

Cross-border destination marketing of attractions between borders: the case of Victoria Falls

Cross-border destination marketing of attractions

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Abstract

Purpose – The success of tourism destinations is in many cases measured from a competitive advantage perspective, not from a collaborative advantage perspective, which limits the possibilities of destination marketing in a collaborative cross-border context. Currently, the marketing efforts of Victoria Falls are highly fragmented as each country promotes the attraction separately. The purpose of this paper is to explore the cross-border destination marketing possibilities and realities of Victoria Falls from a demand and supply side perspective.

Design/methodology/approach – A quantitative approach was applied in this study, with two separate surveys being conducted. Data for the demand side were collected by means of a questionnaire that was distributed by fieldworkers, while data for the supply side were collected online. The data were analysed using descriptive statistics, factor analyses and one-way analysis of variance.

Findings – Five specific tourist motivations for visiting Victoria Falls were identified using demand data, of which sightseeing and destination attributes were the most important. Significant differences were found for tourists' cross-border experiences using different border access points. Using supply data, challenges and opportunities of cross-border marketing were analysed. The most important opportunity was identified as cooperation, while the key challenges were economic and policy related. It is important to see the bigger picture and how cooperation can benefit both countries, which is unfortunately not currently the case for Zambia and Zimbabwe.

Practical implications – There is a need for tourism destinations to shift from competition-based strategies to collaboration-based strategies in order to be successful. Cross-border marketing requires that each country understands tourists' motivations and experiences. For Zambia and Zimbabwe to increase their tourist arrivals, income and investment opportunities, both countries must move away from isolating their marketing efforts of Victoria Falls. It is important to look beyond the individual benefits for each country and focus on the combined benefits. The challenges identified in this study must be addressed if Zambia and Zimbabwe's cross-border marketing of Victoria Falls is to be effective. The integration of demand and supply views is thus critical for cross-border marketing to be effective and successful.

Originality/value – Research on cross-border destination marketing of shared border attractions is limited. With regard to Victoria Falls, such research has never been explored in an academic context. This study has value for destination marketers of Zambia and Zimbabwe, especially for attractions that are shared between their borders such as Victoria Falls and Kariba Dam. Additionally, the study has implications for attractions that are shared across the borders of southern African countries like Zimbabwe, South Africa and Mozambique, as well as other attractions shared between borders in the global context.

Keywords Zambia, Zimbabwe, Tourism, Cross-border attraction, Cross-border destination marketing, Victoria Falls

Paper type Case study

Introduction

The tourism business environment is characterised by new destinations (Vodeb, 2010), growing competition (Salazar, 2018) and globalisation effects that are enhanced through alliances and partnerships (Wang and Krakover, 2008). These factors have enabled many



people to cross international boundaries in recent years (Stoffelen and Vanneste, 2018). Tourism across borders is now an active area of research among tourism scholars, although many studies are dominated by investigations on shopping motivations (Makkonen, 2016; Sener *et al.*, 2015; Yuan *et al.*, 2013; Baruca and Zolfagharian, 2013); cross-border tourism governance (Blasco *et al.*, 2014; Stoffelen *et al.*, 2017); tourism and cross-border innovations (Weidenfeld, 2013); knowledge transfer and innovation (Makkonen *et al.*, 2018); the history of borders and identity discourses (Stoffelen and Vanneste, 2018); attitudes of regional organisations (Lovelock and Boyd, 2006); the functions of borders and the benefits and hindrances of developing cross-border initiatives (Wachowiak and Engels, 2006); national interests over regional borderlands (Ioannides *et al.*, 2006; Nilsson *et al.*, 2010) and cross-border regional development (Stoffelen and Vanneste, 2017).

Traditionally, borders were used to provide mobility barriers “for goods, services and people” (Weidenfeld, 2013). These have remained present, albeit to varying degrees among countries (Stoffelen and Vanneste, 2018). Destinations have managed to grow regardless of border barrier effects (Arrington, 2010); however due to globalisation and supranationalism, countries are embracing cross-border policies aimed at easing the mobility of goods, services and people (Weidenfeld, 2013; Blasco *et al.*, 2014). As a result, globalisation has facilitated the opening of formerly impervious borders, particularly in Europe (Stoffelen and Vanneste, 2018). This breakthrough resulted in a number of studies being conducted on cross-border regions (CBRs) like the German-Czech border (Stoffelen *et al.*, 2017), Jutland border (Makkonen, 2016), Sweden and Finland (Prokkola, 2008), and Russia–Poland border (Bar-Kolelis and Wiskulski, 2012).

Yet, cross-border destination marketing is still not sufficiently explored in border tourism, despite its growing academic interest. Binational tourism cooperation, although advocated in the context of the Niagara Falls (Jayawardena, 2008), is yet to be investigated from a cross-border destination marketing perspective. Measurement of cross-border destination marketing opportunities and challenges using demand and supply side data is yet to emerge in literature, specifically so in the context where countries have shared attractions as part of their borders, for instance Victoria Falls (Figure 1). Victoria Falls is a natural attraction located on the border of Zambia and Zimbabwe, but it is not shared in tourism planning and marketing efforts.

A tourism destination often involves a number of actors that are linked based on mutual relationships. This highlights that destination marketing is a complex construct (Wang and Krakover, 2008) that requires a collective approach by all stakeholders (Jayawardena, 2008). This complexity could be further compounded when undertaken in cross-border contexts. Tourism organisations assume that objectives are best met by means of competition (Buhalis, 2000), hence destination marketing organisations (DMOs) always view neighbouring destinations as competitors (Naipaul *et al.*, 2009). Yet, there is a need for DMOs to re-orient their strategies towards “collaborative advantage” rather than “competitive advantage” (Chen and Paulraj, 2004) because competitive advantage does not always result in meeting all the objectives. This paper is thus premised on the importance of destination marketing cooperation when it comes to Victoria Falls.

Research investigating cross-border destination marketing opportunities and the challenges relating to attractions shared between borders is limited. Further more, the “role of collaboration in destination marketing and management is generally under-researched” (Fyall *et al.*, 2012, p. 11), especially in cross-border contexts; studies on collaboration in destination marketing have only been done extensively on “organisations within destinations” (Fyall *et al.*, 2012). Based on this significant gap, the purpose of this paper is to explore the cross-border marketing possibilities and realities of Victoria Falls.

