BRANDING WINDHOEK FOR TOURISM

WINDHOEK
City of Many Faces

Sponsored by:
The City of Windhoek’s
Corporate Communication and Tourism Division
Christina Grant
Meghan Pasquali
Sarah Spear
BRANDING WINDHOEK FOR TOURISM

An Interactive Qualifying Project Report
Submitted to the faculty of Worcester Polytechnic Institute
In partial fulfillment of the requirement for the
Degree of Bachelor of Science

Sponsoring Agency: Corporate Communication and Tourism Division of the
City of Windhoek

Submitted to:
On-Site Liaison: Manfred !Gaeb, Senior Tourism Officer
Project Advisor: Reinhold Ludwig, WPI Professor
Project Co-advisor: Creighton Peet, WPI Professor

Submitted by:
________________________
Christina Grant
________________________
Meghan Pasquali
________________________
Sarah Spear

Date: 2 May 2008
ABSTRACT

This report, submitted to the City of Windhoek Tourism Division, emphasizes the implementation of a brand identity for use in marketing Windhoek as a tourist destination. After conducting interviews and focus groups with local business and cultural stakeholders, in addition to surveying tourists, we have created a representative brand identity for the city to use to promote its tourism industry. Furthermore, we have made recommendations regarding city infrastructure and marketing to increase the appeal of Windhoek to tourists.
ACKNOWLEDGEMENTS

We would like to thank all those individuals who helped us in both our research and design work for our project.

City of Windhoek Corporate Communications and Tourism Division
   Ndangi Katoma
   Manfred !Gaeb
   Gladys Fernandez
   Sarah Negumbo
   Maria Hamata
   Grace Kamuingona
   Fischer Thataone
Our Drivers
   Kennedy Chunga
   Johannes Shikesho
Namibia Tourism Board
   Johanna Shangala
   Shareen Thude
WPI Professors
   Professor Reinhold Ludwig
   Professor Creighton Peet
Focus Group Participants
All the tourism stakeholders interviewed.
All the tour operators and tourists who assisted us in our tourist surveys.
**AUTHORSHIP**

All contributed to the writing, editing, and design concepts, though completion of each particular section/design is outlined below:

<table>
<thead>
<tr>
<th>Section/Design</th>
<th>Primary Writer (s), Secondary Writer (s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>All, Meghan Pasquali</td>
</tr>
<tr>
<td>Abstract</td>
<td>Sarah Spear</td>
</tr>
<tr>
<td>Chapter 1. Introduction</td>
<td>All</td>
</tr>
<tr>
<td>Chapter 2. Background</td>
<td></td>
</tr>
<tr>
<td>2.1 Tourism</td>
<td>Sarah Spear</td>
</tr>
<tr>
<td>2.2 Marketing</td>
<td>Meghan Pasquali</td>
</tr>
<tr>
<td>2.3 Brand Identity</td>
<td>Christina Grant</td>
</tr>
<tr>
<td>2.4 Tourism in Windhoek</td>
<td>Sarah Spear</td>
</tr>
<tr>
<td>2.5 Marketing Windhoek</td>
<td>Meghan Pasquali</td>
</tr>
<tr>
<td>2.6 Branding Windhoek</td>
<td>Christina Grant</td>
</tr>
<tr>
<td>Chapter 3. Methodology</td>
<td></td>
</tr>
<tr>
<td>3.1 Identify the attributes of Windhoek</td>
<td>Christina Grant &amp; Meghan Pasquali</td>
</tr>
<tr>
<td>3.2 Identify strategies to make city more appealing</td>
<td>Christina Grant &amp; Meghan Pasquali</td>
</tr>
<tr>
<td>3.3 Identify strategies to develop a more attractive website</td>
<td>Meghan Pasquali, Christina Grant</td>
</tr>
<tr>
<td>3.4 Create the Brand Identity and Develop a Branding Guide</td>
<td>Sarah Spear, Christina Grant</td>
</tr>
</tbody>
</table>
Chapter 4. Results and Analysis

4.1 Attributes of Windhoek

4.2 Improvements to the City of Windhoek

4.3 Website Analysis

4.4 Brand Identity Results

Chapter 5. Conclusions

Chapter 6. Recommendations

References

Appendices

Logo Designs

Website Designs

Branding Windhoek Guide
# Table of Contents

Branding Windhoek For Tourism ................................................................. i  
Abstract ........................................................................................................ ii  
Acknowledgements ...................................................................................... iii  
Authorship .................................................................................................... iv  
Table of Contents ........................................................................................ vi  
List of Figures ............................................................................................... x  
List of Tables ................................................................................................. xiii  
Executive Summary .................................................................................... xiv  
Chapter 1. Introduction ............................................................................... 1  

Chapter 2. Background .............................................................................. 4  
2.1 Tourism .................................................................................................. 4  
2.1.1 Tourism in Africa ............................................................................... 6  
2.2 Marketing ................................................................................................ 8  
2.2.1 Successful Marketing Strategies ...................................................... 9  
2.2.2 The Marketing Plan ......................................................................... 13  
2.2.3 Marketing Mechanisms ................................................................... 14  
2.3 Brand Identity ....................................................................................... 19  
2.3.1 Destination Brand Values ............................................................... 20  
2.3.2 Destination Brand Identity Positioning .......................................... 22  
2.3.3 Competitive use of Brand Identity .................................................. 24  
2.3.4 Destination Branding in Africa ....................................................... 26  
2.3.5 Branding Namibia ............................................................................ 28  
2.4 Tourism in Windhoek .......................................................................... 31  
2.5 Marketing Windhoek ............................................................................ 34  
2.6 Brand Identity for Windhoek ................................................................ 36
<table>
<thead>
<tr>
<th>Chapter 3. Methodology</th>
<th>..............................................................</th>
<th>37</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Identify the attributes of Windhoek for use in branding the city</td>
<td>..............................................................</td>
<td>37</td>
</tr>
<tr>
<td>3.2 Identify strategies to make the city more appealing to tourists</td>
<td>..............................................................</td>
<td>44</td>
</tr>
<tr>
<td>3.3 Identify Strategies to Develop a More Attractive and Informative Website</td>
<td>..............................................................</td>
<td>46</td>
</tr>
<tr>
<td>3.4 Create the Brand Identity and Develop a Prototype Branding Windhoek Guide</td>
<td>..............................................................</td>
<td>47</td>
</tr>
<tr>
<td>Chapter 4. Results and Analysis</td>
<td>..................................................................................</td>
<td>50</td>
</tr>
<tr>
<td>4.1 Attributes of Windhoek</td>
<td>..................................................................................</td>
<td>50</td>
</tr>
<tr>
<td>4.1.1 Marketed Attractions</td>
<td>..................................................................................</td>
<td>50</td>
</tr>
<tr>
<td>4.1.2 Understanding of Current Logo</td>
<td>..................................................................................</td>
<td>57</td>
</tr>
<tr>
<td>4.1.3 Willingness to Accept a New Brand Identity</td>
<td>..................................................................................</td>
<td>58</td>
</tr>
<tr>
<td>4.1.4 Usefulness of Namibia’s Core Values</td>
<td>..................................................................................</td>
<td>59</td>
</tr>
<tr>
<td>4.1.5 Words that Describe Windhoek</td>
<td>..................................................................................</td>
<td>61</td>
</tr>
<tr>
<td>4.1.6 Colors that Represent Windhoek</td>
<td>..................................................................................</td>
<td>63</td>
</tr>
<tr>
<td>4.2 Improvements to the City of Windhoek</td>
<td>..................................................................................</td>
<td>64</td>
</tr>
<tr>
<td>4.2.1 Attractions</td>
<td>..................................................................................</td>
<td>65</td>
</tr>
<tr>
<td>4.2.2 Information and Infrastructure</td>
<td>..................................................................................</td>
<td>68</td>
</tr>
<tr>
<td>4.2.3 Marketing</td>
<td>..................................................................................</td>
<td>72</td>
</tr>
<tr>
<td>4.3 Website Analysis</td>
<td>..................................................................................</td>
<td>74</td>
</tr>
<tr>
<td>4.3.1 Features</td>
<td>..................................................................................</td>
<td>75</td>
</tr>
<tr>
<td>4.3.2 Information Technology Interview Results</td>
<td>..................................................................................</td>
<td>90</td>
</tr>
<tr>
<td>4.4 Brand Identity Results</td>
<td>..................................................................................</td>
<td>91</td>
</tr>
<tr>
<td>4.4.1 Core Values</td>
<td>..................................................................................</td>
<td>92</td>
</tr>
<tr>
<td>4.4.2 Associated Words</td>
<td>..................................................................................</td>
<td>97</td>
</tr>
<tr>
<td>4.4.3 Associated Colors</td>
<td>..................................................................................</td>
<td>98</td>
</tr>
<tr>
<td>4.4.4 Slogans</td>
<td>..................................................................................</td>
<td>99</td>
</tr>
<tr>
<td>4.4.5 Logos</td>
<td>..................................................................................</td>
<td>100</td>
</tr>
<tr>
<td>4.4.6 Branding Windhoek Guide</td>
<td>..................................................................................</td>
<td>109</td>
</tr>
</tbody>
</table>
Chapter 5. Conclusions............................................................................................................. 111

Chapter 6. Recommendations............................................................................................... 115

6.1 Implementation of the Brand Identity............................................................................. 115

6.2 Branding Windhoek Guide.............................................................................................. 119

6.3 Marketing the Website...................................................................................................... 120

6.4 Other Marketing Techniques.......................................................................................... 122

6.5 City Appeal: Attractions............................................................................................... 123

6.6 City Appeal: Infrastructure............................................................................................. 126

References............................................................................................................................. 129

Appendices.......................................................................................................................... 133

Appendix A: Sponsor Profile................................................................................................. 133

Appendix B: Interview with the Travel Agency ................................................................. 136

Appendix C: Conference Call with Sponsor ........................................................................ 138

Appendix D: Interview Protocol for Business Stakeholders .............................................. 139

Appendix E: Interview- Johanna Shangala, Trade Liaison Officer at NTB ... 140

Appendix F: Interview- Barrie Watson, City of Windhoek, Planning Officer 143

Appendix G: Interview- Abuid Karongee, Face to Face Tour Guide......................... 145

Appendix H: Interview- Dorothea Daiber, Safari Hotel.................................................... 147

Appendix I: Interview- Michelle le Roux, Namibia Conferencing Events Manager.............................................................................................................................. 149

Appendix J: Interview- Maria Hamata, Information Officer ............................................ 151

Appendix K: Interview- Dr. Jeremy Silvester, National Museum of Namibia.................. 153

Appendix L: Interview- Mr. J. Madisia, Manager ............................................................... 155

Appendix M: Interview- Mr. Martin Weimers, Tour Operator ........................................... 157

Appendix N: Interview- Dr. P. Smit and Ms. S. Scholz, Faculty of Humanities and Social Science ...................................................................................................................... 159

Appendix O: Interview- Benita Herma, TRENABA............................................................. 161

Appendix P: Interview- Mr. Tjivikua, Rector ...................................................................... 163

viii
Appendix Q: Interview- Mr. Kapere, City of Windhoek Corporate Marketing Division ................................................................. 164
Appendix R: Tourism Stakeholder Focus Group Protocol ......................... 166
Appendix S: Tourism Stakeholder Focus Group ..................................... 167
Appendix T: Tourist Survey .................................................................. 171
Appendix U: Tourist Survey Results ...................................................... 172
Appendix V: Interview Protocol for Web Design Team ......................... 173
Appendix W: Information Technology Interview ................................... 174
Appendix X: Research of Tourism Website Checklist ............................ 176
Appendix Y: Focus Group 2 Protocol ..................................................... 177
Appendix Z: Focus Group 2 Results ........................................................ 178
Appendix AA: Example List of Accommodations Webpage .................. 182
Appendix BB: Example List of Dining Webpage ................................... 183
Appendix CC: Example List Things to Do Webpage .............................. 184
Appendix DD: Example List of Transportation Webpage ...................... 185
Appendix EE: Example List of Upcoming Events Webpage ................... 186
Appendix FF: Branding Windhoek Guide .............................................. 187
LIST OF FIGURES

Figure 1: Tourists observing herd of elephants at Etosha Pan, Namibia (www.bugbo.com) ................................................................. 4

Figure 2: Sandboarding in Swakopmund, Namibia (www.travelblog.org) .......... 7

Figure 3: 2000 Olympic Games Advertisement (www.mapsofworld.com) ........... 9

Figure 4: Boston Common (www.discoverboston.com) .................................. 10

Figure 5: Market in Gaborone, Botswana (www.discover-botswana.com) .......... 12

Figure 6: Snapshot of Boston Tourism Website (www.cityofboston.gov) .......... 16

Figure 7: Brochure for Grand Pacific Drive, www.grandpacificdrive.com ....... 18

Figure 8: Jackie Chan promoting Hong Kong (www.discoverhongkong.com) .... 19

Figure 9: Coca Cola advertisement (www.gameguru.in) .................................. 20

Figure 10: Brand Identity for New Zealand (www.newzealand.com) ............... 22

Figure 11: Coast of New Zealand (www.newzealand.com) .................................. 23

Figure 12: Brand Identity for Auckland, New Zealand (www.aucklandnz.com) .. 23

Figure 13: Coast of Auckland, New Zealand (www.aucklandnz.com) .......... 24

Figure 14: Brand Personality Characterizations (Aaker, 1997, p. 352) ............... 25

Figure 15: Brand Identity for Cape Town, South Africa (www.lib.uct.ac.za) ....... 26

Figure 16: Brand Identity for Zambia (www.zambiatourism.com) ..................... 27

Figure 17: Brand Identity for Botswana (www.gov.bw) ....................................... 28

Figure 18: Brand Identity for NTB ................................................................. 30

Figure 19. Origin of Visitors to Windhoek (adapted from Capital Tourism Strategy, City of Windhoek, 2005) ......................................................... 31

Figure 20. Percentage of Ages of Those on Escorted Tours in Windhoek (adapted from Capital Tourism Strategy, City of Windhoek, 2005) .......................... 32

Figure 21: Tourist attractions in Windhoek according to local stakeholders ....... 51
Figure 22: City of Windhoek Corporate Logo ................................................................. 58
Figure 23: Appropriateness of Namibia's core values to Windhoek ....................... 60
Figure 24: Descriptive words for the City of Windhoek ........................................ 61
Figure 25: Tourist Descriptions of Windhoek ........................................................... 63
Figure 26: Colors for Windhoek's Brand Identity ....................................................... 63
Figure 27: Tourist Suggestions for City Improvements ............................................. 65
Figure 28: Tourist Comments on Improvements to Cultural Attractions .............. 66
Figure 29: Website Research of Common Features .................................................. 75
Figure 30: Auckland, New Zealand's list of accommodations ............................... 76
Figure 31: London's list of dining ............................................................................... 78
Figure 32: Cape Town, South Africa list of attractions .......................................... 79
Figure 33: transportation in Auckland ...................................................................... 81
Figure 34: Events page for Melbourne, Australia .................................................... 82
Figure 35: Johannesburg, South Africa's World Cup Advertisement ...................... 83
Figure 36: Brand Identity for Melbourne, Australia .................................................. 84
Figure 37: Boston, Massachusetts' homepage ............................................................ 84
Figure 38: London's interactive webpage ................................................................. 86
Figure 39: Example of consistent text, Melbourne, Australia ............................... 86
Figure 40: Example of consistent color, Cape Town, South Africa ....................... 87
Figure 41: Nairobi, Kenya example of inconsistent color ......................................... 88
Figure 42: Melbourne, Australia online bookings example ..................................... 88
Figure 43: Colors associated with Windhoek ........................................................... 98
Figure 44: First Preliminary Draft ............................................................................ 101
Figure 45: Second Design ........................................................................................ 102
Figure 46: Third design ............................................................................................ 103
Figure 47: Design Suggested from classmates .................................................. 104

Figure 48: Fourth Design ............................................................................... 104

Figure 49: Fifth Design .................................................................................. 105

Figure 50: Sixth design .................................................................................. 106

Figure 51: Seventh design .............................................................................. 106

Figure 52: Final Logo and Slogan ................................................................... 108
LIST OF TABLES

Table 1: Strengths and Weaknesses of Windhoek as a Tourist Destination..........................33
EXECUTIVE SUMMARY

Tourism is emerging as a competitive industry in many African countries and has the potential to be a significant contributor to their economies. Most tourist destinations market themselves to nature and adventure travelers who are drawn to the natural beauty and wildlife Africa has to offer. However, Windhoek, the capital city of Namibia, has experienced difficulty in marketing itself as a tourist destination. Although it is rich in history and culture, tourists use it merely as a gateway to other, more popular destinations within Namibia. The city has much to offer, yet prior to our arrival, it lacked a distinct brand identity to help market itself as a destination where visitors could learn about Windhoek’s historical past, and experience the culture through ethnic food and festivals.

