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Strategies For Effective Tapping, Development And Marketing Of A Tourist Destination: A Case Study Of Uganda

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Abstract:

The purpose of this study was to examine the performance situation of tourist destinations of developing countries in order to formulate for them strategies for effective tapping, development and marketing of tourism. The study was prompted by the fact that most destinations' performance was far below expectation. Its objective was to examine the socio-economic performance of tourist destinations. Uganda was chosen as a case study. Purposively selected primary data sources were Uganda's Ministry of Tourism, Association of Uganda Tour Operators, Uganda Tourism Board, The Uganda Association of Travel Agents, airlines, travel agents and tour operators, hoteliers and tourist site operators, and tourists. Data were collected from these respondents using questionnaires. Results indicate that the performance of Uganda as a tourist destination is (36.4%) still low. Accordingly, strategies to improve the tapping, development and marketing are proposed. If adopted by policy makers and implementers, the strategies are expected to improve the industry's performance by 73.3%.

Key words: Destinations; Strategies; Tapping; Development; Marketing

1. Background And Definition Of Strategic Planning

Tourism is becoming the largest and fastest growing industry worldwide due to its increasing global recognition as an important sector with enormous potential to contribute to countries' socio-economic development. According to the United Nations World Tourism Organization (WTO) (2000), tourism plays a central role in propelling economic development, offering diverse opportunities for increased international and local investment contacts, foreign exchange inflows, domestic revenue collection and household incomes in both developed and developing countries.

However, the WTO (2006), in its 2020 Vision for Tourism, observed that many developing countries are still grappling with the challenge of effectively and competitively tapping, developing and marketing their tourism industry both locally and internationally. Uganda is one such a country. Despite the tourism development and marketing efforts by the governments and private sector operators, the competitiveness of these country's tourism products has not been realized as expected. As a result, tourist inflows are still below expected levels as projected by governments. They have many species of fauna and flora, topographic features, water bodies, scenic places, and a variety of activities and services whose potential as tourist attractions are either not developed, underdeveloped or not marketed at all. Many other physical environment features such as wetlands and green belts are getting destroyed yet they have high tourism potential (Anon, 2004b). There is therefore a need to effectively develop and market tourism. According to Gunn (1994), one of the ways through which this can be achieved is to develop strategic planning, especially when it is the one lacking in the industry, or if it exists, not effective and well focused.

Developing tourism strategic planning is important in that it offers a course of action to guide the tapping, development, and marketing of tourism potential in a manner desired to achieve a set of tourism goals and objectives in a sustainable and competitive way. The development of strategic tourism planning has its roots in the general concept of planning as a whole and in strategic planning in particular.

McNamara (2007) defines strategic planning as a process of determining where an industry or business is going over the next one or more years and how it is going to get there. The extra-rational philosophy and incremental theory of tourism planning refer to 'determining' as formulating a set of purposeful and tactical tourism production and marketing decisions and actions directed at a desired future change of a present less competitive situation in the tourism industry.

The study is underpinned by the extra-rational philosophy of planning because it uses the logic of incremental decision making, (thus incremental planning), to come up with strategic planning based on views and opinions obtained about the considered variables through a series of consultations on peoples' actual experiences (McNamara, 2007). Rather than undertaking a fundamental inquiry

into alternatives and consequences each time, the philosophy considers only aspects in which desired outcomes differ from the status quo, thereby proposing strategies by which such outcomes can be competitively realized. This can help to formulate a tourism plan that entails what needs to be done and how it should be done in order to nurture and place the tourism industry in a desired competitive position (Andriotis, 2001), leading to the achievement of the desired and valued marketing, economic, social, cultural and environmental conservation goals, objectives, and ends in the tourism industry in a sustainable manner (Bbags, 1999).

Accordingly, developing tourism strategic planning for developing countries is crucially important where the industry is yet to be as competitive as required by regional standards to effectively achieve its primary goals of creating employment, propelling socioeconomic development, maximizing foreign exchange earnings, improving the balance of payments, and expanding the taxable base (Bhatia, 1991; Craddock and Abura, 1990; Hayward, 2000). It is even more crucial for developing countries like Uganda, which are still grappling with the challenge of exploring, developing and marketing its tourism sector in a competitive, effective, efficient and sustainable manner (Anon, 2004b).

2.Purpose Of The Study

To develop strategic planning for effective tapping, developing and marketing of tourism both locally and abroad, basing on the analysis of the country's level of tourism development and marketing.

3.Objectives Of The Study

The specific objectives of the study were to:

- Examine the performance of Uganda's tourism industry in terms of its level of international competitiveness and contribution to the country's economy.
- Analyse the extent to which Uganda has raised awareness of and care for tourism assets and potential.
- Establish the extent to which Uganda has used tourism as an educational programme for promoting attitudes and systems for nature conservation.
- Assess how Uganda has organized its tourism activities and promoted the participation of the local communities and private sector in tourism planning, management and development.
- Formulate strategies that can be used for effective tapping, development and marketing of Uganda as a tourism destination.

4.Research Questions

The study was guided by the following questions:

- What is the performance of Uganda's tourism industry in terms of its level of international competitiveness and contribution to the country's economy?
- To what extent has the awareness of and care for Uganda's tourism assets and potential been raised?
- To what extent has Uganda used tourism as an educational programme for promoting attitudes and systems for nature conservation?
- How have Uganda organized her tourism activities and promoted the participation of local communities and the private sector in tourism planning, management and development?
- What are the strategies that can be formulated to develop and market Uganda as a tourist destination?

5.Research Hypothesis

Uganda's tourism performance has suffered due to lack of strategic planning of tourism development and marketing.

6.Scope Of Study

The study was restricted to developing strategic planning for tapping, developing and marketing tourism products and potential. The study focused on developing strategic planning only as it is the major component that is lacking in the tourism industries of most developing countries. Other plans such as the policy plans and the development plans are in place at central government levels.

7.Significance Of The Study

The study is expected to contribute to developing countries' tourism industries in various ways. It has investigated Uganda's tourism development process. It has also looked into the concept of tourism from many angles: strategic, marketing, promotion, infrastructure and environment. The study also assists in identifying perceptions of a country as a tourist destination, key success factors, government's role in tourism development, as well as capacities of the tourist facilities. The findings of the study are expected to be of benefit in the following ways: Firstly, planning for tourism in many countries has largely been based on theoretical policy generally and the institutional theory in particular. Indeed, in the case of Uganda, tourism policy statements are initiated by the Ministry of Tourism and passed on to the cabinet and then to Parliament where they are debated and enacted into legitimate policies and plans. Little effort is usually devoted to the required planning theory generally and application of the strategic planning concept in coming up with a more effective and strategic plan for tourism development and marketing. This study has therefore enriched the planning for tourism by integrating policy theory with strategic planning theory.

