; Barbarossa and Pastore, 2015; Bonevac, 2010; Bohner and Dickel, 2012 and Calabrese, 2006).

In sustainable marketing, each of the organisation employees has responsibility to generate sustainable knowledge (Janson, Marell and Nordlund, 2010). In fact, quality of organisation’s sustainable knowledge depends on the employee’s expertise, task and experience in sustainable tourism (Jackson, 2014; Belz and Peattie, 2012). Only an organization that is aware of its knowledge management process can follow sustainable knowledge management approach to
address sustainability in tourism practice effectively (Birgit and Erkollar, 2015; Hanss and Böhn, 2012).

In sum, the understanding of what sustainable tourism is and how it works by tourism marketing organizations is necessary for achieving sustainability (Mullins, 2014; Ramdas and Mohams, 2014). It makes an organization aware of the sustainability issues and show concern for sustainability of the tourist destination in general (Amy et al, 2012). Knowledgeable organizations address the consequences of environmental problems and demonstrate them to tourists when marketing the destination (Haron, Paim and Yahaya, 2015; Xu and Fox, 2014).

While it is crucial that tourism marketing organizations focus on attracting larger number of tourists, equally important is the quality of tourist experience, including social, economic and environmental aspects of a destination (Tse and Qiu, 2016; Simon et al., 2014). Moreover, lack of sustainable knowledge leads to focus on increasing tourist’s consumption and resource depletion, pollution and even destruction of local species (Nickerson, Jorgenson and Boley, 2016). Depletion of natural resources threatens the future of a tourist destination (Sharpley and Pearce, 2014) and it affects negatively the visitors’ experience.

Luncrezi et al, (2013) for example demonstrated that shortage of knowledge on destination sustainability may result into using under-water cameras and gloves among tourists. This, in turn, can contribute to damaging coral reefs. Hughes (2013) argues that tourism marketing knowledge experience on sustainable tourism can also positively affect tourists’ conservation knowledge and promote environmentally responsible behaviour. Likewise, Sanchez and Fernandez (2016) point out that when improving sustainability of a destination tourism marketers should provide visitors with information that addresses sustainability of the destination to inform tourists choices.

In sum, tourism marketing organization knowledges on sustainability plays a vital role in sustainable tourism development (Kil, Holland and Stein, 2014). It helps to support and involve stakeholders, partners and the local community on the practices of sustainable destination tourism paradigm (Dohoe, 2012).

2.1.2 Sustainable attitudes of tourism marketing organization`s employees

Attitude is referred as the readiness of the psyche to act or react in a certain way (Burker, 2010, Hume, 2013). Bohner and Dickel (2010, p.392) argue that sustainable attitudes can be defined as “stable entities stored in memory versus temporary judgments constructed on the spot from the information at hand”. Such conceptualisation of attitudes reinforces the idea that attitudes are learned and can change in time.

Chaiken and Baldwin, (2006) identified four components of sustainable attitudes such as: the cognitive component (what is believed by the attitude holder), the affective component (what is a felt by the attitude holder) and the behavioural component. Action tendencies (behavioural component) are directed towards objects which can be concepts, physical items or other motivations in the environment towards the attitude is directed (Cottam, 2004). These components help in determining the attitude of a person and therefore tourism marketing organization employee’s attitudes can be identified through them.

Many scholars pointed out that sustainable attitudes correlate with future behaviour (Sharpley and Pearce, 2014; Truong and Hall, 2016; Gössling et al, 2016 and Glasman and Albarracin, 2006). However, the strength of that correlation can be influenced by a number of factors including the confidence with which the attitudes are held or their accessibility (Roskos-Ewoldsen and Fazio, 2011, Hume, 2010). This would suggest that the ability of organization’s employees to form positive thoughts and feelings towards sustainable tourism can influence
the likelihood that their attitudes support sustainability (Torgler, 2007; Singh and Thrassou, 2011). Likewise, the likelihood of employees’ behaviour would be determined by sustainable attitudes (Zukin, 2008).

There has been limited research concerning sustainable attitudes of tourism marketing organization as a holistic concept through its employees. With most of the attention being directed towards identifying common characteristics of visitors who are already engaged in or strongly support environmentally responsible behaviour (Jansson, Marell and Nordlund, 2010). This is because the characteristics of sustainability whether environmental, social or economic are in fact attractive to the majority visitors (Ottman, 2011; Townsend, 2013).

Sustainability attitudes gap among tourism marketing organization employees can be happened when the attitudes are rarely translated into actions towards sustainable tourism (Tribe, Rathouse, Scarles and Holmes, 2010). Nevertheless, sustainable attitudes among employee are likely to guide tourism development towards more sustainable future of a destination (Singh and Smith, 2005).

Tourism marketing development is a driving force that has radically transforming society, economy and environment in tourist destinations around the works (Jared and Bowers, 2016; Mckercher and Prideaux, 2011). These forces put a pressure that affect the tourist destination sustainability (Lai and Hitchlock., 2016). Therefore, sustainable attitudes towards destination environmental and social and economic issues must be recognized among tourism marketing organizations (Paudel and Nyaupane, 2013). Weaver and Lawton (2014) pointed out that in particular employee’s sustainable attitudes towards environmental protection should be considered because these people influence the sustainable development of a destination.

Many scholars suggest here is a relationship between sustainable knowledge and sustainable attitudes and promoting sustainability of tourist destination (Garla et al, 2015). For example, sustainable attitudes among employees will likely increase organization’s willingness to pay for environmental protection (Doran, Hans and Larsen, 2015). Moreover, sustainable attitude of tourism marketing employees would improve tourist’s concern of the destination sustainability. This sustainability attitudes can positively affect the environmental and sustainable behaviour of tourists within a tourist destination (Collado et, 2013, Lee and Jan, 2015).

2.1.3 Sustainable actions of tourism marketing organizations

Sustainable actions are pursuits in which a person, an organization or any entity is active in sustainability issues (UNEP, 2011). These types of actions involve sustaining actions towards converting sustainable knowledge, and the understanding and attitudes toward sustainable solutions (Hall., 2016). The sustainable indicators are one way to measure sustainable actions and include the factors that are tangible measure of social, cultural, economic and environmental impacts of tourism at a tourist destination (UNESCO, 2010; Patuelli, Myssoni and Candela, 2013).

Ramkisson and Mavondo (2014) pointed out that the behaviour changes and the use of brand reach as intervention measure and high levels of awareness and actions of tourism marketing organization’s campaign is important. As it will encourage visitors to offset and reduce emissions and pollution. Hence, contribute to change actions and behaviour of visitors at destination for extended period of time (Ghilardi-Lopes et al, (2015).

Also, Haltman and Säwe (2016, p.327) argued that the sustainability in tourist destination is “the selling point” from the perspective of most tourism marketing organizations rather than a
goal of its marketing efforts. Otherwise, marketing organisations tend to neglect responsibility for sustainability of the destination (Wiles and Hall, 2013).

Environmental conservation of the destination rules and the number of tourists that can visit in one trip have to be in their travel information practices (Ballantyne, Packer and Falk, 2011; Polo-Pena, Jamilena and Molina, 2012). These actions can identify the support of the DMOs on sustainability of a tourist destination. In addition, information on the use of mode of transport that reduce emission and how to behave at the destination can also be used as the indicator of marketing the sustainability by these organizations (Chang and Katrichis, 2016).

2.1.4 Contribution of tourism marketing organization in sustainability of tourist destinations

In the past tourism development focused on maximizing profits for business owners with little regard for the natural resources and residents of the community influenced by tourism (Stewart, 2002). Recently a new paradigm in tourism development has taken on growing importance and the contribution tourism marketing organization on sustainable tourism development has to be valued (Fesenmaier et al. 2010). Choi and Sirakaya (2005) address this paradigm shift, by explaining that sustainable tourism development seems to enhance the existing conceptual frameworks on tourism planning and development by making the residents and other stakeholders as focal point (Choi and Sirakaya, 2005). However, Choi and Sirakaya (2005) identified that the economic benefits that the organization gets can act as “catalyst for their contribution in promoting sustainable tourism” (p.381). Tourism marketing organizations have a significant role in this new sustainable tourism paradigm with the destination they market. On other hand various studies (Sharpley and Pearce, 2014; Chhabra, 2015; Tse and Qiu, 2016; Cvelbar, Griin and Dolnicer, 2016; Yeong-Hyeon, Fesenmaier, and Wang, 2003; Jamal and Camargo, 2014) address that among of the factors that help these organizations to address sustainability is empowerment and training on sustainable tourism knowledge with its benefits. Also, the study of Andereck and Vogt (2000); Lindberg (1997) on the importance of organizations in sustainable tourism development revealed that sustainability of the destination can be contributed by sustainable actions and attitudes of various stakeholders including tourism marketing.

Goelner and Richie (2006) the role of travel agents and tourism marketing to sell sustainable tourism is crucial as an effort of being influenced to conserve the environment of the destination. Tourism marketing contributes to the life destination cycle of evolution developed by Butler (1980) which describes several stages that a tourism destination passes through. The model is based upon the product life cycle concept, where by “sales of a product proceed slowly at first, experience rate of growth, stabilize and subsequently decline” (Butler, 1980, p.6). It is important for them to engage in the sustainability of the growth of a destination because they market and increase tourist which may cause environmental problems (Zhu et al, 2017; Hawkins and Cunningham, 1996; Markovic and Klaric, 2015).

Sustainable tourism act as destination competitiveness in tourism marketing processes for tourist who are interested in sustainability. Tourism marketing use this chance as their contribution towards sustainability of the destination as there is a great between tourism marketing and sustainable destination management (Muresan et al, 2016; Knollenberg, 2011). Andereck and McGhee (2008) point out that tourism marketing organization is an important tool which focuses on marketing the destination. Their willingness and attitudes to utilize the collective knowledge assets of the destination sustainability which is developed by researchers and government to ensure the sustained viability and success of the destination have to be among of their priorities. Tourism marketing organization have vital role to play with the support and involvement of stakeholders, partners and the local community on the practices of
sustainable destination tourism paradigm (Kitnuntawat and Tang, 2008). However, the limited attitudes, knowledge and activities among them act as an obstacle sustainability practices.

Hamann and Low (2016) revealed that tourism marketing can use social marketing programmes that incorporates sustainability. This will add their efforts in selling the tourist products and sustainability of the destination they market. It is important for them to know that destination image is formed from the travel environment including its natural resources and will eventually directly or indirectly affect tourist goals and destination development (Liu and Chou, 2016).