When promoting a city, specific marketing techniques must be incorporated into the brand, including the creation of an appealing website, distribution of brochures, and availability of tourist information. The use of a brand identity is a marketing strategy that has been implemented by many tourist destinations to capture important attributes and create an impressionable image that attracts visitors. A brand identity can include a slogan and/or logo, or a theme defined by brand values that describe the tourist experience of a particular destination. It is the creation of this type of brand identity that the Corporate Communication and Tourism Division of the City of Windhoek believes will enhance the promotion of the city’s tourist industry.

The goal of this project was to help provide the city of Windhoek with a new brand identity that is representative of the city, its culture and history, is appealing to travelers, and is competitive in the worldwide tourist industry. The objectives to achieve
this goal were to identify attributes of the city of Windhoek for use in branding, identify strategies to make the city more appealing to tourists, identify strategies to develop a more attractive and informative website, and create a brand identity, logo/or slogan, and a prototype of a Branding Windhoek Guide.

The first and second objectives were completed through local business and cultural stakeholder interviews, two focus groups, and tourist surveys. We gained perspectives on Windhoek as a tourist destination and what it has to offer. Concerning a new brand identity aimed at tourists, we obtained conflicting views of the current city logo, and its incorporation into a new brand. Words, colors, and symbols were suggested to include in the brand that are most representative of Windhoek. Many stakeholders suggested improvements the city can make to appeal to tourists. These were compiled and formatted into a list of recommendations for the City of Windhoek to reference when considering changes it can make to enhance tourism.

The third objective was completed through research on other tourism websites of cities worldwide. We identified the most common features on each of the websites and compared and contrasted them to those that are present on Windhoek’s current website. An interview with the Information Technology Department of the City of Windhoek also allowed us to identify specific criteria to include in our recommendations for improvements that can be made to the website.

The final objective was achieved by compiling all our previous research into a preliminary Branding Guide. The guide was modeled after the Namibia Tourism Board’s own Branding Guide to provide the City of Windhoek with a manual describing how to
incorporate the brand values we defined for the city into marketing techniques. The core
values as well as associated words, colors, and images were included. We presented our
brand identity in the guide to serve as a model for businesses interested in branding
themselves.

Our findings resulted in three main categories of recommendations; the
implementation of the brand identity, improvements to the website, and improvements to
the city. Our research revealed that Windhoek lacks exciting attractions that emphasize
its history and culture, while those that are present are not promoted to tourists. We
found that most stakeholders were enthusiastic about the creation of a new brand identity
to advertise the city to tourists, for they recognized that the current city logo is not
sufficient to appeal to tourists and promote Windhoek as a tourist destination. Through
our collection of words that describe Windhoek, we were able to encompass all aspects of
the city in four core values; cultural, diverse, modern, and open. We used these as
inspiration for the logo and slogan developed, and further used them to describe the city
in the branding guide.

In order to implement the brand identity, the City of Windhoek must accept the
brand identity presented, whether it accepts the logo, slogan, or just the theme for use in
the promotion of its tourism. The logo should then be finalized by a professional agency
to ensure that it will appear appropriately on all documents and webpages. Next, the city
of Windhoek should develop the branding guide to include the finished brand identity as
well as professional images that depict Windhoek according to the core values we have
identified. The branding guide can then be distributed to local businesses to assist them
in promoting themselves within the theme that has been created to represent Windhoek as a tourist destination.

The improvements to the website recommendations concerned specific features to include on the new website, as well as suggestions for use of consistent fonts and colors. We found that the most important aspects of the website should include a list of accommodations and restaurants, as well as information about things to do, upcoming events, and transportation. The chosen font should be one that is easily legible and consistent throughout the website. The colors should conform with those in the brand identity, as it should be posted somewhere near the top of the page so that visitors see it instantly. By incorporating these recommendations into the criteria that have already been established by the Information Technology Department, the website will be greatly improved. It will make the City of Windhoek competitive with surrounding tourist destinations, both in Africa and abroad.

Recommendations concerning improvements to the city were organized into three categories: attractions, information and infrastructure, and marketing. On each of these topics, the city of Windhoek can be improved to strengthen its tourism industry. The current attractions, such as museums and art galleries, should be updated and reworked to be more interactive and appealing. The Cultural Mile is an attraction that should be completed to provide visitors with a walking tour of the city that will highlight its historical and cultural aspects. Marketing efforts concerned making tourism offices more accessible to tourists, by extending the hours of operation and improving visibility of the offices. This includes adding signs to direct tourists to the offices’ locations as well as redecorating the offices to stand out. Marketing the cultural aspects of city were also
recommended to reinforce the brand identity. The improvements by the city pertain mainly to Windhoek’s infrastructure. The city does not have an easily accessible transportation system, thus, we proposed the city create a bus route to bring tourists to popular restaurants and other destinations within the city. The city was also recommended to increase tourist safety by distributing information on security and increasing officer visibility. Another city effort could be to increase the amount of open, public space, as these are places for social gatherings that will enhance Windhoek’s feeling of “openness” and “relaxation”.

The importance of tourism is often underestimated, and thus the significant contribution it makes to the city’s overall economy, including employment opportunities for locals, should be stressed. The completion of our research has revealed the impact of a brand identity, and its placement in the Tourism Division’s marketing strategies will provide the initial steps to improving the city’s tourism industry. Through the implementation of our recommendations, the brand identity will be supported and the industry will grow to reach a new potential that has yet to be achieved.
CHAPTER 1. INTRODUCTION

Tourism is an important contributor to any nation’s economy as it augments the Gross Domestic Product (GDP) and creates opportunities for the country to profit from its attractions. While nature-based tourism is popular in parts of southern Africa, few travelers venture into cities to experience their history and culture. The tourist industry, specifically in some African cities such as Windhoek, does not appear to live up to its potential and has thereby created an opportunity for improvement (Manfred !Gaeb, personal communication, January 29, 2008).

The potential for tourism to impact the capital city of a developing country such as Namibia appears to be substantial. However, the tourist industry in Windhoek, despite being a culturally rich city, is well below capacity (World Trade and Tourism Council, 2007). The city lacks strong marketing mechanisms to promote it as an ultimate tourist destination. As a result, the city does not benefit much from its tourism. The city does not seem to appeal to many tourists except as a gateway to other, more popular tourist destinations, such as Etosha National Park. Many cities in bordering countries, including Cape Town, South Africa, have employed effective marketing mechanisms to promote themselves as popular tourist destinations. These cities can serve as a model for Windhoek to imitate in the promotion of its tourist industry.

The city of Windhoek has begun efforts to increase tourism. In 2001 the first annual /Aë //Gams Festival took place during the height of the tourist season. Construction on the Old Location Historical House, a museum concentrating on the period of apartheid, has also begun (Moseley et al., 2007, p. 23). In 2002, Windhoek
created a Capital Tourism Strategy as part of a larger city initiative to improve local economic development. This strategy was revised in 2006 with a stronger focus on increasing tourism within the city. Other initiatives include the development of new citywide cultural and historical events and attractions to appeal to tourists. These efforts, however, have yet to have a measurable impact on the number of tourists who travel to Windhoek and stay for longer than one or two days.

Windhoek has sought to expand its tourism industry, including the number of tourists coming to the city, the length of time spent by visitors in the city, and the number of returning tourists. Unfortunately, the city’s marketing strategies have not had a competitive edge against other tourist destinations in Sub-Saharan Africa. Windhoek lacks a central image, theme, slogan, and/or logo, better known as a brand identity, to market itself to tourists. Specifically, the city’s Corporate Communication and Tourism Division believes that the creation of a brand identity aimed at tourists, along with the means for marketing the brand identity through a branding guide, can assist the city in reaching its goal of increased tourism.

This project aimed to provide the city of Windhoek with a new brand identity that is representative of the city, its culture and history. Furthermore, it should appeal to visitors and be competitive in the worldwide tourist industry. This goal was accomplished by the completion of the following objectives:

- Identify attributes of Windhoek suitable for use in branding,
- Identify strategies to make the city more appealing to tourists,
- Identify strategies to develop a more attractive and informative website,
Create a Brand Identity and Develop a prototype of a Branding Windhoek Guide.

The objectives were achieved as part of an initiative to improve tourism in Windhoek. They were completed through literature research, a tourist survey, interviews, and focus groups. Our project culminated in a proposed new brand identity for the city of Windhoek that can be used in promoting the city’s tourism. We also developed a booklet for the Tourism Division to use in implementing the brand identity in Windhoek’s tourism promotions.
CHAPTER 2. BACKGROUND

The creation of a brand identity aimed at tourists involves an understanding of the tourism industry itself, the marketing techniques used to target potential visitors, and the role that the brand identity plays in the promotion of tourism. These factors are essential to target a brand at the correct audience and ensure that it is utilized effectively. Each are discussed in the following chapter to provide background information regarding why and how we conducted our research.

2.1 TOURISM

According to the World Tourism Organization, tourism is defined as traveling and vacationing outside of one’s natural environment (Figure 1) (World Tourism Organization, 2007). It is a significant source of revenue for many countries, with an estimated total world demand of over seven trillion US dollars in 2007 (World Travel & Tourism Council, 2007). It is estimated that by 2017, the economic contribution of tourism worldwide will be 10.7% of the World Domestic Product, and the tourism industry will employ 8.3% of the world’s workforce. Many countries, large and small, are taking advantage of the growth in the tourist industry by attempting to redefine themselves as a suitable destination for travelers.

Figure 1: Tourists observing herd of elephants at Etosha Pan, Namibia (www.bugbo.com)
While there are many different types of tourism, the five main categories are: leisure, business, nature/ecotourism, adventure, and cultural/historical tourism (Mourão, 2008). Each sector commands a strong market in different locations. According to Roberto Mourão, leisure tourism is a type of vacation, where travelers seek to escape from their everyday lives. Leisure tourists are those who visit theme parks, such as Disney Land, or relax at hotels in the Caribbean. Many resorts and cruise liners heavily market to leisure tourists, who desire a restful stay with the opportunity to relax or engage in activities such as island sightseeing, snorkeling expeditions, and horseback riding. Cruise lines catering to leisure tourists often offer all-inclusive packages, setting one price for transportation, food, drink, and activities (Mourão, 2008).

Business tourism is characterized by people traveling for business related reasons to conventions or conferences in other cities or countries. During their free time, business tourists travel the surrounding area exploring the region on a more personal level. Common business tourism destinations include large cities like Hong Kong, New York City, and Tokyo, with activities including dining and city tours (Tokyo Metropolitan Government, 2004).

Nature tourists are those who often visit national parks and reserves to view the unspoiled beauty of the natural world. According to Martha Honey (1999) in her book *Ecotourism and Sustainable Development*, eco-tourism, which is a subset of nature tourism, is rapidly growing as travelers seek new experiences outside of city life and pre-planned vacations. Ecotourism sites fund nonprofit environmental organizations, support conservation research, and help protect fragile ecosystems (Honey, 1999). Nature and eco-tourists often travel on safaris and guided wildlife tours to exotic locations around the

Ralf Buckley (2006) discusses the similarities and differences between adventure and nature tourism. Essentially, adventure tourism is nature tourism with an additional “thrill” factor. Both involve exploring the outdoors, however adventure tourists participate in more strenuous and daring activities, such as sandboarding, sky diving and white-water rafting. Countries such as New Zealand, South Africa, and Switzerland appeal to adventure tourists with their marketing of such attractions.

Historical and cultural tourism focuses on past customs, societies, and events that influence the present day life at a given place. Bonita (2006) explains that historical tourism can be found in almost any community that has preserved its past. Historical tourism has contributed to the popularity of museums, monuments, and historic locations. Cultural tourists may travel further to discover the histories and traditions of people unlike themselves, to learn about other types of people in the world. Frequently, destinations will market their historical attributes to provide a basis for understanding the current culture. Though many developing countries have a rich history and culture, many lack the financial means to promote these aspects to tourists.

2.1.1 Tourism in Africa

The current tourist population visiting Africa is approximately 4% of the industry worldwide (Christie & Crompton, 2001). Although this may seem like a small percentage, the potential for tourism growth in Africa, specifically in Sub-Saharan countries, is greater than elsewhere in the world. In 2001, the World Bank estimated an
average of 3% growth in the tourist industry globally, while a 5% average growth for African countries south of the Sahara Desert.

Tourism in Africa is often marketed to nature/ecotourists and adventure tourists, with an emphasis on the naturally occurring flora and fauna that exist throughout the continent. As a result, other types of tourism are often excluded, leaving culturally rich areas overlooked. This appears evident in Namibia, where the Namib Desert and National Parks, like Etosha Pan, encourage visitors to explore the inherent beauty of the country, while culturally rich cities, such as Windhoek, are not strongly recognized as tourist destinations. There is great potential for the Namibian tourist industry to improve, as tourism is the fastest growing contributor to the country’s economy. Currently, Namibia is the thirteenth fastest growing country in terms of Travel & Tourism Total Demand, with over 700,000 visitors each year since 2002 (NTB, 2007). In 2006, the tourism industry contributed about US$256.7 million, or 3.7%, directly to Namibia’s GDP (NTB 2007). The expansion of the tourist industry has created 71,800 job opportunities, which is currently 14.2% of the total Namibian workforce (NTB, 2007; CIA World FactBook, 2007). This shows significant potential for additional job opportunities as the industry expands.

To promote tourism, the Namibian Tourism Board (2006) advertises skydiving, hot air ballooning, sand boarding, hunting, and fishing as tourist attractions (Figure 2). The popularity of these activities resulted in a 6.1% growth of the industry in 2007, and there is a projected 6.9% growth by 2017 (World Travel & Tourism Council, 2007). According to a report published in 2003, there
were nearly 700,000 tourist arrivals in Namibia that year, with the majority of those coming from Angola, Botswana, and South Africa (Eita & Jordaan, 2007). However, visitors from these neighboring countries only contributed approximately 25% of the tourism business income. Another report in 2006 confirmed that while most travelers to Namibia were from Africa, over half of the revenue from the tourist industry was contributed by Europeans, from countries such as, Germany, Austria and the United Kingdom (NTB, 2006; Eita & Jordaan, 2007). This discrepancy calls for unique marketing strategies to not only increase the number of tourists in Namibia, but also to target those who will spend the most money while visiting.

