UNIVERSITY OF KWAZULU-NATAL

A FOCUS ON THE MEDIA CAMPAIGNS USED BY THE MINISTRY OF TOURISM IN LESOTHO

By

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DECLARATION

This research has not been previously accepted for any degree and is not being currently considered for any other university.

I declare that this Dissertation contains my own work except where specifically acknowledged.

Signed_____

Date_____

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Sincere gratitute to my supervisor Mr. Alec Bozas for his invaluable academic guidance and lots of tolerance in making this document possible. Thank you once more for holding my hand through this dark forest.

My appreciation also goes to my son, Tsebo and his grandmother (may their souls rest in peace), whom I almost gave up finishing this programme because of their passing away. I know you would have been proud of me.

I would also like to thank my husband for his encouragement and support, Nchafatso and Mohanoe for their support and patience (guys, this is for you). My sister, I can't thank you enough for taking care of my children and my mother for her undying love.

Above all, I thank my Heavenly Father for granting me this opportinity and letting the Holy Spirit to guide me through.

ABSTRACT

This research sets out to examine how media are utilised by the Ministry of Tourism, Environment and Culture through the Lesotho Tourism Development Corporation in collaboration with specific leisure tourists destinations to promote domestic leisure tourism in Lesotho.

The research relied on the use of unstructured interviews based on interview schedule in order to elicit comment, opinion and information from respondents. The researcher also used questionnaire to establish the appropriate media that could be used by the Ministry of Tourism, Environment and Culture through the Lesotho Tourism Development Co-operation to promote leisure tourism in the country. Through these interviews and questionniare, problems that surround media promotion of domestic leisure tourism were also identified. These problems include financial constraints and limitations that are set by the Government in choosing the type of media that has to be used by the Lesotho Tourism Development Corporation to promote tourism in the country.

The study discovered other weak areas in the Lesotho Tourism Development Corporation's marketing of domestic tourism. Suitable recommendations have been made as to how such flaws could be addressed in order that it could increase the numbers of domestic leisure tourists.

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LIST OF ACRONYMS

BBC - British Broadcasting Co-operation

LTB - Lesotho Tourist Board

LTDC - Lesotho Tourism Development Co-operation

MTEC - Ministry of Tourism, Environment and Culture

RSA - Republic of South Africa

SABC - South African Broadcasting Co-operation

SADC - Southern African Development Community

LTV - Lesotho Television

CHAPTER 1: INTRODUCTION AND OVERVIEW OF THE RESEARCH

1.1   Introduction

The tourism industry is perceived to be one of the principal contributors to economic growth of many countries. As a result, countries take significant measures to promote tourism (South Africa Alive With Possibility: 2006). In most cases tourism promotion is undertaken through properly structured media initiatives. In each country, key tourist destinations are mainly advertised with emphasis on the good experiences offered as well as quality of services available (To-Go-To: Central South Africa including Lesotho: 2007). As marketing of any product requires properly strutured planning, the focus in this study will be on how the Lesotho Tourism Development Co-operation (LTDC) positions its tourism marketing strategies.

This will be done in perspective where leisure tourist destinations are construed as a product, targeted at satisfying needs and demands of the domestic market. The study will focus on a broad plan including a marketing mix where customers occupy a central focal point. The intention is to find out what products or services in specific tourist testinations are offered, at what price and which promotion strategies are utilised to tell potential customers about the products (tourist destinations) and a way to reach the customer's place (Perreault and McCarthy: 2005).

In Lesotho there are several tourist destinations that represent unique attractions in the Southern African region. These tourist attractions include natural sceneries and man made structures. They comprise of mountain ranges, scenic sights, historical and cultural sites, national parks, hotels, museums and pony trekking. If these tourist attractions are properly promoted, they could have a high rate of visitors who spend money for the services offered, thereby contribute positively in economic growth in Lesotho. This study focuses on how media are utilised by the Ministry of Tourism, Environment and Culture in collaboration with specific leisure tourist destinations in Lesotho to promote domestic tourism.

The research will be designed to determine how the following media are utilised for tourism promotion: - electronic media (radio, television, and internet) print media (newpapers and billboards) and other collateral materials such as flyers, brochures, catalogs, posters, sales kits, product speficification sheets and booklets. This study will look into how these media are used for tourism promotion in line with the national tourism promotion strategies and national tourism policy. As Arens (2000) mentioned "these materials …contribute so much information to (potential) customers and prospects, they are very important to both closing sales and reinforcing prior sales decisions."

1.2   Background and Context

Tourism is said to be a booming industry therefore countries work very hard to have a competitive advantage over the opportunities that are available (South Africa Alive With Possibilities: 2006). Lesotho is not an exception in this matter. Being a small country landlocked by the Republic of South Africa, it has to work specially hard to gain recognition in the regional and international tourism industry. Lesotho has many tourist attractions, which if they were well advertised and marketed properly, could contribute towards the betterment of the livelihoods of Basotho people (Lesotho Review: 2007).

It is in this regard, Lesotho takes advantage of its geographical attributes such as mountains and waterfalls as its unique selling point in tourism promotion opportunities. The country has also taken advantage of its strengths like historical places, birding, horse riding, nature reserves and other man-made tourist attractions.

Due to its size, Lesotho needs to identify a niche market and focus on it. Knowing its target market is of utmost importance to the LTDC. That makes it easier for the organisation to know what target market to focus on, so that appropriate tourism products could be identified and accordingly packaged to meet customers' needs. Promotion and advertising of these products or what the country could offer could be directed towards the correct market, and at the correct price based on the demographics of such market, using appropriate media to reach that market.

Promotion of tourism could be done in different ways including specialized tours, hiring the sales representatives and so on. This study will only concentrate on the promotion of domestic leisure tourism through media in Lesotho.

This study will focus on the initiatives that have been taken by the MTEC, through the LTDC to promote domestic tourism. The LTDC was established in 2004 and its main function is to promote tourist industry in Lesotho, both within and outside the country (About LTDC: 20033 and Mokuku *et al,*: 2002). Lesotho has a tourism policy which presents the basic stategic intent of the country on tourism. In this study the evaluation of this policy will be conducted to establish whether or not it covers sufficient grounding for tourism promotion.

Responses from LTDC officials will be sought through structured interviews to elicit responses on the initiatives that are taken by LTDC through the use of various media to promote tourism. Some selected tourist attractions will be contacted through questionniares to establish what they are using to promote their products and services, as well as establishing cooperation between these tourists attractions and the LTDC. An analysis of tourism media promotion initiatives will be conducted to determine their effectiveness.

Lastly, the study will identify factors that influence domestic tourism patterns in Lesotho, and identify problems that affect tourism as well as seeking possible answers to these problems. The reason for this approach is that by knowing what influences tourism the researcher will be able to make appropriate recommendations to the LTDC and if the recommendations are adopted, they should enable the Co-operation to attract greater numbers of tourists to Lesotho. Increased tourism results in increased foreign exchange being earned by Lesotho and will result in infrastructural development and job creation (See Lesotho: 2006).

1.3 Problem Statement

To ensure that leisure tourism is marketed effeciently domestically, the LTDC needs to employ all available media initiatives at its disposal to ensure that possible tourists are aware of tourism products and services that are available/offered in Lesotho.

It is perceived by the researcher that media initiatives that are taken by the LTDC seem to be underperforming in improving marketing of domestic tourism in Lesotho, as there are many tourism products and services in the country which are not known by the citizens.

If appropriate media initiatives are not taken to promote tourism, there is a risk that the products and services that are offered in the country will fail to attract adequate numbers of tourists and as such the resorts and venues will decline or fall away. Prospective tourists are more likely to go to places that are well advertised and marketed to satisfy their tourism needs. This could lead to Lesotho citizens taking leisure holidays in South Africa and elsewhere, instead of in Lesotho.

The research will examine these initiatives and their relevance and even if relevant, how they could be improved to be more effective. The study will focus on tourism trends in Lesotho over the five year period 2001-2006 in order to attempt to establish factors that influence tourism patterns in Lesotho. The study will specifically focus on media promotions with the view of identifying the most effective media for domestic tourism promotion. It will also identify problems affecting tourism promotion and seeks possible answers.

1.4   Research Objectives

- To establish tourism patterns in Lesotho within the period 2001-2006 to see whether there was an increase or decrease in this industry, with specific emphasis on domestic tourism.

- To establish factors that influence domestic tourism patterns in Lesotho and identify what impact media can have on these factors.

- To identify types of media promotions that are used by the LTDC in the period under review.

- To identify appropriate media for domestic tourist markets.

- To establish problems surrounding media tourism promotions and how they can be addressed.

1.5   Importance/Significance of the Study

This study will be of value to the MTEC as it will probably unearth areas where the LTDC is underperforming and it will offer possible remedies to the problems uncovered. The LTDC will also benefit in that through the findings and recommendations of the study, it will be able to see where it could make improvements in the current system in using media to promote tourism in the country.

This research is done independently, no influence from any institution has been made on the researcher to manipulate or to temper the findings.

1.6   Research Design and Methodology

In this study both quantitative and qualitative approach will be used. Quantitative data will be extracted from specific tourism destinations' records for the period 2001-2006 to determine the trends. Qualitative data was sought through structured interviews with officials in the LTDC, and a questionniare to specific/selected tourist destinations was distributed. Promotional material in print media, radio,

television, and the Internet was studied in order to better discern how the public become aware of tourism promotions and offerings.

The researcher collected data personally instead of hiring people to do it because of the following reasons: to ensure that body language of respondents is not missed; it is time consuming to train and coordinate the work that is being done by other people; through observation, the researcher was thus able to identify things that were relevant to the study which would otherwise have been missed.

1.6.1 Ethical Requirements

An application was made to the University of KwaZulu-Natal (UKZN) Research Committee for permission for the proposed research project to be approved. It was approved and the ethical clearance was attached to letters sent to the head of the LTDC, Chief Executive Officers (CEOs) of specific/selected tourist destinations/attractions in the country when requesting consent to conduct research. Consent was granted by the various institutions.

1.6.2 Representative Sampling

Structured interviews were held with eleven (11) officials of the LTDC (because they run the department as well as the newly formed LTDC marketing campaign) and the MTEC. On the distrubution of the questionnaire, the focus was on the selected tourists attractions found in the rural, sub-urban and urban areas. There were thirty (30) attractions in total that were given the questionnaire. However, to ensure anonymity, the names of these attractions will not be mentioned in this text.

1.6. 3 Sources of Information

The following resources were used to identify the relevant literature to the specified problem; Science Direct; Sabinet;Ebsco Host;Envivo;Google and Inforplease

1.6.4 Data Analysis

Data collected was used to determine the extent to which various types of media are explored and the impact they have to promote tourism in the country. Other information was gathered from books, completed dissertations, pamphlets, magazines, responses from resort managers, reading about other tourism destinations around the world and other sources.

1.7 Limitations of the Study

As the study focuses on thirty of the tourist destinations in the country which are selected randomly, it does not reflect a complete picture of tourism promotion in the whole country. It is therefore apparent that other tourism sectors like Bushman's tracks and so forth will not be represented. In the same way, the fact that only the available staff members of LTDC were interviewed, their views do not fully represent the whole institution. However, since the study was carried out in destinations which represent all the regions of the country (that is the rural, sub-urban and urban areas), a fair population will be represented.

1.8 Structure of the Study:

This can be summarised in the following diagram.

Figure 1.1 Organisation of the study
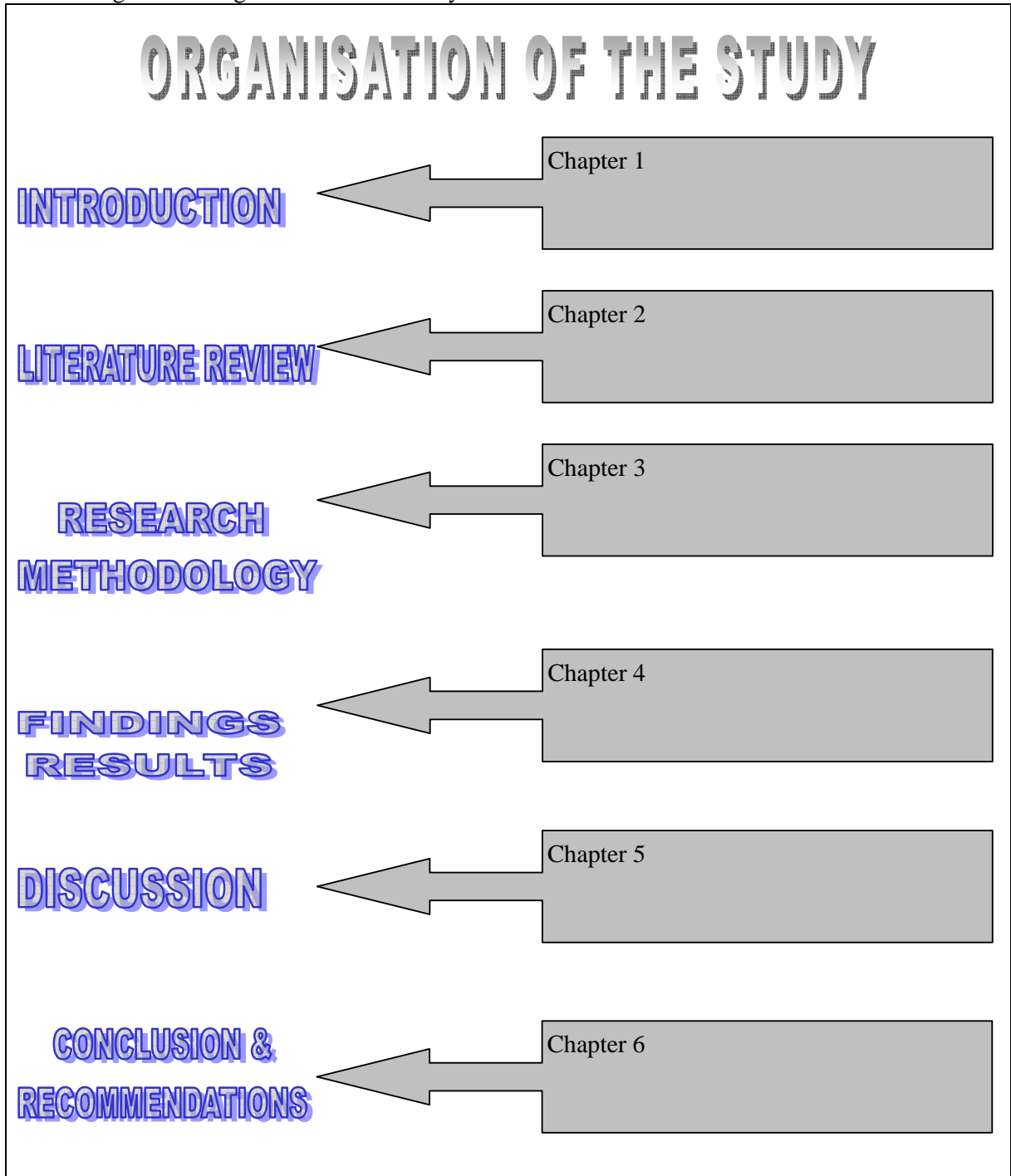
Source: Researcher's own construction

Chapter 1 – Introduction

The chapter gives the introduction to the field of this research project. It mentions the background of the tourism industry in particular to Lesotho. Lastly, the chapter states the research problem and the objectives of this study.

Chapter 2 – Literature Review

The second chapter of this study discusses the literature that is relevant to the subject of this project. The chapter starts off by defining the important terms that are related to the subject, synthesises the broader theoretical framework in which tourism business thrive with inclination towards addressing the objectives of this study. and lastly, the chapter explores the approaches of other researchers on the same subject matter.

Chapter 3 – Research Methodology

This chapter described the tools and the way in which this research is going to be carried out, the instrumements and how this instruments were chosen, formulated and how they are going to be employed to address the objectives of the study. The chapter concludes by mentioning the types of interpreting aids that are used and justification of why they have been chosen.

Chapter 4 – Findings

The fourth chapter of this research lays out the results of the study as stipulated in the instruments that were employed as mentioned in the previous chapter.

Chapter 5 – Discussions

Interpretations of the results tabled out in the previous chapter is given in this chapter. The chapter further assesses these results according to the assessment criteria mentioned in chapter 2 (literature review).

Chapater 6 – Conclusion and Recommendations

This last chapter of this study gives the conclusions and the recommendations.

1.9   Conclusion

This study was conducted with the aim of establishing how media are used in Lesotho to promote tourism domestically. Being charged with the responsibility of promoting tourism in the country, the LTDC initiatives will be analysed on how the institution is using media to promote tourism in the country. A brief report of the LTDC's overall strategy is made. Thirty specific tourist destinations in the country were approached to find out about tourism patterns between 2001 – 2006 and what can be done in order to attract more domestic tourists.