The study attempted to establish how strategic planning can be applied to the concepts of product development and marketing with a particular focus on tourism as a product. This link enriches the conceptualization of strategic planning in relation to product development and marketing.

Most research on tourism has tended to come up with methodological models for achieving competitive tourism development and marketing using mostly quantitative (econometric or mathematical) approaches. The use of these models tended to limit many studies to quantitative data. Qualitative aspects of the variables under consideration are usually ignored. This study, however, integrated both the quantitative and qualitative data to analyse both the qualitative and quantitative aspects of strategic planning, tourism development and marketing. This will enrich the methods for conducting research in tourism and related fields.

The study proposes strategies that can be used by tourism policy makers and implementers to improve the tapping, development and marketing of tourism. Accordingly, the findings of the study can be used by the key players in these countries' tourism industries to strengthen their respective roles, thereby improving the tapping and marketing of the potential of the tourism industries. Such key players include: the Ministries of Tourism, Tourist Boards, airlines, tourist site operators and managers, tour operators and travel agents, tourists and the general public.

8.Literature Review

Wikipedia (2007) states that, for the strategies to offer direction they have to be developed in accordance with not only an organization's or sector's overall goal, defined as a mission in strategic planning, but also vision, defined as a clear statement of direction and purpose. They are also developed based on the organization's or sector's objectives, and usually, in relation to its present situation and anticipated future.

Although the above definition of strategic planning contains the process that brings it forth, it is silent on the specific strategies that can be included in planning in order to guide the development of tourism in countries such as Uganda.

Bradford & Duncan (2000) noted that strategic planning consists of those strategies that clearly indicate to an organization or sector what it should do and how it should do it in order to survive in business now and in future as desired. They considered strategies as tactics developed to place an organization or sector in a desired competitive position, and referred to them as routes or 'game plans' upon which decisions for conducting a competitive business are taken. Similar observations appear in the work of Lorenzen (2006).

Pearce and Robinson (1991) dealt with strategic management and discussed a number of strategies. They particularly zeroed on internal management strategies pointing out the following as some of them:

- Ideological strategy concerned with choosing management philosophy as the overall guiding principles that define an organization's cultural, control environment and management approach or style.
- Structuring strategy concerned with establishing a clear internal management structure or arrangement with clear strategic units having clearly defined tasks, responsibilities and reporting lines.
- Leadership strategy that is about choosing a leadership style and defining leadership roles and tactics that those occupying leadership positions in an organization should ideally use.
- Communication strategy concerned with choosing the nature of communication an organization should use amongst its members.
- Human resource strategy that deals with recruiting, selecting, training, deployment and evaluation of employees in an organization.
- Control strategy also called performance strategy and is concerned with setting performance standards, regulations and guidelines for each unit and member of an organization.

Pearce and Robinson's (1991) strategies indicate that for an organization to ensure its survival, it must have a number of strategies for guiding its internal management. These authors, however, were general on dealing with formulation and implementation. They did not relate the strategies formulated to business performance, particularly in the tourism sector.

Lusch and Lusch (1987) had earlier made similar observations, noting that holistic and working strategic planning has to offer direction to the conduct of the core functions of any business oriented organization or sector. They therefore, underscored the fact that strategic planning has to provide specific strategies for realizing each core function. The core functions highlighted include:

- Internal management.
- Dealing with the immediate or operating environment.
- Dealing with the remote environment.

Despite stating the core functions of a business organization or sector, Lusch and Lusch (1987) concentrated only on strategies for dealing with the operating environment. Defining this environment as one consisting of the suppliers, competitors, consumers, and creditors, Bradford and Duncan (2000) noted that for an organization or sector to operate effectively and efficiently, it needs to develop strategies for dealing with each of these operating environment components. They went on to note that many of these components (suppliers, competitors, and consumers) are dealt with through the organization's or sector's marketing strategies. Accordingly, they highlighted the following as some of the marketing strategies that an organization or sector can integrate in its strategic planning:

- Customer winning and retaining strategy.
- Supplier winning and retaining strategy.
- Minimum cost production strategy.
- Labor sourcing strategy.

Although Clarke (1992) explained how each of the above strategies can be used to help an organization or sector to secure its future in business, he did not relate them to tourism, particularly that of Uganda. This study endeavors to establish how the strategies can be incorporated in the strategic planning for the tourism industry/sector.

Kotler (1986,) defined marketing as a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others. He identified the following as marketing strategies that should be included in strategic planning:

- Focus strategy to define the targeted clientele. It deals with segmentation of the target market along specified attributes such as age, sex, social class, religion, health or sport.
- Market penetration strategy to gain a desired market share at the expense of competitors. The strategy is usually operationalized by setting lower prices.
- Market development strategies such as:
 - Market extension strategy to reach new clients through product modification and promotion.
 - The reformulation strategy to build upon the present market through developing new products.
 - The innovatory strategy for expanding the market through market segmentation and conversion of non tourist products into attractions.
- Market coordination strategy for harmonizing all markets for a product for purposes of serving them in a better and streamlined manner.

Despite discussing various strategies, Kotler (1986) focused largely on marketing strategies alone. This study goes beyond marketing to cover other strategies needed in holistic tourism sector strategic planning.

Fahey and Narayman (1986) concur with Bhatia (1982) on the above strategies. However, Bradford and Duncan (2000) concentrated more on strategies that an organization or sector needs to deal with its remote environment. The remote environment consists of macroeconomic, political, social, revolutionary technological, and demographic forces that impact on an organization's or sector's business operations. Lorenzen (2006) noted that strategic planning has to contain strategies that offer tactics for dealing with each of these forces. These authors suggested the following as the strategic elements that can be incorporated into strategic planning:

- The economy strategy.
- The regulatory environment.

Bbags (1999) observed that under the economy strategy, a sector has to adopt the following strategies:

- Current cost accounting strategy to deal with the effects of inflation or price changes in the domestic economy.
- Purchasing power strategy for determining the capacity of consumers to buy.
- International economy strategy to deal with the effects of price changes in the international market, especially when a sector or organization deals in exports or imports.

Under the regulatory environment strategy, Wikipedia (2007) noted that a sector or organization has to develop an appropriate legal and management strategy for giving direction to its relationship with the regulatory bodies and authorities, as well as with the suppliers and clients. This strategy helps the organization or sector to know how to observe and keep the regulations and standards to govern business operations in the industry and to deal with defaulting suppliers and clients. These observations indicate that for a sector to achieve desired performance it has to have strategies that help it to deal with macroeconomic and legal dynamics governing its business environment so as to assure its future survival. The strategies are however not related to tourism as a specific business.