2.2 Marketing

Marketing plays a significant role in the tourist industry as it is a means of selling a product to meet consumer needs. Marketing tangible objects depends largely on capturing consumer wants. Marketing tourism is unique in that the product must be aimed more at tourist needs rather than solely wants (Judd, 1999). This distinction refers to the necessary features a destination must provide to a tourist, such as accommodations, dining, and transportation, in order for visitors to even consider travel. Wants, such as variation in dining and activities for all types of tourists, may not be completely necessary; rather, they are additional benefits that are inviting to travelers. Marketing techniques must be used carefully to appeal to potential visitors and ultimately increase tourist activity. With an improved industry, many benefits to the economy will result, such as an increase in the GDP and decrease in unemployment rates. Another key benefit of improving the tourism sector is the long term effects on other, unrelated industries. For example, to expand its tourist industry, a country must develop its infrastructure
(including transportation) in order to sustain the influx of visitors. With the development of national parks, a destination will attract more tourists as well as provide recreation to its residents. These examples reveal the potential impact of an improved tourist industry that can be obtained through appropriate marketing strategies.

2.2.1 **SUCCESSFUL MARKETING STRATEGIES**

Marketing has been utilized in many countries and large cities to promote them as popular tourist destinations. Through the use of the correct marketing tools, tourists are attracted to destinations where they can experience a new culture, indulge in ethnic food, and take advantage of tourist attractions. Large cities, such as Melbourne, Australia, Boston, Massachusetts, and Cape Town, South Africa, are well known tourist destinations that have increased their appeal through the application of marketing tools. Although these cities make use of similar techniques, distinct features in each city have been promoted to set it apart from the others. Less popular African cities, such as Lusaka, Zambia, and Gaborone, Botswana, have also developed marketing strategies to attract tourists. The techniques are targeted towards tourists and tour operators to be utilized most effectively. It is through the use of such tools that the tourist industries in each city are greatly affected.

In Melbourne, Australia, the Tourism Australia Act of 2004 required the Australian Tourism Organization to create a specific division designed to concentrate on marketing tourism (Stokes, 2006). Through the work of this agency, significant improvements to its strategies were made, including events marketing on Melbourne’s website. The 2000 Summer Olympic Games attracted tourists
to Sydney, Australia, with many of these visitors also traveling to Melbourne during their stay (Figure 3). One of the best known professional tennis competitions, the Australian Open, is another event that attracts many tourists annually. Local personnel are hired to work at the events, and after the conclusion of festivities, the workforce is well equipped to work in other tourist-related professions (Melbourne, 2008). This strategy is beneficial in that it serves the industry by marketing to tourists and offering employment opportunities to the local people.

Boston, Massachusetts, is a very popular tourist destination that has successfully utilized marketing techniques to attract travelers from around the world and domestically. The significant role Boston played in the American Revolutionary War marks it as a historically significant destination, and thus the city uses this identity to promote itself. Boston also features numerous other attractions that are inviting to tourists (Figure 4); cultural sectors, such as the North End and China Town offer ethnic food, while fashion districts and shopping avenues are appealing as well. The Greater Boston Convention and Visitors Bureau is an informative resource for tourists to make use of concerning all that Boston has to offer (Harpell Inc, 2008). Boston’s informative website, with its good user interface, including links to tour operators, has made it an appealing resource for tourists traveling to Boston.

Another large and popular tourist destination, Cape Town, South Africa, has become known as the “hub” of southern Africa. The city markets itself as rich in history
and culture, making a visit a unique experience. Cape Town’s official website is designed to appeal to tourists by advertising current and future events that the city will be hosting, such as the 2010 FIFA World Cup (City of Cape Town, 2008). The strategies of website design, special event promotion, and the creation of tourist agencies employed by Cape Town and the other large cities mentioned earlier have proven to be successful, yielding thriving tourist industries.

Smaller African cities have also demonstrated the ability to successfully promote themselves. Lusaka, Zambia, is known for having “African energy” meanwhile possessing the amenities of a flourishing city. Even with relatively high unemployment rates, the city is clean and the local population is welcoming of tourists. Lusaka is rich in culture and exhibits its African taste through numerous markets where visitors can sample ethnic food and observe traditional Zambian garb. The city is also equipped with parks, shopping malls, and tourist centers. A local magazine known as Lusaka Lowdown is an easily accessible resource for tourists to utilize to navigate through the city (Africa in Sites, 2008).

An interesting, small African city which has become a popular tourist destination is Gaborone, Botswana. This emerging city is often thought of as “Africa’s fastest growing city” (MindQ, 2008) and boasts significant potential for attracting even more tourists. The city rests in a prime location near an international airport where visitors can easily access hotels, food, and shopping (Figure 5). Just outside Gaborone is St. Claire Lion Park, an attraction that allows tourists to experience wildlife while remaining near the city itself. Kgale Hill is a mountain located on the outskirts of the city where visitors can glimpse breathtaking views (MindQ, 2008). These attributes unique to Gaborone are
clearly shown on the city website to help distinguish it from other popular tourist destinations in Africa. The tourist industries in Lusaka and Gaborone are quickly emerging and becoming competitive both locally and internationally.

As the tourist industry is becoming increasingly more competitive, it is important for cities to enhance their infrastructure in order to welcome visitors. Amenities, such as lodging, dining, and public transportation, are necessary to ensure travelers’ their needs are cared for. Destinations must also adhere to needs such as security and information distribution. High crime rates should be addressed by cities to ensure the safety and well being of guests. Tourists must be convinced that the destination they visit will be safe and memorable, while the natives must be willing to warmly welcome travelers. In particular, local people play a crucial role in portraying any destination as a desirable one, and thus they can help visitors feel at ease and relaxed.

Along with improvements to infrastructure, marketing to certain tourists is an essential part of attracting travelers to visit a specific destination. It is necessary that the specific market (both foreign tourists and local people) be identified and targeted with particular marketing strategies (Judd, 1999). If a destination is not appealing to the intended market, the industry will decline. As important as it is for cities to market to travelers, it is also necessary to advertise the benefits of an improved tourist industry to the native people. In many developing countries, citizens do not understand the role that
the tourist industry plays in the economy (Buhalis, 2000). From the “supply side” of tourism, locals tend to view foreign travelers as trespassers who do not appreciate their history or culture. To improve the relations between tourists and natives, marketing strategies should be part of creating awareness for the benefits of tourism at a given destination. The strategies should be appealing to tourists, but also accurately representatives of the destination in order to satisfy both target groups.

There are numerous ways local people can become involved in the tourist industry. Primarily, they can work in various businesses that cater to visitors. As tour guides, the local people are knowledgeable about the history of their city and therefore are qualified for a position of this type. Also, with increased participation in annual festivals, the native people can display their culture to the public and encourage more outsiders to visit. Other opportunities for local residents include working in the tourism sector of a tourist agency and becoming educated to be travel agents. In these ways the local citizens can be assured that the tourist industry will be serving their needs and/or will enhance the features of the city that they desire visitors to experience.

2.2.2 The Marketing Plan

A marketing tourism plan is an essential part of developing marketing strategies, as it is a means to organize how a country will generate an increased tourist industry. A marketing plan is a written document that outlines the steps necessary to market tourism effectively as well as the resources and time that are required to fulfill the plan (Mahoney et al, 1987). It includes the overall goals and objectives, such as increasing tourism by a certain percentage and the means by which this will be achieved. The plan also identifies
the resources available to market a tourist destination, including local businesses that may be interested in improving tourism for their own benefit. Specifically, marketing strategies and a budget are defined. Finally, an evaluation tool is inserted into the plan in order to assess its efficacy.

Marketing segmentation is a useful aspect of the marketing plan that identifies how to direct promotions toward various groups of tourists, as targeting to the masses has proven to be ineffective (Mahoney et al, 1987). This process involves selecting the target group, categorizing the potential market into open “market segments”, and then ranking them according to specific criteria. For tourism purposes, the selected market segments would be those that consist of potential tourists who would most likely visit a specific destination. The segments may be comprised of people with similar demographics, interests, product attributes (cost and quality) or lifestyle (Mahoney et al, 1987). This is a useful organizational tool that, when incorporated into the Marketing Plan, can help identify the people most likely to visit a destination.

2.2.3 Marketing Mechanisms

A marketing plan is a valuable tool for destinations to identify the mechanisms that will augment a tourist industry; one such mechanism that is emerging rapidly is the internet. It is an instantaneous source of information about almost anything and is available worldwide. The internet has recently been utilized to market tourism as it is one of the first resources travelers turn to for information regarding a destination (Wilby, personal communication, February 6, 2008). It drives more research on behalf of the
visitor and consequently results in more interest to travel. The internet also eliminates the cost of a travel agent for the traveler as well as a reduction in distribution fees for the host country. Tour operators use the internet as a means to electronically research and distribute information regarding a destination. This information is then easily accessible to their clients. Thus, it is critical that tourist destinations advertise through the internet to market themselves.

A study done to evaluate the effectiveness of website development by New Zealand’s Regional Tourist Organizations (Doolin, 2002) defined various stages of website design that engage the visitor. The most superficial level, Stage 1, is effective for promotion. It gives general information such as location, contact information, and business details. The next level, Stage 2, is more in depth, and involves user interaction. A website may have links to other resources, online enquiry forms, customer support, discussion forums, and current updates. The most detailed level, Stage 3, allows for secure online transactions for making payments and interaction with corporate servers (Doolin, 2002). These guidelines are useful to gauge the effectiveness of a website in attracting tourists.

The Melbourne city website displays motives describing why travelers should visit the city. This is a clever marketing technique that convinces tourists to come to Melbourne to ensure that they “don’t miss out” on all the new and exciting things to do. The website encourages tourists to visit Melbourne because it has the features of any large city yet is incredibly easy to navigate. The website also boasts about the public transportation system available for tourists to make use of during their visit. It is inexpensive, easy to use, and a reliable mode of transportation throughout the city.
Finally, the Melbourne website attracts tourists through promotion of vacation packages, lists of accommodations, and links to view live events in the city (Melbourne, 2008). The ease of which a user can navigate and learn about Melbourne through the website qualifies it as a successful marketing tool.

Boston has an effective website and, although different from Melbourne’s, it is a marketing tool that has assisted the city in enhancing its tourist industry by being a simple resource for potential tourists to use as a planning tool. It is easy to clutter a website with too much text, and thus it is important to incorporate attractive images into its design. The Boston website, designed by Harpell Inc, (2008), is adorned with many appealing pictures and advertisements (Figure 6). Each image has a link which will bring the user to more detailed information about the specific topic. Online maps and brochures save money time on printing each time changes are made to these sources. Simultaneously these can provide tourists with the most up-to-date information they are looking for. A search box is a key feature of the website that quickly transfers the user to the exact subject page he or she is looking for. It is essential that the search engine be configured carefully however, as it can quickly become an irritating feature that may deter visitors. Each of the elements of the city of Boston’s website makes it a powerful tool for tourists interested in travelling there.

The website for Cape Town is yet another example of an effective marketing tool aimed to persuade potential tourists to travel to South Africa. The website is unique in
that it displays current events and news related to the city (City of Cape Town, 2008). The city will be hosting the 2010 FIFA World Cup, and with this advertisement, tourists will want to know what else they can do and see during the tournament. Another feature of the Cape Town website is the currency converter. For instance, many international tourists will desire to know the exchange rate and relative cost of items in South Africa, thus this link is a convenient tool.

In much the same way as large cities have utilized the internet as a means to market themselves, small African cities have found similar success. Our research has found that the website for Lusaka, Zambia, is very appealing. It identifies the unique aspects of African culture that the city has to offer, while highlighting the features that are developing and make the city more modern. To encourage more tourism, game parks, city attractions and local accommodations are also displayed (MindQ, 2001). The website for Gaborone, Botswana, distinguishes itself from other African capital cities by boasting about its emerging economy. The city hosts football matches at the national stadium, hosts musical performances at the theater, and has a developing shopping district called the “Main Mall”. The site is attractive and decorated with pictures of the various tourist sites within the city (Africa in Sites, 2008). These websites are examples of an effective use of the internet as a marketing mechanism for relatively unknown African tourist destinations.

Brochures are another common marketing mechanism that can enhance a country’s image. The use of appealing pictures to convey what a city will offer its visitors is an effective tool by which marketing tourism can be enhanced. A brochure includes the most popular attractions and restaurants as well as a guide to navigate the
city. It often displays cultural events and specialized shopping (Breneman, 1987). A brochure is commonly used by travelers because it is tangible and easily transported. In order to be effective as a marketing mechanism, a brochure must be aesthetically pleasing. It should be colorful and easy to read, and only the most important features should be included, as a brochure is considered a small document.

In a country as large as Australia, there are so many adventure opportunities and sites to see while visiting that they cannot be experienced in a single vacation. With this knowledge, the tourism board has designed brochures that focus on specific types of tourism, such as eco-tourism, to cater to the needs of these visitors. Other brochures flaunt the beauty of specific islands, such as the Cook Islands, where tourists are exposed to traditional food while relaxing on the beach (Figure 7). Some brochures include a brief history of the destination to give travelers background information regarding the sites they are visiting (Revolution Inc, 2005). Brochures for other popular destinations include coupons as an incentive to visit various attractions. These mechanisms contribute to the marketing strategies of the cities to maintain a competitive tourist industry.

Television advertisements are another important marketing mechanism that can help improve tourism. They are a quick means of advertising that must be utilized appropriately in order to convince a potential tourist to travel to the featured destination.
In less than a minute, a television ad must influence viewers to travel there. The promotion of a city can also be augmented when famous people are seen visiting (Judd, 1999) or used in advertising campaigns (Chan, 2003, p.1). In China, Jackie Chan has helped promote Hong Kong as a tourist destination that “combines the excitement of a sophisticated, modern city with a rich heritage and cultural history that visitors find absolutely exhilarating” (Chan, 2003, p.1). Using the slogan, “Live it, Love it”, Chan has appeared in television commercials marketing the city as a vibrant tourist destination (Figure 8). Other immediate results from the advertisement campaign (which debuted in New York City on September 18, 2003) included the creation of a two-day festival in San Francisco honoring September 22 as “Hong Kong Tourism Day”. The effects of the promotion of the city through television advertisements were immense and increased the number of visitors to 1.64 million in a single month (Chan, 2003, p.1). This example demonstrates the tremendous immediate impact of television advertisements, although expensive, on the tourist industry and the importance of utilizing this tool.

2.3 Brand Identity

The individual or combined use of 1) the internet, 2) brochures, and 3) television advertisements are valuable means of marketing a tourist destination. However, these tools can be used most effectively when incorporated with a brand identity. A destination’s brand identity forms an image, such that tourists arrive at a destination with
an impression in mind. A study by Konecnik et al. (2008) examined how brand identities are perceived by both the supply-side and the consumer-side of tourism. In this study branding is described as constructing a “sense of place”, representing a vision of how a destination should be perceived by targeted consumers (ibid, p.177). Similar to the branding of consumer products, such as Coca-Cola’s brand “surprisingly refreshing” (Figure 9), destination brands can use slogans and logos to create a positive perception of a destination. Brand identities can also be characterized by a set of core values that determine a general theme of how a destination can be portrayed to describe the tourist experience. The popular use of this marketing technique has led to the development of a framework for the creation of brand identities that includes:

1) identifying the values of a destination,

2) positioning those values into a representative brand identity, and

3) using the brand identity to competitively market to tourists.

2.3.1 Destination Brand Values

Destination brand identities encompass the essence of a place, such that they not only form a visual sensation, but also an emotional relationship among the consumers, the locals, and the destination itself (Morgan et al., 2001). With this in mind, great care is taken to ensure that the brand identity is representative of the destination. Tourism
stakeholders will only accept it if they feel the brand accurately portrays the culture of the marketed destination. Konecnik et al. (2008) commented that “the representation of one’s culture is an issue that evokes emotions in many societies and cultures” (ibid, p.180). A brand identity creates an image that draws from historical, cultural, and national relationships in order to develop a popular perception of the destination. The first step in the branding framework, as defined by Morgan et al. (2001), involves determining the destination’s most important attributes or values. This is accomplished through interviews with tourism stakeholders, focus groups consisting of tourists and businesses, and communication with the local government. A case study of the creation of New Zealand’s brand identity “100% Pure New Zealand”, demonstrates this process. Research was conducted concerning travel trends, global perceptions of the country, and communication with the various tourist markets. Researched information included visitor needs, motivations for travel, and concerns or barriers tourists face when traveling to a destination (Morgan et al., 2001). The collection of this data formed a basis for branding New Zealand, as the country’s attributes were best determined through perceptions, desires, and needs of consumers and stakeholders. This process of developing brand values serves as a model for other destinations around the world.

