



City marketing to city branding: A novel practice in Zimbabwe destination branding

Dr Farai Chigora*
Director of Postgraduate Studies
Faculty of Commerce
Catholic University of Zimbabwe
E-mail: fchigora@yahoo.com

Professor Muhammad Hoque
Graduate School of Business and Leadership
University of KwaZulu-Natal, South Africa
hoque@ukzn.ac.za

Corresponding author*

Abstract

This study was based on understanding the concept of city marketing as a driver towards the achievement of effective city brands. The main aim was to develop a new destination branding perspective that originates from city branding. The study employed a quantitative research design. It was however initiated by in-depth interviews in order to build themes for the study and was then followed by a survey research using these themes as questions for a quantitative research. The established themes for the study were: branding using infrastructure; branding through hospitable people; branding through low levels of poverty; branding using the name given to a city; branding using a representative symbol of the city; and branding as welcoming to the tourists. The results from the survey research revealed that even though there hospitable people, and high poverty levels, the cities do not have brand names in Zimbabwean tourism destinations, and there are no identifiable city logos and cities are not welcoming to tourists. The respondents agreed that in order to develop positive city branding there should be a suitable infrastructure. The study therefore recommends that need to invest in developing the infrastructure including inter alia buildings, roads and other tourism amenities in all cities around the country. The communities within the cities should also be considered to be dominant stakeholders in promoting city brands. Government and other related authorities should work together in order to eliminate poverty in society. The names of the cities should have a meaning not only to the tourists but also to the local people. There is a need to develop identifiable and attractive logos for all the cities in Zimbabwe in order to improve on city branding issues as a needed strategy. Lastly, destination marketers should work together with the stakeholders of cities in order to host local events and train stakeholders on how to handle tourists.

Keywords: destination, branding, city marketing, tourism, Zimbabwe

Introduction

Tourism has over the years, became a source of employment, economic development and growth in many nations, through the revenues and proceeds received from the industry. It is within this



perspective that many countries have developed policies, structures and support for the tourism industry as a means to improve Gross National Product and their Balance of Payment. Also like with the marketing and selling of generic products and services, both offensive and defensive strategies have been developed in order to fight global competition by other tourism suppliers. There is an accelerated competition for tourists globally, since every country is a tourism destination to a lesser or greater extent. In this light, destinations are now forced to be innovative and creative so as to come up with unique marketing strategies and concepts, which provide an advantage which outweighs the competitors' power. As a driven transformation, tourism is no longer a traditional concept of selling natural wonders from the existing flora and fauna. Destination marketers are now forced to tailor-make and customise their offerings according to the specific needs and wants of the modern tourist. Since a tourism destination is an amalgam of many variables which are then controlled by different stakeholders, it is important discover and invest in the selling of these elements, suiting the needs of the new tourist market which is emerging. Marketing should strive to appeal to tourists' consciences and desires and is the tool which builds brand loyalty and thus promotes the bottom-line (Nicolaidis, 2018).

The state of development and attractiveness of cities has become one of the most contemporary variables to improve tourism, both in marginalized and developed communities. This is because cities are the basis for socio-economic and environmental presentation amongst other issues, which might be of interest or conflicting in nature (La Roca & Ferrer, 2004). Marketing of cities should therefore be regarded as a new insight towards improved tourism destination attractiveness. As announced by Balmer and Greyser (2003), city marketing has even transformed to city branding building from the traditional product and corporate brand concepts. It is in these cities where tourists will stay and travel when they are experiencing their holidays and any form of touristic activities. Various factors spearheaded by infrastructural development, well-being of societies and the hospitality of people have an impact on the way tourists perceive a destination, its brand and its diverse offerings. It is in line with this understanding that the concept of city marketing has attracted attention in the last twenty years taking into consideration the practices made in the USA, UK and Germany (Kolb, 2006).

However, in light of this development, little research has been done in relation to marketing of cities from a Zimbabwe tourism destination perspective. This might be the reason that has downplayed the expected positive performance of Zimbabwe tourism destination brand. Buhalis (2000) postulated that, a well-crafted destination marketing strategy can result in effective tourism policies which can impact a tourism destination positively, and city marketing might be an effective strategy for branding a tourism destination. Since the source of Zimbabwe tourism brand demise is mainly premised on socio-economic and political upheavals in the country, branding and rebranding of cities might hopefully positively change the status quo.