Porter (1996) discussed international competitive strategies, noting that as the business world turns into a global village and as liberalization and deregulation of markets intensify, organizations and sectors dealing in international businesses have to contend with emerging competition by developing an aggressive competitive strategy. By aggressive competitive strategy, Porter (1996) meant planning designed to guide an international business organization or sector in fighting competition. Porter highlighted the following as some of the strategies that should be included in planning:

- Identifying markets where an organization or sector has comparative advantage, that is, where its production and marketing costs are relatively lower than those of competitors.
- Establishing mergers or partnerships if an organization or sector cannot compete favorably.
- Purchasing patent rights of established strong international corporations to seize markets which the big corporations cannot serve profitably.
- Operating as an appendage of a big international organization.

With such strategies, Porter (1996) noted that an organization can survive for long in business. Porter, however, did not relate the strategies to the tourism industry, thereby leaving it unclear whether they can also be applied by a business organization in this industry.

Mahoney and Warnell (1987) focused on tourism and pointed out the following as strategies that should be considered in strategic planning for effective tourism marketing:

- Designing tourism products in a manner that meets tourists' needs and wants.
- Focusing on people who are most likely to buy the tourism products rather than the entire mass market.
- Engaging in marketing and promotional activities that suit the offered tourism products.

By taking the foregoing marketing strategies into account, a sector is very likely to market its tourism potential by presenting it in better attractive products and packages. This will avoid wasting valuable time and money on developing and promoting tourism products that nobody wants.

Pollock and Ritchie (1990) pointed out the following as other strategies for developing and marketing a country's tourism:

- Identifying priority markets for tourism.
- Enhancing the participation of the public and private sector.
- Publicizing and raising the awareness of a country's tourism products both locally and overseas.

Bhatia (1991) pointed out the following as working strategies in the tourism industry:

- Production on demand strategy where the tourism services are created and consumed simultaneously. Tourism organizations and sectors have to know that there is no inventory for a service. This helps them to produce the services only on demand.
- Service delivery strategy where tourism services become more competitive and are delivered with a personal touch and in a direct personal contact with customers.
- Perishable capacity strategy is necessary to keep the production of tourism services in check. The strategy is based on the proposition that tourism services cannot be stored if not used. This strategy is therefore needed to avoid high waste or high production costs, especially during the seasons of low demand.
- Site location and product selection strategy stresses that the location of a site and tourism products should be determined by customer demands.
- The intangibility strategy whereby the tourism sector and business organizations recognize that they are dealing with an intangible service, which is rather more difficult to market than the physical products.

Hayward (2000) dealt with the marketing of tourism and developed the tourism marketing strategies as illustrated in Box 1.

<u>Stages in tourism marketing strategy</u>	<u>Illustrations</u>
1. Segmenting the market ↓	Business travelers. Conference markets. Demographic segmentation. Youth, family divorces, etc. Social class segmentation. Family tours market. Pilgrims.
2. Defining constraints (particularly competitive and environmental factors). ↓	Economic, political, social and cultural conditions, government, legal and technological forces. Competitive situation and rivalry.
3. Formulating marketing objectives. ↓	Satisfy tourists' needs, increase market share, increase tourists loyalty to a destination bedroom/bed occupation rate, occupancy stability, improve tourist destination image.
4. Allocation of marketing resources via tourism marketing mix. <ul style="list-style-type: none"> → a) Product → → b) Place → → c) Promotion → → d) Price → 	Attractions, atmosphere, facilities, package variety. Location, accessibility, direct channels of distribution, indirect channels of distribution. Advertising in appropriate media, promotional literature, destination images, brochures, sales representative. Price reduction packages, discrimination pricing, seasonal variations, group discounts.

*Box 1: Stages In Tourism Marketing
Source: Adapted From Peter Hayward (2000)*

As shown in Box 1, Hayward (2000) identified the first stage in tourism marketing strategy as segmenting the market. This calls for dividing the market into distinct groups of buyers who may require separate marketing mixes. The segmentation helps the seller to design a separate marketing program for each group. Holloway (1995) noted further that market segmentation is a prerequisite for effective tourism marketing because it helps in understanding the customer needs according to age, social class or regional distribution. With Uganda's tourism, one can focus on the major geographic, demographic, psychographic and behaviorist variables used in segmenting customer markets.

9. Conceptual Framework

The study is conceptualized following the extra-rational or incremental planning theory. This theory is adopted because it permits a qualitative and logical analysis of the study's variables so as to develop the desired strategic planning. Accordingly, the conceptual framework indicates that the study is conceived in such a way that the development of strategic planning needed to effectively develop and market Uganda as a tourist destination depends on the present performance situation of Uganda's tourism industry. This dependence is indicated by the arrow emerging from the performance box to the strategic planning box as shown in Figure 1.

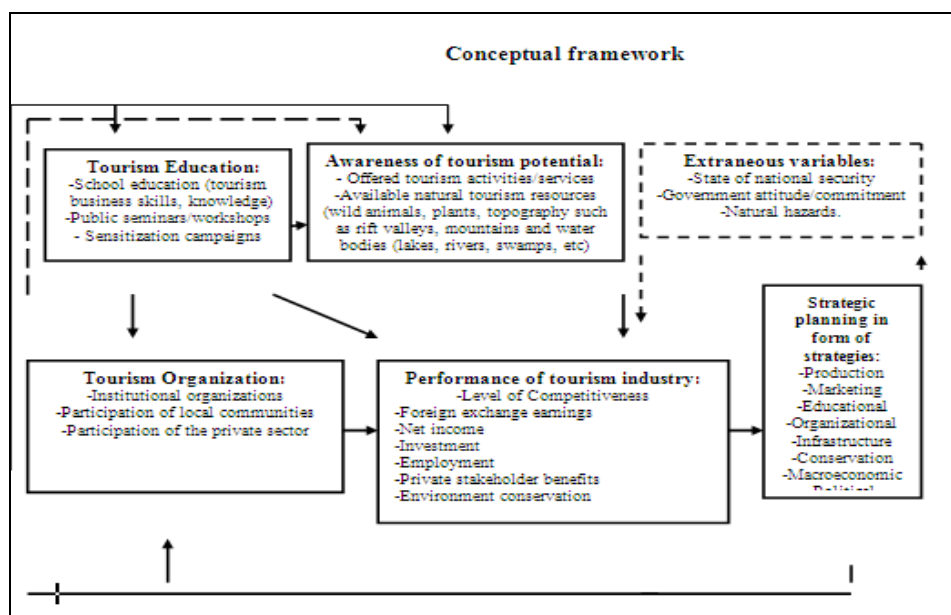


Figure 1: Strategic Planning Conceptual Framework

Source: Based On The Incremental/Extra-Rational Theory Of Strategic Planning In Relation To Uganda's Tourism Policy Statement (1990).