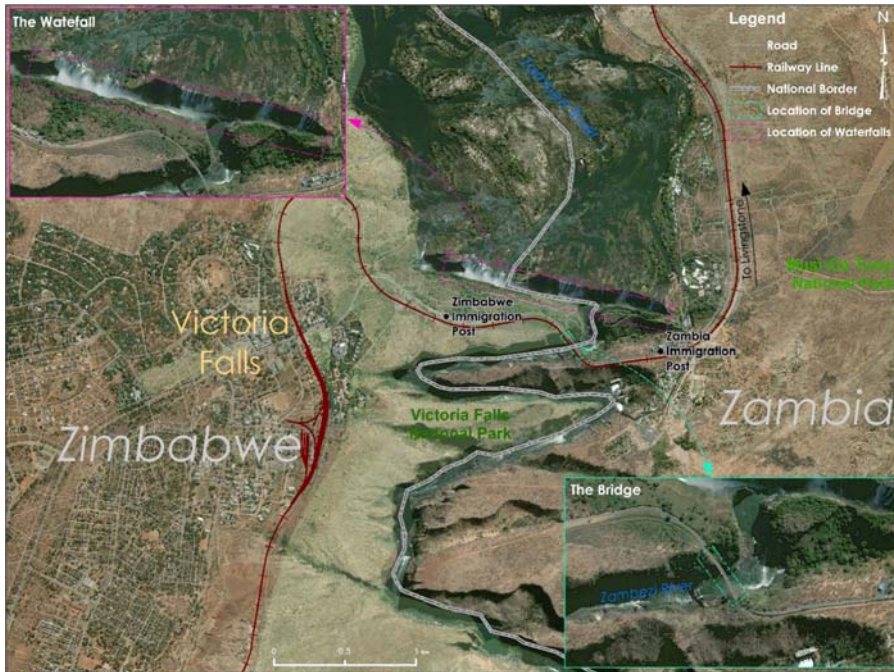


Figure 1. The map of Victoria Falls

Using a demand and supply-based survey; the present study answers the following research questions:

Demand perspective:

RQ1. What factors motivate tourists to visit Victoria Falls?

RQ2. What are the satisfaction levels of tourists regarding this cross-border attraction?

Supply perspective:

RQ3. What are the opportunities for cross-border destination marketing of Victoria Falls?

RQ4. What are the challenges facing the cross-border destination marketing of Victoria Falls?

The contribution of this study is two-fold. First, this study argues that cross-border destination marketing is a necessary practice if countries are to maximise tourism arrivals and revenue. In addition, this paper provides destination managers with an understanding of how cooperation could be beneficial to countries sharing border attractions. This understanding is important because it provides guidelines for other tourism destinations on how to optimise their marketing efforts of shared attractions. The second contribution of this paper is the framework that could be followed by Zambia and Zimbabwe regarding the cross-border destination marketing of Victoria Falls. This framework also forms the basis for future research, especially in contexts where countries do not share marketing efforts of border attractions.

Literature review

Cross-border tourism and destination marketing

Cross-border cooperation has been in existence since the mid-twentieth century (Weidenfeld, 2013) and is aimed at reducing political barriers among countries

(Stoffelen and Vanneste, 2018). It is reported that due to cross-border cooperation many tourists have managed to cross international boundaries in Europe (Stoffelen and Vanneste, 2018). Cooperation across borders is a beneficial tool for strengthening tourism industries among neighbouring countries (Grundy-Warr and Perry, 2001), although it has never been investigated in situations where attractions are shared between borders.

Cross-border tourism is “the temporary displacement of people outside their usual place of residence to the boundary between two countries, adjacent cities, originated by leisure, entertainment, health, business, visits to relatives and/or friends, religion, social events, or shopping among other reasons, whose stay does not exceed one year and which comprises at least one night in the visited place” (Bringas, 2004, p. 8).

While the United Nations World Tourism Organisation (UNWTO) defined a border tourist as “one who stays at the frontier for 24 to 72 hours” (Valenzuela, 2003), a universally accepted definition of a border tourist is yet to emerge, which has implications for the measurement of cross-border tourism. Tourists visit CBRs either for leisure or business (Bringas and González, 2003), and these reasons are yet to be established in the context of Victoria Falls.

A CBR is an area with numerous neighbouring territories that belong to different nations (Lundquist and Tripl, 2009), offering travellers a “web” of attractions (Saraniemi and Kylänen, 2011). The Schengen area is a good example of a CBR that promotes the free movement of people, goods and services between 28 European Union (EU) countries (Blasco *et al.*, 2014; Makkonen *et al.*, 2018). CBRs do not take into account “the geographic and socio-economic conditions” of the nations involved (Lundquist and Tripl, 2009), although they share similar traits like language and history (Blasco *et al.*, 2014). The understanding of cross-border tourism should thus go beyond “neighbourhood and hospitality operations” and incorporate a continuous level of interaction among stakeholders (Fairley, 2018). This is important for producing practical cooperation policies that enhance visitation experiences and the standard of living of border residents.

A cross-border destination is an uninterrupted set of synchronised activities consisting of promotions and branding decisions (Baker and Cameron, 2008). Destinations are treated as products, services and/or experiences that are provided by the local tourism industry (Buhalis, 2000), which need to be marketed. The application of marketing to tourism has been questioned in destination marketing literature (Pike, 2005). However, CBRs can be branded and marketed as unique destination places, but the process is challenging (Makkonen, 2016) in that it “has to go over and above the marketing of individual products and services to market the area as a single unified tourism product” (Grängsjö, 2003, p. 427). Although the responsibility of destination marketing often lies with DMOs or national tourism organisations (NTOs) (Buhalis, 2000), it is yet to emerge who will be responsible for destination marketing in binational arrangements.

Cross-border tourism is receiving increased academic attention (Nguyen and Pearce, 2015; Stoffelen *et al.*, 2017; Makkonen *et al.*, 2018; Weidenfeld, 2013); however, fewer studies have focused on cross-border destination marketing (Makkonen, 2016). This is especially true in the African cross-border tourism context. Fyall *et al.* (2012, p. 11) noted that although “there has been a considerable amount of research focusing on collaboration between organisations within destinations, rather less attention has been focused on collaboration between destinations”, more so across borders. This paper seeks to narrow this gap by means of exploring destination marketing opportunities for Victoria Falls – a unique attraction in Southern Africa that provides an opportunity for marketing cooperation. This paper is pertinent because it seeks empirical evidence on issues that are rarely investigated in cross-border contexts, namely cooperation on destination marketing.

Understanding demand issues: travel motivations and satisfaction

The concept of motivation in consumer sciences has various definitions, for example Pearce (2013) and Schiffman and Kanuk (2009) described motivation as a psychological concept

that provokes and drives consumers to action. In the context of tourism, motivation is often categorised using either push or pull factors (Yoo *et al.*, 2018), and is often described as an array of needs that influences a traveller to partake in tourism activities (Meng *et al.*, 2008). On the one hand, push factors influence tourists to travel and are based on the tourist's desire to travel. On the other hand, pull factors usually attract tourists to a destination when the pronouncement to travel has already been made. A destination's attributes are therefore key in pulling tourists to it (Hsu *et al.*, 2009). No literature could be found that identified tourists' motivations for visiting Victoria Falls.