The primary goal of tourism marketing should be to project the image of the destination aligned with sustainability values to potential tourist so that the destination may become desirable for them (Kozak and Kazok, 2016). Effective tourism marketing and communication program about sustainable tourism is essential for the success of the business. To encourage more sustainable consumer and business behaviours with respect to the environments, tourism marketing is expected to have system wide effects (Truong and Hall., 2016). Tse and Qiu (2016) showed the importance for tourism marketing not only promote larger number of tourist’s but also the quality of tourist experience, including social and environment carrying capacity for sustainable development of the destination. The authors illustrate that, carrying capacity is significant in marketing any tourist destination for its sustainability. The three types of carrying capacity have a unique importance in tourism marketing and promotion. Physical carrying capacity, here the destination ability to handle tourists crossing border control points and provide accommodation, attraction and transportation is appreciated (Hartwell et al., 2016). Its essential element for successful sustainable tourism destination as Hartwell et al., 2016 in their study found that physical carrying capacity is also to be one of the best way for tourism marketers to consider.

In Jurudo et al (2012, p. 1338) claimed in their study that “social carrying capacity” in tourism marketing should consider the crowdedness felt by tourist and the local communities. However, In Jurudo, Damian & Morales (2013) identified the significant of it in supporting sustainable tourist destination if tourism marketing and other stakeholders will consider. Moreover, environmental carrying capacity, brings us in the destination’s ability to protect the natural environment given the potential pollution created by tourists. Environmental carrying capacity for tourism marketing is important contribution as it leads to tourist satisfaction, harmony in the community and sustainability of the environment.

Also, Gössling et al (2016, p. 528) stated that “destination attractiveness affects tourists timing of visitation levels of demand, willingness to pay and desired of stay”. It’s important for tourism marketing to be part of destination sustainability and in improving sustainability of the destination, tourists must be given relevant information to inform on how to behave. Jurrado et al (2012) and Jared Bowers (2016) noted that tourism marketing development is a driving force that is radically transforming society, economy and environment, these forces put a pressure that affect the tourist destination sustainability. Mass tourism affects the resident’s attitudes towards supporting destination sustainability. Marketization of sustainable tourism on the destination market is normal without consideration of greater number of tourists and their effects.

Tourism marketing organizations had a great role that they can play to sustainability of the destination, however it depends on their attitudes, knowledge and actions on sustainable tourism (Haltman and Säwe, 2016). Involving tourism marketing as stakeholder will bring multiple effect on the sustainability of tourist destination as marketization of sustainable tourism will be enhanced.
2.1.5 Past research on sustainable knowledge, attitudes and actions on sustainable tourism

While some research exists on tourism marketing of tourist destination sustainability, it is rather scarce and selective in comparison to a number and coverage of studies addressing sustainable tourism in other sub-fields of tourism. One example of such literature is the study of tourism marketing and sustainable tourism in English National park destination (Sharpley and Pearce, 2014). Sharpley and Pearce (2014) illustrated there was no sustainable tourism attitudes and knowledge among employees in the process of marketing destination sustainability. However, it was argued that sustainable tourism was promoted by environmental organizations. This gives an important knowledge gap that the study wanted to fill it.

The study of Mossaz and Coghlam (2016) on the role and attitudes of travel agents in the marketing and sale of sustainable tourism showed that most tourism agents market or sell sustainable tourism in the destination as an effort to acquire new customers rather than to influence sustainability of the destination. Moreover, the study shows that tourism marketing employees tend to not care about supporting sustainable tourism at destination.

Esparon et al (2015) showed that sustainability enhances destination competitiveness in tourism marketing processes and marketing is not considered as way to contribute to sustainable tourist destination. The authors pointed out that sustainable knowledge tends to be used as competitiveness tourism marketing strategy. In this study sustainable knowledge is not valued as a way to promote sustainability in tourist destination but used as a way to attract tourist especially who support sustainability.

The study by Sheeham et al (2016) on the role of tourism marketing organization in community development. It was identified that tourism marketing organization have limited willingness, attitudes and actions to utilize the collective knowledge assets of the destination sustainability in the global market place. The authors showed that there is no sustainable attitudes and actions among tourism marketing employees when marketing tourism products. They only think to get tourists for organization profit.

Another research of Lopez-Sanchez and Pulido-Fernandez (2016) on factors influencing tourism marketing willingness to pay for sustainable tourism. The study illustrated that the concept of tourism sustainability is still not clearly understood by the international tourism marketing organizations or it may be understood but not valued enough. However, the author pointed out that for those who have sustainable knowledge, attitudes and actions they do because most tourists prefer the word sustainable tourism. It helps the organizations to increase the number of tourists and not as their ambitions to achieve sustainable tourist destination.

Research findings generally point out that encouraging sustainable knowledge, sustainable attitudes and sustainable practical actions among tourism marketing employees to work with sustainability is essential. However, sustainable destinations are preferred over those which are less sustainable by tourist who support sustainability (Eagle, Hamann and Low, 2016). This can be a chance for tourism marketing organizations effort in supporting and promoting sustainable destination for the long-term survival of their business (Chen and Wu, 2014).

Thus, tourism marketing organizations and sustainable tourism can’t be separated for the future development of tourism industry (Jamal and Camargo, 2014). Sustainable knowledge, Sustainable attitudes and Sustainable actions can influence the sales decisions of tourism marketing organizations in the sustainable tourism supply chain. (Brennan and Binney (2013). Yet, the question of how tourism marketing organizations build these sustainability outcomes into their decision-making processes when selling tourism remained an answered (Mossaz and Coghlam, 2016).
The important knowledge gaps remain in how tourism marketing organizations engage in supporting and achieving sustainable tourist destination (Cvelbar, Griin and Dolnicer (2016); Sharpley and Pearce (2014); Chhabra (2015) and Tse and Qiu. (2016). This study aims to contribute to fill this knowledge gap as revealed by previous studies.
CHAPTER 3

3.1 Conceptual framework

Conceptual framework represents the system of concepts, assumptions, expectations, beliefs and theories which support and inform the undertaken study (Maxwell, 2012). The framework of this study is built on the previous research findings, background and motivations, objectives, aims and methods which gives it the meaning. The key concepts and the relationship between them that guide the topic of the study will be discussed (Veal, 2006). As Kellert (2011) pointed out that sustainable knowledge, Sustainable attitudes and Sustainable actions work together to achieve sustainable tourism within a tourist destination.

In this conceptual thinking, it is postulated that tourism marketing organizations can have direct and positive impact on sustainable tourist destination. Also, if illustrates the relationship between sustainable attitudes, knowledge and actions of tourism marketing organizations which leads to sustainable tourism practices (figure 2 explains the relationship below)

3.1.1 Tourism marketing

Tourism Marketing is the application of marketing concept in travel and tourism industry (Ketter and McMillan., 2016) as it uses the four Ps (product, price, place and promotion) in advertising tourist destination to consumer’s. Tourism marketing also is a cooperate activity in a sense that consumers rarely use just one brand in consuming the overall tourism experiences (Liu and Chou, 2016). However, tourism marketing to date is perceived as an enemy of sustainability because it has traditionally concentrated on increasing tourist numbers and treating tourism like a commodity (Pomering, Noble and Johnson., 2012).

3.1.2 Sustainable tourist destination

Sustainable tourist destination is a well-defined and sustained “geographical entity under a brand name, mixing of all tourism products, services and environments as an integrated experience” (Hartwel et al., 2016, p .57). It can be understood and identified by tourists with positive impacts on environment, society and economy (Fisher, 2010)

Sustainable tourist destinations are used as competitive tourism marketing strategies’ (Esparon et al., 2015). This means sustainable tourism can act as destination competitiveness measure in tourism marketing processes and not as a contribution in sustainability of the tourist destination. Sustainable tourist destination is the key to success of tourism development and the role of tourism marketing organizations in improving the quality of tourist destination is important to be identified by academic researchers (Lei, Kostopoulou and Huibin., 2014).

3.1.3 Sustainable tourism

Sustainable tourism is about visiting a place and trying to make only positive impact on the local community, environment, and economy (UNTWO, 2011). Sustainable tourism is about meeting the needs of the present tourists and host regions while protecting and enhancing future opportunities to meet the needs of future generations (UNTWO, 2010). It also requires both the sustainable contribution of tourism to the local economy and the community with sustainable use of environmental resources (Liu, 2013).

3.1.4 Tourism marketing organizations

Tourism marketing organizations promote tourist products in a destination (Sharpley and Pearce, 2014). They are essential in designing strategies and communications appropriate for target markets in promoting the destination while keeping the destination sustainable (Pomering, Noble and Johnson, 2011). These organizations often increase consumption and
have been traditionally recognised as a source of depletion, pollution and species destruction that threatens the future of destinations (Nickerson, Jorgenson and Boley, 2016).

3.2 Relation between the concepts and sustainable knowledge, Sustainable attitude and Sustainable actions

Different studies suggested that sustainable knowledge can predict sustainable attitudes and sustainable actions of tourism marketing organizations (Fisher, 2010; Belz and Peattie, 2012 and Truong and Hall, 2016). However, for tourism marketing organizations to support sustainability there must be a relationship among employee’s attitudes, knowledges and actions towards marketing the sustainable tourism rather than use sustainability as a marketing tool (Kim and Weiler, 2013). Moreover, organizations’ understanding of sustainable tourism and ecological knowledge of a destination can be the foundation of sustainable attitudes and behaviour actions (Farmer, Knapp and Benton, 2010). This, in turn, leads to sustainability practices within a tourist destination. In sum, tourism marketing organization’s sustainable knowledge can contribute to changing attitudes of tourists in supporting sustainable tourism (Weaver and Lawton, 2009: Chen and Wu, 2014).

Several studies (e.g. Duerden and Witt, 2010; Garla et al, 2015) demonstrated that sustainable knowledge can play an essential role in translating sustainable attitudes into social, economic and environmental development of the destination. For instance, sustainable knowledge of tourism marketing organizations was related to the attitudes and actions towards sustainability of tourism. Likewise, the research by Kuhlemeier et al. (2006) pointed out that people with rich in sustainable knowledge usually are likely to obtain more accurate and complete information to form their sustainable attitudes and actions.