The various recent events did not only result in a negative image of the destination and its brand, but have also erased a positive identity in targeted and potential markets. A combined effort by all city brands Zimbabwe might revamp both the image and identity of Zimbabwe as a tourism destination. In this case, city branding becomes a catalyst for improved image and identity of a tourism destination (Kampshulte, 1999). This study was thus based on investigating how marketing of cities in Zimbabwe might help in improving performance of the tourism destination and its brand.



Research Objectives

- To determine factors that can help in improving the concept of city branding
- To investigate main elements in brand management that can help in improving identity of cities as brands
- To examine the extent to which general marketing of cities can be transformed into city branding
- To determine how city branding can influence a positive performance of a tourism destination brand

Problem statement

Zimbabwe tourism destination brand is in a dire state, which has mainly been attributed to recent socio-economic and political upheavals. Much research has been done from a strategic perspective to have a general assessment on the causes of this demise. Some recommendations and solutions have been established to some extent, with regards to the poor performance of Zimbabwe as a tourism destination brand, but the destination is still struggling to tap into fortunes from the targeted markets. Globally, tourism marketing has been streamlined from a composite destination to a narrowed down marketing of cities. Little effort has been made from a Zimbabwean perspective to assess how marketing of cities might be a source of rejuvenating the tourism destination brand performance. Supported by Kavartzis (2004), all that happens in the city is driven by perceptions. This study therefore, investigated the effect of city branding on the overall performance of Zimbabwe's tourism destination brand. The main aim being to establish the elements in cities that promote branding and rebranding. There is still a relatively large literature gap with regards to the process of branding cities (Hankinson 2001).

Literature review

Marketing of cities

Marketing of cities has become one of the most dominant concepts in the world today (Rainsto, 2003). According to American Marketing Association (AMA), the concept is comprehensively shared amongst customers and communities in order to exchange value from offering of the city (Braun, 2008:43). The value of a city is derived from its socio-economic and environmental offerings. In this regard, cities are becoming more responsible in securing their stability in relation to their state of well-being (Hubbard & Hall, 1998; Brenner, 2004). Therefore, city marketing is a process involving situational analysis with various research undertaken on the opportunities and the involved audiences (Kavartzis & Ashworth, 2007). A tourism destination is made up of many cities and they can improve a destination's value when they collaborate in their selling and marketing campaigns. Various city managers have used a coordinated approach in the marketing of cities (Czarniawska, 2002). In this perspective, city marketing is increasingly becoming a new marketing philosophy. This has resulted in cities of different sizes using this concept as a means to be competitive and especially in their region (Seisdodos, 2006; Kotler *et al.*, 1999). However, it can be argued that cities can and should compete (Bristow, 2005), meaning that city marketing is not specifically for competition but rather to attract tourists. Marketing of cities has become a tool for managing and improving a positive image in the mind of potential visitors. As stated by Strielkowski (2013), the image of a city can be improved through the application of various marketing activities. This marketing of cities can be done using various mechanisms and Smyth (1994) acknowledged structures, buildings and new landmark as some of the tools for improve city marketing. Daniels (1995), further stipulated that, there is need to have a collaborative effort in city marketing through the provision of financial resources, and having the capacity and

administration for an effective and successful implementation of the concept. The involvement and composition of city marketing is as presented in figure 1.1 below.



Figure 1.1 Model for city marketing involvement

Source: Clark (2006)

According to Clark (2006) the model in figure 1.1 above shows that city marketing is an involving concept. It is a combination of investment, migration, work, shopping and commerce, events, culture, sports, inward investment and trade. For this study, it is important to note that recreation and tourism is one of the major components for city marketing. As presented by Clark (2006) all the variables making up city marketing are exchanged between the city and outsiders. Van der Ark (2006) concurred with this notion by postulating that culture is a motivator so that cities should be able to understand the culture of its visitors and non-visitors. Also Smyth and Hedley, (1994) emphasised the need of having attractive structures and buildings. In summary Arcarani and Valadi (2000) informed on the main purposes of engaging city marketing which is to achieve an improvement of urban products, motivate customers to use products of the city, while helping in improving institutions and infrastructure in the city and even communicating what the city offers. Concerning the aim of this study, Boisen (2007) informs us that all the efforts that are done in promoting and marketing cities have a positive impact on the branding of cities which also positively impacts on the perception that people have on the city and its offerings. Therefore, there is an evolution in the idea that cities are now marketed and promoted as trademarks which support the concept of city branding (Schulz & Hatch, 2000).