With competition for tourist arrivals increasing in Southern Africa (Woyo, 2018), it is critical to have knowledge of the factors that influence tourists to visit a specific destination, in this case Victoria Falls, in order to develop cross-border marketing messages. Knowledge of tourists' motivations is important in helping destination managers to have an understanding of tourists' travel behaviour (Van Vuuren and Slabbert, 2012). This understanding is critical for determining the extent to which tourists are satisfied (Scholtz *et al.*, 2013). This paper identifies motivations that can be used by destination managers to ensure that tourists' overall cross-border experiences are enhanced.

Studies that have measured tourist motivations in the context of attractions that are shared between borders are scarce. Existing cross-border studies focus largely on shopping motivations (Makkonen, 2016; Yeung and Yee, 2012; Yuan *et al.*, 2013; Baruca and Zolfagharian, 2013). These studies were incorporated in the demand survey. In a study aimed at measuring shopping motivations using Mexicans visiting the USA, the "shopping environment; culture and socialisation; novelty and best price; and bargain hunting" were found to be key motivations (Yuan *et al.*, 2013). Makkonen (2016) investigated cross-border shopping and tourism destination marketing in Denmark, where cross-border shopping was identified as the most important reason for visiting the region. However, the same study argued that DMOs of Southern Jutland in Denmark are yet to integrate "cross-border shopping into the destination marketing materials" (Makkonen, 2016, p. 4). There is no research that could be found to have investigated the same in the context of Victoria Falls.

As competition increases, Prayag and Ryan (2012) argued that it is imperative that destinations "go above and beyond to ensure that tourists are highly satisfied with their travel experiences". Satisfied tourists are likely to recommend a destination to family and friends (Woyo, 2018), which could be helpful for increasing tourist arrivals and income. Zambia and Zimbabwe are currently struggling to attract more than 2 million annual visitors when compared to peers like South Africa who attracts more than 10 million annual visitors. Satisfaction is recognised as an important antecedent for returning to a destination, suggesting that tourists' positive experiences are important for retaining visitors (Woyo, 2018). While satisfaction is an important element, it is not sufficient to ensure repeat visits to a tourism destination (Chen and Rahman, 2018), suggesting that literature is yet to agree on this matter. This paper is an attempt to contribute to the existing literature that assesses the experiences of tourists using border access points when visiting Victoria Falls.

Understanding supply issues: the benefits and challenges of cross-border destination marketing

Cross-border destination marketing is a unique concept that is rarely practiced by countries that share border attractions, regardless of its advantages. Marketing cooperation efforts that transcend national borders are important in creating synergetic effects (Studzieniecki and Mazurek, 2007), enhancing CBR growth (Dyer *et al.*, 2007; Hoekman *et al.*, 2008) and multiplying tourism income (Studzieniecki and Mazurek, 2007). It is also argued that cooperation improves a region's investment prospects (Dyer *et al.*, 2007) and thus helps to attract large numbers of tourists (Makkonen, 2016). The growth in investment prospects enhances employment opportunities among destination residents, which, in turn, improves

the living standards of border residents (Ahmed and Krohn, 1992). This could be an important contribution for both Zambia and Zimbabwe as their economies are currently struggling.

Cross-border cooperation is also beneficial in solving challenges such as long queues, bureaucratic processes and poor service quality (Studzieniecki and Mazurek, 2007). These advantages have been largely reported in the EU, where over 400 million nationals travel without the hassles of passport checks and border controls (Blasco *et al.*, 2014), compared to countries sharing border attractions, as in the case of Zambia and Zimbabwe, as well as other destinations globally. Cooperation is an important aspect of tourism development in the EU (Makkonen *et al.*, 2018); however, the same cannot be said in the context of African borders (Woyo, 2017), as Africans often find it difficult to travel in their own continent because of stringent visa regimes.

Tourism competitiveness is a significant pillar for the development of CBRs (Makkonen and Rohde, 2016; Stoffelen and Vanneste, 2017), which can be achieved through collaboration (Jayawardena, 2008). However, this approach to development is largely missing in the empirical context of Victoria Falls. Cross-border efforts often result in reduced “competition between neighbouring regions, infrastructural development and marketing efforts” (Ioannides *et al.*, 2006; Stoffelen and Vanneste, 2018; Stoffelen *et al.*, 2017). Cooperation relating to cross-border tourism also enhances infrastructural development (Dyer *et al.*, 2007) and a region’s heritage and culture (Stronza and Gordillo, 2008); therefore, it is a platform upon which cultural exchanges between tourists and residents can be promoted. It is, however, not clear whether these benefits are (or can be) realised by destinations that share tourism attractions as part of their borders, more specifically Zambia and Zimbabwe.

Cross-border destination marketing is a unique and challenging process because it combines numerous industries and experiences (Makkonen, 2016). This is further exacerbated by the multiplicity of stakeholders involved in destination marketing (Makkonen, 2016). Thus, destination marketing materials are often incoherent (Baker and Cameron, 2008; Jayawardena, 2008) and can be worse in cross-border contexts. Actors involved in cross-border initiatives often struggle to keep a balance between competition and cooperation (Wang and Krakover, 2008) as “DMOs often view their neighbouring destinations as competitors” (Naipaul *et al.*, 2009, p. 462). There is thus a need for understanding among stakeholders if collaborative destination marketing programmes are to be effective in a transnational context.

The evaluation of marketing efforts is often difficult, particularly in CBR contexts, and literature does not agree on the evaluation of these efforts. Okumus *et al.* (2007) argued that it is easier to qualitatively analyse marketing efforts, yet Makkonen (2016, p. 39) argued that it is difficult to measure the success of marketing efforts quantitatively, specifically regarding returns on investment (Pratt *et al.*, 2010). While studies that have investigated the challenges of cross-border attractions are few (Jayawardena, 2008), previous studies argued that tourism development dilutes native cultures and often results in increased rates of crime as well as higher costs of living (Látková and Vogt, 2012). Tourism development is also criticised on the basis that it is associated with increased traffic congestion (Nunkoo and Ramkissoon, 2011; Látková and Vogt, 2012). However, according to Makkonen (2016), the overall benefits of cross-border destination marketing outweigh the disadvantages, at least in the empirical context of the Denmark/Jutland border, yet this has not been taken advantage of by the case at hand.