Several studies show that the increase of tourism marketing organizations employees sustainable knowledge, sustainable attitudes and sustainable actions could contribute to sustainability of tourist destination (Puhakka, 2010; Sharpley and Pearce, 2014; Cheng and Wu, 2015; Duerden and Witt, 2010; Beaumont, 1999; Ballantyne, 2011 and Ardoin et al, 2015). This conceptual framework makes a theoretical contribution to this research. Despite all direct relationships in the framework having evidence in extant previous research findings, the indirect effects have yet to be explored in the tourism marketing literature.
In sum, the proposed theoretical framework illustrates the synergic effect of interaction between sustainable knowledge, sustainable attitudes and sustainable actions of tourism marketing employees in support of sustainability of the tourist destination.

3.2.1 Operationalization of sustainable attitudes, sustainable knowledge and sustainable actions

Sustainable attitudes can be identified through employee’s readiness to act or react on sustainable tourism. Their behaviours in supporting sustainability of the tourism destination will be considered in knowing their attitudes.

Sustainable knowledge identified through employee’s expertise, task and experience in sustainable tourism. Tourism marketing organization employees will be asked if they have knowledge on sustainable tourism. If employees know what means by sustainable tourism it will be possible to implement sustainability programmes at tourist destination.

Sustainable actions identified by asking employees on physical and tangible programmes that the organization is doing on sustainability of the destination. The programmes that minimizes the social, cultural, economic and environmental negative impacts.

The proposed theoretical framework has a potential practical implication for tourism authorities and destination tourism marketing in promoting sustainability of tourist destination. It could offer important insights for tourism marketing organizations in understanding the significance of sustainable attitudes, sustainable knowledge and sustainable actions in supporting sustainable tourism.
CHAPTER 4

4.1 Research Methodology

Methodology is a way of systematically solving the problem (Brotherton, 2015; Cresswell, 2013; Jennings, 2005). It connects issues at the abstract level of epistemology and the mechanical level of “actual methods” (Morgan, 2007, p.68). This section of the thesis contains philosophical positioning of the methodology, research approach, selection of case organizations and sampling methods, research tools, treatment of data, data presentation, research ethics and research quality.

4.1.1 Methodological philosophical positioning

Phillimore (2004, p.186) suggested that “the choice of research tools depends on philosophical awareness rather than method level decision making”. Philosophical position must be coherent with theoretical and observational finding of the research (Pansiri, 2005). Therefore, the choice of my study strategy and methods include the interconnected issues of “ontology” (what is the nature of reality?) and “epistemology” (What is the relationship between the inquirer and the known?). Also, it includes “methodology” (how we can know the world or gain knowledge of it? (Denzin and Lincoln, 2000, p.19).

This study builds on pragmatic approach and constructivism paradigm. The pragmatic approach argues for investigating a subject in practical manner and creating knowledge which is needed in order to take actions and promote sustainable tourist destination of Chawika. Thus, it becomes imperative that knowledge created must “emphasize on practical application of the ideas by acting on them” (Pansiri, 2005, p.197). Using pragmatic approach helped to test them in human sustainable attitudes, sustainable knowledge and sustainable actions (Gutek, 2004). This also connects back to the study objective to understand the practical experience of tourism marketing organizations in supporting sustainability of tourist destination.

The constructivism paradigm is based on the view that the world is socially constructed by people’s thoughts, actions and interactions (Brotherton, 2015). The objectives 1 and 2 refer to the way tourism marketing organisations in Chawika construct sustainability of the destination in their marketing actions. The role of tourism marketing organizations in Chawika has been re-constructed through the experiences of key informant in all four studied organizations (Chawika destination marketing, Chawika tourist information centre, Elephant Ecotourism and Travel agency and Chawika tours safaris) As Cress (2013) stated that subjective meaning of their experiences, meanings are directed toward a certain matter and these meanings are different and multiple. According to (Brotherton., 2015; Baggio and Klobas, 2011) interview is technique which demands qualitative data and needs to explore things to a deep level and it is a good way to conduct a study with question why and how. Semi-structured interviews were used to gain deeper understanding of the research objectives of the study. In semi-structured interview is the most commonly data collection approach in qualitative research (Brtherton.,2015, Kothari., 2006). My interview was based on a structured conservation being conducted between two people where the interviewer leads and controls the conversation and critically follows up on the interviewee’s answer to the question by noting and recording in some cases. Brinkmann & Kyale (2015) point out that an in-depth interview, knowledge is gained through interaction between the interviewer and interviewee. Also, Denscombe (2010, p.39) states that “interviews are appropriate to use when the researcher is exploring a more complex phenomenon”. My interviews enabled the respondents to communicate how they understand the role of their organizations in sustainable development of Chawika.
4.1.2 Research approach

Qualitative research creates opportunity for an in depth understanding of the role of tourism marketing interventions in sustainability of tourist destination Chawika. Qualitative research aims to understand the reality, which is seen to be constructed in social interactions (Merriam, 2009). Qualitative methods have been used in this study to gather individual perceptions (Wiebe et al, 2010; Veal., 2011). This approach used because the study is based on the belief and experience of organizations employees who are involved in the subject. It enabled respondents to describe and explain sustainable attitudes, sustainable knowledge and sustainable actions in their own words on sustainability of the Chawika destination (Denzin and Lincon, 2011). Semi-structured interviews were deemed an appropriate technique for constructing material as they are a good way to explore questions of ‘why’ and ‘how’ (Cress well, 2013; Veal., 2011.p.197).

Semi-structured interviews are the most commonly data collection approach in qualitative research (Coles et al, 2013). They generate primarily data of qualitative nature and enable to explore things in depth (Baggio and Klobas, 2011). Collecting rich information helped me to draw a bigger picture of the organisations studied.

4.1.2.1 Selection of case organizations and sampling methods

The cases sample for of this study was “handpicked” (Denscombe, 2010, p.35). That means I knew which tourism marketing organizations are located in Chawika and I approached their employee’s. To guarantee the anonymity of the picked organizations, they will not be listed, named or identified in their original names any way throughout my thesis. The original name of the destination has been changed.

4.1.2.2 Sampling the respondents

A total of 20 respondents in all 4 organizations in Chawika were invited for interviews. Given my familiarity with the Chawika organisations, five key informants were identified among the employees of those tourism marketing organizations included in this study. These are people who have worked for a long time in respective organizations.

This study employed a purposive sampling method which involves selecting samples based on the important characteristics- "key informant” (Brotheton, 2015, p.226). Key-informant were selected based on the position they hold in their organisations. The criteria were those employees who have worked more than 5 years in the same organization and hold a leadership or senior position. In all four organizations the respondents had the same work descriptions as follows This approach for selecting the respondents has been adapted from Kwok and Yu (2012); Milman (2011) and Khodra (2012) in relatively similar study. Likewise, Tashakkori and Teddie (2009, p.292) proposed that “purposive sampling leads to greater depth of information from smaller number of carefully selected cases”. The purposive sampling helped me to get sample which generated much details from these few specific cases.

Table 1: Respondents

<table>
<thead>
<tr>
<th>Category of Respondents</th>
<th>Work description</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of the organization</td>
<td>Manager and administrative leader of all department and activities within the organization (Decision maker of the organization)</td>
<td>4</td>
</tr>
</tbody>
</table>
### 4.1.2.3 Procedures

Ten individual semi-structured interviews with selected respondents have been conducted in four organizations from 25th August, 2017 to 20th October 2017 (please see the appendix for the semi-structured interview guide). The interviews were undertaken to understand sustainable attitudes, knowledge and actions of tourism marketing organizations towards sustainable tourist destination. Brinkmann and Kyale (2015) point out that semi-structured interview, knowledge is gained through interaction between the interviewer and interviewee. Also, Denscombe (2010, p.39) states that “interviews are appropriate to use when the researcher is exploring a more complex phenomenon”. Interviews in this study were based on conversations between two people. In this situation the researcher controls the discussion and critically follows up on an interviewee’s answer to the question by noting and recording in some cases. By interacting with people, I had an opportunity to gain a deeper understanding of the participants attitudes, knowledge and activities in understanding the role of tourism marketing in sustainable tourist destination.

Each of the main questions was accompanied by the follow up questions. the follow up questions were spontaneous. Because of the conversational character of the interviews, the dynamic order of guiding questions and categories during each interview corresponded with the unique context of the interview. The technique of changing the order of guiding questions and the follow up question to each interview helped me to get adequate information and understanding of the contribution of tourism marketing to the sustainability of the destination.

I believe that findings in this study capture the realities of the studied subject (the employees of those organisations). Having looked on the method used to construct materials, the next section describes the methods of data analysis (treatment of data) of this study.

### 4.1.3 Treatment of data

#### 4.1.3.1 Qualitative data analysis

Qualitative analysis is the process of ordering, organizing and making sense of the raw data, which is gathered from the transcript of interview (Altinary & Paraskevas, 2008 and Brotherton., 2015). Ten in-depth interviews have been conducted in 4 tourism marketing organizations in which observation method applied to.

Because of ethical consideration which raised before, during and after knowledge creation which evoked a couple of constraints and resulted into two group of data. That’s the information which has been recorded and the information that has been captured in form of
notes during interview as each respondent was asked before the interview if he/she agree to be recorded. However, one third of the respondents disapproved, therefore much information’s were in form of notes.

Brotherton, 2015, p.271 states that “unitising and coding” are the first stages in process of qualitative data analysis. The collected information that has been recorded were transcribed first, then coding, sorting, comparing and analysing the data. The information from other respondents in form of notes needed to be typed out in order to analyse the data consequently. Then, having coded and sorted all raw data it was possible to compare the information given by each respondent and my own observation helped to capture well the interviewee answers.

The two modes of capturing the information results in a different high amount of useable as some important information may be missed when taking notes. However, the approach I used is called “thematic analysis” (Brynan 2012, p.578), where I use themes and subthemes in order to analyse the data (Table 2). The themes and subthemes were guided by the three-different section of the interview guide. The information given by interviewees were ordered and compared using different motifs.