Tourism performance depends not only on the tourism education and extraneous variables, but also strategic planning in form of production, marketing, education, organization and other forms of strategies. This connection is shown by the arrows emerging from each of these variables' boxes strategic planning inclusive to the tourism performance box. In particular, the level at which strategic planning is effected in the development and marketing of tourism has a direct effect on the performance of the tourism industry. The better the strategic planning the better is the performance and vice-versa. This in turn hence affects the performance of the tourism industry. The higher the strategic planning the better is the performance and vice versa.

Strategic planning influences the awareness about tourism potential and the organization of the tourism industry or business. This influence is indicated by the arrows emerging from the strategic planning box to variables. Strategic planning for tourism education conducted through mass sensitization of tourism potential has a direct effect on the level of awareness of this potential. Yet education carried out by equipping skills and competences for organizing tourism has a direct effect on the level of organizing this service institutionally and encouraging the participation of local communities and the private sector. The higher the education the better the awareness and organization of tourism potential, leading to better tourism performance and vice versa. Furthermore, strategic planning for tourism organization has an effect on tourism awareness since such organization partly involves efforts to make communities aware of their tourism potentials such as cultural activities and services, visible traditional and religious practices, and types of work and dress codes. This effect is indicated by the dotted arrow emerging from the tourism organization and strategic planning boxes to awareness box.

The incremental planning theory is adopted in the study because by its dictum, it permits the development of strategic planning based on the logic analysis of studied variables and their relationships as shown in the framework, using questionnaire views and opinions generated from actual experiences of the stakeholders in Uganda's tourism industry.

The framework indicates that strategic planning can be developed by formulating various strategies including tourism production, tapping, marketing, educational, organizational, infrastructure development, and environment conservation strategies. Accordingly,

these strategies are to be formulated depending on what is lacking in each of the independent variables of the study. This explains the forward arrows from the independent variables through tourism performance to the strategic planning box and then backwards from the strategic planning box to the variables.

The study recognizes that the independent variables are not the only ones affecting tourism performance. There are other extraneous factors such as the state of national security, government attitude and commitment to tourism development, and natural hazards. The effect of these factors was established using regression analysis and strategies that can be adopted as suggested accordingly.

10. Methodology

The study was designed as a cross-sectional survey involving a descriptive, longitudinal and analytical research design. A number of both guided and self filled questionnaires were designed. Each of the selected categories of respondents had a questionnaire designed for it.

The study was conducted in Mbale, Jinja, Mukono, Kampala and Wakiso districts as well as the Northern, Eastern and Western parts of Uganda. The population of the study consisted of tourism planners, service providers and tourists. Tourism planners and service providers included tour operators, travel agents, airlines, hoteliers and tourism site operators. Tourists included foreign and local travelers in Uganda. Three hundred and eighty eight (388) respondents were selected to participate in the study and their categorical distribution is shown in Table 1.

	Frequency	Percent
Ministry of Tourism, Trade and Industry (MTTI) Officials	3	0.8
Uganda Tourism Board Officials	1	0.3
Uganda Tourism Association Officials	1	0.3
Uganda Association of Travel Agents (TUGATA) Officials	1	0.3
Airline Officials	10	2.6
Travel Agents and Tour Operators	48	12.4
Hoteliers and Tourist Site Officials	32	8.2
Tourists	292	75.3
Total	388	100.0

Table 1: Sample Size Distribution

Before the various instruments were administered, they were all tested for validity and reliability. The validity was investigated using the content validity test as explained by Amin (2005). The test was conducted using item analysis. The reliability of the questionnaire items was investigated using the Cronbach alpha coefficient method of internal consistency whose formula, as adopted from Amin (2005). The data collected from primary sources were analyzed using the SPSS computer programme.

11. Results

- Strategies For Developing And Marketing Uganda As A Tourist Destination

This research question was approached by asking respondents about what they thought needs to be improved and how it can be effectively improved in order to ameliorate the development and marketing of Uganda's tourism as desired. As far as what needs to be improved was concerned, respondents were given a range of areas and asked to show whether they each need to be improved or not. As a way of establishing more strategies, tourism service providers were further asked to name countries with which they would have wanted to establish with tourism promotional and marketing companies or branches.

Areas that need improvement	Means of selected respondents indicating level of needed improvement									df	F	p
	MTTI n = 3	UTB n = 1	UTA n = 1	TUG n = 1	Air n = 10	T & T n = 48	H&S n = 32	T n = 292	Total N = 388			
The country's image	7.00	7.00	7.00	7.00	6.60	5.52	7.00	6.96	6.77	7	42.743**	0.000
Political stability	7.00	6.00	6.00	7.00	6.60	6.19	7.00	6.96	6.85	7	11.695**	0.000
Promotional activities	7.00	7.00	6.00	7.00	6.80	6.21	7.00	6.96	6.87	7	37.484**	0.000
Uganda tourism policy	7.00	7.00	7.00	7.00	7.00	5.85	7.00	6.82	6.72	7	8.331**	0.000
Accommodation facilities	7.00	6.00	6.00	7.00	6.90	5.58	7.00	6.83	6.69	7	16.490**	0.000
Health infrastructure	7.00	7.00	7.00	7.00	5.80	7.00	7.00	6.88	6.88	7	6.923**	0.000
Tourism competitiveness	7.00	7.00	7.00	7.00	7.00	5.44	7.00	6.94	6.76	7	38.125**	0.000
Domestic tourism	7.00	7.00	7.00	7.00	7.00	7.00	7.00	6.82	6.86	7	1.550	0.149
Banking facilities	5.00	7.00	7.00	7.00	6.40	5.27	7.00	6.92	6.70	7	45.963**	0.000
Tourism organization	7.00	7.00	7.00	7.00	6.40	5.69	7.00	6.89	6.74	7	13.508**	0.000
Immigration formalities	6.67	6.00	6.00	7.00	6.90	4.54	7.00	6.93	6.63	7	45.971**	0.000
Customs regulations	7.00	7.00	7.00	7.00	7.00	4.65	7.00	6.95	6.67	7	7.841**	0.000
Customer care at tourist centres	6.00	6.00	6.00	6.00	5.10	6.25	5.59	6.09	6.04	7	17.677**	0.000
Travel arrangements	7.00	6.00	6.00	7.00	6.90	6.69	7.00	7.00	6.95	7	16.290**	0.000
Transport infrastructure	7.00	7.00	7.00	7.00	6.40	6.42	7.00	7.00	6.91	7	16.973**	0.000
Nature conservation	7.00	7.00	7.00	6.00	6.50	6.42	7.00	7.00	6.91	7	74.076**	0.000
Marketing creativity	7.00	7.00	7.00	7.00	7.00	6.02	7.00	7.00	6.88	7	.520	0.820
International Airfares	7.00	7.00	7.00	7.00	7.00	4.92	7.00	6.98	6.73	7	.928	0.484
Tourist treatment at entry ports	6.33	7.00	7.00	7.00	7.00	6.83	6.75	6.72	6.74	7	.753	0.628
Care for tourism assets	6.33	7.00	7.00	7.00	6.70	6.85	6.91	6.83	6.84	7	.928	0.484
Participation of local community	7.00	7.00	7.00	7.00	6.60	6.75	6.44	6.76	6.73	7	.753	0.628
Overall improvement	6.3	7.00	7.00	7.00	6.78	6.84	6.94	6.81	6.88	7	.828	0.494