The attributes a destination brand conveys can be elaborated upon and categorized to better understand how they correspond to local and visitor perceptions of the location and contribute to the eventual creation of a new brand identity. According to Hankinson et al. (2005), the attributes can be classified into five categories: “economic, physical environment, activities and facilities, brand attitudes, and people” (ibid., p.26). Using these classes, the research collected can be viewed in relation to other values and then
used for comparative purposes; how the destination currently markets its values to an audience and how other destinations market themselves to tourists. It is important that a destination’s attributes be collected and organized, in order to construct an accurate impression for tourists. While the desires and needs of tourists should be stressed, it is important that the image created does not inaccurately portray the location. As Konecnik et al. (2008) stated, a brand identity aims at “strengthening a destination’s identity, rather than erasing it” (ibid., p.181).

2.3.2 DESTINATION BRAND IDENTITY POSITIONING

How then does a brand identity appeal to a given audience, or group of tourists? During the positioning of New Zealand’s brand, studies were conducted concerning the types of tourists visiting the country in addition to the appeal of the featured attractions. Morgan et al. (2001) used the term “positioning” to refer to the shifting of brand values into a marketable image. The brand identity for New Zealand depicts four appealing attributes of the country to market to tourists: the landscape, the people, the adventure, and the culture. When marketing the country, the tourism board was cognizant of its inability to market to all audiences, thus they utilized branding to market to specific types of tourists. Based on the perception of New Zealand as an untouched terrain of natural landscapes and hidden discoveries, the chosen market to be targeted was adventure and nature based tourism. All aspects of the brand should reinforce the values found in the first steps (Figure 10). This includes images, colors, and wording in brands, slogans and logos (Moseley, J. et al., 2007). These aspects should in
turn express the human characterizations that tourists can associate with a destination. “100% Pure New Zealand” is marketed through images of refreshing, green landscapes, pure waterfalls, as well as the activities of hiking, kayaking, and swimming (Figure 11). These attributes are targeted at tourists interested in adventure and nature. The ‘pure’ aspect of the destination, relating to its sincerity and ruggedness, is portrayed in both the images and the use of green, blue, and white coloring on the New Zealand Tourism websites (Tourism New Zealand, 2007; Tourism New Zealand, 2008). The New Zealand Tourism Board saves money and effort by focusing on marketing to tourists that have a strong interest in the attractions it offers. In this sense the country has been successful in shifting the brand identity from a set of destination values to a marketable image and perception.

Following the country’s initiative to increase tourism, the city of Auckland, New Zealand, has attempted to appeal to adventure and nature based tourists, as well as leisure tourists, through the creation of its own brand identity. Known as the “City of Sails” (Figure 12), Auckland uses its coastline to attract visitors interested in beaches, lighthouses, and sailing. Marketing to a slightly different group than “100% Pure, New Zealand”, the city offers all tourists leisure activities and energetic night-life as portrayed on its website (Figure 13).
(Tourism Auckland, 2008). The coloring of the website mimics that of the country’s main website; however, the city markets itself as unique from the rest of the country with the use of the slogan “City of Sails”. This tactic is common in other countries, such as South Africa, where cities have created their own brand identities to distinguish themselves within the country. Some cities lack a brand identity and thus must rely on the country to market to tourists and hopefully draw visitors. The framework for branding a destination is the same whether the destination is a city or an entire country, though a country will have a broader range of attributes to represent than a city will most likely have.

2.3.3 Competitive use of Brand Identity

When positioning a brand identity, it must be emotionally appealing to tourists, such that it gives the destination a competitive edge. Morgan et al. (2001) stated that “the key is to develop a strong brand that holds some unique associations for the consumer,” to ensure that the consumer associates the destination with an emotionally memorable experience or point of difference when compared to other destinations of similar attributes (ibid., p.337). It is crucial that a brand identity limits a destination’s substitutability and displays the destination as better suiting the needs of a traveler than others. According to Aaker (1997), whose studies included an investigation of a brand’s “personality” or likeness to human characteristics, successful branding creates associations with consumers. In determining attributes of a destination, the personality of the destination should be portrayed to attract tourists that can associate with that
characterization. There are five dimensions relating to human personality traits; these include “Sincerity”, “Excitement”, “Competence”, “Sophistication”, and “Ruggedness”. Figure 14 organizes these characteristics according to the traits of the destination they encompass.

![Brand Personality Diagram]

**Figure 14: Brand Personality Characterizations (Aaker, 1997, p. 352)**

According to Konecnik et al. (2008), a distinctive brand identity can give a destination a competitive edge in marketing to the tourist industry. Competition among tourist destinations has increased in recent years due to enhanced interest in sites offering unique attractions and more efficient modes of travel, such as faster airplanes, trains, and automobiles. Although some countries have experienced increased tourism as a result, others still face challenges in marketing to the tourist industry due to the high price of travel or deficient information distribution. Morgan et al. (2001) found that 70% of the total tourist population travel to only ten major countries. This results in all other countries competing for the consideration of the remaining 30% of travelers. This competition has resulted in a strong emphasis on branding destinations as successful branding allows for differentiation of a destination from its competitors (Pitt et al., 2007).
Thus forming a brand that markets to the correct audience better than another destination offering similar attractions is crucial.

### 2.3.4 Destination Branding in Africa

Some destinations face challenges in branding themselves, as one aspect of positioning includes overcoming, or shifting tourists’ perceptions of a destination. Many developing destinations are perceived negatively due to past history of war, political or civil unrest, disease, and/or poverty in addition to current prevalence of crime and political corruption (Pitt et al., 2007). In recent years, African nations have faced this challenge as they develop the continent as a tourist destination. South Africa identifies one of its largest obstacles to increasing tourism as the perception of it being unsafe, politically unstable, and costly to travel to (South African Tourism, 2007). Rising above the concerns of instability due to the period of apartheid, the city of Cape Town in South Africa has installed a tourism strategy to promote the city as a safe and energetic tourist destination, which includes a new brand identity, “This city works for you” (Figure 15). This branding reinforces the ideals of peace and prosperity, while assuring tourists that the city will meet their needs of a pleasant and energetic vacation. As part of a larger country initiative to increase tourism, the department of tourism for Cape Town has joined with a destination marketing organization, Cape Town Routes Unlimited, to assist in marketing the city as a tourist destination (Cape Town Routes Unlimited, 2008; City of Cape Town, 2008). Cape Town’s success in communicating its tourism stems from the
use of this organization to market to appropriate audiences, such as those identified by the South African Tourism (2007) division in its Tourism Growth Strategy.

Similar to Cape Town, other African cities are challenged to compete with destinations of similar attributes, requiring them to shift perceptions that they all offer the same experience. The cities of Lusaka, Zambia, and Gaborone, Botswana, are similar to Windhoek, Namibia, and Cape Town, South Africa, in that they are developing tourist destinations, all offering scenic landscapes, unique wildlife, rich culture and history, and the adventure that comes with traveling to a destination as different and unknown as these African destinations. While these destinations each offer unique cultures and differing landscapes, consumers view them as the same, such that competition arises in marketing tourism. Thus, each of these destinations must work diligently to offer unique experiences that attract tourists as well as encourage those visitors to return.

Lusaka, Zambia, promotes an energetic culture, as well as country safaris and historical landmarks typical of African tourist destinations (Africa in Sites, 2007). Competing to be the superior African tourist destination, Zambia has created a country brand identity, “Zambia, the Real Africa” (Figure 16). The city of Lusaka does not have its own branding, thus it relies on the country as a whole to market to tourists. Using a yellow and orange sun surrounding the slogan, the country markets itself as distinctly African (suggesting a unique culture, wildlife, and beauty).
Gaborone, the capital city of Botswana, is working to develop itself as a tourist destination as well. Known for its production of diamonds and diverse wildlife, Botswana as a country has adopted the brand name of “The Gem of Africa” (Figure 17) (MindQ, 2008). Using successful word choice, the ‘gem’ of Africa implies that Botswana is the best that Africa has to offer. The ‘gem’ gives an impression of a clean and luxurious place, while also offering the unique culture and wildlife Africa is known for. Gaborone, like Lusaka, does not have its own brand identity to set the city apart from the country as a tourist destination. The downfall in this is that these cities are not marketed to their full potential. Perceptions and opinions of the country as a tourist destination, whether good or bad, are thus carried over to the cities unless the city has its own marketing mechanism to set it apart from the country as a whole. Auckland, New Zealand, with its branding as the “City of Sails”, is an example of how a city can distinguish itself from the country. These cities serve as a model for the creation of a brand identity for the city of Windhoek.

2.3.5 Branding Namibia

As other African nations have branded themselves, Namibia has also branded itself to market tourism. Though only an independent country for 18 years, the Namibia Tourism Board (NTB) (2007) recognized the country’s potential tourist industry and its need to brand itself in order to become a memorable, distinctive, and valuable tourist destination. Thus the NTB launched a branding campaign, resulting in the identification
of four brand values gained from tourist impressions and opinions of Namibia as a tourist destination. These values include Rugged, Natural, Soulful, and Liberating. They were developed through an investigation of visitors’ impressions and comments on the country as a tourist destination. The use of these values in the creation of a brand identity evokes specific emotions and memories that attract new visitors as well as invite previous visitors to return. The word “Rugged” was used to describe the rough terrain and the “untamed wilderness” that draws adventure tourists (ibid,p.17). “Natural” indicates an unblemished and pure environment in which one can view pristine landscapes and wild animals in their natural habitat. The value “Soulful” suggests an emotional atmosphere inherent to Namibia; a place where visitors can get away from their everyday lives to find themselves in breathtaking vistas. Lastly, the value “Liberating” suggests a relaxing and rejuvenating experience one will have when visiting Namibia. Tourists have the freedom to explore the country’s natural landscapes, culture, and wildlife at their own leisure. These values have been determined to represent Namibia and should be used by all businesses in marketing the country as a tourist destination. This aspect of branding is different from other brand identities because a specific logo has not been created to be used by all businesses; rather the values should be incorporated into all aspects of marketing tourism in the country.

By following the theme established by the brand values, tourists receive a re-occurring impression of the experience Namibia offers. The Namibia Tourism Board (2007) suggests all marketing strategies used by tourism companies contain a combination of the four values, including words and colors associated with those values, to represent anything sold as uniquely Namibian. Words that associate with the brand
attributes, such as wilderness, elemental, pure, un-spoilt, peaceful, reflective, adventurous, and boundless, support the types of experiences the NTB is trying to convey to travelers. Along with the Namibian ruggedness and natural environment is the use of earth tones in coloring advertisements, which help to reinforce the brand values. The seal for the NTB serves as an example of how the values have been included in its logo (Figure 18). The emblem includes the colors orange, brown, green, and red in the logo incorporated into images of a Baobab tree, water, and a sand dune. This captures many aspects of Namibia’s landscape, the indigenous Baobab tree and breathtaking dunes, and portrays the values as described above. The use of photographs reflecting these values can also be used to help create an impression of a Namibian experience.

The Namibian experience has three parts represented in the branding: 1) The Place, which is rugged, natural, and unlike any other tourist destination, 2) The Relationship, which is soulful and spiritual, as visitors are touched emotionally by the vastness and tranquility of Namibia, and 3) The Visitor Benefit, which is liberating, with visitors having the opportunity to explore on their own and become relaxed and rejuvenated during their time in Namibia (NTB, 2007). The branding of Namibia is a countrywide effort to create a positive impression of the nation as a tourist destination. The “experience” is an essential part of this identity that Windhoek must model in its own efforts to brand itself as a tourist destination.
2.4 Tourism in Windhoek

While Namibia has branded itself through the assistance of the NTB, the capital city of Windhoek has yet to brand and market itself to tourists. Before this can be done, factual information regarding all aspects of tourism in the city must be understood. The Capital Tourism Strategy in Windhoek (City of Windhoek, 2005), compiled by the city of Windhoek, was written to strategize means for increasing the number of tourists coming to Windhoek, extending the lengths of their stays, increasing the amount of money each visitor spends, and raising the number of return visits. It describes the two main types of tourists in Windhoek as those on individual itineraries (visiting friends and family or on business), and those on organized tours. The latter mainly come from outside of Africa, predominantly from European countries such as Germany and Austria. To gather tourist demographics, travelers were surveyed, and it was concluded that over sixty percent of visitors to the city were from outside of Africa (City of Windhoek, 2005), as shown in Figure 19.

![Figure 19. Origin of Visitors to Windhoek (adapted from Capital Tourism Strategy, City of Windhoek, 2005)]
The Capital Tourism Strategy also describes the age ranges of visitors traveling to Windhoek as gathered from tourist surveys. This information is useful to know what group of travelers should be targeted in marketing strategies.

![Pie chart showing age distribution of tourists in Windhoek](image)

**Figure 20. Percentage of Ages of Those on Escorted Tours in Windhoek (adapted from Capital Tourism Strategy, City of Windhoek, 2005)**

As shown in Figure 20, the majority of the tourism population who partake in packaged tours is between the ages of sixteen and thirty five, followed by guests over the age of fifty. The percentage of visitors between the ages of thirty six and fifty was the smallest at only eight percent. These statistics are similar for those tourists on individual itineraries. These data provide important information regarding the target age group of tourists visiting Windhoek.

Of all surveyed tourists, eighty-five percent indicated that visiting Windhoek during a stay in Namibia was important. Positive aspects of the city included the shopping and natural environment. Most tourists commented, however, that they felt unwelcomed by locals, experienced difficulty navigating the city, and found it
inconvenient that most businesses closed early in the evening. Using this information, a list of strength and weaknesses was created, and is summarized in Table 1 from the Capital Tourism Strategy (City of Windhoek, 2005).

Table 1: Strengths and Weaknesses of Windhoek as a Tourist Destination

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relaxed mix of race and culture</td>
<td>Difficult to get around</td>
</tr>
<tr>
<td>Availability of goods and services</td>
<td>Crime and insecurity</td>
</tr>
<tr>
<td>Cleanliness, Peace and stillness</td>
<td>Lack of cultural aspects and African image</td>
</tr>
<tr>
<td>Rich heritage and heritage sites</td>
<td>Very little to do, Lack of information</td>
</tr>
<tr>
<td>Beautiful sceneries and surroundings</td>
<td>Closing of businesses, service centres and tourism attractions on weekends</td>
</tr>
</tbody>
</table>

The Capital Tourism Strategy (City of Windhoek, 2005) also details various other pros and cons of the city as a tourist destination as indicated from tourist surveys. For example, many tourists staying in Windhoek described the natural environment and wildlife as very pristine. However, they remarked about the lack of such vistas outside of a few game reserves and scenic drives in the Khomas region. Visitors expressed interest in the mixture of culture found in the city, yet felt unable to interact with the locals, who did not seem interested in displaying their heritage. Besides cultural activities, visitors were drawn to the city mainly for its shopping and dining, rating both as very good. However, visitors commented that prices were expensive, and restaurants were often overbooked. Lastly, though safety enforcement officers have a distinct presence in
Windhoek, visitors were concerned by the frequent occurrence of petty crime due to the high rate of poverty. Tourists felt they did not know how best to protect themselves and did not want the additional stress of losing valuables when visiting Windhoek.

All of this information is useful when branding Windhoek in that it demonstrates the tourists’ perspective of the city. Ultimately, visitors to the city will be the audience for a brand identity, and thus what they find as positive attributes should be expressed in its brand and their concerns addressed through recommendations for improvements.