Table 2: Themes analysed

<table>
<thead>
<tr>
<th>Themes</th>
<th>Interview texts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism marketing organization employee’s sustainable attitudes, sustainable knowledge and sustainable actions in sustainability of tourist destination</td>
<td>Perceptions, readiness to act, awareness and trainings, influence, adaptation, learning and willingness</td>
</tr>
<tr>
<td>Tourism marketing organization interest and programmes that support sustainability</td>
<td>Sustainability actions at the organization such as awareness messages on when marketing the destination. Social, economic and environmental sustainability programme.</td>
</tr>
<tr>
<td>Contribution of tourism marketing organization on sustainability of Chawika</td>
<td>Importance of sustainability at destination</td>
</tr>
<tr>
<td>How tourism marketing can be used as tool to promote sustainability?</td>
<td>Tools or ways used by tourism marketing organizations in promoting sustainability.</td>
</tr>
</tbody>
</table>

4.1.4 Data presentation

This was an important part in the process of data analysis as (Veal., 2011) illustrates that “qualitative data can be displayed in form of list, tables and matrices” to identify the similarities and differences between different types of interview respondents. In this study I have used list to present the data and this will help to convince the reader of this study that is feasible and transparent (Brotherton., 2015).

4.1.5 Research ethics (Ethical consideration)

Ethical consideration is important and seeks to protect both researcher and respondents from any harm that can happen and concerned with moral values, principles and actions such as honesty, integrity, transparency, obligations to others responsibility and trust (Traianou, 2014).

Ethical issues occur throughout the entire research process and need to be reflected in each individual part of it. According to (Coles et al, 2013; Israel and Hay, 2013) this study has been
conducted in an ethical manner, to ensure that the work has high standard of integrity and with the greatest respect for various stakeholders (research participants) involved in. Traianou (2014, p.62) also point out that research ethics focus primarily on how researchers treat the people engaged in their studies and include principles such as “minimizing harm, respecting people’s autonomy or preserving their privacy”. Similarly, Wiles et al, (2008) states that “Ethical behaviour in research demands that a researcher engage with moral issues of right and wrong” (p.6). This study could have some consequences to the respondents as some of them are government employees’ and they revealed the truth of the organizations. This truth in one way or another can cause to lose their job, therefore to avoid this the name of the destination was changed from the original name. Also, all names of the organizations were changed to nickname to avoid direct identification.

However, the ethical consideration outlined here are my personal viewpoint on what is right or wrong by including the agreements on specific moral principles represented by respondents and the organizations (Wiles et al., 2008). All procedures and steps from the beginning of the study, collecting data, analysing data and reporting in this study had considered all ethical aspects.

Respondents participated in the study on voluntary basis. They were informed well on the objectives and purpose of the study and could choose to withdraw at any point during and after the interview. Privacy and confidentiality of respondents was respected. I avoided disclosing information that would harm or put at risk participant in one way or another. Also, I asked permission from the four organisations to interview their employees.

4.1.6 Research quality and practice

Having illustrated the ethical consideration of this study, it is also necessary to ensure that the findings of this study can be trusted. One of the strategies to guarantee the quality of the research is to make the research process transparent (Brotherton, 2015, Yin, 2015 and Marriam, 2009).

As noted earlier, an important fact is that this study has been conducted in a destination where I worked as tourism manager for 6 years before starting my studies. I was promoting sustainable tourism practices. I have used open multiple methods to confirm my findings and I have given detailed information in methodology on how the data were collected and analysed (Cresswell, 2013). A leader can follow steps from the introduction to conclusion of this thesis report.
CHAPTER 5

5.1 Discussion of Results

As shift towards the sustainable tourism paradigm continues and as development begins to focus on promoting the sustainability of the tourism industry, changes may begin to occur in communities and organizations where tourism has long been a mainstay of economy (Knollenberg, 2011). Coastal communities such as Chawika may be interested in moving towards sustainable actions as their tourism product, the ocean and beaches are being impacted by forces such as over use and climate change. If tourism marketing organizations decide to involve in sustainable tourism all groups impacted by that change are more likely to practice sustainability. Extensive research on attitudes towards sustainable tourism development strongly suggest that organizations (DMOs) and residents are critical stakeholders group for coastal tourism planner to consider (Andereck and Vogt, 2000; Goeldner and Ritchie, 2006; Fesenmaier, Yiang, Pan and Low, 2010).

UNWTO (2013) states that “coastal environments are complex, dynamic, highly sensitive and delicate ecosystems” comprising of significant habitats and rich biodiversity. However, the growth of coastal and marine tourism promises of greater benefits to poor coastal communities while leading to a host of serious environmental and social problems. Becker (2013) points out that tourism in Chawika is one of the largest sectors with a promise of contributing to the “economic and social well-being of the destination community”. Although many pressures threaten the health of the destination such as over-utilization of marine and coastal resources, destructive in sensitive ecosystems, destruction of old buildings and environmental pollutions. Weak governance and the limited collaboration among the stakeholders, as well as lack of proper future destination development plan further contribute to threats facing Chawika (UNWTO, 2014). On 20th February, 2006 the government made submission for the designation of Chawika as World Heritage Site. United Nations Educational, Scientific and Cultural organization (UNESCO) in 2012 recognized to be proposed as one of the World Heritage Site due to its natural and cultural attractions (UNESCO, 2012) however, the process has been stopped due to unsustainability actions of the destination that has been mentioned above. UNESCO promised to continue with the process when they satisfy with the strategies of making the destination sustainable once again.

Just as “The Goose that Lays the Golden Egg” Chawika tourism depends directly on healthy functioning ecosystems. If the natural and cultural environment of the coastal and marine is properly planned, maintained and utilized responsibly, the greater the opportunities will be for the tourism sector to grow and flourish over the long-term and greater support will be for ongoing economic, environment and social development of the destination. Strategies to promote and market sustainability of the destination in line with priority to alleviate poverty through developing sustainable tourism that is culturally acceptable, ecologically friendly and economically viable (GoT, 2013) have been started. The government, Non-governmental organizations, United National Industrial Development Organization (UNIDO) and United Nation World Tourism organization (UNWTO) and other sustainability stakeholders have started promoting sustainability of Chawika. The Collaborative Action for Sustainable Tourism (COAST) project implemented by UNIDO, worked to apply through a series of practical demonstration projects in the destination. It aimed at reduction of negative environmental impact resulting from coastal tourism actions and pollutants. The project called various stakeholders to support and adopt the best practices approaches to promote sustainable tourism, so that the process to be named as World Heritage site could continue.
Therefore, the purpose of this study was to gain an understanding of how tourism marketing organizations can participate in tourism sustainability in Chawika, Tanzania. This chapter presents the results of analysis of data collected from participants in the study. These results are presented in the following sections, social demographic information, discussion in relation to objectives of the study, conclusion, implication of the study, recommendations, further research and limitation of the study.

*Figure 3: Research objectives and aim of the study*

![Diagram showing research objectives and aim of the study](Own illustration)

Each of the three research objectives have been presented, outlining their main findings, discussing to what extend the objectives have been met and if the result and analysis of the empirical data provide appropriate answers to the research aim of the study.

### 5.2 Social demographic information

Education level have often been found to be a means of promoting an individual’s attitudes towards sustainability. Generally, those with higher levels of education have more positive attitudes towards sustainable tourism which focuses on balancing economic growth with environmental protection and suggest humans live in harmony with nature (Scott and Willits, 1994). Therefore, it was reasonable to ask this sociodemographic and the results were; ordinary secondary was 1, diploma was 7, advanced secondary was 4 and degree holder were 8 and occupation position of respondents was as follows head of marketing unit 4, senior marketing officers 4, tour guides leaders 4 and heads of financial department 4 (Appendix 4). This study found that the level of education among respondents was unrelated to their support of sustainable tourism as even those with higher education demonstrated negative attitude toward sustainability.

Respondents were also asked to indicate their gender, age and family status: Male were 12 and Female were 8, *age of respondents* 18-25 was 1, 26-36 were 5, 37-46 were 6, 47-56 were 4 and above 56 were 4. Marital status: Single were 11, divorced was 1 and widow/widower was 1. These results were consistent with the government of Tanzania is promoting gender equality in tourism opportunities and its expectation in 2020 the number should be equal to all gender in different position (Mangora, Shalli and McLean, 2012; GoT, 2013; Manning, 2010). In results the number of males employed in tourism marketing organizations should be equal to the number of employed females. This is different from the previous time of coastal area in terms of roles of man and women.

The previous project on promoting sustainable tourism in Chawika emphasized gender equality in tourism activities for achieving sustainable tourism practices (UNTWO, 2013a). It was good to see that tourism marketing organisations consider in in their employment.
5.3 Discussion of the results according to three objectives of the study

5.3.1 Sustainable knowledge, actions and attitudes in Chawika

Objective 1: To identify sustainable attitude, knowledge and actions of the four tourism marketing organizations towards promoting Chawika as sustainable tourist destination.

Understanding the sustainable attitudes, knowledge and actions of tourism marketing organizations towards sustainable tourism development is crucial for developers and government (Lindberg, 1997). As the sustainability and success of tourism in the destination depends on the stakeholders (DMOs) active participation (Zhu et al, 2017). Chawika destination as discussed in the introduction of this chapter is waiting to become as UNESCO World heritage site (UNESCO, 2012).

5.3.1.1 Meaning of sustainable tourism

Moving towards sustainability is a social challenge that entails international and nations to understand the meaning of the concept (Van der Linden, 2014). The term sustainability should be viewed as humanity’s target goal of human-ecosystem equilibrium (Powel and Ham, 2014). Despite the increase of use of the term sustainability the meaning of it varies from one society to another and from one person to another (McKercher et al., 2010). This can be a challenge to sustainable development of the societies.

Most of tourism marketing organizations have different understanding on what it means by sustainable tourism. I noticed that the way academic understands the meaning of sustainable tourism is different from the understanding local people in Chawika have. They hold their own meaning of what the sustainability means for them according to their environment. The following quotations point out some meanings as exposed by respondents;

“sustainability for me is all about living better life” (Respondent Z on 1st September, 2017)

“sustainability is all about conserving the environment and the environmentalists are their job” (Respondent Y on 12th September, 2017)

Another respondent said “planting trees, conserving mangroves, coastal resources and cleaning beaches and other environment is our sustainability” (respondent F, 2nd October, 2017). Respondent E told me while happy and loudly said “sustainability is only about carrying capacity of the destination nothing else but it difficult for us to limit number of people because our job is to attract more tourists” (Respondent E on 13th October, 2017).

I have just written few interpretations of sustainability here but every respondent had their own meaning of sustainability. Different understanding on the term sustainable tourism can be a challenge to sustainability success of Chawika although in one way or another support the initiatives towards sustainable tourism.