The main objective of this study was to identify appropriate media initiatives that could be used by LTDC to improve marketing of domestic tourism in Lesotho. Through the use of research design and methodology, it was envisaged that problems affecting domestic tourism promotion would be determined through this research and the answers be proposed.

This study will investigate the LTDC media campaign in order to see if it could be improved and how. The next chapter will review the literature related to this research to elicit how similar problems were addressed.

CHAPTER 2: LITERATURE REVIEW

2.1   Introduction

Tourism has received a fair share of having been studied, as a result of research, tourism has an increasing amount of literarture. This chapter sets out to review literate that is germane to leisure tourism marketing, which is an area of focus in this study. It starts with definition and interrogation of tourism and related concepts in order to bring clarity on the subject matter under the study and to differentiate leisure tourism from other forms of tourism. In this study leisure tourism marketing is construed in a similar form whereby marketing is commonly undertaken for promotion of tangible goods or services offered by or from a specific place as a product that can be given to interested buyers at a given price.

In addition, this chapter synthesises the broader theoretical framework in which tourism business thrives with inclination towards addressing the objectives of this study. These theories provide for analytical approaches that enable to reveal developments/trents in leisure tourism marketing. The areas of focus in this theoretical framework are as follows:-

SWOT to assess the environment

Porter's Five Forces to assess the company

Marketing to find out how tourism products are promoted

Human resources management to asses how good practice affects the performance of the industry.

Finance and accounting to determine success or failure in the industry.

Lastly, the chapter will explore the approaches of other researchers on the same subject matter.

2.2   Definition of Terms

Tourism involves movement of people to visit various places for different purposes/intents (Lickorish: 2006). These purposes/intents influence the orientation and type/form of tourism. As such, the study of tourism should set clarity and

limitation to a specific type or form of tourism that one attempts to investigate at any given study.

2.2.1 Tourism

According to Lubbe (2005) and Eagles, McCool and Haynes (2002), tourism is deemed to include any activity concerned with the temporary short-term movement of people to destinantions outside places they normally live and work, and their activities during the stay at the destinantions. World Tourism Organisation (1991) cited by Glaesser (2004) and Del Valle (2005), tourism comprises the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes.

Holloway (2002), Franklin (2003) and Bennet, Joaste and Strydom (2005) also agreed that tourism is a temporary short-term movement of people to destinations outside the places where they normally live and work, and activities during their stay at these destination; it includes movement for all purposes, as well as day visitors or excursions.

However, Veal (1997) argued that tourism is a leisure activity which involves normal place of residence but also as encompassing, in some cases such activities as business travel, attending conventions and visiting friends and relatives.

2.2.2 Leisure Tourism

Veal (1997) described a field of leisure and tourism as a large one, encompassing a wide range of individual and collective human activity. Leisure is taken to encompass such activities as; recreation, play, games involvement in sport and arts, either as spectator or audience or as participant; the use of the electronic and printed media, live entertainment, hobbies, socializing, drinking, gambling, sightseeing, visiting parks, coast and countryside, do-it-yourself, arts and craft activity, home-based and non-home-based activity, commercial and non-commercially based activity and doing nothing in particular.

2.2.3 Domestic Tourism

Eagles *et al.*, (2002) described domestic tourism as a kind of tourism that involves residents of the given country travelling only within that particular country. This is underscored by Lickorish (2006) who agreed with this view. He defined domestic tourism as involving a person travelling away from home for recreational or business purposes and is characterised by a trip within the frontiers of a country.

2.2.4 Tourist Destination

Holloway (2002) defined tourist destination as any facility whose success in attracting tourists depends upon the quality of three essential benefits that it offers the tourits; attractions, amenities (facilities) and accessibility.

2.2.5 Attraction

Middleton (1998) cited in Lubbe (2005) defined attraction as a designated, permanent resource that is controlled and managed. While Swarbrooke (1999) also cited in Lubbe (2005) defined attraction as a permanent establishment that draws tourists and day-visitors. Attractions tend to be single units, individuals sites or clearly defined small scale geographical areas that are accessible and motivate large numbers of people to travel some distance from their home, usually in their leisure time, to visit them for a short time, limited period.

Lubbe (2005) then offered what he called a more appropriate definition of attractions as follows;

"Attractions are those occurances or creations (such as scenery, climate, hot water springs, exceptional fauna or flora, buildings or other architectural work, scenes of historic importance, works of art, places of enjoyment and entertainment) or happenings (such as festivals, meetings, sport competitions etc.) in the natual or human-made environments, that motivate people to travel".

He further classified two major types of attractions which are visitor attractions and tourist attraction.These two are defined as follows;

Tourist attractions – attractions that provide overnight accommodation. For example Gold Reef City in Johannesburg.

Day-visitor attractions – attractions that are without overnight accommodation. For example Ratanga Junction in Cape-Town.

It is to be noted that for the purpose of this research project, these two words, attraction and destination will be used interchangeably.

2.2.6 Media

Defined by Oxford dictionary as the main means of communicating with large numbers of people. Nel (2000) defines media as the plural of medium which is the mode of making and receivng messages.

Baran (2004) backed this point and further added that the medium is a technology that carries messages to a large number of people – newspapers carry out printed word and radio conveys the sound of music and news. The various types of media includes books, magazines, radio, television, movies, compuer networks, sound recordings, banners, brochures, posters, flyers, catalogs, billborards, booklets, internet and newspapers (Fourie: 2005). Arens (2000) also confirmed that these media contained so much information to (potential) customers and therefore were very important to both selling and reinforcing prior sales decisions.

In Lesotho, television and radio are media that are commonly used by most businesses to reach their customers. However, according to the Lesotho News Agency (LENA: 2007), the LTV coverage is about eighty-five perecent which is mostly the urban and sub-urban areas of the country. Nevertheless, the government is working on increasing this coverage to one hundred percent.

The Public Eye of June 27th, 2008 had an article about the availability of the newspapers in the country. It was stated that there were few local newspapers that had distribution centres in all the ten districts of the country. Other newspapers are only available in the seven districts (Maseru, Berea, Leribe, Butha-Buthe, Mafeteng, Mohales' Hoek and Quthing).

2.2.7 Tourism Policy

It contains a government's guiding principles and intentions with regards to dealing with tourism issues. The policy provides the means by which government prioritises problems which need to be addressed, sets objectives and allocates resources in order to for the set objectives to be achieved (South African Tourism: 2000) cited in Makhoba (2006).

The Lesotho Tourism Policy and the Tourism Act were read as part of the relevant literature to the study and it was discovered that these tow documents cover satisfactory ground for tourism promotion. The Lesotho Tourism Policy was drawn with the similar initiatives as shown above as well as complying with the World Tourism Organisation standards (About LTDC: 2003). The Lesotho Tourism Policy laid out the priorities and the objectives of the Lesotho government in addressing tourism issues.

In Lesotho tourism is developed and regulated within the legal framework. Tourism Act of 2002 No. 18 provided for establishment of the LTDC. This body is mandated to be the main champion in tourism development in Lesotho. The functions of the LTDC were clearly stipulated in the Tourism Act of 2002 No. 18 as well as its organisational structure.

2.2.8 Background of LTDC

This was established in 2002 as an implementing agency of the Ministry of Tourism, Environment and Culture (MTEC) with a mandate to promote

tourism and facilitating private sector involvement in the tourism sector (Lesotho Tourism Act of 2002 and About LTDC: 2003).

VISION

LTDC will be a catalyst of the National Tourism direction to position Lesotho as a preferred adventure tourist destination, and a champion for development of a strong and vibrant tourism sector which contributes to sustainable economic growth, job creation, poverty alleviation and protection of the natural and cultural heritage.

MISSION

The LTDC promotes Lesotho as a preferred adventure tourist destination through strategic marketing and sustainable product and industry development in partnership with the private sector and the community.

"Promoting Responsible and Sustainable Economic Development through Tourism".

FUNCTIONS OF THE LTDC

- To promote and generate sustainable and profitable tourism projects which demonstrate a high absorptive capacity for labour.
- Mobilization of requisite resources to meet the demand for financial and infrastructural requirements from the local and international donor/financial institutions and the private sector.
- To market and promote Lesotho as a preferred destination for tourists (increased market share of global tourist traffic) in such a manner that will contribute to generation of additional foreign exchange, improved balance of payments and creation of employment.
- To promote and increase the flow of domestic tourism by marketing internally the unique selling points of Lesotho with particular accent on appreciation of heritage, traditional and cultural endowments and responsible use of environment.

GOALS

- To make and sustain a quantifiable contribution to poverty reduction through tourism and facilitation of employment creation and income generating projects.

- To develop a tourism product that will contribute to sustainable GDP growth, job creation and redistribution of wealth

- Position Lesotho as a preferred adventure tourist destination.

- Facilitate long term sustainability of the Co-operation.

As it can be deduced from the main functions of the LTDC outlined above, in Lesotho development of tourism undertakings is a collaboration of both government and private sector role players. The LTDC as the main body mandated to champion tourism development by the government of Lesotho developed a tourism policy in the year 2000 as a basis for stategic direction for tourism development in the country.

Under the policy the vision is to develop Lesotho into a quality tourism destination and make the tourism industry the biggest employer by 2020. The policy document has also identified key tourism attrations in the country that present Lesotho's uniqueness. These include Historical and palaeontological features-caves with Sand painting in the region, dinasaur footprints, canoeing on rivers, bird watching, rock climbing fishing etc.

Organizational structure of the LTDC is as follows: The board of directors, the chief executive officer and six directors reporting to him from six key functional areas of the organization (research & development director, investment & promotions director, strategic marketing director, finance & administration director, human resources director and corporate secretariat).

2.3   Theoritical Framework on the Objectives

2.3.1   Factors that Influence Tourism Patterns

There are various factors that influence tourism patterns. These are closely linked to specific tourist's purpose/ intend to visit specific destination. As

Lubbe (2005) stated, individuals are driven by their particular needs and motivations to leave their place of origion and to experience another place or country. This, he described as an intergral part of demand side (heart of demand side) of tourism system. This enables tourism marketers to segment these individuals into target markets and to promote their destinations and tourist products and services more effectively.

Lickorish (2006) supported by Fleischer and Pizam (2001) mentioned that tourism demand is influenced by many factors such as financial, economic social and cultural factors. Special interests are particularly powerful motivators; however, essentially demand is a function of real discretionary income levels conditioned by motivating factors. The latter also believed that leisure tourism is directly influenced by individual income.

Lubbe (2000) believed that consumers in the leisure market are becoming less satisfied with traditional holiday packages. He further stated that nowadays, tourists are more experienced, more environmentally aware, more independent, more flexible, more quality conscious and harder to please than before.

2.3.2 The Impact that Media Can Have on These Factors

Crouch, Jackson and Thompson (2005) suggested that there were an over-arching and necessary interdependence between tourism and media. They also added that the media were heavily involved in promoting an emotional disposition, coupled with imagination and cognitive activity, which had the potential to be converted into tourist activity.

2.3.3 How Domestic Tourism is Promoted

Mancini (1999) emphasised the necessity of knowing all the relevant facts about a tourist attraction or destination if one is a travel agent/professional or a tourist promoter.

Inglis (2000) cited in Crouch *et al.,* (2005) stated that Television is the source of the imagery with which we do our imagining of the future, and the holiday imagery now so omnipresent on the screen – in the soaps as well as the ads and in the travel programmes of all sorts – is one of the best places to find our fantacies of the free and fulfilled life.

One of South Africa's initiatives in promoting tourism was the launching of "Sho't Left". This is a television campaign developed from its marketing strategy aimed at promoting domestic tourism to incorporate black South Africans who were formerly excluded in the national government tourism policies before 1994 democratic transition (Rogerson and Lisa: 2007). Rogerson and Visser (2006) further mentioned that in order to promote domestic tourism, reduced rates for the locals either in accommodation or visiting fees could be introduced.

Indaba is also another largest marketing event on the African calendar. It is held at the Durban International Convention Centre annually and showcases the widest variety of Southern Africa's best tourism products and attracts international and media across the world. These products are marketed through flyers, brochures, magazines, stall displays, presentations etc. This event is owned by South African Tourism and it is aimed at attracting all types of tourits - domestic, regional and international (About Indaba: 2007) even though the focus of this study is only on domestic tourism.

In the same way, Lesotho is not excluded in to this kind of marketing. Apart from taking part in the events like Indaba and Mangaung Cultural Festival (Macufe), the country has its own annual marketing event called Morija Arts and Cultural Festival. The intention of this event is to provide a showcase of Sesotho culture, reviving certain aspects of it which are waning, boost tourism and to encourage craftsellers and small scale manufacturers (Morija Festival: 2007).

Maswera, Dawson and Edwards (2006) carried out a study and identified e-commerce as another initiative that could be used to promote tourism. They

stated that in general, African tourism organisatins' websites were found to be more informative as compared to their Western counterparts (USA and Western Europe) in embracing the e-commerce.

Holloway (2002) suggested tour operators as other marketing mediums that could be used to promote tourism. He stated that tour operators perform a distinct function in the tourism industry; they purchase separate elements of transport, accommodation and other services and combine them into a package which they sell directly or indirectly to the customers.

2.3.4 Problems that Media Tourism Promotions Face

Promotion of tourism has been identified as a key strategy that can lead to Economic upliftment, community development and poverty relief in the developing world (Binns and Nel:2002). However, Dieke (2003) held that tourism like any other industry is faced with problems. He pointed out that one of the problems facing tourism is, as the demand for tourism increases, it will not bring with it not only the opportunities for linkages with other sectors but also the consequences of social, cultural and environmental nature giving urban traffic congestions as an example of such consequences.

Despite this, Ghimire, (1997) cited in Rogerson and Lisa (2007) concluded that domestic tourism has been largely under-researched aspect of tourism economies in the developing world. Supporting this view was Keyser (2002) also cited in Rogerson and Lisa (2007) and he added that this lack of research is linked among other things, to the fact that domestic tourism is more difficult to track than international tourism as it occurs within the country of residence and thus does not involve the crossing of international borders at entry points into a country where visitors are counted.

2.3.5 How the Above Problems Can be Addressed

The importance of developing tourism in this continent cannot be over-emphasised (Dieke: 2003). It therefore depends on each country to ensure that all the necessary efforts are taken to increase the opportunities of tourism.

2.4 Criteria for Assessment

2.4.1 SWOT Analysis

Environmental analysis will be done using the SWOT analysis as described by Elhers and Lazenby (2006)   and (Internet 3) as one of the best techinigues for doing an environmental analysis. It is an acronym for "Strengths, Weaknesses, Opportunities and Threats".

This approach will be used to analyse the business environment in which leisure trourism marketing in Lesotho is premised. The following model shows this technique.

Fig.2.1 SWOT Analysis Techinique

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                    ┌─────────────────────┐
                    │    SWOT Analysis    │
                    └─────────────────────┘
              ┌───────────────┴───────────────┐
    ┌──────────────────┐            ┌──────────────────┐
    │ Internal Analysis│            │ External Analysis│
    └──────────────────┘            └──────────────────┘
      *Determining the*               *Determining the*
         ┌──────────────┐                ┌──────────────┐
         │  Strengths   │                │ Opportunities│
         └──────────────┘                └──────────────┘
         ┌──────────────┐                ┌──────────────┐
         │  Weaknesses  │                │   Threats    │
         └──────────────┘                └──────────────┘

                                    S – strengths
                                    W – weaknesses
                                    O – opportunities
                                    T – threats
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Adapted from: Ehlers and Lazenby (2004)

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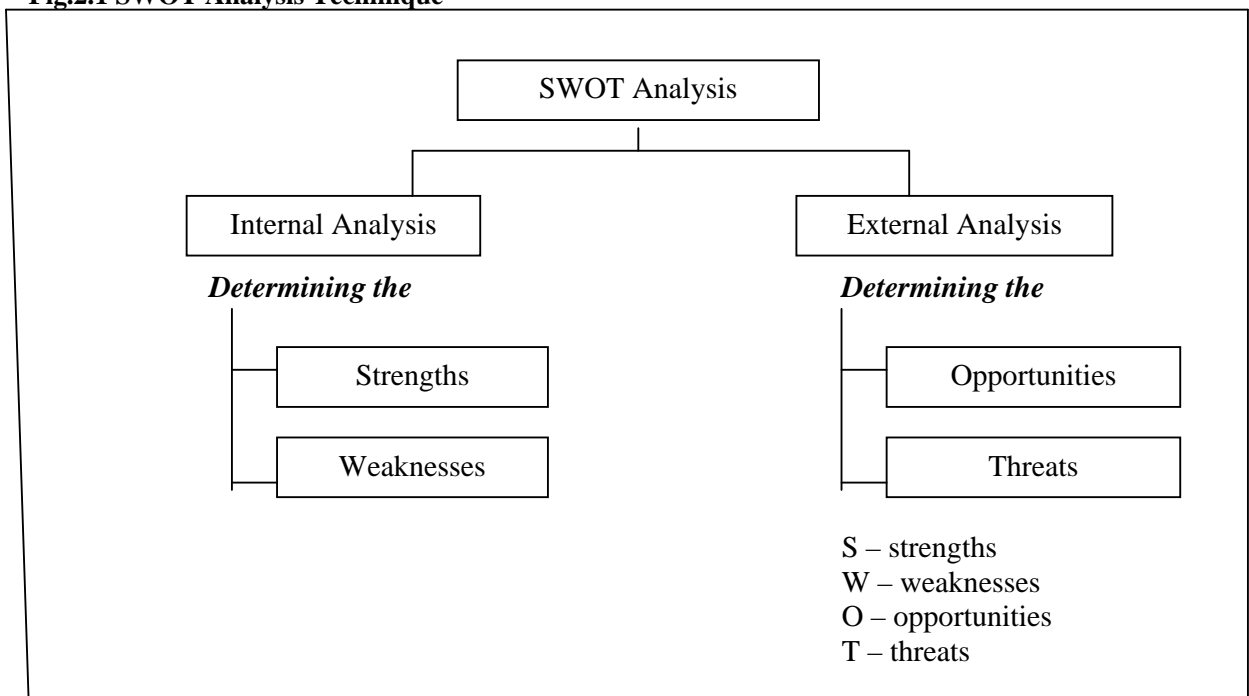
Strength – Refers to a resource or capability that the organisationa has which is an advantage relative to what competitors have. It offers a distinctive competence that gives the organisation an competitive advantage.