Branding

The concept of branding has evolved from as far back as the 19th century which was mainly based on branding of products as such (Low & Ronald, 1994). Even though there is no universally



accepted definition for branding, there is a common measurement of experience, emotional value and delivery (FutureBrand, 2016). Brands are traditionally understood from a product and corporate perspective with a promise for satisfaction and value for money to the customer. Aaker (1996), specified the effect of a brand on the product as a means for improved identity, becoming a point of differentiation and forming a personality. From a corporate perspective Knox and Bickerton (2003) postulated that a brand can be in the form of verbal cues, and also visually and verbally express the uniqueness of a business. It is the a requirement that organisations should express their brand in the form of an organisation's mission, values, beliefs, core values, culture and the way it is designed (Simoes & Dibb, 2001). In this regard brands acts as a form identity between the organisation and its customers, adding value with emotional, functional and self-expressed benefits (Kapferer,1992). Also, besides being a valuable asset and improving identity of the business, brands create consumer identity (Elliot & Wattanasuwan, 1998). However, in line with this study, branding has to be extended to cities from general products and corporates. This was supported by Kotler & Keller (2006) who also states that brands can also be applied to geographical regions with an emphasis on cities. A good brand reputation is advantageous in drives to establish a respectable corporate image and brand image in the minds of existing and potential consumers (Nicolaidis, 2018).

City Branding

The branding of a city has been regarded as a means of enhancing a positive perceived image of a geographical area (Lynch, 1960). It is a concept that has been derived from corporate branding as there are similarities in terms of complexity and number of stakeholders involved (Dinnie 2010: 4). In this regard, the concept of city branding is increasingly becoming popular just like traditional corporate branding. Ponsonby-McCabe and Boyle (2006) concurred by announcing that the application of this concept is becoming popular together with branding of nations and places. This is because, since branding helps in improving the image of the cities, it is also a factor for improved tourism (Kampshulte, 1999).

However, it is important to note that city branding is highly involved with the contribution of many stakeholders. From this perspective, it is important to understand the divergence in perceptions of the stakeholders as this knowledge impacts on perception (Fitchett, 2005; Virgo & De Chernatony, 2006). Indirect benefits from city branding are more directed to the perceptions of participants and impacts on the image of the city (Curi *et al.* 2011). There is an urgent requirement of considering a thorough stakeholder analysis in city branding (Trueman *et al.*, 2001). It makes the concept of city branding more relevant especially with the growing need to manage and control image (Kotler *et al.*, 2004). An effective branding of a city will help not only in attracting tourists but also businesses, factories and trading markets (Dinnie, 2004).

The concept will help as a way to improve satisfaction of the citizens within a specified geographical area (Zenker *et al.*, 2009). On its own, branding does not outweigh the process of marketing, rather it is a measured way of providing a distinctive communication on the market (Kavaratzis, 2004). A brand therefore is vital for the city and is communicated through adverts, word of mouth and other media (Winfield- Pfefferkorn, 2005).This is with an aim to distinguish the city from others so as to be unique in its brand identity (Kavaratzis, 2004). In relation to this study, little research has been done on city branding especially in Zimbabwe. There is a partial implementation of the concept (Houghton & Stevens, 2010). However, the concept should be regarded as a method to attract tourists and other businesses (Merrilees *et al.*, 2009). Nicolaidis (2018) asserts that there needs to be a promotion of a relationship paradigm in marketing



initiatives which incorporates ethics and is grounded on a solid teleological evaluation process bearing in mind all stakeholders.

Research Methodology

Research methodology is the way that a researcher carries out a research (Leedy & Ormrod, 2005). This study used a mixed method supporting the pragmatists' approach to a research. This was with an aim to eliminate the weaknesses of either positivism or constructivism when used in isolation (Johnson & Onwuegbuzie, 2004). It helps in maximising a multidimensional approach so as to increase reliability of inquiry (Morgan, 2007). This type of a research design combines qualitative and quantitative approaches in collecting and analysing research data in a single study (Johnson & Onwuegbuzie, 2004).