It was interesting to find out various interpretation of sustainability in local context. Discussion through public meetings and training may help to have the same interpretation of what it means by sustainable tourism to make them be part of sustainability initiatives of the destination. One respondent said;

“sustainable tourism is to promote social, economic and environmental benefit of our destination, although here every one understands in different
ways that why sustainable tourism cannot happen now” (Respondents N on 27th September, 2017).

In this context tourism marketing in one way or another they understand on how sustainable tourism can be done, if they are well informed with more knowledge on it their support will be visible as part of sustainability stakeholders. Another respondent pointed out that;

“sustainability for me is to deliver both quality visitor experiences and benefits to local economies and livelihoods collaboratively and responsibly with other organizations that support development of tourism” (respondent A on 4th October, 2017).

Also, these various understanding of the meaning in sustainable tourism gives new approach to future sustainable programmes that may be conducted in this destination, subsequently it gives challenge to previous sustainable projects such as “The Collaborative Action for Sustainable Tourism (COAST) organized by United Nations Industrial Development Organization (UNIDO) and executed by United Nation World Tourism Organization (UNWTO) and Tanzania government.

5.2.2 Sustainable attitude and sustainable knowledge on promoting sustainability in Chawika.

Zhu et al (2017) states that “personal or organization economic benefit, cost, psychology family relationship and quality of life” are factors that affect attitudes and knowledge towards sustainable tourism development. The perception of sustainable tourism development potential can influence tourism marketing organizations judgment of supporting tourism development in a particular place and then affect their attitude (Mrkovic and Klaric, 2015). Therefore, in order to understand the sustainable attitude and sustainable knowledge of tourism marketing organization that can influence sustainability of Chawika. Respondents were asked on their attitudes towards sustainable tourism in the destination. The results were very interesting as identified two kinds of attitudes: positive attitudes and negative attitudes. The majority showed that they have negative attitude towards sustainable tourism and hence which affect their knowledge on sustainability. This may mean that majority of the respondents are not aware of or concerned about promoting sustainability of Chawika. The details discussion on positive and negative attitudes and what it means has been discussed below. tourism destination.

5.3.2.1 Positive sustainable attitude

Positive sustainable attitudes in this study means those who support and think that sustainability is part of their role while marketing the tourist’s product the destination. In this study it was interesting to see that those who respondent to have positive attitudes think that sustainable tourism it will help them to continue with marketing tourism product for a long-term as tourism will not decrease. This argument is supported by the following quotations from respondents;

“Sustainability is good idea to our destination because we will continue advertising tourism products here for a long time” the respondent added that “even the government I had promoting sustainable tourism”. (Respondent N on 2nd October, 2017)

Another respondent said

“if we don’t support the sustainable tourism our business will be in danger as the destination will decline and even our business too” (Respondent F on 27th October, 2017).
Positive attitudes on sustainable tourism according to respondents can influence economic growth, new investment and employment opportunities and minimizing environmental impacts on this coastal destination. I was very happy with the respondents K who mentioned that the Chawika destination had various problems such

“environmental pollution, congestion, parking problems, wildlife disruption, beach pollution and littering on beach environment and distortion of old buildings” (respondent K on 20th, September, 2017).

The interviews held in different days to these respondents however, it was pleasure to see all they mentioned the same problems that seems to be threat to the destination they suggested that joint efforts are needed to minimize these threats. The increase in DMOs support for sustainable tourism development, raising their sense of attitude in tourism development were seen to be crucial for sustainability of the destination.

However, the actions on social, economic and environmental protection such as sustainability programmes within the community majority of them do not practice but as discussed early one organization is conducting environmental conservation projects. The organization has project called “Sustainability of Chawika for the future generation” or GREEN CHAWIKA in this project they promote ecotourism and conservation of Chawika. The organisation promotes sustainable ecotourism activities and environmental conservation within the community. One respondent stated that;

“We promote ecotourism activities and I hope it covers both social, economic and environmental aspects as people will get money while protecting the environment” (Respondent G on 29th September, 2017).

5.3.2.2 Negative attitude on sustainable tourism

Negative attitude in this study imply to those who think that sustainability should not be part and their role is only marketing tourist’s products. The majority respondents had such negative perceptions towards sustainable tourism. For example, four respondents had similar argument that;

“sustainable tourism has to be promoted by other organizations such as environmental organizations and not marketing unit (Respondent X on 1st September, 2017; Respondents Z, A AND C on 21st September, 2017).

Negative attitudes were insisted by respondent G on 11th October, 2017) who said “sustainable tourism is for what? If our business generate profit as usual?” the respondent added by saying “number of tourist is our priority”. It may indicate that this negative attitude affects their knowledge on sustainable tourism of Chawika and focus on the number of visitors and organization profit only.

These results on sustainable attitudes for sustainability is similar with to other previous related studies which include; organizations attitude towards sustainable tourism and the affective factor (Gursory, Jurowski and Uysal 2002). Where they found that people having positive and negative attitudes towards sustainable tourism, the same as revealed in this study. This may indicate there is need of sensitizing tourism marketing and other organization on sustainable tourism and its benefits. Also, studies on factors that influence residents’ stakeholders support for tourism development (Yoon and Chien, 2001).

The results were the same that sustainable tourism stakeholders had various attitudes towards supporting it. Here they even identified that people need to be paid in order to support sustainability. Studies on contribution of attitudes and knowledge towards sustainable tourism (Markovic and klaric, 2015); stakeholders’ attitudes and contribution towards sustainable
tourism development (Knollenberg, 2011) and the attitudes of marketing organizations towards sustainable tourism (Andereck and McGehee, 2008) these scholars identified different attitudes towards supporting sustainability between those who find that it is important to support and those who think that it is important however is not they role to act on it. They conclude that it gives challenge to sustainability champions to take new way on how they can make awareness to achieve sustainable tourist destination as these organizations have different perceptions. This comment is the same revealed in this study as every organization had different thoughts and attitudes towards sustainable tourism.

The results of this study revealed little positive attitudes towards sustainable tourism compared to negative attitude. Those with more positive attitudes felt it was important to engage in actions such as protecting and conserving the natural environment for future generations, protecting beach and other cultural elements of Chawika. The finding of this study may indicate that tourism marketing organizations would prefer to see sustainable actions that addressed the quality of their resources. However, as discussed early they think should be done by other stakeholders such as environmental organizations. Also, they may have initially been attracted to sustainable tourism due to the destruction of natural resources such as beaches and ocean and may value the natural resources they market and tourists enjoy.

Likewise, extensive research of residents’ organizations attitudes towards tourism development (Andereck and Vogt, 2000; Goeldner and Richie, 2006; Ap, 1992), residents’ attitudes in a mature destination (Sheldon and Abenoja, 2001), and residents’ attitudes, perceptions and support for sustainable tourism (Kitunutaviwat and Tang, 2008) strongly suggest that residents and local tourism organizations are critical stakeholders for coastal sustainable tourism and planners should consider them. The findings of this current study in turn, show that tourism marketing organizations can hold similar attitude to those of residents towards incorporating sustainable actions into sustainable tourism if sustainable knowledge is provided. Sustainable attitudes of the organization in this study are expressed by employees who have responsibility to generate sustainable knowledge of the organization (Janson, Marell and Nordlund, 201 That’s why this study used employees to understand the perception and attitudes of the organization towards sustainable tourism of Chawika.

However, even those who held positive attitudes and participate in promoting sustainability of Chawika, reported that they do so because marketing sustainable tourism helps to attract more visitors. This attitude can be illustrated with the following quote from one of the respondents:

“Yes, we are part of sustainability because most tourists now they like it and we get more customers, this is the reason for us to involve” (Respondent G on 29th September, 2017).

The analysis above shows that there is little sustainable attitude, knowledge and actions among tourism marketing organisation in Chawika for promoting sustainability. As pointed out that the gap on attitudes, knowledge and actions in sustainable tourism practices among tourism stakeholders and marketing being one of them (Antimova, Nawijn and Peeters, 2012; Doran and Larsen, 2015; Juvan and Dolnicar, 2014).

On other hand, the results may suggest that the role of tourism marketing intervention on sustainable tourism in Chawika is marginal. The destination sustainable development is likely to be threaten if there is no any other action taken to change sustainable attitudes and increase sustainable knowledge and awareness of these tourism marketing organizations.

The results suggest that in order to address the support for sustainable actions in tourism destination where tourism development may occur, planners must be able to identify and engage tourism marketing organizations as one of stakeholders responsible for destination
sustainability. Identifying different attitudes, knowledge and actions which indicate support for sustainable action in tourism had important value in the process as revealed in this study.

5.3.3 Sustainable actions

To gain an understanding on the first objective tourism marketing employees were asked on their sustainability actions in Chawika tourism development such conserving the natural coastal environment, protecting and preserving culture and heritage. Providing economic benefits from tourism to locals, training and educating employees and clients on sustainability practices, visible sustainability programmes and full participation in tourism development decisions were asked. The result found that the majority of respondent said they don’t have such sustainability actions in their organizations and few of them said they have. One respondent even noted

“What should we promote sustainable programmes in the destinations, we know there other organizations who could work on it” (respondent X on 1st September, 2017).

Even the presence of sustainability awareness messages on magazine, journals, brochures, flyers, website and blogs does not exist. However, one organization had online promotion of Chawika sustainability. Also, the same organization conducted ecotourism project with the community. As one respondent stated:

“Yes, we do sustainability in our organization and conducting various projects and other organization they just wonder on us” (Respondent F on 6th October, 2017).

This may indicate that collaboration between marketing organizations in Chawika is needed as some understand and recognize the importance of being part of sustainability of the destination and other don’t think is part of their role.

It was pleasure for me to see the Elephant Travel and Ecotourism with partnership with Tanzania Environmental for Development (TEED) is implementing the project known as SUSSTAINABILITY OF CHAWIKA FOR FUTURE GENERATION OR GREEN CHAWIKA. The purpose of the project is to promote the sustainability of the destination through environmental protection and poverty reduction. The participation and empowerment of the community in sustainability is their main agenda. The respondent said;

“We work with the community to make sure that our project is successful, but a challenge we don’t have experts in sustainable tourism we just bring them from faraway” (Respondent H on 6th October, 2017).