Weakness – It is a lack of, or defiency in, a resource that represents a relative disadvantage to an organisation in comparison to what competitors have. This deficiency prevents the organisation from developing a competitve position in the market industry.

Opportunity – Refers to a favourable situation in the organisation's external (market and macro) environment.

Threat – An unfavourable situation in the organization's extenal environment.

2.4.3 Porter's Five Forces

This is one of the better-known approaches to evaluating a company's competitive position in light of the structre of its industry (Chase, Jacobs and Aquilano: 2006). As thus, Lesotho Tourism Development Co-operation will be analysed with the use of this approach as also detailed in Mullins, Walker, Boyd and Larréché *(*2005).

The following diagram shows how this approach works as given by Mullins *et al.,* (2005).

Fig. 2.2 Porters Five Forces
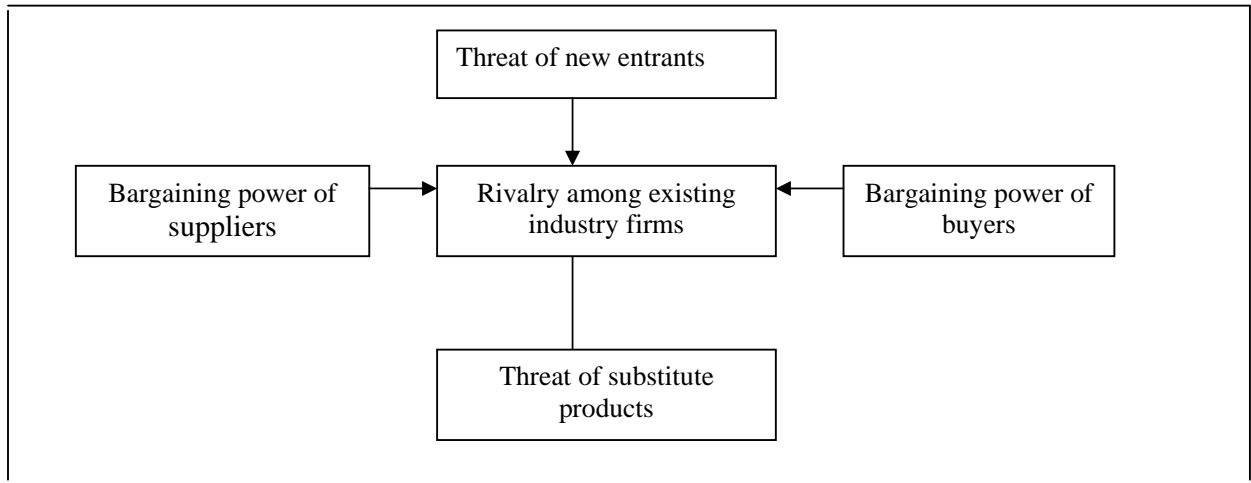
Adapted from: Chase, Jacobs and Aquilano (2006)

2.5   Other Factors used for Assessement

2.5.1   Marketing

Kotler (2001) cited in Lickorish (2006) wrote that "Marketing is the analysing, organizing, planning and controlling of the firm's customer – impringing resources, policies and activities with a view to satisfying the needs and wants of chosen customer groups at a profit."

Kerin, Hartley, Berkowitz and Rudelius, (2006) supported by Hollensen (2003) and Kotler and Armstrong (2002) identified the crucial aspect of marketing which is the marketing mix or the four P's of marketing (product, price, place and promotion). They stated that it is important for a company to have/sell appropriate products at the correct price. It should also have enough/strong distribution channels to ensure that the products are at the correct place where the consumers would easily reach them. The company should ensure that these products are promoted suffiently so that the target market know about them.

Botha, Fairer-Wessels and Lubbe (2006) pointed that "The location of a business is extremely important – it can be the main reason why a business succeeds or fails."   They sub-divided "location" into three general functional categories and explained them as follows;

- ❖ **Site** – Includes availability of land, basic utilities, amenities(quality of life) and nature and level of access to local transportation. These factors have important effect on the costs associated with location.

- ❖ **Accessibility** – A number of opportuity factors related to a location, mainly labour(wages, availability, level of qualification), materials, energy, markets(local, regional and global) and accessibility of suppliers and customers.

- ❖ **Infrastructure** – convenience to transportation and suppliers, reasonable requirements for parking, proximity to airports, rail and shipping centres.

Brennan (1997) mentioned that "If you don't go after every customer with even more gusto and aggressiveness than your competition can muster, you're going to be left in your competitor's dust". This statement really shows how difficult it is nowadays to do businesses as companies are fighting over the customers. He also mentioned "Recognition for change" which he defined as the process of uncovering the customer's actual problem, moving beyond a need for change to the absolute understanding of the customers need for continuing actions. Uncovering the need for change motivates the customer to take action and make a commitment to correct the situation.

There is also a study that had been conducted by Kim, Crompton and Botha (1999) which was about the marketing of Sun/Lost City which is one of the biggest resorts in Africa. Although this study is old, the marketing techniques that have been used could still be applied in the current situation. The study stated that they had a selection of the segments of existing visitors on which the resort should focus its efforts to compensate for the anticipated erosion of its core gambling visitors, was perceived to be the central challenge because it influences, and in some instances will directly determine, all the subsequent marketing decisions that will be made regarding each thing such as type of services, entertainment and facilities offered; pricing; and promotion. In short, the selection of these target markets is likely to dictate where the resort's future investments should be made.

In order to work out problems associated with marketing, a company can employ fishbone technique as shown in the following diagram as suggested by Perrault and McCarthy (2005).

Fig. 2.3 Fishbone Diagram
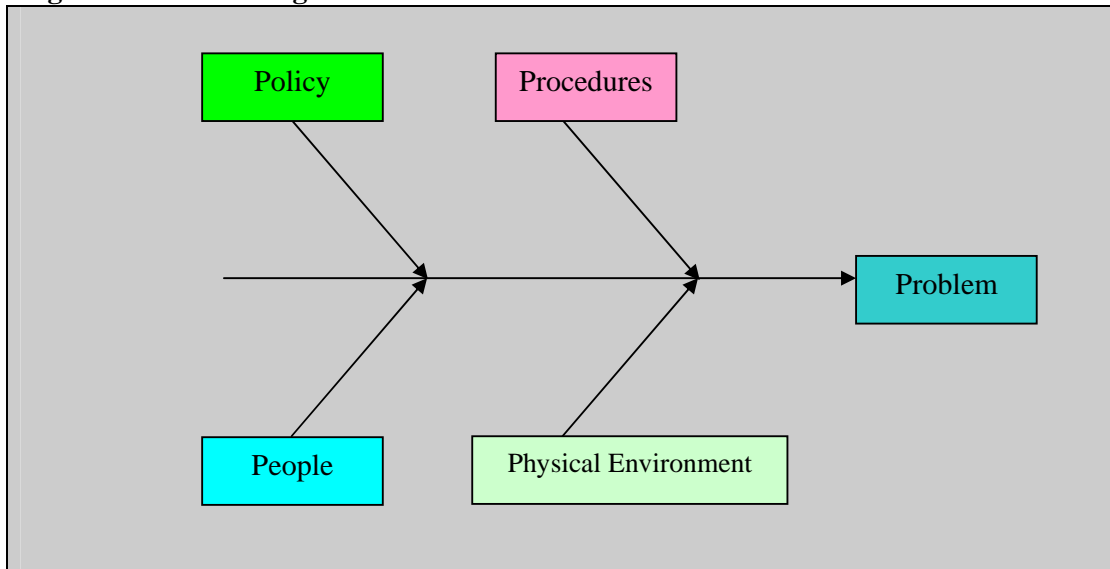
Adapted from: Perrault and McCarthy (2005)

The fishbone technique as shown in the above diagram depicts the following: At the spinal cord of the fish, there is a problem which should be identified. The fish ribs represent what might be a cause of the identified problem. The first rib shows company procedures associated with such a problem. The second one shows the company policy that governs such problems. Thirdly, there are people who are involved, their involvement into the whole system should be looked at. Lastly the physical environment of the business pertaining to the structure and the functionality of the building should be reviewed.

2.5.2   Economics

This is another fundamental factor that has to be carefully consindered if a firm is to succeed in business. Economics is about assessing the demand of the people or target market and what the firm can do to supply the or satisfy the customers' demands. Mohr and Fourie (2004)

Lickorish (2006) stated that the major economic determinant of demand is the availability to the potential tourits of a sufficient level of real discretionaly income. Real income is a measure used to tract the purchasing power of income. Harrison (1995) stated that Botswana, Lesotho and Swaziland rely for their intake on the Republic of South Africa which in this case acts as their sending country while they themselves are receiving countries.

2.5.3   Strategy

This is a long time plan of an organisation which gives business objectives and goals for a period of not less than a year. It is therefore vital for each business or organisation not only to have good strategy but also to implement it in a way that will bring growth to the assets of the organisation (Jones and George: 2003). Each organisation has its own culture and structures that it chooses to follow based on the strategy that it wants to achieve. Most of the times, the structure that the organisation chooses is determined by the number of employees it has as well as its operations.

However, Ehlers and Lazenby suggested the following organisational reporting structures.
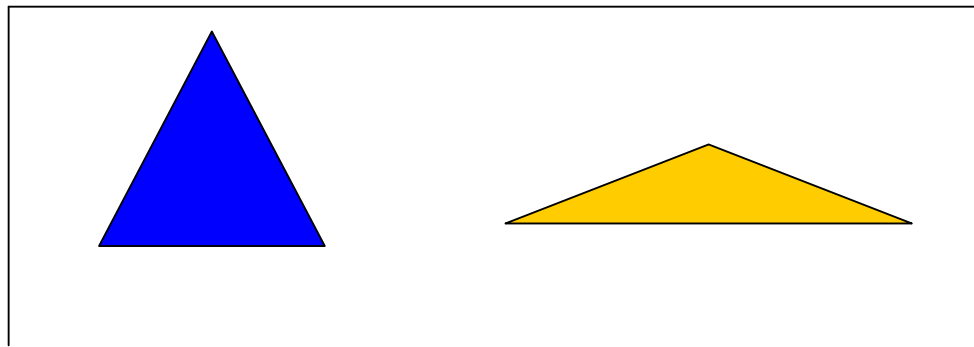
Fig. 2.4 Organisations Hierarchical Structures
Adapted from: Ehlers and Lazenby (2004)

The above figure depicts possible reporting strucures of an organisation as suggested by the above authors. The first structure portrays symetrical hierarchicy and a narrow span of control and it was mostly used in the

1970s. This structure has many hierarchical layers. The second structures shows a flat hierarchical and a wide span of control. It has a few hierarchical layers as compared to the previous structure. This structure is encouraged and widely and currently used as it is time-saving when a quick decisions have to be made.

It is not always that an organisation's strategy brings forth the expected positive results, sometimes instead of being successful, these strategies become failures and this could be caused by different reasons. Charan and Useem in Maidment (2004/2005) listed ten corporate sins that explain why companies fail and they include the following;

❖ **Softened by Success**

This happens when a successful company ignores to make necessary plans for the future due to its success. The management thinking that that company will always be successful.

❖ **See no Evil**

This is when a company fails to read its surrounding environment and is unable to confront the changing world around it. These kind of companies are slow to act or adjust if anything unordinary happens to their environment.

❖ **Fearing the Boss More Than the Competition**

When the surbordinates are afraid to tell their bosses of the dangers that might be facing their company. They are afraid to tell the truth or withold the important information which the management needs to make informed decisions. It is said that in such environment, employees most of the time are concerned with internal affairs than worrying about the outside world or competitors.

❖ **The New-economy Death Spiral**

This happens when a company losses its main assets – employees/people and ideas. For instance, high level of employees' resignation, customers delay in placing new orders and more of them defect.

2.5.4 Management Information Systems and Supply Chain

Simchi-Levi, Kaminsky and Simchi-Levi *(2003)* mentioned internet technology as an important and useful force that the companies can use to drive their business in order to keep up with the ever-changing and vast-advancing business environment.

The mordern business should have appropriate equipment and use mordern technology to reach its stakeholders (through e-commerce, e-business etc.) and also to ensure that customers and other stakeholders are able to reach it through the internet, e-mail and so on.

2.5.5 Research Methods

Research is a vital part of the business decision-making process (Blumberg, Cooper and Schinder*:* 2005, Leedy and Ormrod: 2005 and, Searle: 2003). It is therefore, crucial that organisation engage themselves in this process not only to solve their organisational problems but also to make informative and correct decisions (Williamson: 2002).

In this area the focus is on how Lesotho Toursim Development Co-operation undertakes research to identify problems, find answerss and determine trends and identify inititives to improve the tourism industry in Lesotho.

2.6 Conclusion

Leisure tourism can have positive results in country's economy. Lesotho as a small country, fully landlocked by the Republic of South Africa, still has a lot to do in order to improve this aspect of tourism domestically. The literature detailed in this chapter covered the objectives that had been set out earlier in this research.

In order to better understand the focus of this research, the first part of this chapter outlined the meaning of tourism as a whole. Then it narrowed down to mention some kinds of tourism with specific interest on domestic leisure tourism which is the main focus of this report. This kind of tourism is described as the movement of residents of a certain country travelling with the borders of that country for leisure purposes.

The second part explored the theories on this topic which are linked to the objectives of this research. This part also gave clarity of the type of media initiatives that are engaged to promote leisure tourism in other areas where those studies were carried out. In the light of this, it is anticipated that appropriate questions will be asked (when doing data collection) which will unearth the required information for best addressing the objectives of this research. This part is completed by giving some specific literature on Lesotho Tourism, the establishment of Lesotho Tourism Development Co-operation (which is the heart of this project).

The intension of this research project is to focus on the media initiatives that are engaged by the LTDC. As such, one cannot make proper judgement of an organisation without using appropriate method of assessement, both of that organisation as well as the industry on which the organisation is part of. The literature on how this is done is given as the last part of this chapter. This includes amongst other things the human resource management, the financial practices, strategy that an organisation can employ etc.

The following chapter will give the methodology of how this research was conducted to unearth the needed information about Lesotho's domestic leisure tourism.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out the methodology that was employed in this research. The research relied predominantly on the use of qualitative data even though a some quantitative data was employed. The researcher decided to use qualitative data because it gives better insight on this field (Blumberg *et al.,:* 2005). Qualitative research is also richer than quantitative research.

The material for this research was collected from electronic resources, journals, completed thesis and other publications that were relevant to the study. Quantitative data was used because it gives a clear picture of the current situation and it was collected with the use of questionniare as well as unstructured interviews (Leedy and Ormrod: 2005).

3.2 Aim and Objectives of the Study

The main aim of this research was to identify appropriate media initiatives that could be engaged by the LTDC in order to promote domestic leisure tourism. The objectives were set out as follows;

- To establish tourism patterns in Lesotho within the period 2001-2006 to see whether there has been an increase or decrease in this industry.

- To establish factors that influence tourism patterns in Lesotho and identify what impact media can have on these factors.

- To identify which media forms are used by the LTDC at the moment.

- To identify appropriate media for domestic tourist markets.

- To establish problems surrounding media tourism promotions and how they can be addressed.

3.3   Data Collection Strategies

"An advantage of using primary data is that the investigator/researcher knows where the data came from, the circumstances under which they were collected and any limitations or inadequencies in the data" (Searle:2003). As such, primary data was collected through unstructured interviews with eleven (11) employees of Lesotho Tourism Development Co-operation/Ministry of Tourism, Environment and Culture. Questionnaire was completed at identified thirty (30) tourist destinations. Furthermore, Searle (2003) stated the advantage of using secondary data as being cheaply available.   Secondary data was therefore sought from publications from various destinations, LTDC, electronic resources (Google, Science Direct, Sabinet and Ebsco Host).