This study was mainly based on a quantitative research design, though the qualitative helped in coming up with the themes for the study that would guide the whole research since there was little information available on the methodology of city marketing and city branding, especially in Zimbabwe. This is supported by Charmaz, (2006) who announced that with qualitative research there is improved flexibility in coming up with emerging issues that have not existed. In the view of understanding the how cities can be marketed and branded, the research further took a quantitative approach using the established themes from a qualitative research to understand the views of the respondents on the leading themes. Leedy and Ormrod (2001) postulated that when dealing with a quantitative research, experiments and surveys are done, thus building up on already existing theories.

Population and sampling procedure

The participants for the qualitative research were chosen across institutions which are responsible for the management of cities, destination marketers, academic institutions and operators of businesses. This was done using a purposive judgmental sampling method as supported by Cohen et al., (2007) who informed that this type of sampling is for a targeted purpose and non-probability. The total sample size for the qualitative research was n=10 participants for in-depth interviews and their profiles are as shown in table 1.1 below.

Table 1.1 Profile of Interviewees

ORGANISATION	n	POSITION	INDUSTRY TYPE	DURATION	DATE
1. Zimbabwe Tourism Authority	1	Principal Destination Branding Officer	Tourism	1 hour 45 minutes	2/05/18
2. Harare City Council	1	Councilor	Local Authority	1 hour 10 minutes	4/06/18
3. University of Zimbabwe	1	Senior Lecturer	Higher and Tertiary Education	1 hour	16/ 05/18
4. Bulawayo City Council	2	Town Planners	Local Authority	45 minutes each	13/05/18
5. Gweru District Council	2	Town Engineers	Local Authority	40 minutes each	26/05/18
6. Parks and Wildlife Authority	1	Non Consumptive Tourism Principal Officer	Tourism	55 minutes	2/06/18
7. Museum and Monuments	1	Principal Communication Officer	Culture and Heritage	1 hour	11/05/18
8. Westgate	1	Complex Manager	Shopping Mall	45 minutes	19/05/18



Boyce and Neale (2006) postulated that in-depth interviews can be done to a smaller group in order to deeply understand a certain situation or idea that will be prevailing at that moment. Marshall and Rossman (2011) concur by informing that in-depth interviews are a suitable technique for qualitative research.

Surveys

The sample for a quantitative research was done by first using a stratified random sampling whereby, the major cities in Zimbabwe were classified. In these cities a convenience sampling was done in order to come up with the number of respondents for surveys. The total sample size for quantitative research was n=105 which was derived from all the selected cities as follows: Harare (30); Gweru (20); Bulawayo (30); Chitungwiza (15); and Chinhoyi (10). Boyce & Neale, (2006), justified the reason for a further quantitative sample after a qualitative research by announcing that the latter is limited in its sample size which might compromise quality of the research.

Data collection

In-depth interviews were used to collect qualitative data and survey questionnaires were used for quantitative data. This is also supported by Marshall and Rossman (2011) who postulated that when doing a qualitative research, in-depth interviews are used for data collection, whilst Creswell (2003) informs that questionnaires are suitably used for collecting quantitative data which will be statistically treated and quantified.

Data analysis

A content analysis was done on the qualitative data, which helped in establishing themes for the study. Data from quantitative research was also converted from frequencies to percentages which were tabulated for analysis and discussions.

Findings and discussions

The study was initiated using a qualitative research methodology through in-depth interviews. This helped in establishing the following themes as a means for city branding: branding using infrastructure, branding through hospitable people, branding through low levels of poverty, branding using the name given to a city, branding using a representative symbol of the city, and branding as welcoming to the tourists. These themes were further developed into questions for survey and the results are as presented in tables below.

Table 1.2 Responses on branding of cities being achieved through infrastructure development

Respondents by City	n	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
<i>Percentage</i>		%	%	%	%	%
Harare	30	0%	6.67%	10%	50%	16.67%
Gweru	20	20%	25%	30%	25%	50%
Bulawayo	30	0%	13.33%	0%	6.67%	80%
Chitungwiza	15	20%	13.33%	73.33%	0%	0%
Chinhoyi	10	30%	10%	20%	50%	0%

The presentation in Table 1.2 shows that the majority of the respondents across all the cities agreed that it is through high infrastructure development that a city can achieve a positive brand. In the city of Gweru and Bulawayo 50% and 80% as the majority of the respondents strongly agreed, with 50% from both Harare and Chinhoyi agreeing on the need of having a well-developed



infrastructure. This might be due to the fact that, this is what people actually see when they visit a city for any reason whether touristic or business. Infrastructure development is a pre-requisite for the development of all tourism sectors, that is, from accommodation to travel and resorts. As announced by Djurica (2010) a city does not only need to be attractive by also have supporting services, and be accessible so as to be recognised as a touristic destination and good for any other form of investment. This is also supported by Hospers (2010) who announced that the identity of a city is driven by buildings, public space, monuments and infrastructure. It is therefore important for city authorities to consider infrastructure development as a pillar for building a positive brand of a city.