This may indicate that Chawika needs expert in sustainable tourism to add effort in addressing sustainability with other stakeholders. The project duration is four years and the goal it to implement the following activities; improving beach, marine and tree planting, Training youth on environmental conservation, campaigning on environmental protection and littering, promoting sustainable ecotourism activities and building capacity on ecotourism entrepreneurship, distributing categorized Dustin (Artec made) with the community, recycling and promoting use of environmental recycled materials. This finding seems to be similar to those from previous studies on the sustainable attitudes by Torgler, 2007; Sigh and Trasson, 2011 and sustainable knowledge by Counsell, 2007; Boughton, 210 and Fisher, 2010) on the role of DMOs on sustainable tourism and community development. It was found that sustainable actions are influenced by sustainable attitudes and knowledge of organizations employees and had great influence in sustainability of the tourism in the tourist destination. However, the same in this study sustainable attitudes and knowledge influenced the elephant
ecotourism and travel agency to adopt and practice sustainability. The number of organization that adopt and practice was few. Most of the they don’t feel that sustainability is part of their duties because they know that may be there is special organization that can work for sustainability of the destination and their job is only selling tourist products. Also, the study of Lopez-Sanchez and Polido-Femandez (2016) on factors influencing tourism marketing organizations to pay for sustainable tourism, the result was similar to this study. As the conclusion was drawn that there were limited sustainable tourism actions on tourism marketing organizations and those who practice is only a technique to acquire new tourists who support sustainability. The same here the Elephant Travel and Ecotourism is conducting sustainable programmes but in one way or another is their technique to attract visitors who are sustainability supporters. It was proved this through respondent answer on who said that

“We are promoting sustainable ecotourism programmes which conserve the environment but we need to get more tourists as most tourists are interested in sustainability issues” (Respondent K on 20th, September, 2017).

However, such results are contradictory to Fesenmaier, Gretzel, Formica and O’Leary (2006), who found that tourism marketing has become an essential element of destination sustainability development.

This result on sustainable actions perceptions also provide a lesson to tourism planning and government on how conduct sustainable tourism projects and may be new approach in involving stakeholders such as tourism marketing organizations in Chawika.

“explained that we had various projects here sensitizing sustainability but most of thoughts were decided by government officials and stakeholders had little input”. (Respondent H on 6th October, 2017)

From this statement as a respondent said it seems that the previous projects were top- down and not bottom- up and didn’t work well to tourism stakeholders as it has been proven by tourism marketing organizations (DMOs). This result seems to be similar with the attempt made by the Walt Disney Company to create sustainability to be part in Prince William Country, Virginia in 1993 (Hawkins and Cunningham, 1996). This project failed as some stakeholders such as DMOs were left at planning stage. The project identified residents, government officials and other business owners who support their project and consulted them during the planning process. It is important to involve all sustainable tourism stakeholders at planning stage for the successful of the projects, this will give chance for them to understand everything from the beginning.
5.4 Objective 2: To explore how the selected tourism marketing organizations can contribute towards sustainability of Chawika destination.

Sustainable tourism? Yes, the only hope for Chawika coastal destination rejuvenation. Think about how it can be achieved, tourism marketing organizations had great role to play. Coastal communities around the world are popular vacations destinations (Liu and Chou, 2016). Tourism marketing organizations with support and involvement in sustainability will promote sustainable tourism of Chawika. As Kintnuntawat and Tang (2008) in their study revealed that addressing contribution of tourism marketing organizations to sustainability to avoid changes seen in the destination caused by visitation overtime is important. There is demonstration of high visitation numbers in previous years in Chawika than today (Chawika Tourism Profile, 2013), the contribution of tourism marketing on sustainable tourism has no optional. The study wanted to understand how these organization can contribute to sustainable tourism. The result identified various ways in which they can take part as one respondent said:

“There are many ways to act on sustainable tourism and depends on how someone understand what sustainability means” (Respondent K on 20th, September, 2017).

The following section discusses in detail the results from respondents.

5.4.1 How organization can contribute sustainability

UNWTO (2013) illustrated that Chawika sustainable tourism will be contributed through collaboration and extension of various stakeholders including tourism marketing on forum that can drive and guide improved destination tourism management. This collaboration could go away to address the current limited support on sustainable tourism. Respondents were asked on their view on how tourism marketing organizations can contribute to sustainability of Chawika. It was interesting when I got different answers on this question among of these answers the majority respondents mentioned said they can take part into sustainability through conducting community programmes that address sustainability, marketing carrying capacity of the destination, knowledge empowerment on sustainability from government and tourism planner should be provided to them, promoting tourism products with sustainability messages and environmental regulations.

Respondent A (on 4th October, 2017) said “community programmes, limiting number of visitors according to capacity of destination and informing well tourists on the destination regulation can be our contribution”.

The majority respondents agree that they had various ways in which they can contribute however pointed out that there are some special organization that can do such initiatives than them. From this argument we still go back to previous result of this study on the need of sustainable knowledge in order to create sustainable behaviour among the employees which will be reflected in the organization.
The study of Andereck and McGhee (2008) revealed the same result that tourism marketing organization willingness and attitudes to utilize “collective knowledge” assets of the destination sustainability which is developed by researcher and government will enhance their contribution to sustainability. Contrary to Hamann and Low (2016) they identified that social marketing of sustainability can be contribution of tourism marketing to sustainability, if they will take as their priorities. However, few respondents said they can promote sustainability if the government could give them some incentives as they think is not their job. As one interviewee reported:

“It’s not our job for us to know how to promote sustainability other organization can do such as Chawika (Non-governmental Environmental Network (BANGONET) Respondent X on 1st September, 2017.)

Another respondent added that

“Our job is to market tourism product and bring visitors may be the government should provide some incentive for and take part” (Respondent G on 11th October, 2017).

Similar situation has been identified in the studies by Sharpley and Pearce (2014); Chhabra, 2015; Tse and Qiu, 2016, Cvelbar, Griin and Dolnicer, 2016; Yeong-Hyeon, Fesenmaier, and Wang, 2003; Jamal and Camargo., 2014). These studies identified the factors that will influence organizations to be part of sustainability among of them were training and empowerment on sustainable tourism knowledge which will help them to understand the benefit of it. However, one of the contradictory results is seen in the study of Choi and Sirakaya (2005) who identified that economic benefits that the organization get will act as catalyst for promoting sustainability. If the organization do not earn profit will be difficult to practice sustainability actions even though they know how to take part.

From the result presented showed that most of the tourism marketing organizations in the area does not current not contribute to the sustainability of Chawika. Few of them said there is little contribution to sustainability of Chawika. But little has been shown on how tourism marketing organizations can contribute in sustainable tourism through one organisation. This organization take part in sustainability through developing ecotourism programmes and environmental conservation within the destination.

5.4.2 Current status of Chawika tourist destination and how it can increase contribution to its sustainability.

Also, it was a pleasure to understand the perception of tourism marketing organizations on tourism situation of the destination. When respondents were asked on what they think on the current status of Chawika tourism the majority agreed that is unsustainable and tourism is decreasing. Respondent A on (4th October, 201 said “No more tourism in Chawika, and this is the reason as to why UNESCO refused us to be part of world heritage site”. Although, few respondents said Chawika tourism is increasing, respondent J on 5th October, 2017) said “we continue getting tourists, so no problem”. This results on decrease of tourism was demonstrated before by Sosovele (2010) he stated that “Social cohesion in Chawika tourist area is not strong and the current trend of tourism seems to decrease”. This recall the Butler concept of destination life cycle evolution (Butler, 1980) as discussed in this study which may indicate that chawika can approach decline stage if necessary measures are not taken to restore the situation. On other hand this argument pointed out by Sosovele (2010) adds significant importance of current study on sustainability of the destination.
Current destination marketing efforts of tourism marketing organizations with little support on sustainable tourism will force the destination to the next stage of decline. Therefore, joint efforts of tourism marketing organizations and other stakeholders in minimizing negative impact on natural and cultural resources which initially attracted visitors have to be in front of them. Unfortunately, apart from accepting that sustainability situation is not good. Still the is limited and little on how they can contribute to sustainability as the results of this study has revealed. This can be influenced by ineffectiveness of tourism marketing organization and their perceptions on their sustainable knowledge, attitudes and actions as shown among them.

5.5 Objective 3: To understand how tourism marketing organizations can become effective tool to promote sustainable destination of Chawika

Scott and Willits (1994) illustrates that for tourism marketing organizations to support sustainability there must be ways in which they can involve effectively. Respondents were asked on what they understand on the tools or ways in which can help them to be part of sustainability. The majority said the use of online marketing with sustainability messages can be effective tool and some respondents recommended on the use of publicity through events, notice boards flyers and brochures that contains messages on how to behave at destination

The study revealed that there is one organization that critically support sustainability through online marketing with sustainability messages. The elephant Travel and Ecotourism as mentioned in this study promote sustainability through conducting ecotourism projects. According the analysis of the results, only one organization showed to be interested in sustainability and others are less. Then, I was fascinated and wanted to know why this happen? The respondents told me that there are various reasons as to why they have decided to be part of sustainability. They mentioned different reasons which include; awareness and sensitization done with previous government project that gave them way to think on sustainable tourism. As respondent D) said;

“Chawika tourism is decreasing so we don’t get more tourists, we want our destination to be in World Heritage Site as it will be known worldwide and hence more tourists” (12th September, 2017).

Also, the mentioned that being part of sustainability attracts tourist in their organization, although they agreed that sponsors in the project have played a role for the to act.

As respondent K on (20th, September, 2017) said “we are the only tourism marketing organization working with sustainable tourism because we know the benefit of it and it increases tourist’s attention to our organization”, he added “we get sponsorship and our organization is now known”

5.5.1 Online marketing of sustainability

This was the most way mentioned by the majority respondent as it can make them active in sustainability. As respondent D said “shouted tourism business now days is done online so it important to use this technique in promoting sustainable tourism” (7th September, 2017). Online marketing of sustainability was mentioned by different respondents because of the digitalisation of the world as follows

Respondent G on (29th September, 2017) said that “the online messages will reach many people who wish to visit”. Also added by saying that “social,
environmental and economic sustainability messages including on how to behave at destination, environmental protection, well-being of community should be accompanied with our online marketing of tourist products”.

This results also confirm the conclusion made in the study of Mossaz and Coghlam (2016) on the role of travel agents in marketing sustainable tourism. It was pointed out the online marketing with sustainability promotion of the destination had significant and positive implications to tourists.