2.5 MARKETING WINDHOEK

Windhoek has the potential to be a very popular tourist destination. However, without the proper marketing techniques, the city’s tourist industry is lacking the ability to attract paying tourists, even if the goals outlined in the city’s Tourism Strategy are met. Currently, tourists venture to more popular destinations in Namibia where wildlife and natural beauty are the main attractions (City of Windhoek, 2005). The present promotion of Windhoek’s diverse culture and rich history is not sufficient to appeal to tourists worldwide. The city has also attempted to use its “cleanliness” to appeal to tourists; however, this has proven relatively unsuccessful. To enhance the industry, the Tourism Strategy has identified possible attractions that could be used to market the city.

First, Windhoek has many natural hot springs that could provide the foundation for the development of a whole health industry (City of Windhoek, 2005). This would include a spa that would attract travelers worldwide interested in luxurious baths and natural therapeutic facilities. With this new tourist attraction, the city would consequently be marketed as a soothing and unpolluted destination. The creation of such
a facility must be approved and deemed crucial to the promotion of the city first, as it is an expensive undertaking.

Another suggestion presented in Windhoek’s Tourism Strategy is to enhance the cultural aspects of the city and advertise them to tourists. A trail through the city, similar to Boston’s Freedom Trail, has been proposed (City of Windhoek, 2005). It would be labeled the “Cultural Mile” and would provide tourists an individual means of visiting the various attractions of Windhoek deemed important by local stakeholders. It would pass by city landmarks such as the Franco Namibia Centre, National Art Gallery, Scientific Society and National Theatre and Museum. This trail has yet to be implemented. However, if marketed effectively, it could potentially draw in many tourists.

A final suggestion to market Windhoek as a tourist destination is to appeal to business tourists, as they provide a substantial percentage of visitors to the city (City of Windhoek, 2005). In order to attract these travelers, the city’s infrastructure would need to be enhanced. More conference facilities would be built in order to sustain a larger number of business tourists coming to Windhoek. This suggestion is important; however, financially, it may require more funding than the city is willing to spend.

Each of the means of attracting visitors mentioned above provides potential to improve the tourist industry in Windhoek. When incorporated into marketing tools such as brochures, websites, television advertisements, and a brand identity, they can positively impact the tourist industry in the city. Before these attractions can be added and marketed, the city has identified the need to obtain reliable information regarding tourism. A database of accurate information regarding the types of tourists who come to Windhoek, the number of people employed by the tourist industry, as well as the
contribution to the GDP needs to be created. These data can be used to predict the number and type of tourists as well as expected visitor expenditures. With this information, the attractions can be properly marketed to the correct audience and ultimately improve the tourist industry in the city.

2.6 BRAND IDENTITY FOR WINDHOEK

The Corporate Communication and Tourism Division of the city of Windhoek believes that the creation and marketing of a new brand identity will help strengthen the city’s tourism industry. Windhoek currently does not have an effective brand identity for use in tourism (!Gaeb, personal communication, Jan. 30, 2008), although attempts have been made to brand the city (“the heart of Namibia”). The city of Windhoek has a logo, an aloe tree amidst a mountain range in blue outline above “The City of Windhoek”. Currently the city uses this logo for all of its services, including the tourism division. The tourism division has expressed that the logo is important to the city, though the direct importance of the aloe tree and color blue have not yet been explained (Kappoli, personal communication, Mar. 12, 2008). The city does not have the budget to make a new logo for the corporate level to use (!Gaeb, personal communication, Mar. 13, 2008), however the tourism division has cited Windhoek’s deficiency of an appealing brand identity for use in tourism and the city’s uncertainty in how to create a pleasing, representative, and sustainable brand identity. Included in this may be the establishment of new attractions and the improvement of services for tourists. These changes will support a new brand identity and better attract tourists to Windhoek.
3.1 IDENTIFY THE ATTRIBUTES OF WINDHOEK FOR USE IN BRANDING THE CITY

When creating a brand identity, the product should be representative of the destination and appeal to a particular audience of tourists. Windhoek’s visitors are arriving primarily from European countries, thus the brand identity was aimed at this group. Discovering the attributes of Windhoek as a tourist destination assisted in ensuring that the city is accurately, and attractively, portrayed through a brand identity. A compilation of the attributes determined the core values of Windhoek, which then became the inspiration for the brand identity. Tourists and tourism stakeholders, such as hotel owners, tourism consultants, representatives of the city, and tour operators, are some of the key sources for information regarding Windhoek’s tourist appeal. Interviews with local business managers and representatives of tourism stakeholder companies helped us to identify unique attractions and experiences the city offers. With the assistance of our sponsor’s liaison, Mr. Manfred !Gaeb, a list of local businesses was formed and categorized according to their respective interest in tourism. The list of
contacts included tour operators and hotel managers, whose business depends directly on the tourist industry, as well as cultural leaders, who work to promote the city’s history and heritage. Within the first two weeks of our stay in Windhoek, these businesses were contacted and dates for interviews were identified.

To begin business interviews, we first contacted those who attended the presentation of our project proposal to the City of Windhoek’s Chief Executive Officer. We viewed these stakeholders as those most interested in our research, and thus their ideas were important to obtain. We identified Ms. Johanna Shangala of the Namibia Tourism Board (NTB) as an important resource as the NTB was directly involved in the branding of Namibia as a country. Mr. Barrie Watson, of the City of Windhoek’s Planning Division, was questioned regarding the infrastructure and accessibility of the city. Ms. Dorothy Daiber of Safari Hotel, was interviewed to gain insight into the hotel’s interest and appeal in tourism. As the manager of the hotel, Ms. Daiber was asked questions pertaining to how the hotel promotes the city and its attractions to guests. Mr. Martin Weimers, a tour operator of Springbok Atlas, was asked to compare Windhoek’s tourism industry to other African cities and how the Windhoek’s attractions are incorporated into tours. Ms. Michelle le Roux, of Namibia Conferencing, was interviewed as another business stakeholder who is involved in the planning of large events, such as conferences that attract business tourists. She answered questions pertaining to advertising the city and promoting it to various types of tourists. We interviewed Ms. Maria Hamata, of the City of Windhoek Tourism Information Office, regarding the attractions tourists are interested in visiting as well as those they enjoyed most.
We also interviewed cultural stakeholders who provided insight into the attractions Windhoek has to offer and features of the city to use in a brand identity for tourism. Dr. Jeremy Silvester, of the National Museum of Namibia, answered questions regarding the cultural attractions Windhoek has, such as museums, dining, and tours to the informal settlements. The director of the Namibian Art Gallery, Mr. J. Madisia, was questioned about cultural attractions that could potentially be displayed throughout the city to appeal to tourists. Professors and faculty at both the Polytechnic of Namibia and University of Namibia were identified as cultural stakeholders as they understand the marketing process and importance of tourism. Dr. P. Smit and Ms. Susanna Scholz of the University of Namibia answered questions regarding ways Windhoek can market itself while remaining an “authentic” city. Mr. Tjanda Tjivikua, of the Polytechnic of Namibia, was questioned regarding cultural aspects of the city that are currently present and could potentially be expressed in a brand identity.

Our interview protocols for each stakeholder differed slightly according to his or her individual interest in Windhoek’s tourist industry, however each included similar questions pertaining to cultural and historical sites the city has to offer. Interviewees were also asked to identify other attractions within the city or nearby areas, as well as attributes of the city that are appealing to tourists. A general form of the interview protocol can be found in Appendix D. Individual interview protocols can be found in Appendices E-Q.

The stakeholders listed above provided perspectives into why certain sites are important to the city and which attributes of the city they would like to see marketed to
tourists. The comments collected through interviews were qualitatively categorized into the following:

- Marketed attractions,
- Understanding of current city logo,
- Willingness to accept a new brand identity aimed at tourism,
- Appropriateness of Namibia’s core values,
- Words that describe Windhoek,
- Colors that represent Windhoek

This method assisted us in identifying the most important attributes of Windhoek, according to local stakeholders, to be used in the creation of a representative and appealing brand identity.

The first of two focus groups with local business and cultural stakeholders was also formed to gain further insight into how they, as residents of the city, want Windhoek to be portrayed. We invited a mix of business and cultural stakeholders whom we identified as important people to contribute to a local perspective on the city as a tourist destination. We contacted representatives of the Department of Tourism (DOT), Association of Namibian Travel Agents (ANTA), Federation of Namibian Tourism Associations (FENATA), NTB, Safari Hotel, Venture Publications as part of Travel News Namibia (TNN), City of Windhoek Tourism Division, Tourism Related Namibian Business Association (TRENABA), Ministry of Environment and Tourism (MET), and the National Art Gallery. A formal email was sent to each of the stakeholders outlining the program and intent of the focus group. Participation was confirmed through phone calls two days before the event. Stakeholders who attended the focus group included
members of the City of Windhoek’s Tourism and Information divisions, (Ms. Gladys Fernandez, Mr. Manfred !Gaeb, Ms. Grace Kamuingona, Mr. N.K. Kapere, and Ms. Sarah Negumbo) as well as representatives from Venture Publications and TNN, (Ms. Ule Caspary, Ms. Rieth van Schalkwyk, and Ms. Hannelie Stein), and the National Art Gallery (Mr. Yann Fougere).

As in any focus group, the first few questions were used to generate initial discussion and introduce the topic of Branding Windhoek for tourism. This allowed the participants to become comfortable with each other and to begin thinking more deeply about branding destinations. More detailed questions were then asked to gain specific insight into the branding of Windhoek. A protocol of the procedures and questions asked can be found in Appendix R.

Suggestions regarding coloring, wording, and images to be used in a new brand identity, concerning both the theme and logo/slogan, aimed specifically at tourists were collected from the responses of the first focus group participants. Comments were qualitatively organized according to perspectives on attributes, wording, colors, and symbols to be emphasized in the brand identity and were used to supplement survey and interview results. A report of the findings was compiled and sent to all participants, and can be found in Appendix S.

To obtain an even broader perspective on the attributes of Windhoek, we surveyed tourists of varying ages and nationalities, recognizing that the tourist season was not at its peak during the March to April timeframe in which we completed our project. We also realized that the visitors who were surveyed may not be representative of the entire tourist population; however, they did provide insights to us to help make
recommendations to improve the overall tourism industry in Windhoek. To distribute our questionnaires and gain the highest rate of return, we delivered them to members of the Tour and Safari Association (TASA). TASA is a group of tour operators who have previously worked with the City of Windhoek staff in their tourism research. Specifically, we sent tourist surveys to tour operators at African Extravaganza, African Wanderer, Chameleon Safaris Namibia, Crazy Kudu Safaris, Eagles Rock Tours and Safaris (Pty) Ltd, Wilderness Safaris Namibia, Olympia Reisen Namibia (Pty) Ltd, SWA Safaris (Pty) Ltd, Springbok Atlas, Sandyacre Safaris, Sense of Africa Inc., Oryx Tours Namibia, and Elwiera Tours (Pty) Ltd because they participated in the latest tourism strategy research in 2006. We asked the tour operators to include the surveys in their travel packages handed out to tourists on tours. At the end of the tours, the operators collected the completed questionnaires and returned them to us. We allowed two weeks from the time when they were distributed to the operators to have them returned to us. This was the best method because it did not disrupt the tourists during their stay and allowed them to complete the survey at their convenience. Thirty-nine questionnaires were returned to us two weeks after being distributed. The surveys included questions focusing on culture, city attractions, and events that Windhoek offers. The sample of tourists was grouped according to their country of residence, and the type of tourist they classified themselves as (e.g. adventure, nature-based, leisure, business). The survey instrument can be found in Appendix T. These surveys were helpful because, while business stakeholders and cultural leaders may be able to speculate tourism wants and needs, it is ultimately the tourist who decides the interesting attraction that he or she wants to visit in the city.
The data were analyzed quantitatively for multiple choice and closed question answers. We used information to gauge the representation of our sample to the reported ages of tourists most commonly visiting Windhoek. We also analyzed the data to compare tourists’ appeal of Windhoek to that of the local stakeholders. The content of responses to open-ended questions was analyzed qualitatively for common themes, such as the types of activities and attractions visited in addition to general impressions of the city. These data revealed what aspects of Windhoek are attractive to tourists, and therefore what attributes should be included in the brand identity.

Impressions and experiences tourists and locals have of Windhoek were important to collect in order to accurately determine the core values of the city as a tourist destination. In the same interviews and focus group described above, we asked each stakeholder additional questions concerning their impression of the city and what values the city has to offer to the tourist experience. Individual stakeholder interview and focus group protocols can be found in Appendices E-R. Tourists were also asked their about the tourist experience in Windhoek. Their ideas were important to consider in the creation of a brand identity because ultimately they are the audience to whom the brand must be marketed. Again this tourist questionnaire can be found in Appendix T.

The responses to these questions allowed us to identify common impressions of Windhoek and what aspects of the city are unique. We used graphs to help represent the data visually. The city’s attributes were collected in qualitative form through discussions in interviews and the first focus group on popular attractions in the city, as they highlighted the type of experience a tourist would gain from visiting certain sites. Tourist responses to impressions of the city contributed to determining the city’s attributes. After
compiling all data from interviews, the focus group, and the tourist survey, we were able to identify the core values of Windhoek. These values are the foundation for the brand identity.

3.2 IDENTIFY STRATEGIES TO MAKE THE CITY MORE APPEALING TO TOURISTS

In our efforts to identify improvements the city can make to current historical and cultural aspects as well as create new attractions, we compiled information from the same interviews, focus group, and tourist survey as those discussed in Section 3.1.

Interview questions referring to improving the city’s tourist appeal allowed us to gauge what attractions local stakeholders view as important attributes of the city, making it a unique destination, and how they feel the sites could be improved. Responses from these questions were categorized and analyzed qualitatively according to improvements in marketing, physical attractions (cultural, historical, dining, etc.), and city efforts in information and infrastructure (e.g. transportation, public spaces, beautification of the city, and safety). We identified trends in improvements to both the city as a whole and specific attractions from responses by both business and cultural stakeholders. We gathered informal insight from Mr. Manfred !Gaeb to narrow our list of improvements into a more feasible set of suggestions, based largely on what projects had been attempted in the past. After this list was finalized, we formulated a set of recommendations to improve current attractions, marketing, and city efforts in infrastructure, as well as recommendations for additional attractions the city could construct to appeal to tourists.
Results from our first focus group were also used to make recommendations to improve Windhoek’s tourist industry. Once again, we were able to gather local stakeholders’ insights into attractions they feel are important for Windhoek to market and/or develop. These suggestions were made voluntarily after the discussion concerning branding had begun. They were incorporated into our qualitative analysis for Section 4.2 in addition to being added to the final set of recommendations.

Through the tourist survey, we were able to assess what attractions tourists enjoy most as well as what improvements the city could make to current attractions to satisfy travelers. We sampled tourists of varying age, gender, and ethnicity to obtain data from a diverse population. The survey assisted us in determining what “type” of tourist our respondents were so that we could gauge what attractions would be most beneficial to improve and to which audience these attractions should be better marketed. Sampling various types of tourists allowed us to see which attractions were appealing to each type of traveler as well as to obtain insight into what the city can do to make it more alluring to tourists.