3.4   Sampling Technique

Given the nature of this study, the time consuming nature concerning the administration of questionniares, time and financial constraints and the number of tourist attractions that Lesotho has, sampling was inevitable. Williamson (2002), supported by Render *et al*., (2005) stated that sampling involves selecting a sample of items from a population as it is in most practical situations impossible to examine the whole population in a survey.

A sample of thirty (30) tourists attractions were targeted for the questionnaire. The sampled participating attractions were chosen on the basis that they represent their type of attractions as well as the region on which they were based. For instance, Lesotho Sun Hotel and Casino was chosen to represent hospitality industry and attractions in the urban areas of the country. Tšehlanyane was identified to represent the nature reserves and the sub-urban areas of the country while Bokong Pony Trekking represented the rural and the pony trekking attractions.

With the assistance of the LTDC public relations officer, a list of individuals (who were available) from different departments of the LTDC as well as the MTEC was made. Those individuals were believed to have relevance to the research project that why they were identified. The list was compiled and unstructured interviews were held with each one of them.

With the above facts, it was certain that not all role players in the industry were involved in this research as Huysame (1994) cited in Khumalo (2006) stated that "it is not practically and economically feasible to involve all members of the population in a research project". The implication was that not all destinations/attractions in Lesotho were reflected in the study in the first instance while on the last instance, the implication was that not all the views of the staff of the LTDC were received.

3.4.1 Population

The LTDC had forty-five (45) employees (Lesotho Tourism Policy: 2003). There are about 120 tourist attractions in Lesotho which include; hotels, pony trekkings, natural sceneries, natural parks, historical sights and man-made structures. These attractions are spread across the country (About LTDC: 2003).

3.4.2 Sample Size

The interviews were held with seven (7) of the most senior LTDC staff members and given their positions and experience their input was of value. It was decided not to interview the LTDC employees as they would largely be unaware of policy and implementation issues. The other four (4) people that were interviewed were from the MTEC who were dealing directly with LTDC. Those were the director of tourism and three (3) tourism officers. The questionnaire were distributed to thirty (30) tourist attractions. The attractions that were selected represented the urban areas, sub-urban areas and rural areas (Lesotho Review: 2007). In total, 37 people within the tourism industry were surveyed, due to the small size of the Tourism Industry in Lesotho, the research targeted people at senior, informed parties.

It was decided at the outset to focus on industry sources for this reasearch. The reason being that the researcher wanted to determine an industry perspective of the situation as the resports and tour companies are the organisations that attract and convey tourists and as such they stand to lose

out financially if they fail to deliver. Their interaction with one another and of course with the LTDC thus being the core focus of this research.

3.4.3 Validity

Leedy and Ormrod (2005) supported by Blumberg *et al.,* (2005) described the validity of measurement instrument as "the extent to which the instrument measures what it is supposed to measure. The question that validity asks is: Does such a test or instrument, in fact, measure what is intended to be measured or something else altogether?"

Searle (2003) adds that "validity is concerned with whether what one is measuring is what one really intends to measure. Something is valid if it really measures what it claims to mearsure". Blumberg *et al.,* (2005) further state that "validity of the data should be judged in terms of four qualities; relevance, freedom from bias, reliability and availability. The questions that are asked are clear and relevant to the topic being researched".

In view of the above theories, the instruments that were used in this research project seemed to be appropriate. They were constructed is such a way that they yielded the information which the researcher was looking for when conducting this study.

The principal purpose of this research was to find out whether or not media were used effectively to promote domestic leisure tourism. As it was the responsibility of LTDC to conduct effective marketing initiatave for the said tourist destinations, this study revealed LTDC's marketing strategies. The focus being on media promotions intended to promote domestic leisure tourism.

The effect of these initiatives will be disscused under the findings. However, it was worth noting here that the media have an effect on tourism promotion (Lubbe: 2003) inspite of some prevelant limitations. Those limitations will also be discussed in the findings.

3.4.4 Reliability

"It referes to the consistency and dependability of the data. If the same study was done by a different researcher, or again by the same researcher at another time, the results are the same, then the data is said to be reliable". Searle (2003). Leedy and Ormrod (2005) agreed and further state that "reliability is the consistency with which a measuring instrument yields a certain result when the entity being measured remains constant".

The data collected in this study was reliable due to the fact that it came from respondents who dealt with issues relating to tourism marketing on regular basis. As their responses were premised on properly profiled information, it was possible that if another researcher could conduct a similar study, he/she will have the same findings that this study revealed. Searle (2003) confirms that "something is reliable if you or other people can repeat your study and get the same results".

For instance, quantitative data revealed in this study comes from records of affected specific organisations and as such if another researcher could conduct the similar study the same records would give similar outcome.

The respondents were given interview questions before hand in order to enable them to refer to documents containing relevant required information for the research. That eliminated chances of omissions that would result in responses which come off head - if the respondents were not given the lattitute to prepare through references to necessary documents - from both marketing and research divisions of the LTDC.

3.5 Research Design and Methodology

3.5.1 Description and Purpose

This research was both qualitative and quantitative in nature. According to Leedy and Ormrod (2005), qualitative research serves the following purposes;

Description – it reveals the nature of certain situations, settings, processes, relationships, systems or people. In the same way, this research revealed the nature of domestic leisure tourism and the responsibility of LTDC in promoting leisure tourism in the country.

Interpretation – It enable a researcher to:
- Gain new insights about a particular phenomenon,
- Develop new concepts or theoritical perspectives about the phenomenon, and/or
- Discover the problems that exist within the phenomenon.

Similarly, this research enabled a researcher to
- learn more about the type of media that are used in the country by the LTDC
- acknowledge other forms of promotions that can be used to promote tourism
- discover problems that are associated with using different types of media in promoting tourism.

Verification – It allows a researcher to test the validity of certain assumptions, claims, theories, or generalisations within real-world contexts. In the same way, Through the fieldwork (interviews and questionnaire) the researcher was able to test the validity of assumptions and generalizations that she had before conducting this study. The researcher was also able to test the theories that were presented in chapter two of this research.

Evaluation – It provides a means through which a researacher can judge the effectiveness of particular policies, practices, or innovations. In the course of this research, the researcher was able to judge the effectiveness through the findings in comparison to the theories.

Searle (2003) supported this view and added that qualitative research usually involves only a few cases unlike the quantitative research which was precisley what the researcher did. It was also qualitative in that

secondary data was used not only to get the historical background of the domestic leisure tourism but also to familiarise the researcher with the field.

The research was to some extent quantitative in nature because primary data was collected in order to get new information or current status of the subject matter. The purpose of this research was to find out how domestic leisure tourism can be promoted in Lesotho, identifying problems that are facing domestic leisure tourism and how these problems can be addressed.

In addition, Searle (2003) supported by Blumberg *et al.,* (2005) stated that amongst other things, quantitative research is based on numbers, statistics and examines general patterns in data. One of the objectives of this research was to examine the pattern in the data collected in the past five years so the previous statement supported the view that this research was also of the quantitative nature.

3.5.2   Construction Of Instruments

An interview schedule was drawn up to be used in the unstructured interviews. It should be noted that there were other types of instruments that could be used to collect the required information such as telephone interviews, postal questionnaire and e-mail. The chosen instruments (face-to-face interviews and questionniares) were considered to be the most appropriate instruments for this research because; they were more personal; they were practical and; they provided first-hand information (Blumberg: 2005).

Furthermore, each instrument has the following advantages as stated by Williamson (2002).

Advantages of personal interviews;

-         Standardised questions and ways of recording the responses mean that less skilled interviewers may be used, thereby reducing the cost of the survey.

- The questions can be given in a fixed order with a fixed wording and the answers can be recorded in a standard manner. This will reduce variability if there is more than one interviewer involved in the survey.

- The interviewers can ask, within narrow limits, for a respondent's answer to be clarified.

- The interviewer is able to reduce respondent anxiety and allay potential embarrassment, thereby increasing the response rate and decreasing the potential error.

- Pictures, signs and objects can be used.

Advantages of questionnaire;

- The cost per person is likely to be less, so more people can be sampled.

- It is usually possible to ask more questions because the people completing the forms (the respondents) can do so in the own time.

- All respondents are presented with questions in the same way. There is no opportunity for an interviewer to influence responses (interviewer bias) or to misrecord them.

- It may be easier to ask personal or embarrassing questions in a questionnaire than in a personal interview.

- Respondents may need to look up information for the questionnaire. This will be easier if the questionnaire is completed from either home or place of work.

The researcher decided to use unstructured interviews as opposed to the structured or semi-structured interviews because of the following advantages; the respondents were not asked to respond to a fixed set of questions; they provide guiding questions to the topical direction and coverage (which ensured that only the required information was offered);

they promote discussion and elaboration by the participants and it was necessary to extract that sort of information for this study (Blumberg: 2005 and Leedy and Ormrod 2005).

A pilot study was conducted using only the interview schedule. It was discovered, however, that the views of the important role players (representatives of tourists attractions) were not included. The result of that was that the conclusions that would have been drawn would have been biased because of the missing feedback of the customers of the LTDC.

It was therefore prudent to adjust the method of collecting data (instruments) and redesign questions that sought relevant information from the additional role players. It was in the light of the above that the questionnaire were constructed to get some informations from the tourists attractions. The questionnaire was tested and minor alterations were made before the fieldwork commenced.

That format of interviews allowed for flexibility as respondents were free to respond openly and gave their exact opinion/views on matters that were asked. This was exactly what was hoped for in order that the researcher could discover from respondents what they felt about tourism offerings in Lesotho. The questions that were asked were not restrictive on respondents, thereby affording respondents an opportunity to reflect on the issues at hand and answer fully. As a result, respondents were encouraged to share as much information as possible in an unconstrained and friendly environment (Blumberg: 2005 and Leedy and Ormrod: 2005).

Again it had been realised through experience that that kind of instrument was important because it ensured that the involved parties were prepared for the interview. The interviewer was prepared in that he/she would ask well thought through questions which would give relevant information. The interviewee on the other hand (was given a copy of the schedule prior to

the interview) had time to gather all the necessary information for the interview.

In addition to these (interviews), the questionniare - aimed at tourist resort managers in different tourist destinations - was constructed with the mixture of open-ended and close-ended questions. This blend was found (Searle: 2003 supported by Leedy and Ormrod: 2005) to be helpful in keeping participants motivated throughout the completion of the quesionnaire. Experience has shown that questionniares that are too short tend to leave out some important information which could be necessary to the study.

In the same way if the questionniare is too long, despite taking too much time to complete, participants become bored, as a result, the level of participation would not be as anticipated (Leedy and Ormrod: 2005). In the light of this, a total of 20 questions were asked in the questionnaire.

Combination of the questionniare and the interview schedule was used to adress the objectives of this research.

Objective 1 was addressed by question 13 of the questionnaire and question 9 of the interview schedule.

Objective 2 was dealt with in questions 14 of the questionnaire

Objective 3 was addressed by question 7 of the interview schedule

Objective 4 was addressed by question 8 of the interview schedule

Objective 5 was addressed by questions 6 and 7 of the questionnaire

Objective 6 was addressed by questions 15 and 16 of the questionnaire and question 6 of the interview schedule.

The purpose of other questions on both the interview schedule and the questionnaire was to get the participant's attention and focus into the interview session and to set relaxed atmosphere (Leedy and Ormrod: 2005).

They were also intended to get information on the quality of human resources in terms of their organisational background, as well as educational background. This information is used in chapter 5 where the analysis of the LTDC is made. It reveals whether or not the organisation has appropriately qualified manpower to implement its policies.

3.5.3 Recruitment of Study Participants

Apart from time and financial constraints, the researcher decided to conduct this research herself without hiring people to do it due to the following reasons as supported by Misselhorn (2005) and Searle (2003);

- to ensure that body language of respondents would not be missed;
- it is time consuming to train and coordinate the work that is being done by other people;
- through observation, the researcher could identify things that might be relevant to the study which could otherwise been missed;
- the researcher being familiar with the study, knew what kind of information she was looking for.

3.6 Problems Encountered in the Field

This exercise was challenging because it involved participation of other parties with different expectations and personalities. The first challege was to get an appointment with the marketing manager of the LTDC through his secretary. There is a belief that students are a nuisance in that they waste too much time when one assists them. The secretary had the same belief and decided to deny the researcher a chance to see her boss. Fortunately the boss arrived whilst the researcher was in his office trying to make an appointment to see him and enquired about her presence.

After hearing what the researcher intended to do, he gladly advised that a letter should be written to the CEO of the company explaining what the study was about.

He in turn would appoint and authorise someone to assist the researcher with everything that she might need from their organisation including setting appointments with required staff members.

The letter was written and submitted and the researcher was told that it would be taken to the registry and follow other channels before it could be seen by the CEO. Once the CEO had responded, the researcher would be informed telephonically to set an appointment with the authorised employee. Unfortunately the letter was submitted when everyone was busy preparing for the conference that was to be held the same week.

After waiting for a week for a reply, the researcher decided make a follow-up and discovered that the letter was misplaced. The researcher submitted a copy and this time recieved a response the following day. One would think that since the authorisation was directed from above, things would be much easier for everyone involved but that was not case because people were busy. Their being busy was exarcebated by their conference that was held the previous week.

A meeting was eventually held with the Public Relations Officer. The purpose of that meeting was to introduce the researcher as well as the study that was being conducted and what kind of participation was needed from them. He was happy to meet the researcher and promised to assist in every way he could - maybe knowing from experience the challenges of conducting a research project. He also informed that the CEO asked to be given a copy of this research once it was completed.

He drew up a list of employees whom he agreed with the researcher that would be relevant to the study. He then introduced the researcher to those employees through the e-mail and attached the interview schedule to set appointments for the researcher and promised to follow-up telephonically and informed the researcher. He printed another letter for those who did not have an email to be delivered by the researcher. The appointments were made and the interviews were held without any hassle.

With regard to the administration of questionnaire, telephone calls were made to the tourist destinations to secure appointments for introduction and administration of questionnaire. Although two of them were reluctant at first to set the appointments, claiming their "busy-ness" because of the festive season, after hearing a brief of what the research was about, they ultimately changed their minds and cooperated.

An informed consent of all respondents to participate in this research was granted prior to the execution of interviews and questionniare. The respondents were guaranteed that their responses would be used entirely for academic purposes and they would not affect any of their employment or social relations in the case of questionniare. All respondents were assured that the information that they supplied would be kept by the university for a period of five years after which, would be destroyed.

3.7 Ethical Considerations

An application was made to the University of KwaZulu-Natal (UKZN) Research Committee for permission for the proposed research project to be approved. The permission was granted and the approval letter was attached to a requesting letter to the head of the LTDC, general managers of specific/selected tourist destinations/attractions in the country.

3.8 Data Analysis

The assistance of the interpreting consultancy firm to document the recorded interviews so that they are easy to analyse was sought. Data collected was used to determine the extend to which various types of media are explored and the impact they have to promote tourism in the country. Blumberg *et al..* (2005) suggested that "the larger the amount of data, the more the researcher has to rely on statistical techniques to summarize them and detect patterns". Since in the case the amount of data was small, the researcher decided to read and analyse data herself without engaging any special programmes like SPSS. The sample size was small and the results were simple and straight forward to be analysed.

The expertise of the interpreting agency could not be sought either because of the financial constraints. In addition, given the sample size and the fact that the researcher had been directly involved in the field work, it made more sense to analyse the data. Instead, completed dissertations and other research books were studied as to give light on how this particular type or research is to be interpreted.

3.9   Conclusion

The research relied predominantly on the use of qualitative data even though a little quantitative data was also engaged. The research relied on the use of unstructured interviews and questionnaire to establish the appropriate media that could be used by the MTEC through the LTDC to promote leisure tourism in the country. Through these interviews and questionniare, problems that surround media promotion of domestic leisure tourism were also identified and answerss were suggested.

It was not possible that all members of population be involved in this project. As such, it should be noted that the results of this research are specific to a certain population as mentioned in the sampling technique part of this chapter.

The next chapter will present the findings of this research as it was given in the questionnaire and the interviews.

CHAPTER 4: FINDINGS

4.1 Introduction

The LTDC is an organisation which was established to assist with tourism product development (building resorts) and is also mandated to uplift Small, Medium & Micro Entreprises. Its other functions include alleviating poverty in the Lesotho Highlands Project Area through encouraging the communities in those areas to establish tourism related businesses and to implement policy issues for the smooth operating of tourism industry.

This chapter sets out to present the the findings or the results of this research project. As detailed in the previous chapter, information was collected through a questionniare (30 respondents) and personal interviews (7 respondents).