5.5.2 Publicity through events and printed material

Other respondents mentioned on publicity through events, flyers and brochures with sustainability messages when marketing tourism products. Respondent F on (27th October, 2017) said “some local people don’t access internet, therefore marketing sustainability through printed documents and events will be good to each them”. Also, Bramwell, 2010 pointed out the important of the use of printed materials in promoting tourism product and sustainability as some people don’t have access to internet. According to these results, then online marketing was the most suggested by respondents as a way in which tourism marketing can be used as a tool in promoting sustainability of Chawika destination

5.5.2.1 Sustainable knowledge on tourism

Apart from online marketing of sustainability, provision of knowledge on sustainable tourism was mentioned by respondents as part of effective tool for them to promote sustainability. Respondent L said “the government should provide knowledge on sustainable tourism to us” (25th September, 2017). Also, respondents showed the importance of sustainable knowledge in promoting sustainable tourism. As respondents recommended the following;

“We need enough knowledge on what it means by sustainability and its benefit for act to on it as we only deal with number of visitors” (respondent I on 16th October, 2017).

Another respondent asked the interviewer an interesting question that

“so how can we be an effective tool without knowledge? (Respondent X on 1st September, 2017).

This results also were revealed in the studies of Hughes, 2013; Cheng and Wu and Lucrezi et al, 2013 as they showed the importance of sustainable knowledge for tourism marketing to be actively involved in sustainable tourism promotion.

5.5.3 Significant for tourism marketing organization to be an effective tool on sustainability

The researcher also wanted to know if these organizations find any importance for them to act as an effective tool in promoting sustainability. Few respondents agreed that there is some importance for them to promote sustainable destination as they will continue getting more customers in future. Although they mentioned that still there is lack of enough knowledge on what it exactly means by sustainability. This means, tourism marketing organisations still need training and awareness on what it means by sustainable tourism.

5.5.4 How to make tourism marketing organizations more effective tool in sustainability

According to the results of this study tourism marketing organization can be effective tool addressing carrying capacity of the destination. As Tse and Qiu (2016) showed that limiting number of tourists according to the destination capacity can act as an effective way
for tourism marketing to involve in sustainability as discussed in review section of this study. Take in mind that these organization are the once that cause mass tourism which results into sustainability problems at the destination. Community empowerment and participation, tourism marketing organization can promote sustainability through involving community as Haltman and Säwe (2016) stated that involving community as stakeholders bring multiple effects on sustainability of the tourist destination.

Creation of tourism enterprises programmes, this will help community to reduce pressure on natural resources such as cutting mangroves and destruction of coastal resources. The protection and sustainable use of marine and coastal ecosystem in Chawika is of critical importance for the future economy and long-term survival of the destination. As UNTWO (2013) community tourism enterprises will help in protection of the resources as economic benefit will be seen in coastal community.

Also, social marketing that incorporates sustainability as suggested by Hamann and Low (2016) can help tourism marketing organization to be more effective tool. This will help to address various threats of the destination and how to overcome. Likewise, collaborations among them and with other sustainability stakeholders in the destination will enhance the sustainability initiatives. As currently there is no any collaboration as the study result revealed that some organization are part of and some they even don’t know why they should involve. The need for collaboration among stakeholders in Chawika was pointed out in UNTWO (2014) publication which stated that the environmental and social-economic impacts of the destination have to be carefully assessed through debate with all local stakeholders. Therefore, the current value of the destination being as a World Heritage Site needs careful consideration and forward-thinking in terms of planning, management and long-term local benefits and involvement in addressing sustainable tourism.
CHAPTER 6

6.1 Conclusion

Tourism marketing organizations can make contribution to the protection of environment and cultural resources at a tourist destination and therefore, are an important tool of sustainable tourism (Kitnuntawat and Tang, 2008). This study was designed to provide better understanding of how tourism marketing organizations can participate in tourism sustainability based on the example of Chawika in Tanzania. The study had three objectives outlined as; to identify sustainable knowledge, attitudes and actions of the four tourism marketing organizations towards promoting Chawika as a sustainable tourist destination, to explore how the selected tourism marketing organizations can contribute towards sustainability of Chawika. The third objective was to understand how tourism marketing organizations can become an effective tool to promote sustainable destination of Chawika. To accomplish the aim, this study used qualitative approach with semi-structured interview was conducted. A total sample of 20 respondents with 5 in each organization were selected using purposive sampling and the sample consisted employees working in these organizations. The collected data were analysed to address the aim and objectives of this study. The results may help the government, sustainable tourism planners and other sustainability stakeholders to involve tourism marketing organization in sustainability of Chawika.

The result revealed three tourism marketing behaviour sustainable attitudes, sustainable actions and sustainable knowledge towards sustainable tourism development had significant contribution towards sustainable tourist destination.

The discovery of positive attitudes and negative attitudes also is similar to the findings of Sarakaya-Turk et (20099 who found two different attitudes towards sustainable tourism within their sample of Turkish residents as those who are strongly supporting and those who think that it is not their duty. Positive attitudes held more positive attitudes towards sustainable actions in tourism development than no supporters. As they felt it was important to engage in actions such as protecting the natural environment for future generations, conserving the natural environment. The find of this study also indicate that tourism marketing organization who support sustainability may prefer to see sustainable actions that addressed help to improve or maintain the quality of these resources in the destination.

With the highest majority respondents, sustainable knowledge was most supportive of all the sustainable actions. Knowledge was mentioned as the most important element for tourism marketing organizations to participate in sustainable tourism and protect the natural environment of the destination. It was found that the majority have little knowledge on what sustainable tourism means and this may suggest that there are great number of sustainability stakeholders who don’t know or have various meaning on the concept. The hold strong feelings about preserving the natural resources that they appreciate in the destination so that they can enjoy and increase visitation of tourists, however they are reluctant to take part in that sustainability. Also, this may indicate that the previous sustainability programmes conducted in this destination were not much successful and new approach is need.

Analysis indicates that little actions on sustainability of the destination are being done by tourism marketing organizations. Sustainability programmes such as ecotourism activities, environmental protection, beach cleaning is given less important although one organization called elephant Eco tourism and Travel agency is practising. The organization conduct various
project with the community including developing ecotourism activities, this help also the community to engage in tourism activities while protecting the environment.

As shift towards the sustainable tourism paradigm continues and more tourism development begins to focus on promoting the sustainability of the industry, changes have begun to occur in tourism marketing organizations where tourism has been a mainstay of the economy (Choi and Sirakaya, 2005). The contribution of tourism marketing to sustainability of Chawika according to objective 2 was assessed based on their attitudes towards sustainable actions in sustainable tourism. The result revealed that there is a great contribution that tourism marketing can make to sustainability of the destination. The respondents agreed that are the ones who promote massive tourists and hence cause problems at the destination. Although they know the important of sustainability of Chawika tourism but they need more knowledge on sustainable tourism for them to be able to be part of it. One organization as mentioned above has some programmes which address sustainability in the destination. Programmes such as GREEN CHAWIKA is being conducted with sponsorship from various Non-Governmental Organizations (NGOs). This can be a lesson to other organizations and hence adopt these good initiatives which will promote more sustainability. This will give hope to United Nations Educational, Scientific and Cultural Organization (UNESCO) to continue with the process of including Chawika as one of the World Heritage Site as it was stopped.

However, tourism marketing organizations were identified to become an effective tool in promoting sustainability through using online marketing that consists sustainability messages as majority respondent as necessary measures to rejuvenate the situation. Also, printed materials, events and other means were mentioned as can be done in their initiatives to promote sustainability and become an effective stakeholder to support sustainability. It was revealed that tourism marketing organizations may be interested in moving towards sustainable actions as their tourism product, the ocean and beaches are being impacted by forces such as overuse and climate. If these organizations are well involved in sustainability, the current trend of the Chawika will improve and change. As Nelson (2007) in his work of trends in coastal tourism and strategies for promoting sustainable tourism call for involvement of all the persons, organization and groups who have interest in sustainable tourism of Chawika. This trend follows findings by Yoon and Chien (2001) which reviewed several studies of tourism marketing interests in sustainable tourism. From the result of these studies it was determined that overall tourism marketing had interest in sustainability although they don’t find as part of their role, where by the current study revealed the same. This gives a challenge to those sustainable tourism planners to take some initiatives for tourism marketing organization to be part of sustainability.

Interestingly, I was at least satisfied with the sustainable actions such as sustainable ecotourism activities through GREEN CHAWIKA programme as identified to help to protect the destination. Whereas such sustainability programmes and others felt by majority that are important sustainability actions to protect and conserve the environment but the satisfaction with the current quality of these resources was not particularly high. This finding may indicate that promoting sustainable programmes and training on sustainable tourism are areas that tourism marketing organizations could focus on improving as part of their contribution to sustainable tourism development efforts.

As can be concluded, the findings of this study seem to be similar to McGehee and Andereck (2004) who concluded was drawn that sustainable attitudes, sustainable actions and knowledge towards tourism development can be a catalyst to sustainability of the destination. Unfortunately for sustainable tourism developers this adds to the challenge of involving tourism marketing organizations and other stakeholders. However, it illustrates the need for
knowledge provision about sustainable tourism development (Knollenberg, 2011) and involving them in tourism planning process as part of stakeholders. The public input process whether facilitated through workshops or public forums can help planners to capture the variety of attitudes held by these organizations on sustainable tourism.

6.1.1 Summary of the findings

Sustainable attitudes had revealed two different perception that is positive and negative attitudes towards sustainable tourism. Positive attitudes expressed by those who support sustainability and understand that sustainability is their vital role to support for the development of the destination. However negative attitudes were exposed by those who think that sustainability is not their part but there are other organization that work on it. Although those with negative attitudes recognize the importance of sustainable tourism. Recall that similar division of attitudes was described by Knollenberg (2011) in his descriptions of the platform related to sustainable tourism development. Members of his Adaptancy platform have positive and negative attitudes on the benefits of tourism developed in a manner that was respectful to the environment and community that surrounded; just as the attitudes of organizations in this study. Although positive attitudes respondents generally supported sustainable tourism they felt the most beneficial sustainable actions are those that help preserve than change the culture and history of a destination and that spread the economic benefits.

The role of tourism marketing organisations within Chawika and their sustainable knowledge, attitudes and actions on sustainable tourism development is little. That’s why those who participate are very few and they even don’t have clear point as to why they involve in supporting sustainability of the destination. According to the results of this study, tourism marketing organisations needs more knowledge for them to take part on sustainability of Chawika. Example, they mention other environmental organisations that it’s their duty to promote sustainable destination and not them. However, the majority of the tourism marketing organisation in the area recognize the importance of the destination being sustainable for them although they lack enough knowledge and attitude to participate and make it happen. Also, the term sustainability is still confusing to them on what to include and what to exclude.