Methodology

Study setting – Victoria Falls as a natural cross-border attraction

Victoria Falls is a UNESCO World Heritage site situated along the Zambezi River (Figure 1). It is a natural cross-border attraction located between Zambia and Zimbabwe. Victoria Falls is also known as Mosi-oa-Tunya (a name that it derives from Tonga speaking people who

have been residents around the falls for many years. Mosi-oa-Tunya means “the smoke that thunders”). Victoria Falls is one of the natural wonders of the world and is the largest waterfall in Southern Africa (Woyo, 2018).

Zambia and Zimbabwe play host to many tourism establishments aimed at promoting not only Victoria Falls but also other tourism activities, such as “water rafting, bungee jumping, sunset cruises and accommodation” (Arrington, 2010, p. 773). The waterfall is a major attraction for both countries, although there is no known budget reserved for its marketing. Both countries claim to offer travellers the best tourism experiences (Arrington, 2010), with both claiming to have the best views of the waterfall. This is a clear sign that marketing cooperation is lacking despite the fact that the combined potential is significant. This competitive approach weakens tourism development (Prideaux and Cooper, 2002) and promotes uneven development around the waterfall (Arrington, 2010), with more development occurring in Zimbabwe.

Over the last few years, both countries have struggled to attract tourists. Zambia failed to attract 1 million tourists in 2015 (*Lusaka Times*, 2017), while Zimbabwe managed just 2.1 million tourists in 2016 (Woyo, 2018). This background justifies the need for a different approach to cross-border tourism in the form of cooperative destination marketing, as the lack of cooperation could be affecting the balance sheet of both countries in terms of tourist arrivals and income. Cross-border destination marketing could be achieved through intergovernmental cooperation aimed at promoting Victoria Falls as a cross-border attraction, utilising NTOs, DMOs, relevant ministries, the private sector and the tourism industry. Although challenging, it has the potential to provide both countries with plenty of opportunities for tourism development. For this reason, an investigation into the experiences of tourists and suppliers is necessary to guide future actions and decisions regarding cross-border destination marketing for Victoria Falls.

Survey instruments

Knowledge concerning destination marketing for attractions that are shared between borders is limited, thus an exploratory approach was adopted to gain insights into the topic (McNabb, 2010). Data were collected from demand and supply perspectives using a quantitative approach. These perspectives are rarely used together in cross-border surveys, even though it is critical to address both views.

First, the demand side instrument was developed using the following studies: Kozak (2002), Van Vuuren and Slabbert (2012), Yuan *et al.* (2013), Diaz-Sauceda *et al.* (2015), Del Rio *et al.* (2017) and Guo (2015). It consisted of three major sections: socio-demographic information; travel behaviour and motivations; and tourists’ cross-border experiences. In all cases, closed-ended questions and a five-point Likert scale were used to measure tourists’ travel motivations and cross-border movement experiences (1 – strongly disagree; 5 – strongly agree).

Second, the supply side instrument was based on studies done by Guo (2015), Blasco *et al.* (2014), Látková and Vogt (2012), Nunkoo and Ramkissoon (2011) and Studzieniecki and Mazurek (2007). It consisted of three sections: organisational characteristics and repeat business information; opportunities for cross-border marketing; and challenges of cross-border marketing of Victoria Falls. Closed-ended questions were utilised for the second and third sections of the instrument. Respondents were asked to indicate opportunities and challenges of cross-border destination marketing of Victoria Falls on a five-point Likert scale using the same scale employed in the demand survey.

Data collection

The demand questionnaires were distributed between 20 July 2017 and 15 August 2017 at Victoria Falls Bridge (Figure 1). The bridge connects both countries and is accessible to tourists from both sides. Tour operators, especially from the Zimbabwean side, use it for

bungee jumping. As a screening question for participation in the survey, the respondents had to be visiting Victoria Falls for tourism purposes. Furthermore, the respondents were asked on which side of the waterfall they were staying. On average, Victoria Falls is visited by 300,000 tourists annually. For studies that use means, frequencies, a one-way analysis of variance (ANOVA) and regression analysis, a sample size of 200–500 people is recommended (Israel, 1992), which was the case for this research. In total, 200 questionnaires were considered appropriate for this study and were administered by four fieldworkers using convenience sampling. A total of 100 questionnaires were administered to tourists from the Zambian side, while the remaining 100 were administered to tourists from the Zimbabwean side. A total of 106 questionnaires were returned with usable responses – 50 from the Zambian side (50 per cent response) and 56 from the Zimbabwean side (56 per cent). The study achieved a 53 per cent response rate overall, which was deemed to be representative of the sample.

The supply survey was conducted in Livingstone (Zambia) and Victoria Falls (Zimbabwe) at the same time as the demand survey. A minimum of 100 respondents are considered appropriate for comparative surveys (Israel, 1992), thus this guideline was used to determine the number of questionnaires to be distributed. In total, 100 questionnaires (50 questionnaires for either side) were administered to tour operators, hotels, lodges, transport services, immigration departments, government ministries, DMOs and NTOs via Google docs. Google docs was used because it is an efficient and free platform that researchers can use without sacrificing the quality and security of the data. Data were collected from managers and/or employees in the marketing and/or operations departments of the relevant organisations. From the Zambian side, 40 questionnaires were completed (80 per cent response rate), while 34 questionnaires were completed from Zimbabwean side (62 per cent response rate). Overall, 74 questionnaires were fully completed with usable responses (response rate = 74 per cent). The supply survey employed complete sampling.

Data analysis procedures

Data were captured using Microsoft Excel and analysed using SPSS version 24.0. Descriptive statistics were used to analyse the demand and supply profiles, more specifically frequencies and percentages. Tourists' motivations, opportunities and challenges were also analysed using the mean of importance scores. Exploratory factor analysis (EFA) was employed to measure the motivations of tourists visiting Victoria Falls, as previous studies have effectively measured travel motivations using this method (Kong and Chang, 2016; Scholtz *et al.*, 2013). Additional EFAs were done in this study to identify underlying opportunities and challenges regarding the cross-border destination marketing of Victoria Falls. Tourists' motivation items, opportunities and challenges were factor analysed using principal component analysis with Oblimin Kaiser normalisation (Hair *et al.*, 2010). Further analyses were done using ANOVA to determine differences regarding tourists' cross-border experiences. Reliability tests (demand and supply data) were done using Cronbach's α coefficient. The demand data's α coefficients ranged from 0.75 to 0.78, which was acceptable (Hair *et al.*, 2010). The supply data produced reliability scores that ranged from 0.60 to 0.95 which was also considered acceptable for exploratory research (Hair *et al.*, 2010).