The first part of this chapter reveals the findings of questionnaire which is divided into three sections. The first category is about the background information of the respondent. The second one deals with organisational issues on domestic tourism and the last category covers personal issues regarding domestic tourism.

The second part reveals the results of the personal interviews which were held with seven (7) officials of both LTDC and MTEC.

All the tables and figures in this chapter have been drawn based on work done by the researcher, unless otherwise indicated.

4.2   Findings of the Questionniares

The questionnaire was sent to thirty (30) to different tourist attractions in the country. One hundred percent of the questionnaire was completed by respondents and this was due to the researcher actively following up.

4.2.1   Background Information of the Participants
Table 4.1: Characteristics of Respondents

| | | Respondents | |
		Number	Percentage
Gender	Male	17	57
	Female	13	43
	Total	**30**	**100**
Age	20 – 29	1	3
	30 – 39	8	27
	40 – 49	18	60
	50 – 59	3	10
	60+	0	0
	Total	**30**	**100**
Marital Status	Single	4	13
	Married	15	50
	Divorced	6	20
	Widow	3	10
	Other (separated)	2	7
	Total	**30**	**100**
Organisational Function	Customer Service	5	16
	Administration	6	20
	Marketing	16	54
	Other (General Manager)	3	10
	Total	**30**	**100**
Highest Academic Qualification	Below Matric level	0	0
	Matric	12	40
	Post Matric Certificate	9	30
	Degree/Diploma	6	20
	Post-Graduate Degree/Diploma	2	7
	Other	1	3
	Total	**30**	**100**
Period worked for the company	00 – 05 years	2	7
	06 – 10 years	5	16
	11 -15 years	14	47
	16 – 20 years	5	16
	21+	4	14
	Total	**30**	**100**

Source: Researcher's calculations from the survey

4.2.2 Organisation's Issues on Domestic Tourism:

Various tourism attractions use media to promote their products. As reflected in figure 4.1 below, the type of media that they use include radio,television, newspapers, Internet, pamphlets and other types of media.

Figure 4.1: Used Media in Various Tourits Attractions
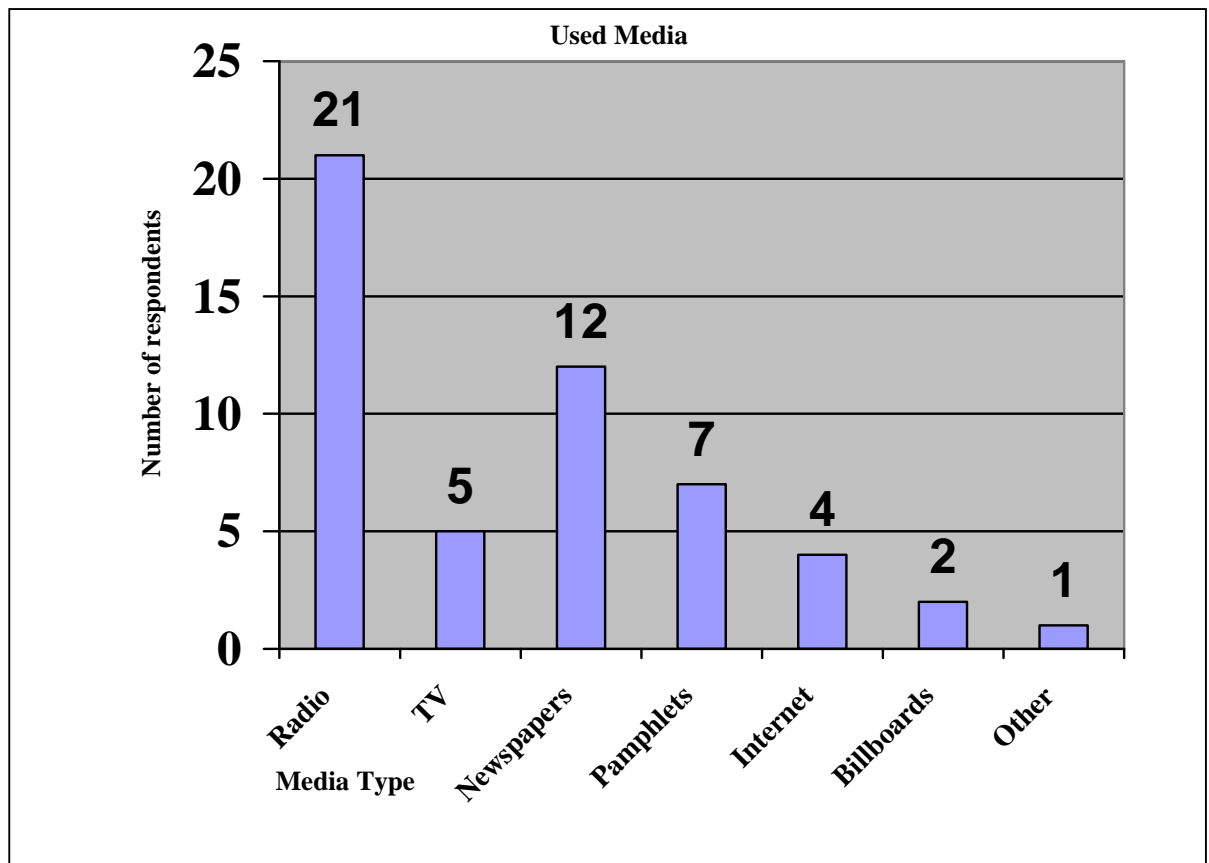
Figure 4.1 shows that 21 respondents which is 70 percent use mostly radio for advertising in the organisations. About 3 percent of the respondents stated that apart from radio and other mentioned types of media (newspapers, internet, billboards and pamphlets), they also use organised tour compananies to promote their products.

Figure 4.2 below shows which of the above media are found to be working to reach these tourists attractions' target market.

Figure 4.2: Effective Media for Domestic Target Market
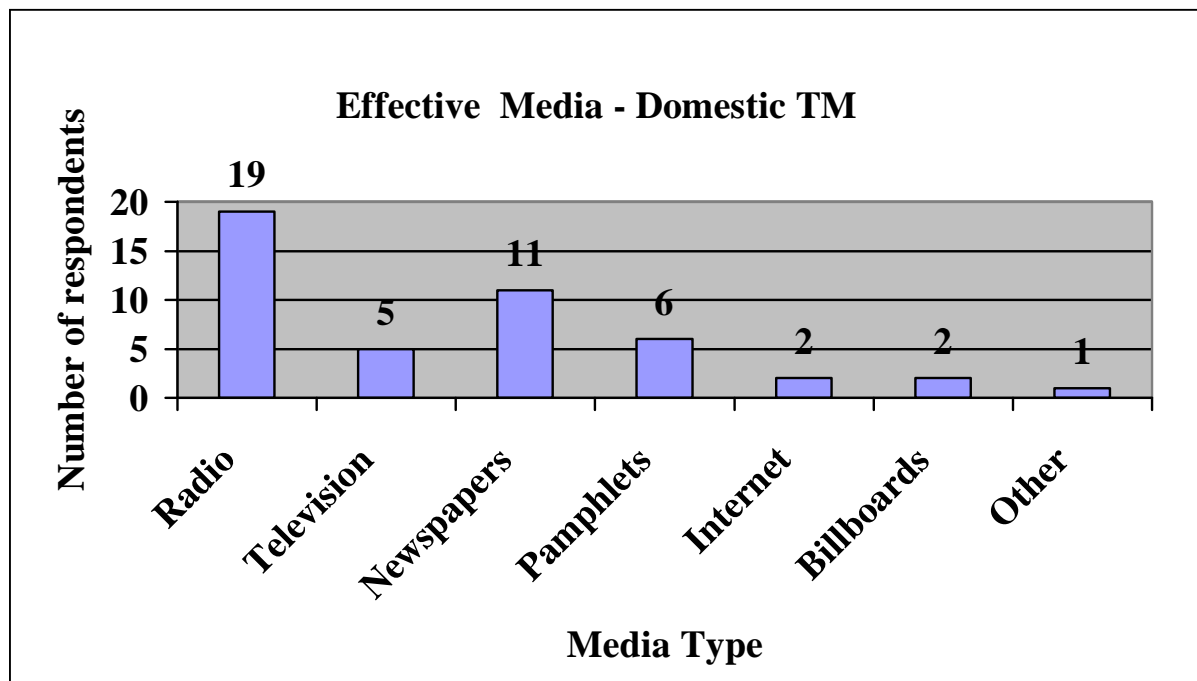
Figure 4.2 indicates that 19 of the respondents believed that radio is the most effective type of media that is used for domestic target market. This is closely followed by the newspapers with 11 respondents.

Table 4.2 dipicts some of the characteristics of their (participants' establishments) domestic target market.

Table 4.2: Characteristics of Target Market

		Number	Percentage
Target Market	Civil Servants	13	44
	Private Sector	18	60
	Other (schools)	10	16
Income category per month	Below M5000	0	0
	M5000 – M10000	23	77
	Over M10000	7	23
	Total	**30**	**100**

The highest number of respondents (18) on the above table shows that in most tourists attractions, the domestic target market is the private sector and their income target category falls between M5000 and M10000.

The respondents were asked whether the same media they chose in figures 4.1 and 4.2 above should be used for both rural and urban areas. Table 4.3 below summarises their responses.

Table 4.3: Suitable Media for Domestic Target Market

	Percentage	Reasons
Yes	70	Mostly radio because it covers the whole country
No	30	Internet and newspapers, they are not accessible to everyone in the country, they are mostly accessible to people who live in urban areas for the urban areas.

4.2.3 Personal Views Regarding Domestic Tourism:

The respondents were asked to give their personal veiws on the domestic tourism. Table 4.4 depicts their responses to the different issues that were asked in the questionnaire.

Table 4.4: Co-operation in the Tourism Industry

Issues	Responses	Number	Percentage
Availability of promotion assistance from LTDC	Strongly agree	6	20
	Agree	14	47
	Neutral	7	23
	Disagree	3	10
	Strongly disagree	0	0
	Total	30	100
Collaboration with other stakeholders in the industry	Strongly agree	2	7
	Agree	17	57
	Neutral	8	26
	Disagree	2	7
	Strongly disagree	1	3
	Total	30	100

In the above table, 47 percent of the respondents agreed that the LTDC assists them to promote their organisations. These respondents showed that some of their visitors are actually referred by the LTDC although the percentages differed between the locations. Rural destionations have about 80 percent of their visitors who were referred by the LTDC. Sub-urban destinations showed 60 percent while

urban destinations have less than 20 percent of visitors who were referred by the LTDC.

Table 4.4 shows that 10 percent of the respondents disagreed with getting any assistance from the LTDC. They mentioned that they hardly get any visits from LTDC so it is difficult for them to say that they get any assistance from them if they do not know about them in the first place. As for those who indicated neutral, they get most of their tourists from their own marketing campaigns even though sometimes they do get referrals from the LTDC and these were businesses in the urban areas.

The above table also shows that 17 out of 30 respondents agreed to have collaboration with other stakeholders in the tourism industry. Their reasons included outsourcing some of their services to these other stakeholders, for instance hotels outsourcing transportation of their guests from the airport to travel operators and car-hire firms.

Some respondents mentioned that through the workshops that are organised and run by the LTDC which are attended by most members of the industry, they are able to share ideas and become aware of each others' services. This issue also applies in the associations that they were asked (by LTDC) to form such as Lesotho Hospitality Association.

On the question concerning problems that the attractions experience regarding tourism promotion through media, 15 (50 percent) respondents stated that there is no reliability and consistency in the media companies. For instance, sometimes they pay for their adverts to be broadcast in the certain time slots but these companies, especially government ones change these slots without their concern. 13 percent of these respondents mentioned that there is no link between domestic and international tourism. 2 respondents did not have any problems. In their opinions, media that they use were reliable and consistant.

On the question of how problems encountered could be addressed, they responded as follows; for the consistency and reliability problem, respondents believed that

through close supervision and regular follow-ups, with emphasis on the importance of getting the right message across, the problem can be addressed. The other group of respondents stated that the link between domestic and international tourism can be established through education on tourism.

Figure 4.3 below shows the effect of domestic tourism in different tourists destinations for the past five years.

Fig. 4.3 Trend of domestic tourists from the past 5 years
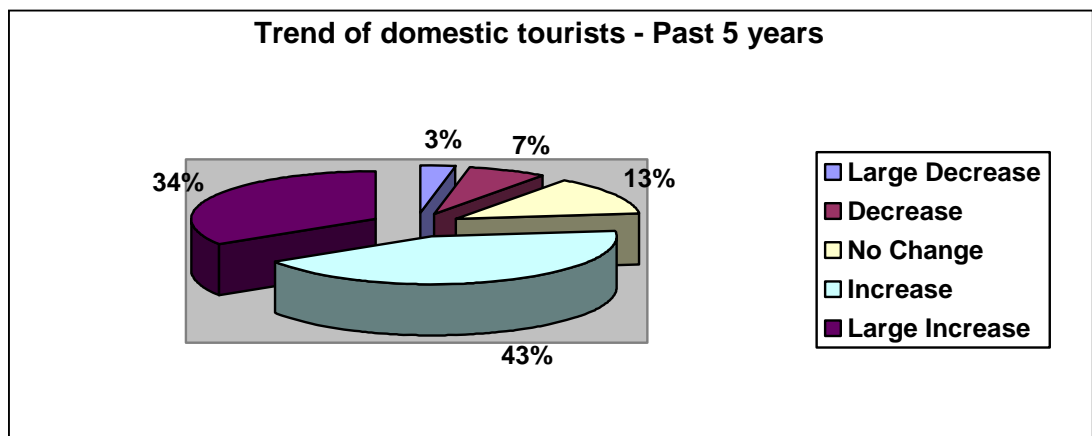
In figure 4.3 above, the largest number (43 percent) of the respondents felt that there has been some increase in the number of domestic tourists in their establishments. This is followed by 34 percent of these respondents who said that there has been a large increase. A very small number (3 percent) mentioned that they had a large decrease in their establishments.

In the next section, respondents were asked to communicate their feelings on various questions about tourism in Lesotho. Table 4.5 below states the questions that were asked and their responses.

Table 4.5: Respondents' Feelings About Tourism in Lesotho

Questions	Responses	Respondents	
		Numbers	Percentage
What are the principal influencing factors for tourism trends?	An increase in tourism in this part of the world due to unique tourism products that Lesotho has such as traditional huts and chalets.	13	43
	More tourism activities that attract tourists.	9	30
	Change in the lifestyle of the present generation.	8	27
	Total	30	100
How do you think tourism growth could be enhanced in Lesotho for the future?	More involvement from all parties involved in the tourism industry	18	60
	Understanding the importance of investing in tourism for better results in the long run.	7	23
	Keeping up with the trends and emphasising the products of Lesotho to local and international markets.	5	17
	Total	30	100

Table 4.5 shows that 27 percent of the respondents felt that tourism trends were influenced by the changed lifestyle of the present generation. They reasoned that nowadays, people were more aware of what they wanted and they took advantage of the available products to satisfy their tourism need.

The above table also indicates that about 60 percent of the responses believed that with more involvement from all parties in the tourism industry, tourism growth in Lesotho could be enhanced for the future.

4.3   Findings of the Personal Interviews

The main aim of this research was to identify appropriate media initiatives that could be engaged by the LTDC in order to promote domestic leisure tourism. The interviews were held with seven (7) LTDC officials (including the MTEC)

4.3.1   Characteristics of Respondents

A table below gives the description of the people that were asked to participate in the personal interviews.

Table 4.6: Characteristics of Respondents

|		Respondents	
		Number	**Percentage**
Gender	Male	4	57
	Female	3	43
	Total	**7**	**100**
Current Position	Marketing	3	43
	Research & Development	1	14
	Public Relations	1	14
	Strategy	2	29
	Total	**7**	**100**
Highest Academic Qualification	Below Matric level	0	0
	Matric	0	0
	Post Matric Certificate	1	14
	Degree/Diploma	3	43
	Post-Graduate Degree/Diploma	2	29
	Other	1	14
	Total	**7**	**100**
Period worked for the company	6 years	1	14
	4 years	1	14
	3 years	2	29
	8 months	1	14
	6 months	2	29
	Total	**7**	**100**

It should be noted that these seven people who were interviewed are key role players in tourism and they represent about half of the top tourism people in Lesotho, as such their input is of immense value.

4.3.2 Tourism Patterns in Lesotho - 2001-2006

There were no proper statistics that were kept for domestic tourists visiting various destinations in the country. However, statistics that were given showed the projections for international tourists which covered the period 2004-2007. Although these statistics were not for domestic tourist (because those could not be obtained), for the purpose of this research, the trend could be estimated.

The graph below shows the number of tourists (international) between the years 2004 up to 2007 as collected and supplied by the LTDC.