Appendix T contains a survey protocol with the questions asked. We analyzed and compared the survey results to the responses from stakeholder interviews and the focus group discussion to decipher which aspects of the city should be focused on for improvements concerning tourism. These were then added to the recommendations to improve attractions and enhance Windhoek’s tourist industry.
3.3 **Identify Strategies to Develop a More Attractive and Informative Website**

An integral part of successfully marketing tourism includes the use of an attractive and engaging website. In addition to recommendations to improve Windhoek as a tourist destination, we evaluated the city’s use of its official website as a marketing tool. We identified aspects of the website to be evaluated including its occurrence in search engines, ease of navigation, attractiveness (coloring, images, wording, and organization), relevant information, and links to other related sites. We researched other cities’ tourism websites to compare them to Windhoek’s. The cities researched included Boston, Massachusetts, London, England, Melbourne, Australia, Auckland, New Zealand, Nairobi, Kenya, Johannesburg, South Africa, Cape Town, South Africa, Lusaka, Zambia, and Gaborone, Botswana. Windhoek’s website was evaluated in the same manner for comparative purposes. A table was formatted with the occurrence of the following aspects on the main page or links from the main page of each destination: Map, General Information, Accommodations, Dining, Transportation, Things to Do, Information on Upcoming Events, All links Working, Brand Identity, Consistent Font, Consistent Colors, and Links to Online Bookings. We took detailed notes about each of the features to gauge their relative effectiveness and make more specific recommendations for the features to be included on Windhoek’s new tourism website. Finally, graphs were used to present the data visually, and to help us draw conclusions.

In addition to our own research of other tourism websites, we interviewed the City of Windhoek’s website design team and members of the tourism department. Specifically, we spoke with Mr. Louis van Wyk and Ms. Hanley Kischner of the
Information Technology (IT) Department as well as our liaison Mr. Manfred !Gaeb. These interviews were important in regards to the recommendations we made, as we were able to gauge how the website is currently put together and the willingness of the technology department to change the current website. An interview protocol can be found in Appendix V.

Through the above methodology, we gathered information about the most common features on other tourism websites as well as those that are present and missing from Windhoek’s current webpage. We were also able to identify specific attributes that can be improved. With this information, we made recommendations regarding revisions to incorporate a new brand identity, as well as how to make the website more attractive and user friendly.

**3.4 CREATE THE BRAND IDENTITY AND DEVELOP A PROTOTYPE BRAND WINDHOEK GUIDE**

When creating the final brand identity, we first identified core values that encompass the tourist experience in Windhoek. These were determined from the attributes of the city that resulted from our completion of the methods in Section 3.1. These values were the foundation for the brand identity upon which a theme for branding was based. The steps that followed included the development of a slogan and logo to use for advertising the city’s tourism, as well as a branding guide to illustrate how tourism stakeholders can incorporate the city’s new brand into their own advertisements.

To begin creating the brand, we brainstormed possible slogans that were categorized according to each of the core values. These ideas were displayed throughout our office, and collectively, those that we found most representative of the city were
selected. New ideas were added to this list each week for three weeks. Suggestions for potential slogans were gathered from interviews with local stakeholders and the branding discussion from our first focus group. Informal conversations with our liaison, Mr. Manfred Gaeb, assisted in identifying which slogans were most relevant to the core values we wanted to market.

In addition to the creation of a slogan, we created a logo to promote Windhoek as a tourist destination. This logo was also influenced by the core values determined to represent the city. The “words to describe Windhoek” and “colors and symbols to depict Windhoek” that were gathered from our previously discussed methods were considered in addition to others that we brainstormed ourselves. We tried to capture the meaning of the words through images and symbols that were initially sketched and then transferred to a computer. The colors used were those most popularly suggested from our interviews and focus groups, as well as those that supported the core values. Symbols that were commonly mentioned were also incorporated into our draft designs. Again, informal conversations with our liaison helped us to critique the logo.

After the preliminary logos and slogans were designed, we conducted a second focus group with some local stakeholders to gather comments and suggestions for improvements to the initial drafts. In order to encourage more stakeholders to attend this focus group than were present at the first, we delivered the invitations personally. During the discussion we gathered insight regarding the accuracy with which the core values represent Windhoek. After presenting our draft designs and phrases, we asked for thoughts on wording, coloring, and symbol choices. A protocol for this focus group can be found in Appendix Y. The responses from these questions were reviewed and
categorized by applicability to wording, coloring, and/or symbols. We then made suggested changes to the slogans, logos, and branding theme (i.e. the core values, color scheme, words associated, etc.).

Once the creation of the brand identity was complete, we wrote a prototype of branding guide for the City of Windhoek. A branding guide is a tool that outlines ways in which businesses can promote themselves within a common theme. The NTB created this type of guide with the branding of Namibia, and it has since been a useful tool for businesses to market themselves as “Namibian”. We identified the guide as an important tool to create for the city of Windhoek as it will encourage businesses to work together to promote themselves within the city.

With the NTB’s own branding guide as a model, we described the meaning of the core values and how the Tourism Division and other tourism related businesses could promote themselves within the context of the city’s values. We wrote the guide using Microsoft Office Publisher 2007 to make it easy to read. Many visual images were included to further portray how the Tourism Division and local businesses can incorporate the brand values into their own marketing techniques. The guide was also intended to encourage the incorporation of the brand identity into the design of the new tourism website, as it is directly marketing the city for tourism. This guide was only a prototype, as time did not allow for professional design and publication. It included a synthesis of ideas from background research, interviews, both focus groups, and the tourist survey which can be found in the Results and Analysis, Chapter 4.
CHAPTER 4. RESULTS AND ANALYSIS

We have organized the presentation of our results into the following categories: Attributes of Windhoek, Improvements to the City of Windhoek, Website Analysis, and the Brand Identity. Our results from background research, interviews, focus groups, and tourist surveys allowed us to achieve our goal of providing the City of Windhoek with a representative brand identity.

4.1 ATTRIBUTES OF WINDHOEK

The aim of our first research objective was to identify attributes of Windhoek for use in branding. Through interviews, focus groups, and tourist surveys, we learned about the various cultural, historical, natural and modern attractions the city has to offer as well as the words, colors and symbols that are representative of the city. The results of our research have helped us identify trends and patterns in attributes cited among the local stakeholders and tourists.

4.1.1 MARKETED ATTRACTIONS

In order to identify attractions in Windhoek that local stakeholders feel should be marketed to tourists, we selected the most common responses from each of our interviews and recorded the number of people who made the same suggestions. Figure 21 shows the distribution of responses.
Museums: The museums in Windhoek were identified as important attractions the city should utilize for tourism purposes. They display the history of Namibia as a country, as well as the various cultures that have inhabited the nation. Other aspects highlighted in museums include the end of the apartheid era, which had a significant impact on Windhoek as the capital and largest city in Namibia. Integration occurred with relatively little outward hostility toward the white Europeans, and the cultural influence of the Europeans can still be seen throughout the museums and the city itself. Dr. Jeremy Silvester of the National Museum of Namibia (Appendix K) mentioned the draw museums have to tourists. They are a common attraction among all tourist destinations and thus are places tourists want to visit. Ms. Maria Hamata, of the City of Windhoek’s Information Offices, (Appendix J) also noted that museums are one of the first sites tourists inquire about when visiting the tourist information offices.
**German Church:** The German Church, Christuskirche, is a significant historical landmark in the city as it is a symbol of the German influence in Windhoek. This Evangelical Lutheran Church is located just below the Parliamentary Gardens and is situated at one of the highest points in the city (Venture Publications, 2006). It is adorned with stained glass windows set in a sandstone structure. The church is seen as a tourist attraction because of its beauty and the way it fuses European culture with the African flavor of the city. It was mentioned by Mr. Abuid Karongee, a tour guide for Face-to-Face Tours, (Appendix G) as an attraction tourists visit when staying in the city due to its exquisiteness and historical significance.

**Katutura:** Katutura, originally meaning “the place where we will not stay” was given this name by the variety of black ethnic groups forced to move there in the early 1900’s. It lies on the outskirts of Windhoek, nearly 15 kilometers from the city center (Venture Publications, 2006). During the apartheid era black Namibians were removed from their homes near the center of Windhoek, and segregated within Katutura. Formal and informal settlements were developed to house the different ethnic groups so that the city center could be occupied by the whites. After Namibia’s independence in 1990, the apartheid system was abolished; however the settlements in Katutura still remain today. They are now very diverse with various cultural groups living together in these areas. Many people sell meat, beans, fruit, and vegetables at the open-air markets, while others carry out daily businesses, such as seam stressing and hair dressing. Shebeens (bars) line the main streets, and crowds of people often gather there at the end of the day. Katutura may seem depressing and poverty stricken to an outsider; however, upon visiting, a tourist will see that the people who live there are very proud of their lives. The
atmosphere is relaxed and uplifting, with families living happily together in small homes many have built for themselves. Katutura is an integral part of Windhoek’s past, and was identified as an important aspect of the city that should be marketed to visitors. Mr. Abuid Karongee (Appendix G), a city tour guide, said that tourists are most interested in personal interactions with the residents of Katutura. So much of the city’s past lies within Katutura that it simply cannot be neglected. The cultural diversity of the people, traditional garb, and food are aspects Mr. Kapere, (Appendix Q) of the City of Windhoek’s Corporate Marketing Division, believes gives the city a competitive advantage over other tourist destinations in southern Africa.

**City Tours:** To gain a thorough understanding of the Namibian people and their lives in Windhoek, a city wide tour should be taken by all visitors. Various tour companies exist throughout the city that can bring tourists to parts of the city they may not otherwise experience. A unique aspect of the city wide tours is the personal interaction they allow visitors to have with the residents. Many tours depart from Independence Avenue, the main street that runs through Windhoek. Tourists can see the centrally located shopping centers and then witness the transformation of the city as they travel towards Katutura. Many tour guides highlight Christuskirche and Heroes Acre as significant, historical landmarks. The Old Location cemetery contains the graves of the 13 heroes who were killed during a demonstration against the South African regime, responsible for the apartheid. The buildings and houses within the center of the city are luxurious in comparison to those that line the outskirts. The middle class, or coloreds, occupied the houses somewhat further from the city center during the apartheid period. The homes furthest from the central point of Windhoek, located in Katutura, were built for the
blacks. Today some of the ethnic groups and neighborhoods have begun to integrate; however, many of those who lived in Katutura during the apartheid era have not moved. Large populations of whites still live in or near the city center, while others live in wealthy sections such as Eros and Klein Windhoek. The majority of the black population still lives in Katutura. Tour guides bring visitors through the markets in Katutura that the municipality has built for local people to sell their goods. The tours drive through the formal settlements where people having a steady income have been able to buy or to build permanent homes. Visitors are also taken to the informal settlements that the government has declared a place of temporary residence for those who have come more recently to live in Windhoek. Many of these people do not have a steady job and thus are given plots of land owned by the government. Most of the homes in the informal settlements are built from recycled materials such as metal scraps, and must be registered with the government. Primary and secondary schools have been established for children living in these areas as well. Visitors are exposed to the various cultures within the settlements as many of the residents wear traditional garb and eat ethnic food. These aspects of Windhoek are unique and eye opening to many tourists who have not been exposed to the suffering caused by the apartheid and the resulting effects on this culturally diverse city. For this reason, a city tour is an essential part of visiting Windhoek, as it is a much different experience than is offered in many other cities. The cultural groups that are revealed through a tour were aspects of the city that helped define the core values to be expressed in the brand identity. Mr. Martin Weimers, a tour operator for Springbok Atlas, (Appendix M) mentioned the importance of city wide tours, just as the ones in Cape Town have been developed to increase its tourism. Ms. Maria
Hamata (Appendix J) also mentioned city wide tours as an important attribute for the city to market. Tourist surveys also confirmed the importance of cultural tours, as these were mentioned as appealing aspects of Windhoek.

**Penduka Centre:** Penduka, meaning “wake up”, is the name that has been given to the craft center designed to employ women living in informal areas of Windhoek. The center preferentially employs disabled women, including those with physical and/or mental disabilities, as well as those suffering from diseases such as HIV/AIDS and Tuberculosis (Venture Publications, 2006). The center trains these women in one of several areas of handcraftsmanship, including pottery, sewing, beading, embroidery, and painting. They are paid and fed for their work. If a woman worker is suffering from a disease, materials are brought to her home, and once cured, she is offered the opportunity to apply for a regular job at the center. This establishment has given many women the opportunity to provide for themselves and live independently. Penduka is growing with several new distribution locations in the Netherlands, and has created a website to promote more international business. This attraction in Windhoek is one that was highlighted by Mr. Abuid Karongee (Appendix G) and Dr. P. Smit, a professor at the University of Namibia, (Appendix N) as something to be marketed to tourists. This center highlights the art and culture of the city, as well as the care and concern the city has for its inhabitants.

**Namibia Craft Centre:** This craft center, located close to Independence Avenue in central Windhoek, was described by some interviewees as being a popular tourist destination. With a wide array of crafts from different areas of Namibia and beyond, the Centre displays crafts from the African cultures represented throughout the entire country. The fusion of African and European cultures is evident in the crafts and music
that are sold, along with the ethnic food offered at the café. Participants in our first focus group cited the Centre as an important example of Windhoek’s mix of cultures, and thus a place that, when visited, becomes a very positive part of the tourist experience. The shopping, cultural and historical aspects of the city were cited by tourists through surveys as being the most appealing attributes of Windhoek. This confirms the importance of the Craft Centre, which combines shopping with culture.

**Nature:** The natural, outdoor aspects of Windhoek were another attribute of the city that both business and cultural stakeholders found important to market. Visitors traveling to Africa in particular, come mainly to escape the commotion and business of modern, western lifestyles. They want to experience the exotic wildlife and nature that is preserved in many parts of Africa. As a result, it is difficult to market African cities to tourists. Windhoek is a unique African city, however, because it is very natural and yet accessible to rural areas of Namibia. Surrounding the city are the Khomas Hochland Mountains that can be seen in the distance from the buildings in the city center. Okapuka is a popular game farm with hiking trails and game drives, only a short ways from Windhoek, which can easily be experienced by tourists staying in the city. Dr. P. Smit and Ms. Scholz (Appendix N) mentioned Avis Dam as a popular dam and outdoor walking area that tourists can enjoy visiting. Ms. Benita Herma, of TRENABA, (Appendix O) cited the Parliament Gardens as a beautiful place in the city where one can enjoy the open spaces. These natural aspects are appealing to those not wanting to completely abandon city life. Windhoek provides a nice blend of urban and rural life, and thus these attributes are important and contribute to the tourist experience.
**Shopping:** It is clear that Windhoek is the “heart of Namibia” in that it is very culturally diverse yet also because it is a centrally located capital city and the most modern urban area in Namibia. The city has everything one may need to shop for, from food and clothes to insurance and cars. Tourists can find a variety of souvenirs that reflect both the European influence and African cultures that the city has to offer. Although the city is thought by many to be “relaxed”, it was also described as “efficient” and as “having anything one needs” by Ms. Benita Herma (Appendix O). Although the majority of businesses close early in the evening, the local stakeholders discussed there being no large reason for them to stay open later. Businesses have always closed early and tourists do not contribute enough income to compensate for the extra money needed to pay employees. Despite closing early, the shopping is easily accessible in the city center and in surrounding malls. For this reason, the shopping available in Windhoek was another attribute of the city that business stakeholders in particular identified as important to market to tourists. This again was confirmed by visitors’ responses on the tourist survey, where shopping was seen as the most appealing attraction in Windhoek (Appendix U).

**4.1.2 Understanding of Current Logo**

The current Windhoek city logo is an abstract depiction of an aloe plant. It is a corporate symbol for the City of Windhoek, complimented with the corporate color blue, as seen in Figure 23. The use of an aloe plant as the city’s logo began some 50-60 years ago, according to Mr. Barrie Watson, (Appendix F) of the City of Windhoek’s Planning Division. The original logo had three branches at its peak to represent the three races that inhabited Windhoek; blacks, coloreds, and whites. The logo was changed more recently,
according to Mr. Manfred Gaeb, to represent the integration of all people following the apartheid era (Figure 22).