Table 2: Areas In Uganda's Tourism Industry That Need Improvement, As Reported By Selected Respondents

**significant at 0.01; Abbreviations :MTTI-Ministry of Tourism, Trade and Industry officials, UTB-Uganda Tourism Board officials, UTA-Uganda Tourism Association officials, TUG-Uganda Travel Agents Association officials, Air-Airline officials, T & T-Travel agents and tour operators, H&S- Hoteliers and tourism site operators, T-Tourists, n-number of respondents in each category, N-Total number of respondents. Note: N = 90 because the six officials selected from MTTI, UTB, UTA, and TUGATA are excluded since they were not asked the question.

Respondents indicated that travel arrangements, transport infrastructure and nature conservation were on top of the list of arrears that need high level of improvement (mean 6.95 and 6.91). This was followed by marketing creativity, healthy infrastructure (mean 6.88) and promotional activities (mean 6.87). Accordingly, a critical look at the mean values and F-values in Table 2 reveals that respondent categories did not significantly differ in showing that each of these areas requires a high level of improvement, leading to the overall high level of improving the tourism industry (F = 0.828, P = 0.494, mean = 6.88). In order to establish the strategies that can be used to effect the suggested improvements, respondents were further asked how each of the areas can be improved. They replied as shown in Table 3.

Strategies	%
Encourage marketing creativity in Uganda's tourism	13.3
Repair and construct access roads to natural tourist attractions	11.8
Adopt international tourism promotional and advertisement channels to raise international awareness	9.3
Lower prices for tourist services (because of poverty) to domestic tourism	8.0
Fully privatize the tourism sector	7.8
Professionalize the tourism operators and service providers	7.3
Reduce taxes on tourism products and fuel	5.3
Establish joint international tourism promotion and marketing companies/branches	3.5
Stop political interference with the natural environment	3.5
Create a damage control (Image building) campaign using the Internet	3.3
Subsidize investors in tourism to reduce the cost of production and marketing	3.3
Encourage tourism providers to conserve nature	3.3
Train tourism service providers in hospitality/customer care	3.0
Encourage community participation in tourism development	2.8
Modify tourism attractions	2.3
Tourism should be taught at all levels of education in Uganda	2.0
Sensitize and organize the community into tourism development clubs	2.0
Stop the war in northern Uganda	2.0
Government should give tourism equal attention as it gives to the manufacturing sector	1.8
Government should stop the destruction of tourist attractions like swamps, forests, wild animals and water falls	1.8
Create more tourist centers and sports stadiums	1.8
No response	1.0
Total	100.0

Table 3: Strategies For Improving The Development And Marketing Of Uganda As Tourist Destination, As Suggested By Respondents (N= 398)

Note: Total Is Greater Than 388 Because Each Respondent Had Chance To Suggest More Than One Strategy

Table 3 indicates the various strategies that respondents suggested to be used to develop and market Uganda’s tourism effectively. They include creative tourism marketing, tourism education, tourism organization, tourism awareness, care for tourism attractions and assets, community and private sector participation, and the political and fiscal dimensions.

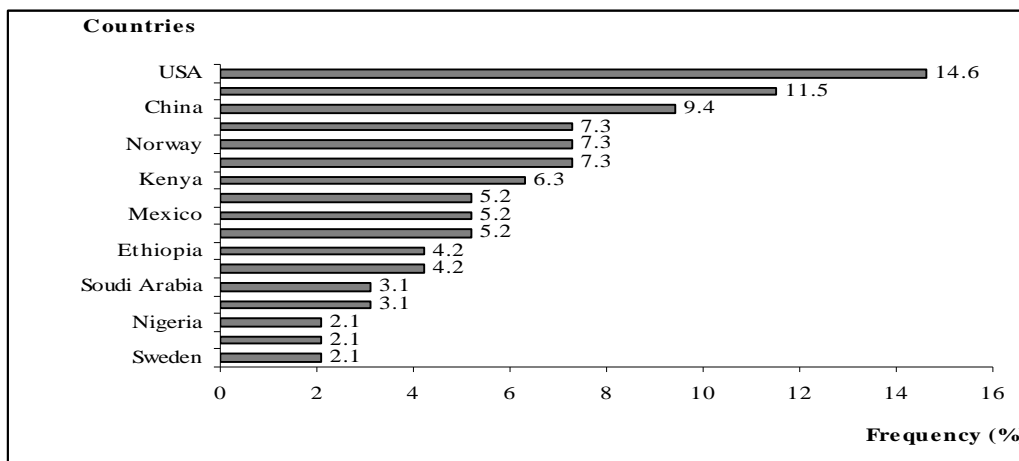


Figure 2: Countries Where Uganda's Tourism Service Providers/Planners Want To Establish Joint Companies/Branches For Promoting Uganda As A Tourist Destination

Figure 2 shows that Uganda’s tourism planners and service providers want to establish tourism promotional companies and branches in countries located in every continent of the world. This gives a clue as to which countries are likely to be identified as priority markets for Uganda’s tourism.

There are many areas in Uganda’s tourism industry that need to be improved in order for the industry to be developed and marketed both locally and internationally in an effective way. The results also indicate the strategies proposed to be used to effect the

improvements. The results, therefore, point to developing effective strategic planning for the industry. The development of viable strategic planning has to consider whether the suggested strategies correlate with the performance of the industry. This was established using the hypothesis of the study presented in the next section.

12. Research Hypothesis

The study was conducted by hypothesizing that Uganda's tourism performance has suffered due to lack of strategic planning (or strategies) to boost the industry's international competitiveness, contribution to the country's economy and to Ugandans by guiding tourism education, awareness, care, organization, stakeholder participation, and marketing. Testing this hypothesis required re-stating it in a null or statistical form as follows:

- H_0 : Uganda's tourism performance has suffered not because of lack of strategic planning (strategies) to boost the industry's contribution to the country's economy and private stakeholders.

In essence, H_0 indicates that there is no relationship between the suffering performance of Uganda's tourism industry and lack of strategic planning (strategies). Correlation results obtained are shown in Table 4 below.