Fig.4.4: International Tourists from 2004 to 2007
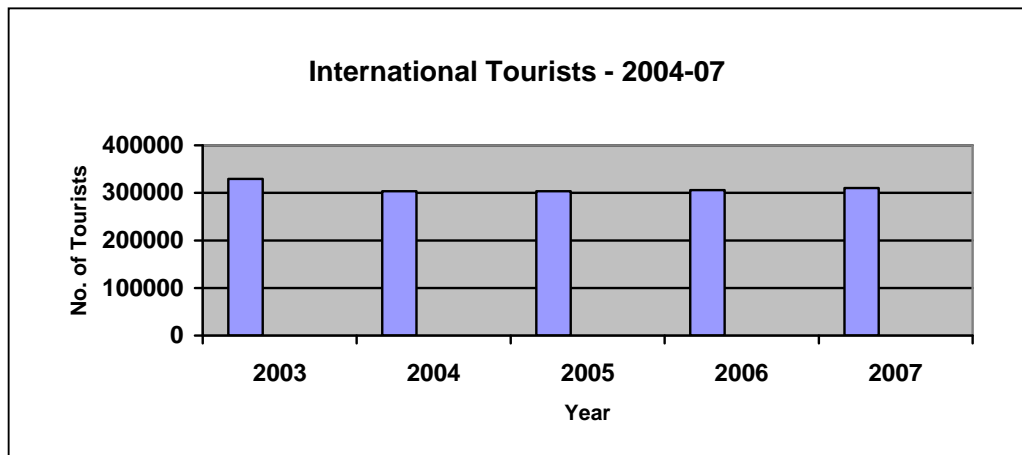
As can be seen from the above graph, the number of tourists has decreased when comparing the first and the last year (2003 and 2007) but the other years excluding 2003, the number has increased which shows an improvement in the number of tourists that are visiting Lesotho. Therefore, it can be concluded that the trend between the first and the last year of comparison has increased.

This number is also expected to increase due to the marketing campaigns and other tourism events that are on the pipeline planned by the Ministry of Tourism and the LTDC.

The LTDC has designed a form which specifies the summary of tourists that are recieved by tourist venues. The form stipulates issues like length of stay, reason (whether its business or leisure), type (international or domestic tourists) and referrals. It is distributed to all tourist venues to be filled and returned to the LTDC. However, coordination between the resorts and the LTDC is not as good as it should be and there seems to be lack of commitment from the attractions/destinations' side (as mentioned by one of the respondents interviewed).

Nevertheless, the LTDC is planning to establish a link whereby all the destinations/attractions will supply it with details like these (where they will report their arrivals and where they come from) on a monthly basis. The plan is to make an electronical link (e-mail) with the pop-up messages reminding a person who is responsible, to supply the required information to the LTDC.

However, even if this could be done, there is still no guarantee that the response will be favourable and those people will be more committed to the new system. Nevertheless, to offset this situation, the LTDC plans include this issue in its quarterly workshops (that are held with tourist destinations/attractions) as well as providing some trainining on how such information should be given.

It has been discovered also that the LTDC collects daily statistics from the main ports of entry to Lesotho (Maseru border post, Maputsoe border post and Moshoeshoe 1 International Airport). This statistics are used to update their website and are also kept to be used by for other researches including this one. It was mentioned that whenever the Marketing Department had to make a decision which required to be researched, they inform the Research and Development Department(R&D Dept.) of their problem so that they (R &D Dept.) carry out the research.

4.3.3 Factors that Influence Lesotho Tourism.

Table 4.7 below shows the factors that influence tourism and how such factors are thought to have effect on tourism in Lesotho. These factors include, income, season and transportation.

Table 4.7: Lesotho tourism's influencing factors

Respon-dents	Factors that influence tourism	Remarks
5	Income	This influence the target markets' involvement in tourism activities
3	Season	A lot of tourism activities take place during the festive season although it was argued that most of these tourism activities are held mostly in the urban area (specifically Maseru – the capital town).
3	Workshops and conferences	Have very positive influence in promoting tourism even though they are not part of media
5	Tourism activities	Some of this activities include Tourism Jazz Festival which takes place in December. This has a positive impact in tourism promotion because as mentioned above, LTDC's target market includes youth whose large percentage is formed by the students. Usually learning institutions are closed during this season so they are able to engage in tourism activities.
2	Climate	In winter season the numbers are normally low in the rural areas may be because it is not everyone who like to visit in a snowy weather where sometimes roads are inaccessible.
6	Transportation	If the public transport is not reliable, it becomes difficult for one to visit if he does not have private transport.

In the above table, 6 respondents felt that transportation poses problems concerning promotion of domestic tourism in the country. This is where the issue of tour operators was encouraged. Though there are still few tour operators in the country, it was suggested that as an incentive, these tour operators be trained by the LTDC so that they are able to negotiate some discounts from destinations and organise packages that will be suitable for tourists. This idea fell in line with other function of the LTDC which was mentioned earlier – to develop and uplift small, medium and micro entreprises in the country.

4.3.4 Types of Media at the LTDC

There are various types of media that could be used by the Lesotho Tourism Development Co-operation to promote tourism in the country. These include radio adverts, banners, brochures, posters, internet, newspapers and magazines. Table 4.8 in the next page summarises the types of media that are available and whether the Co-operation is actually making use of such media.

Table 4.8: Types of media at the LTDC

Media that could be used	Media in use	Remarks
Radio adverts, television adverts, banners, brochures, posters, pop-up stands, newspapers, internet, and magazines.	These are all in use.	LTDC seemed to be using most of media promotions that are at its disposal even though some of them are very limited (this point elaborated more on the last objective). However, for domestic market, things like the internet are not used that much because not many people have access to the internet as yet in the country.
LTDC could also take part in the regional marketing events like Indaba which is held yearly in Durban	Apart from these, there is also an initiative that is held in Johannesburg which is called "Lesotho Day" which showcases the tourism products that are offered in Lesotho. In addition, there are also some fairs and exhibitions on which the LTDC participates which are local, regional as well as international.	There is a campaign that the LTDC and Ministry of Tourism are about to implement which is called "Lesotho Haeso". This campaign is aimed at promoting tourism in the Country whereby Basotho are encouraged to engage in tourism activities that are available and be pround of their country. The Co-operation has asked other organisations to be part to this campaign which is equivalent to "Proundly South African" by producing products that promote this campaign.
The international events like that one that is held in March in Belgium	Due to financial constraints, only some of these events are attended.	Fairs and exhibitions are the best kind of media for LTDC because of better networking opportunities and face to face interaction even though this has not been fully implemented/ developed.

Source: Researcher's interpretation from the survey

The ministry has also facilitated an event whereby a video group from the British Broadcasting will record a videos to be shown on British Broadacasting which covers most if not all international markets. Other similar coverage will be done by the South African Broadcasting Co-operation (SABC) and the arrangements have been done for those videos to be shown in programmes such as Curious Culture of SABC 2.

4.2.5 Problems in Media Tourism Promotions

Lastly, the respondents were asked to state problems that they encountered in using media to promote tourism in the country. Their responses were as summarised below.

- There are certain limits (set by the government) as to which media they should use (especially the newspapers and radio stations), this posed a major problem because the media that they are allowed to use does not cover all of their target market

- The radio programme slot that the Ministry of Tourism has bought from the Government Radio Station (Radio Lesotho) which is aimed at promoting tourism in the country is broadcast late in the evenings when most of their target market has already gone to bed.

- The Lesotho Television (Government Television) though agreed to allocate a slot for tourism promotion, has a very low/small coverage in the country. It does not cover some of the districts in the country therefore does not reach most of the target market.

- The financial constraints that the LTDC has from the Government prohibits the organisation from engaging vigourously into activities that could better promote tourism not only domestically but also regionally as well as internationally.

- The financial constraints also result in the LTDC not being constant in attending some of the important international marketing events. It is said that sometimes they skip some events which leads to them loosing the established relationships with some internatinal markets.

- There is a body that was formed to represent the whole private sector which is called Lesotho Tourism Hospitality Association which deals directly with the LTDC. It has been discovered that some of its members have very low skills levels when it comes to tourism. As a result, even if the LTDC wants to implement some changes, it becomes difficult for them to fully understand what is meant.

- Effectively managing and getting mileage out of the array of available media (especially in South Africa); encouring media platforms to go beyond advertising the destination, but also to do full length stories/features that are more informative; negative perceptions which can undo with one article work that has been done to build up the good image of the country; inexperienced media in the field of tourism.

- Government ministries do not play any significant role in the promotion of tourism. For instance Ministry of Foreign Affairs, when there are important people visiting Lesotho, those people are not invited to any tourism attractions or to be engaged in any tourism activities.

4.3   Conclusion

Participants of this research were drawn from thirty tourism attractions in the country. These participants were given questionnaire and all of them responded. Interviews were conducted with seven employees of the LDTC and MTEC.

According to the findings of this research, 27 percent of the respondents thought that tourism trends are influenced by the changed lifestyle of the present

generation. Respondents mentioned that nowadays, people are more aware of what they want and people take advantage of the available products to satisfy their tourism need.

The results also show that 17 out of 30 respondents agreed to have collaboration with other stakeholders in the tourism industry. Their reasons included outsourcing some of their services to these other stakeholders for instance hotels outsourcing transportation of their guests from the the airport to travel operators and car-hire firms.

According to these findings, 47 percent of the respondents agreed that the LTDC assists them to promote their organisations. Nevertheless, tourism like any other industry has some challenges/problems which are discovered through the questionnaire and the personal interviews. Resolutions for these challenges will be given in the next chapter. Analysis and discussion of these results and findings will also be made in the next chapter.

CHAPTER 5: INTERPRETATION & DISCUSSION

5.1 Introduction

This study focused on the initiatives that are taken by the MTEC through the LDTC to promote domestic tourism. The LTDC was established in 2004 and its main function is to promote tourism industry in Lesotho both within and outside the country (Mokuku *et al*,: 2002 and Internet 1).

Lesotho has a tourism policy which presents the basic stategic intent of the country on tourism (Lesotho Tourism Policy: 2002). In this study the evaluation of this policy was conducted to establish whether or not it covers sufficient grounding for tourism promotion. Leedy and Ormrod (2005) hold that the interpretation of the data is the essence of research. As such, this chapter sets out to interpret and analyse the findings of this research as presented in the previous chapter. Figure 5.1 below summarises an organisation of the chapter.

Fig.5.1 Organisation of the chapter
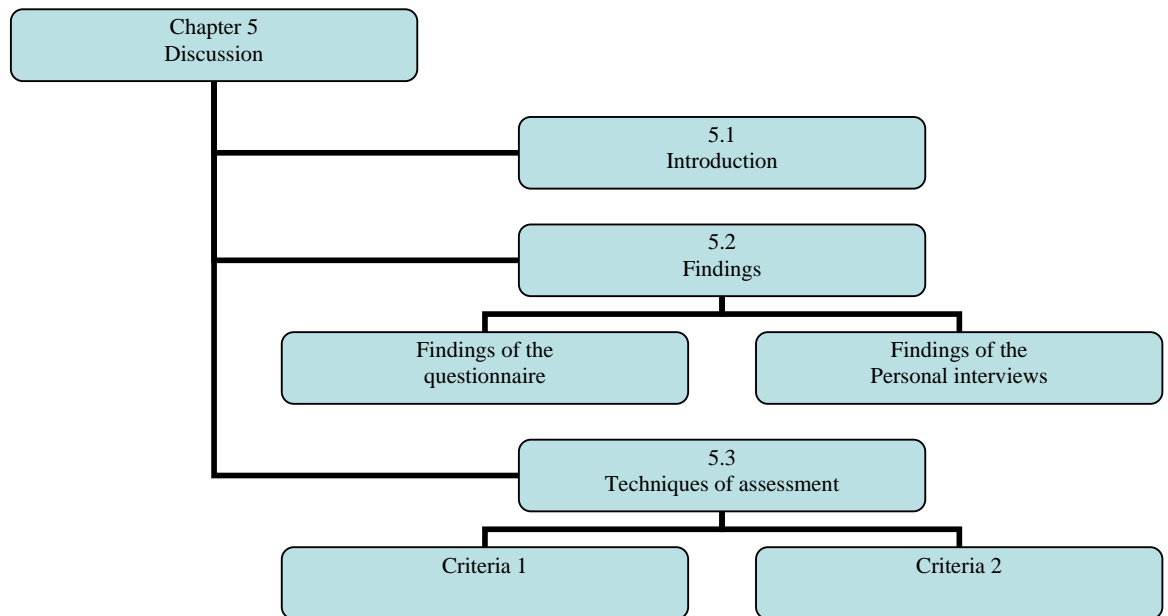
Source: Researcher's own construction

The second part of the chapter will give an analysis of Lesotho Tourism Development Co-operation as the main focus of this research project. The analysis is made based on the techniques stated in the literature given previously in chapter 2 which are as follows;

SWOT to assess the environment
Porter's Five Forces to assess the company

Other factors of assessment such as marketing, human resources, strategy, economics, management information systems and finance of LTDC with regard to this findings will be also be looked into and discussed to conclude this chapter.

5.2   Findings

The findings are categorised into two sections, the first one being the findings of the questionniare and the second one being the findings of the personal interviews.

5.2.1   Findings of the Questionnaire

The majority of the participants (60 percent) showed that their target market is mainly the private sector – individuals - who earn between M5000 and M10,000. This is closely followed by civil servants (44 percent) who earn the same income. This means that people who earn below this range might not afford their products or services.

Media

The findings revealed that all tourists attractions that were asked to participate in this research use media to promote their products and services. These media include, radio adverts, internet, television adverts, pamphlets, newspapers and billboards. Of these types of media, radio adverts seemed to be the most used in all of these attractions. This is confirmed by 70 percent of the respondents who stated that their establishments use radio adverts to promote themselves. This is because radio coverage is larger and it is widely used in the country as also indicated in the findings.

Newspapers seemed to be the second most popular type of media that is used by these tourists attractions. Although this type of media is not as easily accessible at some places in the country like radio, it seemed to be working for most of the establishments who use it which is about forty percent.

Mancini (1999) emphasised the necessity of knowing all the relevant facts about a tourist attraction or destination if one is a travel agent/professional or a tourist promoter. The above findings indicate that the tourists attractions are well informed of the role that media play in the industry and how they can use that to ensure that the relevant facts about them are well known to their target market.

Co-oporation

The LDTC seemed to be fulfilling its responsibility in rending promotion assistance to the tourists attractions. This statement is confirmed by 67 percent of the respondents who agreed to have such assistance from the LTDC. The 23 percent of these responds who stated neutral implies that either the respondents did not want to commit themselves or they sometimes get this promotion assistance.

It is established from the findings that there seems to be collaboration and coordination in the tourism industry. This is from the 64 percent of the respospondents who agreed to have collaboration with other stakeholders in the industry. This is both between all the stakeholders in the industry and between these stakeholders and the LTDC.

However, the 26 percent of the respondents who remained neutral on the issue should not be ignored. This shows that there is still some work to be done to ensure that everyone in this industry is satisfied.

Tourism Trends

There seems to be an increase in the tourism trends in domestic tourism for the past five years. This is supported by 77 percent of the responses who

either felt that there has been a large increase or just an increase in the number of domestic tourists who visited their establishments in the past five years, one can conclude that the trend has increased.

Majority of the respondents (43 percent) believed that these trends are influenced by an increase in tourism in this part of the world while others (30) thought that this is due to more tourism activities that attract tourists into different establishments. Almost the same number (27 percent) stated that the influencing factor is the change in the lifestyle of the present generation.

This implies and supported by Lickorish (2001) and Fleischer and Pizam (2001) that there are indeed many factors that have influence in the tourism trends. As mentioned in chapter 2, these authors mentioned that these factors include financial, economical, social and cultural factors. The aforementioned factors can be linked to economical and social factors.

The findings mean that tourism industry is growing in Lesotho and more Basotho are aware of the tourism products that are available in the country and are taking advantage of them.

However, in order to ensure that tourism growth in Lesotho is enhanced for the future, most of the respondents (about 60 percent) mentioned that more involvement in the tourism industry from all parties involved is required. Others stated that understanding the importance of investing in tourism for better results in the long run as well as keeping up with the international trends and emphasising the products of Lesotho both in the local and international markets could be of assistance.

Problems Encountered in the Promotion of Tourism Using Media
Dieke (2003) understood that tourism like any other industry is faced with problems. Amongst the problems that were raised, consistency in the media companies seemed to be the major problem. About 50 percent of the

responses showed that the media companies do sometimes make changes to their adverts without their concern especially the government owened ones.

5.2.2   Findings of the Personal Interviews

Media

The forms of media that could be used to promote tourism include radio adverts, banners, television adverts, brouchures, posters, internet, newspapers, magazines and pop-up stands. The LTDC has positively taken advantage of all these forms even though there are limitations on which of some other forms it has to use like radio and newspapers. As reflected in chapter 4 (table 4.8) the LTDC seems to be well informed of the types of media that are used to promote tourism and keeping up with the international standards.