Results

Results from the demand survey

Profile of the demand respondents. A slightly higher number of women travellers participated in this study (57.5 per cent) (Table I). The average age for the respondents was 40 years and Africa was the largest source market for both countries, which could be due to the waterfall being located in Africa. The sample included respondents who were highly

Socio-demographics of the sample		Tripographics of the sample	
Gender	Qualification	Frequency of visit to Victoria Falls	
Female 57.5%	Certificate 15.0%	First time 67.0%	
Male 42.5%	Higher diploma/diploma 17.9%	2-3 times 23.6%	
Marital status	Bachelor's degree 28.4%	4-5 times 3.8%	
Single 40.6%	Postgraduate studies 38.7%	> 5 times 5.6%	
Married 29.2%	Income after tax per month	How they heard about Victoria Falls	
Widow 15.1%	No income 0.9%	Word of mouth 44.3%	
Divorced 15.1%	< \$500 33.0%	Traditional media 18.9%	
Age (years)	\$501-1,000 49.1%	Brochures 16.0%	
17-25 7.5%	\$1,001-1,500 12.3%	Online media, e.g. Facebook 15.1%	
26-30 10.4%	\$1,501-2,000 3.8%	Trade shows 5.7%	
31-35 17.0%	> \$2,000 0.9%	Length of stay	
36-40 18.9%	Continent of residence	Average length of stay in Zimbabwe Two nights	
41-50 24.5%	Africa 45.3%	Average length of stay in Zambia Two nights	
> 50 21.7%	Europe 21.7%	Most used mode of transport Motoring	
	North America 16.0%	Most used border Kazungula	
	Asia 11.3%		
	Australia 5.7%		

Table I. Socio-demographics and tripographics characteristics of the sample

educated (28.4 per cent had a bachelor's degree and 38.7 per cent a postgraduate qualification) with monthly earnings of approximately \$1,000 after tax (49.1 per cent). The majority were first-time visitors to Victoria Falls (67 per cent) and travelled by road (43 per cent) (Car), with most arriving using Kazungula, a border post between Zimbabwe and Botswana. The wildlife experiences that Botswana provides in Kasane might be a reason that this border post is more popular. The average length of stay was two nights, which if lengthened would increase the economic impact of Victoria Falls.

Tourist motivations. The survey measured what motivates tourists to visit Victoria Falls. Many of the respondents were not aware that Victoria Falls is a border attraction (60 per cent), which could be attributable to poor marketing practices by both countries. The top 10 motivations were identified by using mean scores (Table II), with the most important motivations being: sightseeing tourism attractions; enjoying beautiful scenery; appreciating natural resources; and participating in new activities. These could be useful in the development of marketing messages for Victoria Falls for both countries.

In total, 27 items developed based on previous studies (Kozak, 2002; Van De Merwe and Saayman, 2008; Van Vuuren and Slabbert, 2012) were used to measure tourists' motivations. The items that were factor analysed resulted in eigenvalues > 1. The sampling measure of adequacy was acceptable (KMO = 0.86), and the Bartlett's test of sphericity produced

Rank	Motivation	Mean	SD
1	Sightseeing tourism attractions	4.17	0.74
2	Enjoying the beautiful scenery	4.10	0.60
3	Appreciating natural resources	4.08	0.86
4	Visiting a place that I have never visited before	4.06	0.75
5	Participating in new activities	4.00	0.85
6	Victoria Falls represents a genuine African experience	4.00	0.68
7	Finding thrills and excitement	3.96	0.84
8	Having an enjoyable time with my travel companion(s)	3.94	0.77
9	Learning new things	3.94	0.82
10	Enjoying local cuisine	3.92	0.77

Table II. Top 10 tourist motivations

statistical significance ($p = 0.000$), and further analyses were therefore deemed appropriate (Hair *et al.*, 2010). These factors were explained by a total variance of 65.61 per cent. Items with factor loadings of less than 0.50 were deleted. A five factor solution was produced and was labelled as: destination attributes motivations ($\alpha = 0.76$); sightseeing motivations ($\alpha = 0.78$); personal motivations ($\alpha = 0.75$); relaxation motivations ($\alpha = 0.73$); and social motivations ($\alpha = 0.75$). The results showed a high level of internal consistency based on the reliability test (Table III).

A varying degree of importance was attached by the respondents to the five motivational factors for visiting Victoria Falls. Sightseeing motivations were considered the most important factor ($\bar{x} = 3.98$), with tourists visiting Victoria Falls primarily for sightseeing, thrills and to participate in tourism activities such as bungee jumping and dancing to drums. This factor should therefore dominate cross-border marketing materials. Destination attributes emerged as the second most important motivation factor ($\bar{x} = 3.91$), and could also be used in the development of a cross-border destination marketing plan for Victoria Falls. Social motivations were found to be the least important factor ($\bar{x} = 2.57$).

Factors ^a	Factor loading	Eigenvalue	Variance	Reliability	Mean
Factor 1: destination attributes motivations		6.33	31.67%	0.76	3.91
Enjoying local cuisine	0.85				
Visiting historical and cultural attractions	0.83				
Enjoying good physical amenities	0.74				
Because it is a safe destination	0.65				
Enjoying beautiful scenery					
Visiting a place that I have not visited before					
Factor 2: sightseeing motivations		3.31	13.22%	0.78	3.98
Sightseeing tourism attractions	0.77				
Finding thrills and excitement	0.77				
Participate in new activities	0.73				
Appreciate natural resources	0.72				
Victoria Falls represents a genuine African experience	0.61				
Learning new things	0.61				
Meeting new people	0.53				
Factor 3: personal motivations		2.28	8.43%	0.75	3.6
It is part of my lifestyle	0.71				
Satisfying my desire to be somewhere else	0.68				
Easy to access as a tourism destination	0.6				
Visiting a destination that would impress my friends and family	0.66				
Fulfilling my dream of visiting a foreign country	0.55				
Seeking solitude in a foreign land	0.52				
Enjoying with my travel companion(s)	0.52				
Factor 4: social motivations		2.16	7.28%	0.75	2.57
Visiting friends and relatives	0.84				
Living or staying temporarily with local communities	0.77				
To interact with unknown local residents	0.68				
Away from home	0.59				
To increasing my social status	0.54				
Factor 5: relaxation motivations		2.16	5.01%	0.77	3.35
Relaxing spiritually	0.61				
Relaxing physically	0.53				

Table III.
EFA tourism
motivations results

Note: ^a65.61 per cent variance explained

Experiences of tourists according to border used. Using a five-point Likert scale, respondents rated their experiences regarding border access, access to information, access to Victoria Falls, facilities, destination's image, their satisfaction and customer service. The border post used by the respondents was employed as the independent variable. ANOVAs were performed to determine significant differences (Table IV). The respondents who used the Kazungula border post rated access to Victoria Falls the highest ($\bar{x} = 4.24$) and customer service the lowest. All the dependent variables tested were statistically significant ($f = 9.41$; $p = 0.00$). Respondents who visited Victoria Falls using the Kazungula border post had significantly better cross-border experiences than those who visited Victoria Falls using other borders.