Strategic dimensions derived from strategies suggested by respondents	Statistics	Tourism marketing	Tourism education	Awareness of tourism attractions/potential	Tourism organization	Care for tourist attractions and assets	Private sector and community participation	Political	Fiscal	Contribution to the economy	Contribution to private stakeholders	International competitiveness	Overall industry performance
Tourism marketing	Pearson Correlation Sig. (2-tailed)	1.000											
Tourism education	Pearson Correlation Sig. (2-tailed)	.414**	1.000										
Awareness of tourism attractions/potential	Pearson Correlation Sig. (2-tailed)	.418**	.356**	1.000									
Tourism organization	Pearson Correlation Sig. (2-tailed)	.391**	.551**	.627**	1.000								
Care for tourist attractions and assets	Pearson Correlation Sig. (2-tailed)	.437**	.356**	.816**	.601**	1.000							
Private sector and community participation	Pearson Correlation Sig. (2-tailed)	.403**	.316**	.633**	.636**	.650**	1.000						
Political	Pearson Correlation Sig. (2-tailed)	.438**	.375**	.675**	.666**	.668**	.784**	1.000					
Fiscal	Pearson Correlation Sig. (2-tailed)	.558**	.375**	.491**	.464**	.471**	.526**	.514**	1.000				
Contribution to the economy	Pearson Correlation Sig. (2-tailed)	.536**	.397**	.499**	.490**	.478**	.503**	.494**	.815**	1.000			
Contribution to private stakeholders	Pearson Correlation Sig. (2-tailed)	.519**	.382**	.501**	.451**	.520**	.534**	.545**	.745**	.776**	1.000		
International competitiveness	Pearson Correlation Sig. (2-tailed)	.548**	.401**	.479**	.427**	.474**	.459**	.521**	.756**	.657**	.680**	1.000	
Performance of the tourism industry	Pearson Correlation Sig. (2-tailed)	.810**	.540**	.562**	.500**	.543**	.546**	.669**	.668**	.642**	.625**	.620**	1.000

**Correlation is significant at the 0.01 level (2-tailed).

Table 4: Relationship Between The Performance Of Uganda's Tourism Industry And Strategies For Effective Development And Marketing Of The Industry

There are significant relationships between each strategic dimension and the performance of tourism industry (Table 4). Significant relationships also exist between the dimensions and the specific measures of this performance. Further correlation analysis was conducted to establish whether relationships existed between the specific components of the strategic dimensions, the overall performance of the tourism industry and its measures. Still significant relationships existed; thereby further confirming that the underperformance of Uganda's tourism industry is related to lack of strategic planning.

The existence of the relationships is a necessary but not a sufficient condition for concluding that the strategies can indeed help improve the performance of the industry. To develop viable planning, it was also imperative to establish whether the strategies predict the performance and which of them are critical to this performance. To this end, regression analysis was used. This is because regression analysis helps to ascertain which factors (in this case the strategies) best predict others (in this case the performance of the tourism industry). Results obtained are shown in Table 5.

Independent variables (proposed strategic dimensions)	Sub-components of the independent variables	Standardized Coefficients			Dependent variable: Tourism industry performance
		Beta	t	P	
(Constant)			4.575	.000	R- Square = 0.751
Tourism marketing	Marketing creativity	.608	15.476	.000	Adjusted R-Square = 0.733 F-value = 42.546 Sig. = .000
	Efficient tourism production	.361 .175	6.157 1.082	.001 .035	
	Tourism education		.181	2.937	
School education		.149	2.620	.009	
Community sensitization		.059	1.440	.151	
Tourism organization		.145	2.266	.004	
	National tourism organization	.098 .144	1.523 1.810	.129 .041	
	Corporate tourism organization	.033	.567	.571	
Awareness of tourism attractions/potential	Community organization	.574	7.894	.000	
		.098	.886	.376	
		.465	6.833	.000	
Care for tourist attractions and assets	Local awareness/perception	.287	1.328	.005	
	International awareness	.253	1.069	.009	
		.036	.449	.654	
Participation	Conservation of nature	.363	2.952	.001	
	Care for attractions/assets	.151	1.106	.004	
		.032	.503	.615	
Political	Private sector participation	.387	6.849	.000	
Fiscal	Community participation	.285	5.088	.000	

Table 5: Prediction Of The Performance Of Uganda's Tourism Industry By The Strategies Suggested By Respondents

Table 5 indicates by coefficient of determination (R-square) variation in the dependent variable (tourism industry performance) caused if the independent variables or proposed strategic dimensions (tourism marketing, education, organization, awareness and care for tourist attractions and assets, participation, political and fiscal strategies) are adopted. When adopted, the extent to which all the dimensions predict the industry's performance is explained by the adjusted R-square. The extent to which each dimension predicts the performance is explained by the standardized beta coefficient of each dimension. The F-value explains whether the dimensions predict the performance linearly or not. At a given level of significance, the larger the F-value the more linear is the prediction. The t-value indicates the extent to which each strategic dimension and its sub-dimensions predict tourism performance in a linear fashion. The higher the t-value the more linear is the prediction.

The proposed strategic dimensions account for 75.1% (R-Square = 0.751) of the variation in the performance of Uganda's tourism industry. The results also show that at $P < 0.01$ level of significance, the dimensions linearly predict 73.3% of this performance (Adjusted R- Square = 0.733, $F = 42.546$) (Table 5).

Looking at the individual strategic dimensions, their Beta and t-values indicate that all of them predict the performance of Uganda's tourism industry in a significant linear fashion. This notwithstanding, the best predictor strategic dimension is tourism marketing (Beta = 0.608, $t = 15.476$, $P < 0.01$), particularly its sub-strategy of marketing creativity (Beta = 0.361, $t = 6.157$, $P < 0.01$). This is followed by awareness of tourism attractions and potential (Beta = 0.574, $t = 7.894$, $P < 0.01$), particularly its sub-dimension of international awareness (Beta = 0.465, $t = 6.833$, $P < 0.01$). Participation follows (Beta = 0.363, $t = 2.952$, $P < 0.01$), particularly its sub dimension of private sector participation (Beta = 0.151, $t = 1.106$, $P < 0.05$). The political strategic dimension comes next followed by care for tourist attractions and assets, fiscal strategy, tourism education, and tourism organization.

In general, the existence of significant relationships implies that the performance of Uganda's tourism industry is significantly correlated with the various strategic dimensions. In addition, the fact that all and each of the strategic dimensions predict the greater proportion (73.3%) of the performance of Uganda's tourism industry implies that without them, the performance suffers. Therefore, the null hypothesis of the study is rejected in favour of its alternative. Consequently, Uganda's tourism performance has suffered due to lack of strategic planning (or strategies) to boost the industry's contribution to the country's economy and private stakeholders by guiding tourism education, awareness, care, organization, stakeholder participation, and marketing for international marketing. The implications of these results are discussed in the next chapter.