Tourism Trends

This issue was quite difficult to establish as there were no statistics available for local tourists. However, to make rough estimate, statistics of the international tourists as shown in Figure 4.4 was used. This lack of information from the government indicates lack of responsibility. It is fine that the LTDC has realised this problem and is trying to address it by planning to establish a link whereby all the destinations/attractions will supply it with details like these (where they will report their arrivals and where they come from) on a monthly basis.

Nevertheless, it is recommended that accountability should be given to individuals to ensure availability of accurate information so that studies could be carried out efficiently. Without correct information, even this study is flawn.

 Figure 4.4 that showed the number of international tourists between the years 2003 and 2006 have increased. Similarly, as recognised in the questionniares, this figure shows that there has been an increase in the tourism trend for the past five years.

As opposed to the findings of the questionnaire, the interviews revealed that the influencing factors of tourism trends are income, season, climate, transportation and tourism activities. This point is also confirmed by the statement that was made by Lickorish (2002) and other authors stated above.

Majority of the respondents (71 percent) believed that tourism activities have a lot of influence in the tourism trends. As such, care should be taken by everyone involved in the kind of activities that would cater for the needs of most tourists. Table 4.8 showed that most people (about 86 percent) also mentioned that reliability of transportation to the tourists destinations also plays a significant role in this industry. This implies that there are still some places which are not easily accessible to the tourists because of the transport.

Problems Encountered in the Promotion of Tourism Using Media

As Dieke (2003) stated, that as the demand for tourism increases, it will not bring with it not only the opportunities for linkages with other sectors but also the consequences of social, cultural and environmental nature. Lesotho tourism industry is not an exception in this case.

Section 4.2.5 as well as part of section 4.2.3 clearly summarise problems that are faced by this industry. The interpretation in all of these is that there are factors that prohibit smooth running of the LTDC. The following proposals can address these problems.

- Limitations in using media should be removed and the LTDC be allowed to use any media at its discretion.

- It was mentioned that the MTEC has communicated with the radio station authorities to arrange for an earlier slot for which and still awaits for the response. This issue should be followed up.

- To address the problem of television coverage, areas that are not covered by the television could be covered by the radio adverts. It was mentioned, that Lesotho Television is working on increasing its coverage which might even include some places outside the country. This was expected to be completed very soon.

- If the Ministry could be allocated a larger budget to enable necessary promotion activities to be carried out.

- It would help if the LTDC could keep consistancy in all marketing events to have a better follow-up on their international markets.

- The LTDC has organised some training through workshops which are hoped to uplift and improve some tourism skills of people working at tourism resorts. However, other types of training such as fulltime training as discussed in this chapter should be encouraged by the Co-operation.

- Development of good relationships with regional and local media/journalists, to build up a "love" for tourism, and to see the benefit in supporting Lesotho's promotional efforts.

- Continuous education to media companies about tourism opportunities and attractions could be another answers.

- Government could put more emphasis on all of its ministries to liaise with the MTEC (and LTDC) in all matters regarding tourism such as encouraging their visitors to be engaged in tourism activities.

In addition to these, management should employ proper measures or techniques (like the ones discussed later in this chapter) to ensure that problems are addressed.

5.3   **Techniques of Assessment**

The following analysis is made based on the information that has been supplied by the respondents both in the interviews and questionniares. This information is then linked to the theories that were mentioned in chapter two.

5.3.1   SWOT to Assess the LTDC Environment

Strengths – Most of its funding is from the government and as the government is committed to promoting Tourism, LTDC has sound financial backing and muscle. Lesotho is very rich in natural resources like water. This has resulted in the building of Katse, Mohale and 'Muela dams (Lesotho Review:2007). These are some of the biggest dams in southern Africa of which LTDC could take a challenge and promote water sports like canoeing.

Weaknesses - It is not able to implement some of the decisions without getting approval from the government and such processes could take long.

Opportunities - Lesotho has become quite a politically stable country since the 1998 political riots where Basotho learnt that nothing good comes from political insecurity. With the recent South African xenophobic attacks and Zimbabwean political crisis, Lesotho stands a chance of being the preferred tourism destination whereby tourists can enjoy their stay either doing business or taking a holiday without any fears.

Due to its high mountains and copious snowfalls in winter months, Lesotho is an attractive target for lovers of the wintertime tourism and recreation. Well furnished hotels, tourist and recreation centres, traditional huts and chalets, signposted snowpaths, facilities for skiing sports make the time spent in Lesotho pleasing.

The LTDC is the only organisation of its calibre in the country. As a result, it is fully supported by all the stakeholders including tour operators, tourist destinations and other business sectors. It has has an opportunity of being a

leader of which many growing businesses in the tourism industry are looking up to for direction. Most people are aware of changing lifestyles and are taking part in tourism activities. As such, the LTDC could just work on a fierce marketing strategy to promote tourism so that Lesotho could indeed become a country of preference in tourism.

Another opportunity is that Lesotho has a soft legislative environment which enables businesses to operate smoothly. The LTDC does not encounter any inconveniences concerning the legal framework. It could also work with other neighbouring countries like Botswana, Swaziland, Mozambique, Republic of South Africa, Zimbabwe promote regional tourism.

They could build up some promotion packages for international and local tourists. For instance, a special tourism package whereby people can hire cars and travel through South African maybe from Cape-town via Lesotho (having a bargain holiday for few days with cheap accommodation and well arranged – by the LTDC - tourism itenerary while in the country) to Durban.

This is possible looking at the fact that people from South Africa can drive into Lesotho through borders like Maseru border post from Cape-town and exit the country through Maputsoe border post to Durban or Johannesburg.

Threats - Because of the vast growth of tourism industry worldwide (Internet 1), the LTDC has to work hard in order to keep up with the international standards, considering the small country that is based and the number of years in which it had been established. The main threat is that possible tourists might choose to go to other SADC country such as Republic of South Africa, Botswana, Swaziland, Mozambique, Zimbabwe and Namibia.

5.3.2   Porter's Five Forces to Assess the LTDC

Threats of new entrants – As a result of tourism growth, states that have a low tourism profile might wake up and promote tourism. For an example

(Lubbe: 2000) stated that several Arabic states are cashing in on tourism. Victoria Falls in Zimbabwe is one of the tourists destinations which attracts a lot of people to that country.

Consequently, this and many other destinations of SADC countries (Botswana, Swaziland, Republic of South Africa, Zimbabwe and Namibia) pose a big threat to Lesotho's tourism.   At the moment there are no real new entrants but a more intensive and serious effort should be made to buy low profile destinantions.

Bargaining power of suppliers - The international tour operators could flex their muscles and insist on huge discounts and maybe even negotiate government subsidies to start the ball rolling to fly in tourists from all over the world. Other suppliers like travel agents could also demand or negotiate the development or upgrading of exisiting facilities from the involved parties.

Rivalry among existing industry firms – Through good coordination of the LTDC as a centre of tourism industry in the country, this could be used to the advantage of the customer. Rivalry is advised in order to ensure that buyers/tourists get high quality products and high class services. The more rivalry there is, the fierce the competition becomes to satisfy the buyers' needs.

Bargaining power of buyers - Buyers are the actual tourists who in most cases book through agents and go on organised tours. As stated by Lubbe (2000) that nowadays, tourists are more experienced, more environmentally aware, more independent, more flexible and more quality conscious. Unless the self drive category is large this is not an area to be concerned about. However it may be an opportunity for the LTDC to promote this sort of travel to people who tend to fly in, hire a car and drive.

Threats of substitute products - There is no real substitute for a holiday so this is not a real issue though competing similar venues/destinations need to be considered.

5.4   Other Factors of Assessement

5.4.1   Marketing

This is the main focus of this research project. Kotler (2001) cited in Lickorish (2006) wrote "Marketing is the analysing, organizing, planning and controlling of the firm's customer – impringing resources, policies and activities with a view to satisfying the needs and wants of chosen customer groups at a profit." The focal point of this research was to look at the media initiatives that the LTDC uses to promote domestic tourism in the country.

The findings indicated that the co-operation uses all media types that are accessible to it. These include radio adverts, television adverts, billboards, pamphlets, magazines and newspapers. These seemed to be in order, however, domestic tourists do not know the tourism products and services that are offered in Lesotho that is why most of them look for alternative destinations to fulfill their tourism demands.

This shows that even though these initiatives are taken as has been shown in the previous chapter, there is still a need for improvement to ensure that the current situation does not prevail. As Macini (1999) stated that it is very important for a tourism promoter to know all the relevant facts about the places that he/she wants to promote.

In the same way, it is of the same importance that the target market know of these facts so that they know when they can satisfy their needs in future. The LTDC already has a marketing department, however, in order to ensure success in their initiatives, this department should be empowered with all the necessary resources that it needs to fiercely promote tourism.

It should also ensure that proper measures and techniques are employed to solve any marketing problems that the co-operation might encounter. For instance, the current problem of not reaching the domestic target market. The Fish-bone model as given by Perrault and McCarthy (2005) could be employed as follows;

Fig. 5.2 Fishbone Diagram
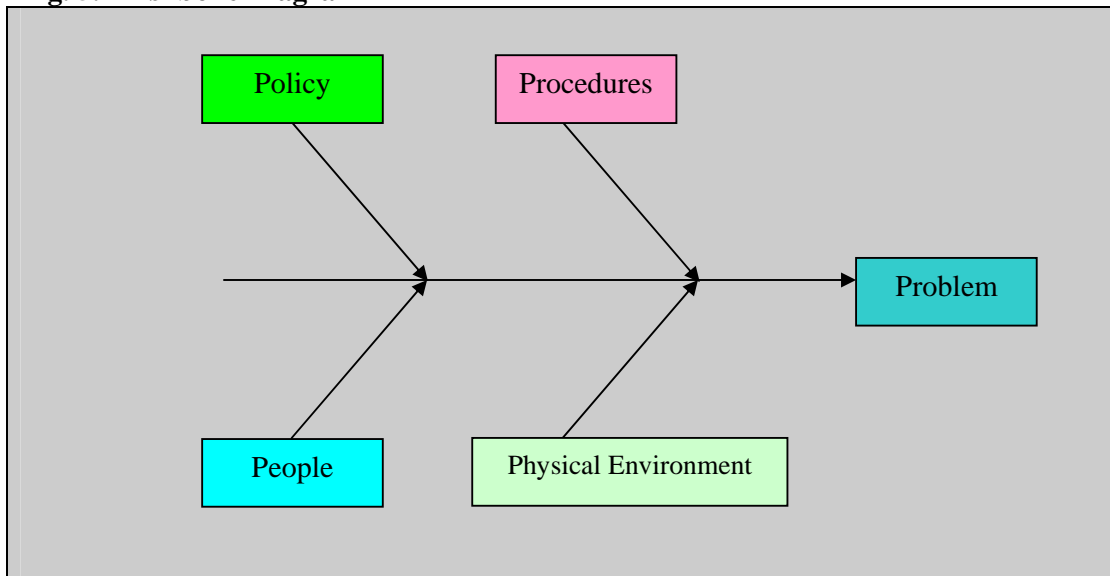
Adopted from: Perrault and McCarthy (2005)

The spinal cord of the fish represents a problem (current promotion initiatives do not reach domestic target market). The fish ribs represent what might be a cause of the identified problem. The first rib shows company procedures associated with such a problem (all decisions that are made should go via Ministry of Tourism, Environment and Culture before they are implemented).

The second one shows the company policy that governs such problems (the type of media that the Co-operation is authorised to use). Thirdly, there are people who are involved, their involvement into the whole system should be looked at (do they have required skills to carry out this kind of promotion).

Lastly the physical environment of the business pertaining to the structure and the functionality of the building should be reviewed (is the Co-operation at the place where it is able to get all the information about tourism and correspond this to the whole industry in the country). This is also similar to one of the four P's of the marketing mix (place). If the physical environment of the LTDC could be blended with other P's (Promotion, Price and Products) as their importance was emphasized by Kotler and Armstrong (2002), this could improve the performance of the Co-operation.

Once this type of techniques are employed, it becomes easier to solve any problems that the organisation experience especially the marketing problems. Other marketing opportunities that the LTDC can take advantage of are mentioned earlier in section 5.3.1 of this chapter.

It should be noted that even though the Co-operation has its own Marketing Department, this Department still falls under the Government which means that it will also have some limitations and uses the policies and the procedures that are set by the Government. It would therefore, not be easy to perform as it should and compete effectively. Recommendation for this challenge will be given in the next chapter.

5.4.2 Economics

Harrison (1995) stated that Botswana, Lesotho and Swaziland rely for their intake on the Republic of South Africa which in this case acts as their sending country while they themselves are receiving countries.

Lesotho is a third-world country whose currency is pegged with South African currency. Likewise, most of the things that affect South African economy basically affect Lesotho's economy. As a country which is landlocked by one of African giant economies (Republic of South Africa), it has an opportunity of learning some of the techniques that are used in this part of the world to promote tourism.

The LTDC as a leader in the tourism industry in Lesotho could take this opportunity and try to draw on experiences and marketing strategies used in South Africa in order to strengthen its strategy in to promote tourism.

5.4.3   Strategy

The LTDC draw its strategic plan every five years. At the moment, the Co-operation is still implementing the first strategic plan that was drawn since its inception in 2003. The Co-operation was still busy with the finalisation of the new strategy that will be implemented from next year as 2008 is the final year of the first strategy. It is vital that the current strategy is fully evaluated so that its success and failure could be incorporated in the new one.

Again, the management should ensure that proper measures are taken to bring about any changes that might need to be implemented which are included in the new strategic plan. For example the six steps model (details of which are in chapter 2) that was mentioned by Jones and George (2003). These steps are; recognising the need for change; generate alternatives, access alternatives,choose among alternatives, implementing the chosen and learning from the feedback.

Ehlers and Lazenby suggested the following organisational reporting structures as detailed in chapter 2.

Fig. 5.3 Organisations Hierarchical Structures
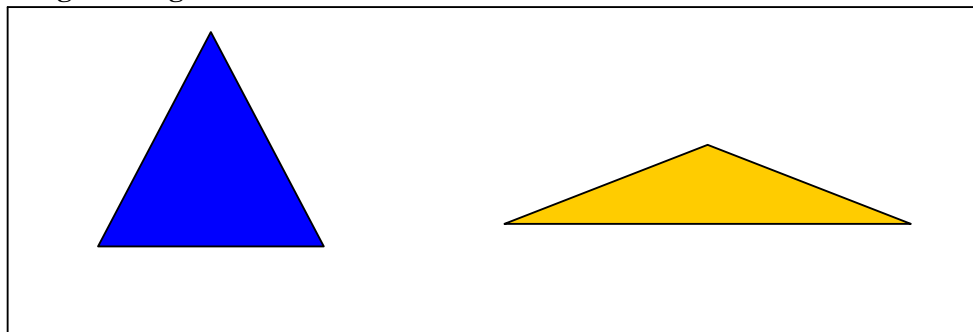
Adopted from: Ehlers and Lazenby (2004)

From the above figure, the LTDC seemed to have mix of the two structures. There are some areas whereby employees are allowed to make decisions like in the marketing department whereby its other branches like the information centres, employees are trained and are free to make decisions. This is an example of the second structure (flat hierarchical structure).

Symetrical structure is applied on other cases for instance when the researcher of this project was asking for a permission to interview marketing staff members. This decision could not just be made by the marketing manager but the Chief Executive of the company. This mixture is very good to get the balances between the controls of the company.

In addition, to ensure that the strategies that are implemented become successful, the Co-operation should also beware of the corporate sins that were explained by Charan and Useem in Maidment (2004/05) and the following explains how these sins can be avoided.

❖ **Softened by Success**

The Co-operation is making a progress somehow in promoting tourism. However, future plans should be strengthened and proper measures should be taken to ensure that this organisation remains on top of the tourism industry in the country.

❖ **See no Evil**

The LTDC is a new establishment which was formed to replace the Lesotho Tourist Board (LTB). This was done as a form of empowerment to the Ministry of Tourism so that it could be better positioned to confront ever changing tourism demands. It should also be ensured that the Co-operation is ready to face challenges that are extraordinary.

❖ **Fearing the Boss More Than the Competition**

It is true that Lesotho government should have some controls over its major projects like the LTDC, however there should be some mechanism which

allow and empower the management of the LTDC to make decisions which will benefit the organisation like the type of media which it chooses to use.

❖ **The New-Economy Death Spiral**

This findings of this research project revealed that there is a high rate of professional employee turnover. This was confirmed by many job advertment in the local newspapers whereby even one of the respondents of the personal interviews had submitted her resignation and was serving a notice period.

This could create a major problem if the Co-operation losses employees like these because those that are leaving, are taking with them the experience and knowledge that they have about the operations of the LTDC. Training of new employees could be costly and cause the organisation to loose a lot of money.