When creating a new brand identity for tourism, we asked local stakeholders if they knew the significance of the city’s current corporate logo. Approximately 75% of our interviewees said they did not know the meaning of the corporate logo, except that it depicts an abstract aloe plant. Mr. Abuid Karongee (Appendix G) mentioned that some tourists inquire about the symbolism of the logo when they arrive at the Old Location Cemetery, as it is displayed at the entrance. He himself does not know the significance of the logo, yet along with most other stakeholders, he speculated that the aloe was chosen because of its prevalence in Windhoek. Mr. J. Madisia, of the National Art Gallery, (Appendix L) acknowledged that he did not know the meaning of the logo, but that it is clear that the picture is of an aloe plant. Through an analysis of these comments we were able to conclude that the logo did not have a significant impact on local stakeholders and that a different logo was a feasible possibility for a new tourism brand identity.

4.1.3 **WILLINGNESS TO ACCEPT A NEW BRAND IDENTITY**

The willingness of local stakeholders to support a new brand identity aimed at tourists was information we needed in order to gauge how stakeholders would receive and use a new brand identity. We also used this information to ascertain how explicit a Branding Windhoek guide would need to be. With a high compliance, fewer examples of how to incorporate the new brand would be necessary. However, with a low acceptance, we would need to show more abstract examples of how the new identity could encourage
tourists to visit. Approximately 89% of interviewees said that they would support a new brand identity aimed at tourist, while 11% felt the city’s corporate logo would suffice to promote Windhoek as a tourist destination. Mr. Martin Weimers (Appendix M) acknowledged that most tourists do not know what the city logo means, and thus a new brand identity for tourism purposes would be more appealing to visitors and helpful for businesses to market themselves. One contrasting opinion was held by Ms. Dorothea Daiber (Appendix H) of Safari Hotel. She believes that the current logo is very representative of Windhoek and that it should continue to be used in marketing the city. If any changes were to be made, she commented, that the abstract aloe plant should be incorporated into the new design.

The first and second focus groups we conducted revealed conflicting arguments about the creation of a new brand identity for the city’s use in marketing tourism. Some stakeholders mentioned that the inclusion of the aloe plant in a logo was important to associate the brand with the corporate sector. Contrastingly, others mentioned that maintaining a brand identity similar to the current city logo would confuse tourists. It was ultimately determined by the majority of respondents that a new brand identity should be created for use by the tourism division, as long as the current city logo is incorporated on marketing tools to signify the city’s support of the tourism division.

4.1.4 USEFULNESS OF NAMIBIA’S CORE VALUES
When referring to the NTB’s method for branding Namibia, we evaluated the core values they identified for the country and their relationship to Windhoek. We asked stakeholders whether or not the core values Rugged, Natural, Soulful, and Liberating, were representative of the city. The responses are in Figure 23.
The data show that none of the stakeholders found the core values of *Rugged*, *Soulful*, and *Natural* to be representative of Windhoek. Ms. Benita Herma (Appendix O) noted that the core values the NTB defined for branding the country are effective, yet exclude civilization, an important aspect of Windhoek. Thus, she felt that the city should have a different set of core values to use in its brand. Dr. Jeremy Silvester (Appendix K) also stated that Windhoek cannot live up to the brand values defined for Namibia, and thus they are not appropriate for use by the city. Some found *Liberating* to apply to the city’s openness and relaxed feeling. This input was not sufficient for us to believe that this same core value could be used to brand Windhoek, however. Based on results for words used to describe Windhoek, we found new core values to be a better representation of the city.
4.1.5 Words that Describe Windhoek

To help define the core values for Windhoek, we asked all interviewed stakeholders and focus group participants to describe the city in a few words. Their perceptions as local residents are important because they know the city well. In order for a brand identity to be effective, it must be credible. As residents, the stakeholders have the best feel for Windhoek and know what the city has to offer to visitors. We compiled the most popular descriptions of the city, and they are shown in Figure 24.

![Graph showing descriptive words for Windhoek](image)

Figure 24: Descriptive words for the City of Windhoek

It can be seen from the graph that a diverse culture is one of the most defining attributes of Windhoek as perceived by the local stakeholders. Ms. Johanna Shangala (Appendix E) described the city as a “cosmopolitan center” where everything one may need is available. There were conflicting opinions about the relative safety of the city.
Ms. Michelle le Roux (Appendix I) described the city as being relatively safe as compared to Johannesburg, while Ms. Dorothea Daiber (Appendix H) argued that the city is not safe. She mentioned that pick-pocketers often hide in bushes along the roadsides, and target tourists walking through the city. Due to actual crime levels, she said that the city cannot be described and promoted as “safe”. Many stakeholders mentioned the city as being “clean”, however, all acknowledged that this aspect will not by itself attract tourists. Mr. Martin Weimers (Appendix M) said that the cultural diversity, both among the African groups and Europeans, is a defining aspect of the city that should not be overlooked. Stakeholders at the first focus group agreed with these descriptive words highlighting the city’s attributes. However, in the second focus group, some stakeholders commented that though the city is modern and cosmopolitan, these features may not appeal to tourists visiting the city en route to an escape from the developed world. Mr. Manfred Gaeb suggested that Windhoek is industrially innovative as it was one of the first cities to recycle water. We determined that the values, whether modern, innovative, or efficient, depend on how these are marketed and which attributes accompany them.

Tourists were also asked about their impressions of Windhoek as a tourist destination. As can be seen in Figure 25, the majority of visitors described the city as clean and tourist friendly. When asked what impression of Windhoek they would find most appealing, the majority of visitors continued to support the idea of a tourist friendly and clean city.
4.1.6 Colors that Represent Windhoek

To ensure that the coloring in the brand identity was representative of Windhoek, we asked all stakeholders to list the colors that best reflect the city. A range of colors were mentioned, and the most common are organized in Figure 26.
The colors blue and orange are representative of the sky, according to Mr. Abuid Karongee (Appendix G) and Ms. Benita Herma (Appendix O), whereas the color green signifies the lush plants and flowers. Mr. Tjanda Tjivikua, the Rector of the Polytechnic of Namibia, (Appendix P) and Ms. Maria Hamata (Appendix J) mentioned the use of earth tones because they coincide with the colors chosen by the NTB to brand Namibia. Stakeholders at the first focus group suggested many of the same colors, such as blue, orange and yellow. Many stakeholders, in both the interviews and focus groups, stressed the importance of branding Windhoek within the context of Namibia, and thus linking the colors of Windhoek’s brand to those used for Namibia was regarded as important to consider.

4.2 IMPROVEMENTS TO THE CITY OF WINDHOEK

The responses gathered from interviews with local business and cultural stakeholders, as well as the first focus group and tourist surveys, concerning ways to make the city more appealing to tourists were organized by type. The suggestions fell into the categories of 1) Attractions, 2) Information and Infrastructure, and 3) Marketing. Respondents recommended that improvements to attractions and advertising, as well as the city’s investment in tourism projects, could help to improve the tourist industry. Responses from tourist surveys also confirmed the need for particular improvements to the city, and can be seen in Figure 27.
4.2.1 Attractions

Throughout many of our interviews, stakeholders were prepared and willing to give suggestions about how the city can be improved to enhance the tourist experience. The majority of the responses were categorized as attractions, as most stakeholders agreed that there is not much for tourists to do in the city after a stay of one or two days. The comments made by stakeholders’ mainly concerned attractions pertaining to cultural events and sites, with others referring to the art and history of Windhoek.

Tours: One attraction in Windhoek that can be improved is the city wide tour. Due to the mix of cultures in Windhoek, it was suggested by Ms. Michelle Le Roux (Appendix I), Mr. Martin Wiemers (Appendix M), Ms. Maria Hamata (Appendix J), and Mr. Abuid Karongee (Appendix G) that the city emphasizes cultural tours. These excursions could include guided walking tours through the city center to allow visitors to see the mix of European and African influences with the added security of being lead by a city employee. Another suggestion was the creation of a self-guided tour throughout the city that allows tourists to see Windhoek’s attractions at their leisure. The city tours,
according to Mr. Manfred Gaeb (Appendix S), could include a cultural mile visiting different historical and cultural landmarks in the city. Township tours that bring tourists to the informal and formal settlements of Katutura were also suggested by numerous stakeholders. It was noted by Dr. P. Smit and Ms. Scholz (Appendix N) that tourists want an “authentic” cultural experience, thus the opportunity to tour the informal settlements, eat traditional foods, and greet residents face-to-face is very appealing. Many of the stakeholders commented that tourists visiting Namibia want a natural and soulful experience away from the city, and thus they do not stay in Windhoek for more than one or two days. It was suggested to take into account the reasons tourists travel to Namibia and combine them with the cultural and relaxed experience that Windhoek has to offer. Of the tourists surveyed, 57% described themselves as most interested in nature and wildlife, while 20% were most interested in culture and history. Though more visitors were interested in nature and wildlife, it was evident that many wanted to immerse themselves in Windhoek’s culture. They cited emphasis on local foods and crafts as well as more interactions with locals, as a cultural improvement the city could consider, as shown in Figure 28.

![Pie chart showing tourist comments on improvements to cultural attractions.]

Figure 28: Tourist Comments on Improvements to Cultural Attractions.
**Performances:** Along with the cultural tours, cultural performances were also highly recommended as a means of attracting tourists. The uniqueness of Windhoek was defined by Mr. J. Madisia (Appendix L), of the National Art Gallery, as the mesh of the many tribes, languages, and traditions that are present in the city. Displaying the different cultures in combination with traditional cuisine, which most tourists are eager to experience, would increase the city’s appeal. Such performances could take place at popular restaurants such as Joe’s Beerhouse, where quality African dishes and a social atmosphere are inviting to tourists. Although a seemingly good suggestion, Joe’s Beerhouse may not be an ideal setting for such performances, as it currently does not have the capacity to host so many additional people. In addition to these formal performances, Mr. J. Madisia suggested the creation of more informal street shows to illustrate the African ambiance. Any combination of culture and dining was suggested as a genuine appeal to tourists.

**Crafts:** Another attractive quality of Namibia, and Africa in general, is the handmade crafts and art. Ms. Benita Herma (Appendix O) identified shopping as a large draw for tourists in Windhoek, and a combination of shopping and culture would likely attract visitors. Currently the Namibia Craft Centre is a large tourist attraction, comprised of quality Namibian crafts and a café. However, this centre could become even more popular if it were included as the ending point of a walking, or “Cultural Mile” tour as mentioned by Mr. Manfred !Gaeb during the first focus group (Appendix S). The stakeholders at this focus group noted the importance of the Craft Centre as a draw for tourists. It was suggested that cultural performances could take place there, in an effort to reinforce the fusion of European and African Culture present in the Namibian
handcrafts, music, and dance. Once again noted as a popular attraction, cultural performances would require additional space that the craft centre would need to create to accommodate the addition of such shows. The crafts sold at the Namibia Craft Centre were described by Ms. Benita Herma (Appendix O) as being “very Namibian” and thus the Centre would be a good place to expand and emphasize to tourists.

**History:** In addition to the cultural aspects of Windhoek, the city’s historical attributes were cited as places for improvement, as the capital offers a rich history. In particular, the museums in Windhoek, as commented by Dr. Jeremy Silvester (Appendix K) are not very attractive, and the exhibits unimpressive, such that tourists usually interested in the city’s history or historical sites do not even visit them. Dr. Silvester and Dr. P. Smit (Appendix N) both noted that the city could benefit from improvements to its museums, and possibly the addition of a new City of Windhoek museum, highlighting the city’s apartheid past and recent independence. Ms. Scholz (Appendix N) suggested a single ticket be sold to allow and encourage tourists to visit all of the historical attractions in the city so that they see as much of Windhoek as they can, as short as their stay may be. The stakeholders all recognized that the culture and history of Windhoek are already present but that attributes need to be better defined and attractions established.

**4.2.2 Information and Infrastructure**

Part of developing Windhoek as a tourist destination includes city efforts to improve certain aspects of the infrastructure that most closely affect tourists. Thus suggestions gathered from interviews and focus groups with local business and cultural stakeholders, as well as responses from the tourist surveys, were organized according to
Tourism Awareness: Each of the stakeholders interviewed held different jobs and had different backgrounds and interests in the city’s tourism industry, thus their suggestions for improvements to the city as a tourist destination differed. However, there were trends in suggestions for improvements to the city’s infrastructure in the categories mentioned. For the city’s effort to improve tourism awareness, many people suggested that tourism information offices extend their operating hours, specifically during weekends. It was also mentioned by multiple stakeholders that improvements in marketing the tourism offices, either through well displayed signs or re-location to more central areas, could enhance tourism awareness. Ms. Dorothea Daiber (Appendix H), a marketing and promotion expert at Safari Hotel, recommended that the tourism offices become central booking places, where tourists can buy tickets for a variety of attractions.

Transportation: Accessible and safe transportation was another aspect of Windhoek that was identified as an area to be improved. Approximately 37% of tourist responses to city improvements in the tourist survey noted transportation being the most important improvement the city could make. Ms. Benita Herma (Appendix O) commented that improved transportation would contribute to the city’s efficiency, an appealing aspect Windhoek could offer tourists. Many stakeholders interviewed also commented on the current lack of public transportation in the city. It was suggested by Dr. P. Smit and Ms. Scholz (Appendix N) that a bus route including city attractions and restaurants be established to help tourists and locals alike. Additionally, walkways for pedestrians would increase the relaxing atmosphere that the city puts forth as suggested by Ms.
Benita Herma (Appendix O). As mentioned by both Mr. J. Madisia (Appendix L) and Mr. Martin Weimers (Appendix M), dining is an important experience for any tourist, and public transportation should include a mini-bus dining route that takes tourists to local restaurants and cafés in the evenings. Providing tourists the security of a reliable transportation service and the access to quality dining will enhance the tourist experience.

**Public Space:** The city was noted by many of the stakeholders to have a relaxing atmosphere, which could be further enhanced by creating more public space. More parks, playgrounds, open dining areas, and gardens would emphasize the open air quality of the city. These “social” spaces, as they were described by Dr. P. Smit and Ms. Scholz (Appendix N), should include outdoor performances, and areas where tourists can meet locals in a friendly environment. Further efforts should also be made to beautify the city, commented Ms. Michelle Le Roux (Appendix I). This could be accomplished by public art displays, showing the many cultures of the city, as suggested by Mr. J. Madisia (Appendix L), in addition to improving the City Center. The City Center was noted by Ms. Benita Herma (Appendix O) as needing to be a social place where tourists can relax. In support of improvements to the City Center, the stakeholders at the initial focus group commented that the City Center should be a place where tourists can congregate and attend events, such as cultural performances and tours. Contributing to the open environment, were suggestions from multiple stakeholders to enhance outdoor dining, as the weather in Namibia is a large draw for tourists, and many want to be outside as much as possible. Thus enhancing the City Center to include more outdoor dining and to be more tourist friendly would assist in improving tourist appeal.
Local/Business Efforts: When asked what improvements the city could make to create more appeal for tourists, multiple stakeholders commented that there is a lack of cohesion between the locals and businesses in understanding and promoting tourism in the city. Specifically Michelle Le Roux (Appendix I) noted that businesses do not cooperate in marketing the city as a destination for businessmen and tourists. The city is currently trying to promote itself as a destination that can sponsor large conferences and conventions, but unless businesses support this effort, it will not succeed. In conjunction with businesses working together to promote tourism, the city needs to make local people aware of the importance of its tourism industry. Stakeholders mentioned the city’s need to be proactive in improving tourist attractions/events and advertising these attractions to locals as well as tourists. Dr. P. Smit (Appendix N) stated that tourists want to meet locals in order to better experience the culture, and what better way to do this than to excite locals about city wide events and tourism. The more locals are aware of the benefits of tourism, the more likely they are to support improvements to the industry. Part of these improvements includes extending business hours to accommodate tourists. Currently many local businesses, including shops and restaurants, close early in the evening, forcing tourists to find alternative means of entertainment and dining. Some stakeholders reasoned that raising the awareness for tourism might spur local businesses to extend their hours of operation.