Table 1.3 Responses on hospitality of the people in a city being a driver for city branding

Respondents by City	n	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Percentage		%	%	%	%	%
Harare	30	0%	0%	10%	90%	0%
Gweru	20	0%	5%	30%	65%	0%
Bulawayo	30	0%	23.33%	20%	23.33%	33.33%
Chitungwiza	15	0%	0%	0%	26.67%	73.33%
Chinhoyi	10	10%	40%	0%	60%	0%

The responses in Table 1.3 shows that the majority of the respondents from all the cities agreed that the hospitality of the people has a direct impact on the attractiveness of a city brand. The majority of the respondents in the capital city of Harare (90%), Gweru (65%) and Chinhoyi (60%) agreed to this relationship whilst in Bulawayo (33.33%) and Chitungwiza (73.33%) strongly agreed on the same view. This mean that societies within a city contribute more the branding of a city. Visitors need to associate with friendly people who are supportive and sincere towards them. As postulated by Yoon (2005), people are the most vital element in building a positive image and one should also consider the climate, culture and safety within a city. It is therefore important for destination marketers to consider people within a particular city as important stakeholders in crafting strategic plans and policies for effective city branding.

Table 1.4 Responses on level of poverty of the citizens destroying attractiveness of the city

Respondents by City	n	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Percentage		%	%	%	%	%
Harare	30	0%	0%	33.33%	43.33%	23.33%
Gweru	20	5%	10%	35%	40%	10%
Bulawayo	30	0%	0%	10%	60%	30%
Chitungwiza	15	20%	0%	20%	46.67%	13.33%
Chinhoyi	10	10%	10%	80%	0%	0%

The presentation in table 1.4 shows that across all the cities the majority Harare (43.33%), Gweru (40%), Bulawayo (60%) and Chitungwiza (46.67%) agreed that high poverty levels can destroy the attractiveness of a city in an effort to develop a city brand. However, in Chinhoyi, the majority (80%) were neutral. This might be due to the fact that when people visit a city for touristic reasons, they need a relaxing environment that is peaceful and without social unrest. High levels of poverty is a sign of social unrest which the can discourage relaxation. This is because the way that people survive within a city impacts on the perception that tourists have of a tourism destination (Molina,



2010). Hence, it is important to develop projects and any other mechanisms that can eliminate poverty within a city so as to improve its attractiveness and visitor perceptions.

Table 1.5 Responses on the name of a city contributing to its positive brand performance

Respondents by City	n	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
<i>Percentage</i>		%	%	%	%	%
Harare	30	0%	0%	56.67%	33.33%	10%
Gweru	20	0%	0%	40%	60%	0%
Bulawayo	30	0%	0%	6.67%	76.67%	16.67%
Chitungwiza	15	6.67%	6.67%	53.33%	33.33%	0%
Chinhoyi	10	0%	0%	90%	10%	0%

The responses in Table 1.5 shows a high concern in trying to establish a viable branding strategy for cities within Zimbabwe. This is because the majority in most cities showed that they do not understand the relationship between a name and brand performance, yet a name in theory and practice is the bases for any branding. In Harare 56.67% of respondents, Chitungwiza (53.33%) and Chinhoyi (90%) were neutral in their responses with only Gweru (60%) and Bulawayo (76.67%) agreeing that a name contributes to a positive brand performance. This shows that, the names that have been given to most cities in Zimbabwe are not directly reflecting their identity even in the mind of the locals.

Aaker (1996) stated that a brand represents a name that can be used for identity and differentiation. This might be the reason why cities in Zimbabwe have failed to contribute to an improved Zimbabwe tourism brand performance. Therefore, Zimbabwe tourism destination marketers should consider the naming of cities as directly related to their branding.