To overcome this problem, the LTDC could develop and implement employee retention programmes. The development of retention programmes might require extensive study to establish factors that give rise to such high labour turn over. As the LTDC relies on human resources policies drawn by the government that seem to be ineffective for staff retention , it might be prudent to seek assistat of external consultants to formulate new retention policy.

5.4.4 Management Information Systems and Supply Chain

Information and technology is an intergral part of any business (Simchi-Levi *et al.:* 2003). The LTDC like most businesses nowadays has taken advantage of latest technology and has established a website which anyone can access to get some useful information about tourism in Lesotho as well as its operations.

The website is updated regularly in order to give fresh information. It has appropriate equipment and uses morden technology to reach its

stakeholders to ensure that customers and other stakeholders are able to reach it through the internet and e-mail.

5.4.5   Research Methods

Research is a vital part of the business decision-making process (Blumberg, Cooper and Schinder*:* 2005, Leedy and Ormrod: 2005 and, Searle: 2003). The LTDC has an independent department which is responsible for all the Co-operations research requirements.   This department is working in collaboration with the Marketing Department to ensure that all the research requirements are met before any major decisions are made. The availability of the research department in this organisation enables it to identify its problems and answerss in a systematic form.

5.5   Conclusion

The LDTC is an independent organisation which was established to promote tourist industry in Lesotho both within and outside the country (About LTDC: 2003). Looking at the number of years which this organisation has existed and the achievements it has made, one could say there seems to be some progress and some coordination in the tourism activities in the country.

Findings of this research were interpreted and discussed. This chapter also analysed the LTDC using different techniques of assessement namely SWOT analysis and Porter's Five Forces as given in chapter 2. Some proposals on how the Lesotho Tourism Development Co-operation can improve its perfomance in as far as marketing, strategies, research methods are concerned have been made. Chapter 6 will give the main conclusions and recommendations of the project.

CHAPTER 6: CONCLUSIONS AND RECOMMENDATIONS

6.1   Introduction

This chapter considers the findings of the research and draw a conclusion based on the objectives of the research as stated in the first chapter. Recommendations related to this research are given, followed by suggestions for further research.

6.2   Conclusion

The study focuses on how media are utilised by the MTEC through the LTDC in collaboration with specific leisure tourists destinations in Lesotho, to promote domestic tourism.

It was percieved earlier that the current initiatives seem to be underpeforming. Seemingly this statement is true due to the following reasons;

- Television coverage is very low in the country. It only covers the urban areas of Lesotho. The result is that the television adverts do not reach the whole target market of the LTDC. In addition, the tourism adverts are broadcast late in the evening when most of people have already gone to bed.

- Newspapers are not as accessible in the rural areas like they are in the urban areas. This means that even the adverts that are placed in the newspapers only reach a certain percentage of the target market.

An examination of the Lesotho Tourism Policy and Tourism Act was done. It was found that these two documents really cover sufficient ground for tourism promotion.   These documents stipulate clearly the functions of the Lesotho Tourism Development Co-operation, its organisational structure as well as the mission statement. It is therefore concluded that these documents are informative and adequate in most aspects.

6.3   Recommendations

Objective One

Was to establish tourism patterns in Lesotho within the period 2001-2006 to see whether there has been an increase or decrease in this industry. It was discovered that there has been a slight improvement in the tourism trend.

Based on the responses from interviews, limited budget, staff and other constraints could be addressed through partnership with consultant firms to research and identify suitable tour packages that could improve tourism in Lesotho. The partnership initiative between LTDC and consultant firms could be structured through a self-drive approach on which performance is incentified through payment of fees to a consulting firm on outcome based.

Objective Two

Was to establish factors that influence tourism patterns in Lesotho and identify what impact media can have on these factors. It was revealed that these patterns are influenced by many factors such as increased disposable income, better than usual climatic factors and the type of tourism activities that have either been developed or improved.

It is recommended that the LTDC should work with other stakeholders to improve the unique features of products that the country has like historical places and other attractions like Bushmen's paintings and dinasour footprints. Other attractions like places where traditional heritage (Basotho huts and other customs) are preserved should also be enhanced to attracts tourists.

Objective Three

The intention here was to identify which media forms are used by Lesotho Tourism Development Co-operation at the moment. It was discovered that there are many types of media that are used by the LTDC to promote tourism in the country. These include radio adverts, newspapers, billboards, television adverts, magazines, pamphlets and internet. These types of media seemed to be sufficient as they are mostly used by many tourism firms worldwide (refer chapter 2).

Objective Four

Looked at identifying appropriate media for domestic tourist markets. It was established that radio adverts are the most reliable type of media as it covers all the ten districts of Lesotho though most people in the urban areas spend most of their leisure time watching television. The restrictions by the Government on using independent radio stations is a negative factor because some of these private radio stations have higher listenerships than the government radio station (The Public Eye: Friday, 11th July, 2008).

In order to improve the situation, it is proposed that the LTDC should intensively work on the promotion packages that will be used in this media. These packages could also include some competitions in either conventional mail or phone-in competitions. These would help in increasing tourism awareness and products that are offered in the country.

It is also of paramount importance that when promoting touirsm the LTDC uses the media which is most likely to spread the message and thus attract the greatest response. It is accepted that tourism for most rural people may be unaffordable but for the LTDC to insist on using state owned radio station when private ones appeal to the potential target market and have the listenership, makes no sense. A sound business decision has to be taken.

Objective Five

Was to establish problems surrounding media tourism promotions and how they can be addressed/solved. It was discovered that Tourism like other industries is also faced with some challenges that need to be addressed. The results revealed that there are some problems that are faced by the LTDC and other tourists destinations when promoting leisure tourism in Lesotho. Problems that the LTDC is faced with include the limitations that are set by the government on the type of media that should be used by the Co-operation; financial constraints that sometimes prohibit the Co-operation to participate in promotion events regularly internationally and regionally.

It is recommended that the government should strengthen the LTDC financially to carry out its duties effeciently. For example to ensure that the Co-operation is represented in all international, regional and local tourism promotion activities so that proper follow-up is made to the target markets. The LTDC should also be empowered by being given more power to make essential decisions regarding its role. For instance, to make its own decision on which type of media should be used to appeal to its tarket markets, especially domestic target markets.

6.4   Suggestions for Future Research

- This research looked at the initiatives that could be taken by the Ministry of Tourism through the LTDC to promote leisure tourism domestically. Similar studies can be conducted focusing on regional and international tourism.

- This research was limited to convassing the views of the tourist destinations and Ministry of Tourism, Environment and Culture/Lesotho Tourism Development Co-operation. Another study could be conducted to incorporate focus views of the tourists themselves.

- This research was limited to promotion of tourism in Lesotho using media. Related research can be carried out concentrating on other means of promotion such as the roadshows and organised tours.

6.5   Conclusion

This research set out to examine how media are utilised by the MTEC through the LTDC in collaboration with specific leisure tourists destinations in Lesotho, to promote domestic leisure tourism. The study discovered several weak areas in the LTDC's marketing of domestic tourism. Suitable recommendations have been made as to how such flaws could be addressed in order that the LTDC could increase the numbers of domestic leisure tourists. As the research has covered the ground it set out to do and as adequate, practical proposals have been made, the research is thus concluded.

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APPENDICES

Appendix 1 - Questionnaire

Appendix 2 - Interview Schedule

Appendix 3 - Map of Lesotho

Appendix 4 - Ethical Clearance

QUESTIONNAIRE

A. BACKGROUND INFORMATION

PLEASE INDICATE YOUR RESPONSE WITH A CROSS IN THE RELEVANT BOX

1. **Your age group:**
   20 – 29
   30 – 39
   40 – 49
   50 – 59
   60 and over

2. **Your gender:**
   Male
   Female

3. **Your marital status:**
   Single
   Married
   Divorced
   Widow
   Other (specify)   _____

4. **Please indicate your main organisational function:**
   Accountancy, Administration, Finance, Human Resources Management, Marketing, Operations, Production, Customer Services or other (specify)
   _____

5. **What is your highest academic/professional qualification?**
   Below Matric level
   Matric
   Post Matric Certificate
   Degree/Diploma
   PG Degree/Diploma
   Other (specify)   _____

6. **How long have you worked for this company?**
   00 – 05 years
   06 – 10 years
   11 – 15 years
   16 – 20 years
   21 and over

7. **What kind of media does your company use to promote tourism domestically?**
    Radio adverts and programmes
    Television adverts and programmes
    Newspapers
    Pamphlets
    Internet
    Billboards
    Other (specify)   _____

8. **Which of these do you find most effective for your domestic target market?**
    Radio adverts and programmes
    Television adverts and programmes
    Newspapers
    Pamphlets
    Internet
    Billboards
    Other (specify)   _____
    Why? _____

9. **Which group of people is your main target market domestically?**
    Civil servants
    Private sector
    Other (please specify)   _____

10. **What income category does this target market belong to?**
    Below R5000
    R5001 – R10000
    Over R10000 (please specify)   _____

11. **Which media form is best suitable for this income category and why?**
    Radio adverts and programmes
    Television adverts and programmes
    Newspapers
    Pamphlets
    Internet
    Billboards
    Other (specify)   _____

100

12. **The Lesotho Tourism Development Co-operation helps to promote my/our establishment in the country as a tourist destination.**
    (Please indicate by cross in the box that you feel best describe your feeling. Also write in the space provided below the box, why you feel that way.

Strongly Agree	Agree	Neutral (neither agree or disagree)	Disagree	Strongly Disagree

     Why _____

13. **Does your establishment collaborate with other stakeholders in the tourism industry. i.e. airports, immigration, transport, travel operators, car-hire firms, tour-guides etc.** (*Please indicate by cross in the box that you feel best describe your feeling. Also write in the space provided below the box, why you feel that way)*

Strongly Agree	Agree	Neutral (neither agree or disagree)	Disagree	Strongly Disagree

     Why _____

14. **What problems does your company experience regarding promotion of tourism through media?** (*Please write your opinion in the space provided below)*
     _____
     _____
     _____

15. **How could these problems be solved?** *(Please write your opinion in the space provided below)*
     _____
     _____
     _____

16. **Has the number of domestic tourists visiting your establishment in the past five years been increased or decreased?** (*Please tick where applicable. You may provide statistics if available*)

Large Decrease	Decrease	No Change	Increase	Large Increase

     Elaborate_____
     _____
     _____

17. **What have been the principal influencing factors for the above trends?** *(Please explain).*
     _____

_____
_____
_____

18. What media is most effective for promoting domestic tourism in Lesotho and why? *(Please write your opinion in the space provided below).*

_____
_____
_____
_____

19. Should the same media be used to promote tourism for the rural and urban areas? Why? *(Please write your opinion in the space provided below).*

_____
_____
_____
_____

20. Concerning domestic tourism, what problems does your company experience with regard to promotion of tourism through the media? *(Please write your opinion in the space provided below).*

_____
_____
_____
_____

21. How could these problems be solved? *(Please write your opinion in the space provided below).*

_____
_____
_____
_____

22. How do you think tourism growth could be enhanced in Lesotho for the future? *(Please write your opinion in the provided space below).*
Domestic Tourism _____

_____
Regional Tourism _____

_____
International Tourism _____

_____

END OF THE QUESTIONNAIRE

**Thank you for participating in this study**!

INTERVIEW GUIDE TO LTDC

Questions:

1. How long have you worked for this company?

2. What is your current position/designation and how long have you been in this position?

3. What is your academic background?

4. What is the basic function of your company in relation to tourism in the country?

5. Does your company draw up any strategic initiatives for domestic tourism promotion? If yes, which (*please elaborate*)?

6. Which are your main target markets for domestic tourism promotions?

7. What forms of media are at your disposal for possible use in tourism promotion?

8. Which media forms do you prefer and why?

9. What are the trends for the past five years for domestic tourism? Has there been a large decrease, decrease, no change, increase or large increase? (*You may provide statistics if available*.)

10. What contribution do you expect from other stakeholders in this industry (tourism industry)?

11. What problems do you experience in using media to promote tourism and how could those problems be solved?

12. What do you suggest should be done to improve the way tourism is promoted locally at the moment?

Thank you for your responses and time to participate in this interview.

MAP OF LESOTHO

Source: Lesotho Review:2007

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UNIVERSITY OF
KWAZULU-NATAL
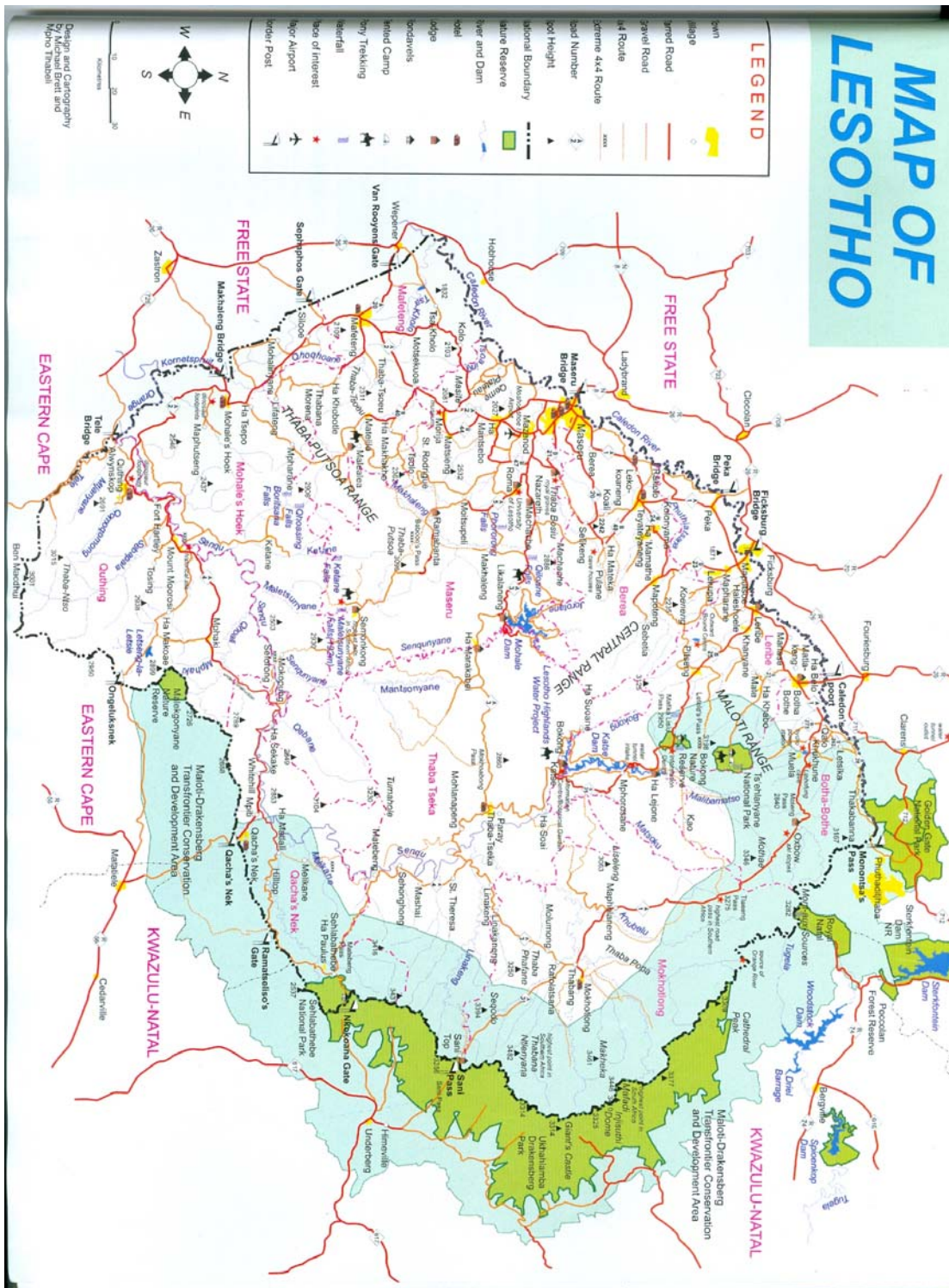
RESEARCH OFFICE (GOVAN MBEKI CENTRE)
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EMAIL: ximbap@ukzn.ac..za

15 FEBRUARY 2008

MRS. M MOROKE (205524751)
GRADUATE SCHOOL OF BUSINESS

Dear Mrs. Moroke

ETHICAL CLEARANCE APPROVAL NUMBER: HSS/0034/08M

I wish to confirm that ethical clearance has been granted for the following project:

"A focus on the media campaigns used by the Ministry of Tourism in Lesotho"

PLEASE NOTE: Research data should be securely stored in the school/department for a period of 5 years

Yours faithfully

PXimba
....
MS. PHUMELELE XIMBA

cc. Supervisor (Mr. A Bozas)
cc. Mr. M Challenor
cc. Christel Haddon

Founding Campuses: ▬ Edgewood   ▬ Howard College   ▬ Medical School   ▬ Pietermaritzburg   ▬ Westville