Victoria Falls is the border post between Zambia and Zimbabwe (Figure 1). The results showed that this border post provided respondents with the second best experiences. Significant differences were found with all the dependent variables ($f = 13.08$; $p = 0.02$). Access to the attraction was rated the highest ($\bar{x} = 3.84$), which could be due to proximity advantages. Customer service received the lowest rating ($\bar{x} = 3.15$), which is a management issue that needs attention. Regarding those respondents who visited using the Kenneth Kaunda International Airport border post, significant differences were obtained when compared to all the dependent variables ($f = 24.77$; $p = 0.00$). The respondents rated access to the attraction highest ($\bar{x} = 3.80$), as Zambia's highways do not have as heavy a police presence as Zimbabwe's. However, destination's image was rated the least important ($\bar{x} = 2.83$). This perhaps explains why Victoria Falls has weak loyalty and a short length of stay. Further analysis showed significant differences for the respondents using Victoria Falls International Airport ($f = 24.00$; $p = 0.00$). The experiences of tourists were higher regarding access to Victoria Falls ($\bar{x} = 3.66$). Victoria Falls Airport is located in Zimbabwe and is 18 km away from the waterfall. However, the image of the destination was rated poorly ($\bar{x} = 2.59$), i.e. even though access to the waterfall is easy, it did not contribute to the image of the destination.

There were no significant differences for Harry Mwanga Nkumbula International Airport ($f = 1.13$; $p > 0.05$) and Beitbridge border post ($f = 0.98$; $p > 0.05$) regarding tourist experiences. Value is considered a critical element in explaining tourist satisfaction, their willingness to buy, recommend destination and repeat visitation. An understanding of these experiences is critical for creating value for the border tourism around Victoria Falls.

Results from the supply survey

Categories of establishments and repeat business. Supply respondents (Table V) included government ministries (23 per cent), tour operators (18.9 per cent), hotels (13.5 per cent),

Independent variable (border post used)	Mean of dependent variables						ANOVA F-test	ANOVA sig.
	Access to Victoria Falls	Border access	Access to information	Destination image	Visitor satisfaction	Customer service		
Kazungula	4.24	4.14	4.02	3.85	3.79	3.67	9.41	0.00*
Victoria Falls	3.84	3.68	3.54	3.30	3.55	3.15	13.08	0.02*
Kenneth Kaunda International Airport	3.80	3.68	3.54	2.83	3.54	2.96	24.77	0.00*
Harry Mwanga Nkumbula International Airport	3.70	3.55	3.46	2.78	3.50	2.90	1.13	0.57
Victoria Falls International Airport	3.66	3.53	3.31	2.59	3.33	2.88	24.00	0.00*
Beitbridge	3.50	1.59	2.57	2.21	2.33	2.18	0.98	0.820

Note: *Significant at 0.05

Table IV.
Cross-border
experiences

food outlets (12.2 per cent), NTOs (12.2 per cent), revenue authorities (12.2 per cent), cultural and entertainment organisations (4.1 per cent) and national parks (2.7 per cent). Repeat business among these establishments is relatively weak.

Cross-border marketing opportunities. Using the mean of importance scores (Table VI), the top marketing opportunities were identified as: friendly tourism policies; knowledge transfer; enhanced sustainable tourism practices; effective marketing of the border attraction; and investment opportunities.

Specific opportunities of cross-border destination marketing were extracted using EFA. Four factors for expected opportunities were extracted: operational, transfer, facilities, and policies and branding opportunities (Table VII). The reliability scores ranged from 0.62 to 0.95, hence the factors reliably provided a good measure of the constructs. Factors generated eigenvalues > 1 and were explained by 89.2 per cent of the variances. Bartlett's test of sphericity was statistically significant ($p = 0.000$).

Respondents attached varying levels of importance towards the four-factor opportunities of the cross-border marketing of Victoria Falls. Transfer opportunities ($\bar{x} = 4.01$) were considered to be the most important opportunity as it enhances knowledge transfer and cultural exchange opportunities. These elements are important in enhancing the border tourism growth of Victoria Falls. The second most important benefit for the border tourism industry is operational opportunities ($\bar{x} = 3.72$), which include investment, employment, innovation and recreation opportunities. The generation of investment opportunities is important because it creates employment opportunities for both countries. Zimbabwe, following changes in its political leadership in November 2017, announced to the world that it is "open for business" and committing itself to this initiative of cross-border marketing could help the new administration achieve its goal. These operational opportunities are important because they will enhance the border economy and thus improve the living standards of residents.

Table V.
Categories of establishments and repeat business

Category of establishments	%	Repeat business	%
Hotel/Accommodation	13.5	5–25% repeat business	54.1
Tour operators	18.9	26–35% repeat business	4.1
National park	2.7	36–45% repeat business	13.5
Food and beverage	12.2	46–50% repeat business	10.8
National tourism organisation	12.2	> 50% repeat business	17.6
Destination marketing organisation	1.4		
Government ministry	23.0		
Cultural and entertainment	4.1		
Revenue authorities	12.2		

Table VI.
Cross-border destination marketing opportunities for Victoria Falls

Rank	Opportunity	Mean	SD
1	Friendly tourism policies like visas	4.18	0.71
2	Knowledge transfer	4.15	0.63
3	Sustainable tourism practices	4.15	0.63
4	Effective marketing of Victoria Falls as a border attraction	4.11	0.67
5	Investment opportunities	3.93	1.13
6	Increased variety of recreational facilities	3.88	0.64
7	Strengthened regional border identity	3.88	0.83
8	Employment opportunities	3.80	1.05
9	Cultural exchanges between visitors and hosts	3.80	1.17
10	Effective joint promotion and branding strategies	3.66	1.08

Factors ^a	Factor loading	Eigenvalues	Variance	Reliability	Mean
Factor 1: operational opportunities		9.3	51.68%	0.95	3.72
Marketing efficiency	0.95				
Competitiveness of the border economy	0.93				
Increased recreational facilities	0.92				
Border attractions development opportunities	0.92				
Catalyst for innovation	0.89				
Employment creation	0.88				
Increased leisure opportunities	0.85				
Sustainable tourism practices	0.76				
Investment opportunities	0.69				
Factor 2: transfer opportunities		2.87	15.96%	0.90	4.01
Catalyst for knowledge transfer	0.96				
Strong regional border brand identity	0.92				
Cultural exchange	0.92				
Factor 3: facilities opportunities		2.29	12.75%	0.90	3.62
Variety of recreational facilities	0.97				
Decreases duplication of facilities e.g. Airports	0.82				
Factor 4: policies and branding opportunities		1.71	9.52%	0.62	3.57
Friendly tourism policies	0.82				
Lower taxes	0.73				
Effective joint promotion and branding strategies	0.72				
Improved image of Victoria Falls	0.63				