13.Strategies Of Developing And Marketing Uganda As A Tourism Destination

The outcome revealing the strategies that can be adopted to develop and market Uganda as a tourist destination were presented in Table 3. The strategies' ability to constitute planning required to bring about the desired improvements in the industry was confirmed through correlation and regression results presented in Tables 4. Accordingly, the hypothesis of the study was rejected and the conclusion reached indicates that the suffering of Uganda's tourism performance can indeed be turned around if the proposed strategies are adopted. The strategies were categorized into a number of strategic dimensions, namely: creative tourism marketing, tourism education, tourism organization, tourism awareness, care for tourism attractions and assets, community and private sector participation, and the political and fiscal dimensions. These dimensions were revealed as devices for improving various performance areas of Uganda's tourism development and marketing, which appear in Table 2.

In particular, tourism marketing was suggested as a strategic dimension that should be considered if the performance of Uganda's tourism industry is to be improved in an internationally competitive manner. This dimension points to a critical need for creative marketing and efficient production of Uganda's tourism products. Such a need implies, in the first place, that as of now, the marketing of Uganda's tourism lacks creativity. It also indicates that the production of Uganda's tourism products is inefficient. This is actually confirmed by the results which indicate that marketing creativity demonstrated in the country's tourism industry is largely uncompetitive. The same results indicate further that the production of Uganda's tourism products is not cost efficient.

The low levels of creativity in marketing imply that not many tourists are attracted because the marketing does not appeal to them or even evoke their interest in the tourism products offered. At the same time, not many tourism products can be sold because, as Capon *et al* (1980) argued, their high production costs translate into prices higher than those of the competitors. The suggested marketing strategies are therefore intended to raise the competitiveness of Uganda's tourism so as to turn around the situation in which the country lags behind its competitors such as Kenya, South Africa, Rwanda, Tanzania, and other countries. Creativity in marketing and cost efficiency in production are therefore critically needed to turn around the performance of Uganda's tourism industry.

Actually, when the above strategies are adopted, they will help improve the performance of the industry by 60.8%, other factors being constant (Table 5). In particular, improvement in marketing creativity will help to turn around the performance of the industry by 36.1%, all other factors assumed constant. This improvement is particularly needed to raise the international competitiveness of the tourism industry because, as shown in Table 4, such creativity correlated very strongly with international competitiveness as a measure of the industry's performance.

Basically, improving marketing creativity can be achieved when Uganda's tourism service providers adopt what Lusch and Lusch (1987) called "customer winning and retention strategies", that is, strategies that help to not only promote Uganda as an attractive tourist destination but also to design, package, advertise and promote the tourism products and assets offered in the country in a manner that makes the products more attractive to tourists. The description of the country as the Pearl of Africa should be reinforced with other tourism related descriptions. Such descriptions can be coined from Uganda's tourism inventory. For instance, a description such as "Uganda is the world's leading land of gorillas" can be used to creatively market the country to tourists interested in watching or conducting research on the mountain gorillas.

The designing of Uganda's tourist attractions needs to be improved as well. It is clear that most of Uganda's tourist attractions are natural. Their designing therefore does not need a lot of capital input. Actually, the designing requires creative improvement in how the attractions are advertised, how travel arrangements are organized, and in accessing the attractions. For instance, not much is needed about gorillas apart from creative designing of international advertisements regarding their presence in the country. Such creativity may be realized by taking well designed photographs of the animals in their natural setting and publicizing them on television or in print. This should be reinforced with creative travel arrangements, and improvements in access roads to where the animals mostly live, as well as establishing adequate nearby accommodation facilities for tourists interested in the animals. When all these services are conveniently in place for tourists and for all the natural tourist attractions in Uganda, the performance of the industry is very likely to improve as required.

Natural tourist attractions are often complimented by made-made tourist services, which also need creative designing in order to attract tourists. Such services as hotel services, travel arrangements and tour guiding need to be more creatively designed. Innovation in their designing can even reduce the cost of production. As an illustration, in Kenya, tracking and watching wild animals has been so innovatively and cheaply modernized that instead of using ground forest tracks, flyovers made of strong sisal fibre and weaved through tree branches are used. To a tourism service provider, this reduces the cost of production since sisal is cheaper to get than the alternative iron bars and angle lines. Moreover, it offers a tourist with an experience that is bound to fascinate and attract him/her back. It is also likely to make him/her recommend other tourists to Kenya to enjoy the same experience. It is therefore not surprising that Kenya out competes Uganda as far as tourism promotion and marketing is concerned.

The foregoing illustration is used not to suggest that Uganda's tourism service providers should adopt the same creativity in designing access routes to tourist attractions. Strategically speaking, and as Balunywa (1997) argued, if something has worked to out-compete competitors, it becomes obsolete because it cannot be used in the same way to out-compete its initial inventor. As Kotler (1986, 2004) argued in his market extension strategy, one needs to be more creative by modifying it so that it is viewed as new and unique. This is what is working in the world of electronic technological advancement. Scientists are entrepreneurially inventing and re-inventing, turning the old into new and more competitive products. For instance, computers were invented using the basic principles of an electronic calculator but a computer is more sophisticatedly competitive than a simple electronic calculator.

Apart from reducing the cost of producing Uganda's tourism products using innovation, results presented in Table 3 suggest that it can also be reduced using fiscal means. Indeed, the proposed fiscal strategy indicates that its adoption requires government to consider granting subsidies and tax concessions to tourism service providers, as well as to reduce taxes on tourism development inputs. Special attention has to be put on ensuring that the value added tax (VAT) charged to tourism service providers is legal as provided for by the 1998 VAT Statute. Clearly, any subsidies, tax concessions and reductions offered to tourism service producers have an effect of reducing their cost of production, thereby lowering the prices of their products. Results in Table 3 indicate that when government adopts these strategies, the tourism industry is bound to improve by 28.5%, other factors remaining constant. Results also indicate further that Uganda's tourism service providers can also be creative and reduce the cost of marketing by adopting Porter's (1996) marketing strategy of identifying priority markets for Uganda's tourism and concentrating on these markets. The suggested priority markets are in countries such as the UK, USA, Scandinavian countries, and others shown in Figure 2.