Table 1.6 Responses on the cities having logos for their brand identity

Respondents by City	n	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
<i>Percentage</i>		%	%	%	%	%
Harare	30	33.33%	33.33%	16.67%	16.67%	0%
Gweru	20	40%	20%	35%	5%	0%
Bulawayo	30	6.67%	10%	60%	23.33%	0%
Chitungwiza	15	53.33%	33.33%	0%	13.33%	0%
Chinhoyi	10	30%	10%	50%	0%	10%

The results that are presented in Table 1.6 above show that the majority of the respondents across all the cities disagreed that their cities have representative logos that might be used for their brand identity. In the capital city of Harare 33.33% of respondents strongly disagreed, in Gweru 40% also strongly disagreed and in Chitungwiza (53.33%) also strongly disagreed. This is against 60% in Bulawayo and 50% in Chinhoyi who were neutral in their responses.

However, to a greater extent it shows that they are no proper logos or the locals do not know the logos that represents brands for their cities. This contradicts with the view of Moilanen & Rainisto (2009) who informed that people pay a higher price for trademarks and logos rather than for physical assets. Ashworth and Kavaratzis (2009) acknowledged that when a city logo is isolated then the branding strategy is partially done. This means that there is a need to develop identifiable and attractive logos for the cities in Zimbabwe in order to improve on city branding as a strategy.



Table 1.7 Responses on cities prepared to welcome tourists from around the world

Respondents by City	n	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Percentage		%	%	%	%	%
Harare	30	6.67%	10%	23.33%	23.33%	20%
Gweru	20	15%	10%	75%	0%	0%
Bulawayo	30	0%	0%	36.67%	60%	3.33%
Chitungwiza	15	0%	20%	53.33%	26.67%	0%
Chinhoyi	10	50%	0%	30%	20%	0%

The presentation in Table 1.7 shows that the majority of the respondents do not know if their cities are welcoming to tourists. This is shown by the majority in Harare (23.33%), Gweru (75%) and Chitungwiza (53.33%) who are neutral in their responses. Also, a high concern is on those from Chinhoyi (50%) who strongly disagreed that they are prepared to welcome tourists. This might then be the reason why Zimbabwe tourism as a destination brand has failed to attract tourists over the years. The cities within the tourism destination are not welcoming to the tourists as indeed they should be. This contradicts Solomon et al. (2010) who expressed the notion that there is need to send a positive signal about the city so as to have others develop a similar attitude in an effort to be an attractive and desired destination. Hence, there is a need to co-ordinate with the societies in various cities in Zimbabwe in order to develop a positive destination brand that is welcoming.

Recommendations

- There is need to invest in developing the infrastructure such as buildings, roads and other tourism amenities in all cities around the country. This is because, their attractiveness contributes in building a positive destination brand.
- People within the cities should be considered as the contributors to city branding. These are the most dominant stakeholders when tourists visit a city for tourism activities. Their concerns and participation in city branding strategy should be considered by the destination marketers.
- Government and other related authorities should work together in order to eliminate poverty in societies. This can be through setting up funds for communal projects and other forms of enterprising business as it will provide a platform to work and generate revenues that eliminates poverty and to an extent mitigate social unrest.
- The name of the cities should have a meaning not only to the tourists but also to the local people. This is because a name is the baseline for any branding exercise and it should be simple to understand so as to link with the touristic activities within a particular city.
- There is a need to develop identifiable and attractive logos for the cities in Zimbabwe in order to improve on city branding as a strategy. It is via a logo that some pictorial and any other representing elements are presented so as to be remembered and identified by the visitors.
- Destination marketers should work together with the relevant stakeholders of cities in order to host local events and even train them on how to handle their tourists. This prepares them to be welcoming and work for an improved brand identity to the benefit of all.



Conclusion

The study was premised on understanding how the concept of city marketing can be used as tool for improved destination brand performance in Zimbabwe. The reason being that Zimbabwe tourism destination brand has failed to perform because of the alleged poor socio-economic and political performance but with little reference to city marketing and branding. Results for the study however revealed that even though the majority of the cities in Zimbabwean tourism destination have hospitable people, and high poverty levels, they do not have known brand names, city logos and are not welcoming to tourists. It is agreed that in order to develop positive city branding there should be first and foremost a greatly enhanced infrastructure.

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