Note: ^aFactors generated eigenvalues > 1 and were explained by 89.2 per cent of the variance

Table VII.
EFA results for cross-border destination marketing opportunities of Victoria Falls

Cross-border marketing could also result in development opportunities for facilities. This factor would require that the money currently being used in a competition-based model would be used to further develop the border tourism industry of Victoria Falls ($\bar{x} = 3.62$). The last factor dealt with opportunities for revised policies and branding. Cross-border marketing is likely to result in policies that are beneficial for tourism, included revised visa policies, lower taxes and an improved image. This is crucial as it enhances customer satisfaction and repeat visits.

Envisaged challenges for cross-border destination marketing. The challenges of cross-border marketing were analysed using mean of importance scores and EFA. Using mean scores, the key challenges identified in this study were fear of losing a unique national identity, traffic congestion and high economic leakages (Table VIII). Understanding these challenges could help destination managers with the planning and formulation of effective marketing strategies.

Rank	Envisaged challenges for cross-border destination marketing of Victoria Falls	Mean	SD
1	Fear to lose unique national identity	4.42	0.72
2	Traffic congestion	4.32	0.70
3	High leakages	4.15	0.63
4	Budgetary constraints	4.05	0.77
5	Cross-border tourism is difficult to measure	4.01	0.54
6	Uneven development	4.01	0.75
7	Different tourism policies pursued by either country	3.92	1.35
8	Different economic situations of both countries will affect marketing efforts	3.91	1.24
9	Lack of economic linkages	3.88	0.64
10	Identifying international boundaries will be difficult	3.81	1.24

Table VIII.
Envisaged cross-border destination marketing challenges for Victoria Falls

The challenges were factor analysed using similar principles employed for opportunities. Four factors explained by 88.13 per cent of the variance were identified and labelled as: economic and policy, measurement, social and environmental, and support and budgetary challenges. The sampling measure of adequacy was above the recommended figure (KMO = 0.75). The factors produced a relatively high level of internal consistency as the Cronbach's α coefficients ranged from 0.60 to 0.88.

Economic and policy challenges are the most important challenge that will affect the cross-border marketing of Victoria Falls ($\bar{x} = 3.97$). The difficulty of coordinating marketing efforts between countries with a different set of economic challenges could affect the initiative, resulting in a reluctance to get involved on the supply side (Table IX).

A lack of private sector support will also negatively affect cross-border destination marketing efforts ($\bar{x} = 3.82$), and neither government is fully committed to the development of border tourism because of their limited budgets. The measurement of cross-border tourism is also identified as a challenge ($\bar{x} = 3.57$), suggesting that measuring the returns could be difficult should both countries pursue the initiative. The results further showed that social and environmental challenges are also expected if a cross-border destination marketing is pursued ($\bar{x} = 3.00$). Tourism development is generally acknowledged as a creator of social problems such as crime and prostitution, which could create a negative attitude regarding border tourism amongst local residents. Yet, even though this will not be an easy process, the value that it holds for destinations in Africa is clear.

Discussion and conclusions

Conclusions

The study explored the cross-border destination marketing possibilities of attractions shared between borders, using Victoria Falls as a case study. This is the first study of its kind in Africa. The results show that most of the first-time visitors to Victoria Falls are motivated by the desire to do sightseeing; however, the tourists have mixed experiences

Factors ^a	Factor loading	Eigenvalue	Variance	Reliability	Mean
Factor 1: economic and policy challenges		6.93	43.30%	0.88	3.97
Differences in economic policies	0.95				
High leakages	0.95				
Different economic situations	0.87				
Lack of economic linkages	0.79				
Fear of uneven development	0.79				
Rising living costs	0.50				
Fear of losing national identity	0.50				
Factor 2: measurement challenges		3.22	20.10%	0.65	3.30
Cross-border tourism is difficult to measure	0.81				
Delimiting international boundaries will be challenging	0.78				
Factor 3: social and environmental challenges		2.38	14.88	0.60	3.00
Crime	0.70				
Traffic congestion	0.65				
Ecological degradation	0.63				
Social, cultural and economic differences	0.60				
Factor 4: support and budgetary challenges		1.58	9.85%	0.83	3.82
Insufficient involvement of private sector	0.62				
Lack of enough budgetary support from government	0.62				

Note: ^aThe challenges were factor analysed using similar principles employed for opportunities. Four factors explained by 88.13 per cent of the variance explained

Table IX.
Exploratory factor analyses of cross-border destination marketing challenges of Victoria Falls

regarding their access to Victoria Falls. Establishments around Victoria Falls have weak repeat business, yet cross-border destination marketing efforts should bring opportunities, as well as some challenges. These findings are important because they provide theoretical and practical implications in terms of new knowledge concerning destination marketing opportunities and the challenges facing border attractions.

Joint marketing efforts between Zambia and Zimbabwe make sense and are needed. Overall the supply side is willing, although there is some hesitation to consider cross-border marketing, thus a tight management process will be needed. The advantages that will be created with this type of cooperative effort can assist both destinations to grow their tourist numbers. Cross-border efforts have worked very well in the EU (Makkonen *et al.*, 2018) and should be considered in Africa, with specific reference to Zambia and Zimbabwe.

Theoretical implications

Motivations of tourists have been investigated in cross-border contexts by focusing on shopping, yet no studies could be found that measured tourists' motivations in the empirical contexts of shared border attractions. The measurement of tourists' motivations for border tourism in the past has generated mixed results (Yuan *et al.*, 2013). The findings of this study thus contribute to the literature by articulating the key motivations regarding tourists' visits to Victoria Falls as a border attraction, and clearly indicate that motivation is about the attraction and not necessarily the destination.

Studies on border attractions are limited, with a few having focused on Niagara Falls (Jayawardena, 2008; Jayawardena *et al.*, 2008). These studies did not employ both demand and supply in the measurement of the challenges concerning tourism. The findings of this study are therefore important theoretically because they highlight anticipated challenges as well as opportunities that could be leveraged through cross-border destination marketing. The findings of this study also confirm the conclusions of previous studies concerning potential growth opportunities (Dyer *et al.*, 2007; Gu and Ryan, 2008; Gelbman and Timothy, 2011; Del Rio *et al.*, 2017) and challenges (Chaderopa, 2013; Nunkoo and Ramkissoon, 2011; Arrington, 2010; Yuan *et al.*, 2013). Finally, this paper proposes a destination marketing framework (Figure 2) that can be used for further research in order to have a comprehensive understanding of binational marketing. The proposed framework should be applied and implemented by both countries, and could be extended to other shared border attractions.