Added to the above strategies is raising the awareness of Uganda's tourism. Results in Table 5 indicate that when this strategy is adopted, the performance of Uganda's tourism is improved by 57.4%, other factors remaining constant. In other words, Uganda's tourism can develop by 57.4% because improvement is an element of development particularly when it occurs both qualitatively and quantitatively. The fact that this strategy was proposed implies that the awareness of all Uganda's tourist attractions and potential is below required levels. This is even confirmed that indicate that tourism service providers are aware and have a good perception of most of Uganda's tourist attractions and potential, but tourists have little knowledge of the same. The results imply, therefore, that the strategy was proposed to help raise more of tourists' awareness of Uganda's tourist attractions and potential than that of the tourism service providers. As argued earlier, strategies for raising the tourist or international awareness of Uganda's tourist attractions and potential include adoption of international media channels such as CNN and the Internet which, as of now, are used by a paltry number of tourism service planners and providers in Uganda.

The use of billboards and radio waves by many of the tourism service providers is only effective in the local market. Moreover, apart from Uganda Broadcasting Corporation (UBC) radio, other FM stations are regionally based. They neither cover the whole country nor go beyond Uganda's borders with clear sound signals. Worse still, there was a big proportion of none response that suggests that the majority of Uganda's tourism service providers do not participate in promoting the awareness of the country's tourist attractions and potential. Encouraging the participation of all tourism service providers in the promotion of the awareness of Uganda's tourist attractions and potential is therefore another specific strategy that can be adopted. This can be done using both voluntary and involuntary means.

Involuntary means may, for instance, be requiring all tourism service providers to have raising the awareness of Uganda's tourist attraction and potentials as an integral part of their business missions and objectives and to penalize those that do not include it by either denying them entry into the industry or withholding, halting or canceling their business licenses. Voluntary means may include encouraging the tourism service providers to be more vigilant and creative in advertising and promoting Uganda's tourism. For instance, each tourist operator may be encouraged to use a specific animal, bird, plant, or cultural features as symbols in their brochures, prospectuses, newsletters, bulletins, leaflets or any other company promotional material. Their advertising and promotional drives should also not be confined to local media channels but rather go beyond Uganda's borders.

Encouraging the participation of the private sector and local community was another strategy suggested to help develop and market Uganda's tourism industry. Results indicate that strategic concentration needs to be placed more on promotion of private sector participation than on that of the local community. This has twofold implications. First, it indicates that the participation of the local community is not a significant contributor to the development and marketing of Uganda's tourism. The result therefore contrasts with the observations of WTO (2000) that underscore the significant importance of community participation to development. Secondly, although the private sector is reportedly already significant in Uganda's tourism industry, it is still below the level required in the industry. Being below the desired level implies further that Uganda's tourism potential is yet to be optimally tapped. As such, more private sector investors need to be encouraged to join the industry. Strategies for encouraging private investors are many ranging from making them aware that the resources and markets needed to establish and operate a successful business in the industry are available. Other strategies tend to take a political or fiscal perspective both of which were also suggested.

Indeed, the political strategic perspective was proposed with a hope that Uganda government will ensure that insecurity in northern Uganda is stopped. This means that the war ravaging in the north is a serious impediment to the development and marketing of the country's tourism. In fact wars are known to be one of the factors that discourage foreign tourists into a country. Wars claim people's lives, destroy property and infrastructure and therefore militate against any effort geared towards development and marketing. Their prevalence must therefore be averted if tourism is to develop as desired. The results in Table 2 show that when the war is ended, tourism will be set to develop up to 38.7%. There are a number of strategies that can be used to stop the war. One is a military strategy involving fighting the insurgents militarily and another is a political involving negotiation between fighting groups. Although both

strategies help end the war, the fact that the military strategy has taken over 20 years without success implies that the alternation, and political negotiation, may be more effective.

Another strategy is to focus on increasing the care for Uganda's tourist attractions and assets. Results given in Table 5 reveal that once this strategy is adopted, especially with regard to conservation of nature, Uganda's tourism is bound to develop by 28.7%, other factors being constant. The strategy suggests that as of now, Uganda's tourism attractions and assets receive less than the care they deserve. In fact, results obtained earlier indicated that the contribution of tourism to nature conservation is low. The adoption of the strategy will therefore help improve on this contribution, thereby enhancing the development of tourism in the country.

In addition to the above, a strategy that focused on enhancing the development and marketing of Uganda's tourism through encouraging tourism education is proposed. The adoption of this strategy can help improve the performance of the country's tourism industry by 18.1%, other factors assumed constant (Table 5). The strategy is therefore crucially needed, particularly in view of the fact that formal tourism education is still at its lowest, confined to very few institutions of higher learning. As discussed earlier, tourism education is needed and needs to be introduced at all levels of formal school education. In addition, community sensitization also needs to be encouraged. Both of these educational strategies can help a great deal towards improving tourism awareness, appreciation of the value of tourist attractions and assets, their effective conservation and marketing. The end result of all this is that tourism will be effectively developed and marketed in a sustainable and professional manner.

Finally, tourism organization is another strategy that is proposed to help develop and market Uganda's tourism in a sustainable and effective manner. The fact that this strategy is proposed implies that tourism is not organized to the desired level. If the country's tourism organization is improved to desired levels, this will boost its development by 14.5%. Results in Table 5 show that with this strategy, emphasis needs to be placed more on corporate tourism organization than on national and community tourism organization. Thus, even when the overall corporate organization is reportedly high, results indicate that more organization is still needed. Looking closely at the results, one gets an impression that the overall high level of corporate organization notwithstanding, particular forms of corporate organization are reportedly low. These include further division of the tourism companies' departments into different sections, specification of each employee's tasks and responsibilities and clarity in the reporting lines. Accordingly, further organization is needed in each of these areas. The strategies that can be adopted to improve corporate organization include therefore, establishing clear sections within departments, specifying employee tasks and responsibilities, and ensuring that each employee does not report to more than one person at the top. This will improve tourism cost management, accountability and overall corporate performance. If all tourism companies can adopt the strategies, the end result will be to boost the overall performance of Uganda's tourism industry.

14. Recommendations

The following 6 recommendations are made based on the research findings.

- Tourism imports and exports should not be taxed.
- Governments should stop the wars either through negotiations or by military means to make their countries peaceful so as to market and improve their international images and free up the tourism potential existing in the war ravaged areas.
- Governments should improve the tourism support infrastructure like access roads and enforce conservation guidelines and regulations.
- Private sector tourism service providers should improve and maintain their centres in an attractive manner.
- Accommodation service providers should improve their accommodation quality to match with international accommodation standards.
- Tourism organization should be improved by governments, especially at corporate and community level. Private sector tourism service providers should ensure that their companies are structured in a manner that ensures effective cost management, clear employee responsibilities, and reporting lines to stimulate corporate and the entire performance of the tourism industry.

The strategies proposed to constitute strategic planning needed to improve, develop and market tourism industrial performance include: creative tourism marketing, tourism education, tourism organization, tourism awareness, care for tourism attractions and assets, community and private sector participation, and the political and fiscal strategies. When these strategies are adopted, the industry is predicted to develop by 73.3% by the year 2018.

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