The close cooperation between tourism marketing stakeholders and environmental organisations in the destination is needed. Tourism marketing organisations need extra sustainable knowledge for them to participate in sustainability of Chawika.

6.1.2 Implication of the study

With tourism being an important contributor to many coastal communities such as Chawika. It is critical that positive impacts of tourism are maximized and its negative impacts are minimized. This will help to continue providing the economic, social and environmental benefits and support in which many of them have come to rely on. For coastal destinations the resources that attract tourists are particularly sensitive, therefore measure to involve all stakeholders to ensure their preservation must be taken.

Because of these unique resources such as sunny beaches, beautiful Indian ocean, wildlife and cultural resources; Chawika community have been a popular destination for tourists around the world. The destination in this study fall along various phases of Butler’s Development stage (Butler, 1980). The evidence found in the results of this study confirms that this coastal destination is moving towards the decline stage according to respondent’s explanation. Recall that great number of respondents were dissatisfied and agreed that the current level of tourism development is not sustainable for the future survival.
Butler (1980) cites residents or local organizations discontent with tourism development as another sign of a destination moving towards consolidation. Stagnation stage will follow consolidation then the destination will decline. Promoting sustainable tourism practices and tourism marketing organization intervention will stimulate rejuvenation of Chawika.

This finding of this study indicate that it may be time for Chawika coastal tourism planners to begin to consider how they can promote sustainability through empowering and participation of tourism marketing organization. Although Bagamoyo will not face stagnation soon but new approach to sustainable tourism development as optimal use of environmental resources that constitutes a key element in tourism development will help to conserve natural heritage, beaches and biodiversity. Marketing tourism that respect socio-cultural authenticity of host communities, conserve their built and living cultural heritage and tradition values will reduce negative impacts that tourism causes in the community. By doing so Chawika will continue be considered and take part as World Heritage Site as it was proposed before, the process that stopped because of the current unsustainability.

This result of the study suggests that further sustainable tourism development may be tolerated by many tourism marketing organizations. These stakeholders’ group would support the use of sustainable actions in that development. By adopting sustainable actions, sustainable knowledge and sustainable attitudes; Bagamoyo coastal destination can preserve the natural and cultural resources that attracts tourists and help coastal community to improve the quality of life for their permanent residents who must contend with the impacts of tourism every day. Making their satisfactions with tourism development is critical significant.

This study found that if tourism marketing organizations intend to enact sustainable actions that actions would preserve natural environment. As many tourists would find this action acceptable especially those who support and advocate sustainable tourism. However, some organization would find these actions to be less important and would prefer to see efforts made to preserve the communities culture and heritage (those who are skeptics). Although according to Freeman’s stakeholders Theory (Freeman’s 1984) the dissenting attitudes felt by the skeptics could endanger the success of sustainable tourism in coastal communities. In order to mediate these dissenting opinions and find sustainable actions that will satisfy all tourism marketing organizations; tourism planner and government must use the public input process to address all three aspects revealed in this study which are sustainable attitudes, sustainable knowledge and sustainable actions to these organizations and other tourism stakeholders in Bagamoyo.

Planners in sustainable tourism should use multiple approaches that allow tourism marketing organizations to get involved in the manner that they are most comfortable with. Force and Forester (2002) detail several public involvement approaches used for public tourism planner and managers to enhance sustainable tourism which could translate well to these organizations as well as to tourism- dependent coastal community. These methods include; public hearing, focus group, workshops, telephone survey and advisory committees (Force and Forester, 2002, p.11).

Sustainable tourism planners would gain a better understanding on how tourism marketing can be part of sustainability of Bagamoyo by implementing a number of these methods to elicit input about sustainable actions, sustainable knowledge and sustainable attitudes in tourism development.

6.1.3 Limitation of the study

This study has been conducted in a destination where I was working as tourism manager and sustainable tourism project coordinator. This may have limited in getting more details on the topic as respondents may have been fearing to give much details as they know me. Also, the
study was distributed in Swahili as their primary language of respondents and then answers were translated in English. This may have left some important argument during translation. A number of tourism marketing employees in each organization were not included in the sample as purposive sampling used. However, it may left respondents with much details on the research subject.

This study assumed that the respondents understand the concept of sustainable tourism. Also, the study makes assumption that tourism has environmental, social and economic impacts on the destination. These assumptions may have affected the study in one way or another. The result was difficult to compare as each interview was unique and different additional questions were asked.

The interviewer may have one-sided information through recall errors, which then result in selective answers of sustainable attitudes, knowledge and actions as the interviewee may want to please the interviewer. In some cases, I was allowed to record the interviews but with agreement to delete after two months this stressed the researcher in analysing the collected data.

6.1.4 Suggestion for further studies

Future research could incorporate methodological changes that might provide responses that are more representative of tourism marketing organizations. For example, instead of using semi-structured interview as this study did, the utilization of data collected by in-depth interview could be implemented. This may help to get more details from respondents who participate in the future study. Different scales for measuring sustainable actions in tourism development may be used as well. A good example, Sirakaya- Turk et al (2009) used the SUS-TAS Scale developed by Choi and Sirakaya (2005) to identify homogeneous based on Turkish residents’ attitudes towards sustainable tourism. This can be replicated in the instrument used to identify tourism marketing organizations sustainable attitudes, sustainable actions, and sustainable knowledge towards sustainable tourism in Bagamoyo. This could provide more evidence on their perception and the question whether they are part of sustainability or thinking differently.

However, more work could be done to determine the level of support for sustainable tourism development within each organization. This would not focus only on sustainable tourism development but tourism development as a whole. It will expand upon the work by Gursoy et al (2002) which indicated that organizations with high concern and attitude for sustainability issues perceived greater cost than benefits in tourism development. Through expanding this exploration to sustainable knowledge and action which include environmental issues as well as socio-cultural and economic issues, different attitude towards tourism development may be identified.
This research could also be expanded to include a greater focus on determining what factors influence attitudes of tourism marketing organizations levels of support for sustainable actions in tourism development. Xiao and McCright (2000) noted this could be an indicator of environmental concern. Also, future research can look on community attachments as common variable used to measure support for sustainable tourism development because it may reveal differences between the attitudes of specific organization groups and their support for sustainable actions in tourism development of Chawika.

Additionally, gathering information on tourism marketing organizations sustainable attitudes, knowledge and actions towards sustainable tourism. Future research can use survey instruments to gather data on how they would most likely get involved in tourism planning process for sustainability perspective. A list of potential public input options such as workshop, meetings, focus group, in-depth interview) included in the survey would provide researchers and planners with an opportunity to learn oh how they can best participate tourism marketing organizations in tourism development of Chawika.

6.1.5 Recommendations

The researcher suggests the following measures to be taken to ensure effective role of tourism marketing intervention on sustainable tourism of Chawika. The government should continue providing Capacity building, awareness and training to tourism marketing organisations on sustainability knowledge. Awareness through events, flyers, journals and brochures to local people on sustainability should be effective by tourism marketing. This will increase local awareness on the conservation of the destination, events also will be used as marketing strategies of the organisations. However, the efficiency and effective use of online marketing and advertisement with sustainability messages should be given high priority. All tourism marketing organizations in the destination should enhance their corporation in promoting sustainable destination than what is seen now as few they do and the rest they don’t. This weakens the efforts on sustainability of the destination. Also, other environmental organisations which are part of sustainability of the destination such as CHANGONET should cooperate tourism marketing in their efforts.
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TO WHO IT MAY CONCERN

I'm Mr Obed Chaula, a graduate student at Linnaeus University Sweden, in Tourism and sustainability. I would like to invite you to participate in my study. As part of my research project I will conduct in-depth interviews with key informants in four tourism business marketing organizations located in Bagamoyo (Bagamoyo Destination Marketing, Bagamoyo Tourist Information Centre, Ipam Tours safaris and Kalole Ecotourism & Travel Agency). The main aim of my research is to explore the role of tourism marketing organizations intervention on sustainability of tourism in Bagamoyo. The information you will provide will help me to write the thesis on the mentioned topic.

The interviews are anonymous and no names will be used in my thesis and I will record the interviews for the purpose of this study only. Also understand that you are free to withdraw participation from this study and you may request your data to be removed from the study by conducting the researcher without giving reason that doing so will affect you now or in the future.

Your participation will benefit my research and I appreciate your participation.

Any questions regarding this research can be directed to

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APPENDIX 2: Semi-structured Interview guide

Semi-structured interview questions with tourism marketing organization employees (approx..1hour)

Introduction
1. Inform the respondent about the topic and aim
2. Instruction on ethical matters of the study
3. Signing consent form

General questions (This is to make the respondent feel free and comfortable)
✓ Please tell me a bit about yourself including age, gender, marital status, education and your occupation position.
✓ Any specific reason of working in tourism marketing organization?

Specific questions
❖ Tourism marketing organization employee’s attitudes, knowledge and awareness in sustainability (Perceptions, trainings, influence, adaptation, learning and willingness)
   ➢ Do you know or heard anything about sustainability or tourist destination sustainability?
     ▪ If yes in what sense and
     ▪ if no why?
   ➢ What is your attitudes and knowledge in tourist destination sustainability?
   ➢ Are there any perceptions, trainings, influence, adaptation, learning or willingness in marketing Bagamoyo as sustainable tourist destination?
     ▪ Yes/Not?
     ▪ In what sense
   ➢ Are there any sustainability awareness messages when marketing tourist products? If yes where the messages are published?
❖ Tourism marketing organizations activities and interest in sustainability
   ➢ Can you tell me what are the activities/actions the organization do for sustainability of the Bagamoyo?
   ➢ Do you think the organization has interest and know the importance/significance of sustainable tourist destination?
❖ Is there any contribution (environmental, social or economic) you think tourism marketing can make to support sustainability of Bagamoyo destination?
   ➢ What do you think on the current trend of status of tourism destination sustainability and tourist demand in Bagamoyo?
❖ Tourism marketing organizations tools that can be used in promoting sustainability in Bagamoyo destination. opinions and suggestions
   ➢ Do you know tools/ways in which tourism marketing organizations can use as an effective tool to promote sustainability of the Bagamoyo destination? Please feel free to say anything you know.
❖ Additional questions and comments (changeable according to interviewee information provided and its position in the organization).