Practical implications

This paper has a number of important implications for destination managers, marketers and policy makers. The insights gained concerning tourists' motivations are useful for the development of promotional and marketing materials for Victoria Falls. With growing competition for tourist dollars worldwide, there is a need for well-articulated promotional and marketing messages. This knowledge can also assist destination marketers to develop appropriate secondary tourism products that will enhance visitors' experiences around Victoria Falls. Based on the results of this study, marketing strategies should be formulated using sightseeing motivations in mind.

Although the development of marketing materials is important, there is also a need for destination managers to ensure that they lobby for better border access. This could be beneficial in helping Zambia and Zimbabwe attract more visitors, as both countries are struggling to attract tourists. This could be achieved by making border access more seamless, especially for African travellers, as was done for European travellers in the EU. Tourists have time constraints, and as a result, border access processes must be improved to enhance their border crossing experiences. Countries that offer better customer service, information and positive cross-border experiences are likely to attract more visitors.

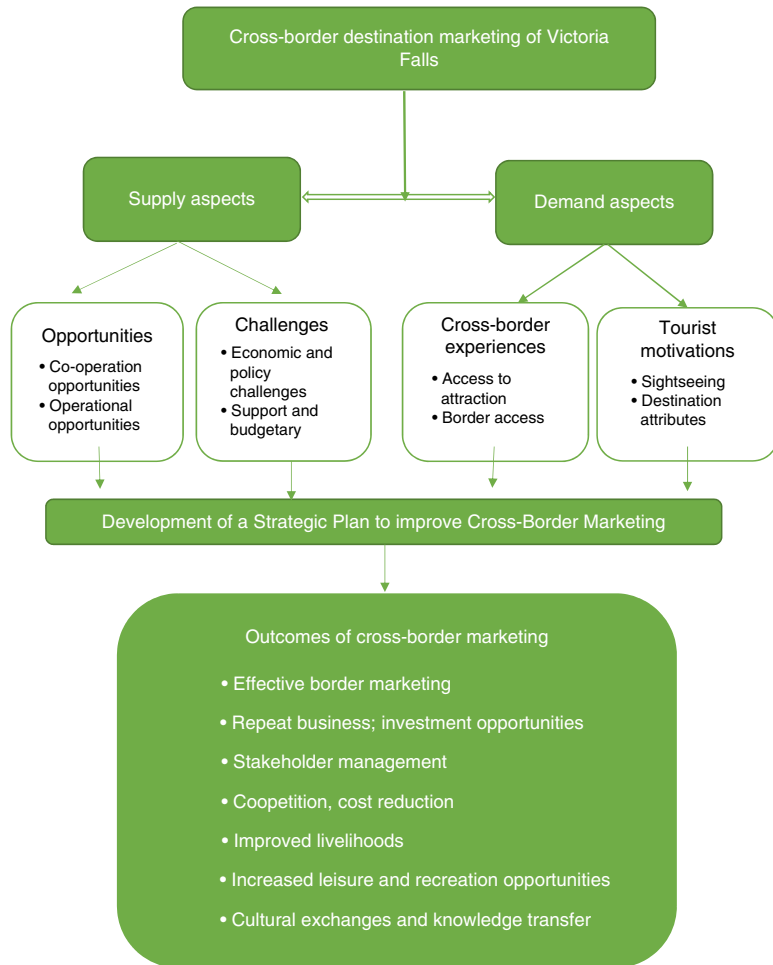


Figure 2.
Proposed cross-border marketing framework

An understanding of cross-border experiences is imperative as this will help destination managers to appreciate the overall satisfaction of visitors.

Zambia and Zimbabwe could also review their current visa regime, especially for travellers from outside the Southern Africa region who are required to pay approximately \$70 per entry into either side. This makes visiting Victoria Falls very expensive (Woyo and Woyo, 2019) and thus affects future visitation intentions. The introduction of e-visas could also reduce the queues that are often seen at borders in Zambia and Zimbabwe as tourists wait to make their visa payments. The ease at which tourists can get their visa processed is crucial if cooperative marketing is to be successful. This could also enhance the region's price competitiveness.

Cross-border marketing has the potential to reduce the duplication of facilities, which is crucial for the re-channelling of resources towards additional recreation facilities. Money saved from duplicating resources could also be used to develop events that are built on the theme of Victoria Falls. This could help position Victoria Falls as a competitive border attraction and could be beneficial for encouraging repeat visits. These events could also

result in job creation via the multiplier effect, yet marketing efforts must be done in a way that enhances sustainable practices.

For cross-border marketing to be successful, the governments' budgetary support for tourism must increase. An awareness of the challenges of cross-border marketing of Victoria Falls is important because it can direct future planning in order to ease the process for all stakeholders. Current marketing efforts for Victoria Falls are competition based, not cooperation based. This should change because it is not sustainable for destinations that are struggling to keep visitors beyond two nights. These challenges can be overcome by developing a unified image of the attraction, with both countries contributing equally towards the marketing of Victoria Falls. Private sector support is also encouraged because destination marketing involves many stakeholders. This is crucial in optimising the potential of Victoria Falls as a cross-border attraction.

This paper recommends cross-border destination marketing for Victoria Falls if both countries are to exploit the "collaborative advantage". A good understanding of tourists' motivations, border experiences, opportunities and challenges is required. The destinations could be more successful if they move away from seeing each other as competitors (less isolationism) and graduate towards cross-border marketing cooperation. The challenges that have been highlighted in this paper need to be addressed thoughtfully by both countries in order to enhance the chances of success of cross-border destination marketing of Victoria Falls.

Limitations and future research

The study was conducted during a period when tourist numbers to Victoria Falls were not at its peak; therefore, future research could be conducted during peak periods to include a wider audience. The results did not show significant variations regarding cross-border experiences, which suggest that the measurement of cross-border tourism is more difficult than the researcher expected. Similar sentiments were echoed in previous studies conducted in the USA (Yuan *et al.*, 2013) and Denmark (Makkonen, 2016). While higher reliability scores were obtained in the factor analyses on tourist motivation, it remains relatively unclear whether it is modest reliability that is based on random-error variance or unique-construct variance. Finally, future research must also bring nuanced approaches that destinations sharing border attractions can use to inform cross-border destination marketing practices.

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