Safety: In addition to businesses contributing more to the tourism industry, Windhoek itself needs to support tourism with improvements in safety. Though many stakeholders acknowledged the city as one of the safer destinations in southern Africa, Windhoek is currently on the U.S. State Department’s “critical alert” list according to the U.S.
Embassy in Namibia due to the high frequency of petty crimes (pick-pocketing, thefts). Such crimes, even the fear of them, detract from the tourist experience as travelers do not want to visit a destination where they feel vulnerable to petty crimes. Nor will visitors be likely to return to Namibia if they fall victim to such crimes during their stay. Thus, stakeholders suggested that the city take the initiative to combat these crimes and increase security in areas where there is high crime frequency and high tourist traffic. Some argued that increasing security will have a negative effect on tourists, as they will notice the presence of safety officers throughout the city and assume crime is more of a threat than it actually is. However, it was also stated that having higher security will make the tourist experience more enjoyable as visitors will not have to worry about being subjected to crime. They can relax somewhat while maintaining some sense of awareness for themselves and their belongings if there is a higher level of security in the city and an awareness of a police presence in order to reduce crime.

### 4.2.3 Marketing

Although the city might be able to develop better attractions and improve its infrastructure to accommodate tourists and enhance their experiences, tourists will still not visit the city or plan to stay for extended periods unless proper marketing techniques are used to promote the city and its attractions/events. Some of the stakeholders interviewed commented on the current marketing techniques the city employs and ways in which to improve marketing. It was suggested by Ms. Benita Herma (Appendix O) that cultural aspects be advertised better, especially to emphasize the influences from both African and European cultures. With this, it was further suggested by Ms. Maria Hamata (Appendix J), and Dr. P. Smit and Ms. Scholz (Appendix N) that the township
tours and cultural experiences be developed more and marketed heavily to tourists. Since cultural diversity is one of the strongest attractions the city has to offer, it is in Windhoek’s best interest that it market cultural attractions more to visitors. Mr. Madisia (Appendix L) noted that marketing the “African ambiance” the city has would be sure to draw tourists, as visitors want to have an “African” experience. He also suggested that dining be better marketed, as tasting local and traditional cuisine is a large part of the cultural experience that tourists would like to enjoy.

While marketing attractions that Windhoek has to offer is important, it was noted at both focus groups that the city of Windhoek might benefit from being marketed in combination with marketing Namibia as a whole. Though Windhoek does not offer the same type of attractions and experience as other parts of Namibia, it does offer natural beauty and an open atmosphere, and tourists can take a hike in the mountains surrounding the city. It was suggested by both Mr. Barrie Watson (Appendix F) and Mr. Abuid Karongee (Appendix G) that the natural beauty of Windhoek be better marketed and developed. From almost anywhere in the city, one can see the three mountain ranges that surround the city. The hiking trails in these mountains offer great views of the city and provide an experience to that similar natural experience gained from visiting other locations in Namibia. The local dams, Goreangab and Avis, also offer a relaxing stroll through nature, allowing one to escape the city atmosphere. It is these experiences that the city of Windhoek would benefit from advertising more to tourists.

Though many stakeholders suggested attractions to develop and advertise to tourists, few commented on actual means of marketing them. Those that did comment on marketing techniques mainly discussed the need for marketing of events to locals and
tourists by use of a calendar of events. Ms. Maria Hamata of the Tourism Information Office (Appendix J) suggested improvements to the website to make it more appealing and efficient for visitors. She, along with multiple other stakeholders, commented on the need for advertisements of special events on the website. Other marketing tools mentioned by Mr. J. Madisia (Appendix L) were city maps and advertisements in the airport. Many stakeholders simply recommended advertising certain attractions more than they are currently marketed.

The recommendations gathered from interviews and focus groups concerning Attractions, Information and Infrastructure, and Marketing, were discussed with the Tourism Division’s Senior Officer, Mr. Manfred Gaeb. The suggestions were discussed for importance and feasibility, and some were further researched. Those seen as important to improving the tourist experience, as well as feasible for the city of Windhoek to develop at this point in time, are presented in further detail in the Recommendations chapter (Chapter 6).

4.3 Website Analysis

To determine the attributes to be included on Windhoek’s new tourism website, we first conducted research on other tourism websites for cities worldwide. A table in Appendix X shows the checklist we created for each of the most common features found on tourism websites. Figure 29 shows the percentage breakdown of the inclusion of each of the features on the tourism websites.
After determining the prominent characteristics of tourism websites, we compared and contrasted them. This method gave us ideas about how to organize Windhoek’s tourism website, what it should include, and how to incorporate the brand identity.

### 4.3.1 Features

**Map:** A map showing various travel routes by car as well as walking routes can be beneficial to a tourist traveling to a new city. Approximately 63% of websites that were researched had maps, some being interactive, that allowed the user to enter a starting and ending point, and some with directions to and from surrounding areas. The Cape Town, London, and Johannesburg tourism websites featured interactive maps, while Melbourne’s included a route planner. While included on slightly over half of the researched websites, a map is not an essential feature to be displayed on the main page. As a result, we do not find it necessary for the city of Windhoek to display an interactive map directly on the tourism website; rather a link to a map may be more useful.
Lists of Accommodations: Lists of accommodations are an important aspect of any tourism website because many visitors will need a place to stay (if not visiting friends or relatives). If access to a list of a variety of accommodations, such as a range of quality hotels, bed and breakfasts, hostels, lodges, etc., is readily available on a website, travelers will be more likely to visit. It is crucial that all links be working and provide the traveler with exact locations (and sometimes distances from key landmarks) as well as costs per night, and amenities. All researched websites had lists of accommodations, and thus the importance of these features was clear.

Auckland, New Zealand’s website serves as a model to organize a list of accommodations. The various accommodations are arranged by type, and include a picture of where they are located as well as a brief description of what they offer. This is a good way to organize a list because most travelers know their budget, and therefore can scroll through the page to find the type of accommodation they are looking for. Cape Town’s tourism website contains lists of accommodations that link travelers to webpages where they can reserve rooms online as well as provides

Figure 30: Auckland, New Zealand’s list of accommodations, http://www.aucklandnz.com
them with catering options. Another way to allow users to find accommodations easily is through the use of a search box. A tool such as the one shown in Figure 30 is useful for those travelers who know where they want to stay.

For Windhoek’s purposes, the use of a search box may be too technologically advanced; however, a detailed list of places to stay with a small sized picture could potentially increase business for any accommodation posting information on the tourism website. The current website displays a list of accommodations although very little detailed information is provided. Large hotels such as Safari Hotel and the Kalahari Sands Hotel can provide information for upscale travelers, while more residentially located guesthouses such as the Hilltop House and Olive Grove Guesthouse can appeal to travelers having a lower budget. The Accommodations List can be divided into sections such as: Hotels, Guest Farms, Guest Houses, Campsites, Hotel Pensions, and Lodges. An alphabetical listing will simplify the list for those travelers who know where they want to stay and want to access information quickly. The use of bolded headings and a neutral background color will make the overall appearance more attractive as well. Refer to Appendix AA for an example of a possible design layout of accommodations.

**Lists of Dining Establishments:** When traveling, tourists are often interested in tasting the ethnic food of the destination they are visiting. Some travelers have specific needs or will want a taste of home, and thus a variety of dining options is also important for cities to have. Of all researched tourism websites, 75% had lists of dining facilities. Johannesburg’s website provides links to restaurants and their relative distance from the city center while Lusaka’s website includes a listing of restaurants by ethnicity. London’s webpage, which can be seen in Figure 31, has an extensive list of dining
options that are featured in categories such as “Value Eats”, “Organic Restaurants”, and “Luxury Restaurants”. This is a creative and eye catching way to advertise the variety of dining options available in the city. Images of the cuisine or the atmosphere of the restaurant are common among most of the websites as well.

Windhoek’s website does not have a list of dining options presently. Tourists need to know that there is a variety of dining options in the city, and thus this information should be displayed on the website. Similar to the way researched websites have displayed lists of dining options, Windhoek can advertise the “African” style restaurants that serve common game found in Namibia. Restaurants that display the culture, such as Joe’s Beerhouse can also promote themselves on the website. “Quick Eats” can be another category of restaurant that will appeal to those travelers arriving at odd hours and want something to eat immediately. Other categories of restaurants can include “Cafe”, “International”, “Exquisite Cuisine” and “Family Style”. Fast food restaurants such as “King Pie” and “Wimpy” can be listed as “Quick Eats” while places such as “Mugg and Bean” and “NICE” can be listed as “Family Style” and “Exquisite Cuisine” respectively. A picture of either the inside or outside of the restaurant can be used to attract business as well. Appendix BB shows an example of a listing.

**Figure 31: London’s list of dining, www.visitlondon.com**
**Things to Do:** A list of things to do is essential for any tourism website. Visitors need to know how they can be entertained when arriving at a destination. Generally, activities unique to a city should be emphasized on the city’s website to appeal more to travelers. As expected, 100% of researched websites included a list of things to do. Some lists were categorized by type of activity, such as sport and adventure, sightseeing, relaxing, and entertainment, while others were separated by appropriate age group activities including entertainment for children and adults. Boston has highlighted some of the activities it offers unique to the city such as walking the *Freedom Trail*, which played a significant role in the American Revolutionary War. Visitors know instantly about an activity that they can do at their own leisure that can only be done in Boston. Similarly, Cape Town, South Africa, has created a list of “Things Not to Miss” for visitors interested in the most popular attractions the city has to offer, as shown in Figure 32. The list lures in tourists because it triggers a sense of wanting to see what others have defined as the “best” of Cape Town. The events page also provides information about planning large functions, such as weddings, in the city. Again, the use of images is very beneficial because it provides a glimpse of the experience tourists are looking for.

![Figure 32: Cape Town, South Africa list of attractions, http://www.tourismcapetown.co.za](http://www.tourismcapetown.co.za)
A list of things to do is one obvious feature that is incomplete on Windhoek’s website. The current list only mentions the museums and art gallery, which are not the most popular attractions in Windhoek to begin with. As previously discussed, Windhoek has a variety of activities that tourists can experience. These need to be highlighted and advertised on the website to inform traveler’s of what they can expect to do and see when they arrive. Attractions such as the Namibia Craft Centre and Penduka will attract those looking for cultural souvenirs. Historical attractions such as Christuskirche and the Municipality Buildings are other places visitors may be interested in seeing. The natural attractions that Windhoek has to offer should also be promoted, such as the Parliamentary Gardens and Avis Dam. Nightlife is another aspect of the city that will appeal to the younger visitors. Pictures of these attractions will once again enhance their appeal to people researching online. Appendix CC shows a possible design of the webpage featuring Windhoek’s Things to Do.

**Information on Surrounding Areas:** Although tourists may not want to stay in one city while traveling, information on surrounding areas was not common among the tourism websites we researched. Only half of the websites included information about surrounding destinations. This may not be valued because cities are trying to attract tourists to visit and stay in them as opposed to other destinations. However, if there are several places to visit within a close proximity, this may persuade more tourists to visit than if another tourist destination has nothing to offer outside the city proper.

Travelers coming to Namibia are visiting mainly for the wildlife and natural aspects. The most popular tourist destinations do not include Windhoek; rather, places such as Etosha Pan, Swakopmund, and Soussuflei are much more popular. Commonly
visited destinations located within a closer proximity to Windhoek include Daan Viljoen Park and game farms such as Okapuka. Thus, it would be in the city’s best interest to advertise information about these places, as most tourists will be visiting them anyway. If the website can incorporate appealing and different features Windhoek can offer in comparison to the other destinations in Namibia, it will be effective in attracting more visitors.

**Transportation:** Transportation is another aspect of traveling that all tourists need to plan before arriving at a destination. As traveling is becoming more and more expensive, easy and economical means of traveling are desired by many tourists. Various modes of transportation such as railways, buses, taxis, walking routes, bicycle paths and car rentals are some of the most common modes of transportation tourists’ use, and suggestions found on websites are helpful for potential tourists, as shown in Figure 33. Websites with information on the easiest and most readily available transport systems are features that are regarded as very important, and thus 100% of the tourism websites we researched included information about how to travel within the city.

Boston’s website highlights its bicycle paths that are environmentally friendly and inexpensive, while Nairobi, Kenya’s webpage includes ferry prices and information about the minibus system. Auckland, New Zealand’s website provides lists and contact
information for the various modes of transportation available in the city. All of these features encourage travelers to visit because they will be able to navigate the city easily and inexpensively.

While Windhoek does not have an extensive transportation system, travelers need to know the available means of transport in order to plan their stay appropriately. Very little information about the transportation in the city is posted on the website. A list of the taxi services along with their contact numbers would assist many travelers. Locations of car rental centers as well as airport and bus information would be beneficial as well. An example is shown in Appendix DD.

**Information on Upcoming Events:** Many travel destinations have a peak tour season, generally because they sponsor large events or have ideal weather that tourists want to enjoy. A list of major upcoming events is an effective means of informing tourists about what a city has to offer and can also be used to promote a destination’s competitive advantage over other cities. The date and location are important pieces of information that should be clearly displayed as well. Seventy-five percent of the researched websites had information displayed on the main tourism webpage about upcoming events. As shown in Figure 34, the

![Figure 34: Events page for Melbourne, Australia, http://www.visitmelbourne.com](http://www.visitmelbourne.com)
Melbourne, Australia website classifies the types of events it offers into the seasons in which they occur. In this way, the website is catered to all types of tourists; leisure tourists who will want to visit during the warmest months, adventure tourists who will prefer cooler weather, as well as nature tourists who require specific weather to optimize their stay. The website clearly explains that during each season, Melbourne is well equipped to offer tourists a unique and memorable experience. Boston’s website includes detailed lists of events by day, week, and month, while Johannesburg (Figure 35) and Cape Town’s websites display a countdown to the 2010 FIFA World Cup, the largest soccer competition in the world, to be held in South Africa. Gaborone’s website only lists upcoming events related to the tourism board and thus does not feature events of interest to tourists.

In efforts to promote itself, Windhoek can advertise the specific events it hosts as well as the weather that is beautiful and accommodating much of the year. Specific festivals and parades such as the /Ael//Gams Arts and Cultural Festival and the WIKA Parade offer tourists events in which they can indulge in the African and German culture present in the city. The FIFA World Cup will likely bring visitors into Namibia, and thus the tourism website can also display this event to show tourists that Windhoek is within a close proximity to the soccer competition. These improvements to the current, limited list of “Upcoming Events” will greatly enhance the website.
**Brand Identity:** The placement of the brand identity on the main page of a tourism website is a mechanism some cities use to promote their tourism. In just a few words and/or a logo, a destination can portray its main draw to potential visitors. Seventy-five percent of the websites we researched displayed their brand identities on the main webpage; however, a majority of these were very small and difficult to read. Lusaka, Zambia’s brand identity is displayed on its website; however, the colors and image of a yellow and orange sun clash with the themed colors of the website. Auckland’s “City of Sails” is contrastingly very large and displayed at the top of the page. It is one of the first aspects of the website that catches the user’s eye. Figure 36 depicts the Melbourne, Australia, brand identity, which is set in the upper right hand corner of the main homepage so that it is one of the first features visitors see. Other destinations that do not have a specific logo use a brand theme to make the webpage look cohesive and representative of the city. Through the use of themed colors and images that blend well with the background, a website can appear distinguished and present a feeling that coincides with the actual atmosphere of the destination. Boston, Massachusetts, has created a tourism webpage that
is based on themed shades of blue and green, as shown in Figure 37. The city is advertising the “relaxed” and “natural” aspects that are appealing to tourists through the colors and complimenting pictures.

With the new brand identity we have created, a webpage based on the theme colors of blue, green, orange, and red, can be developed for the City of Windhoek’s tourism. By displaying the brand across the top of the page, it will be sure to catch the eye of any user. The font throughout the page can be any of the themed colors and background colors can complement the design as well. The corporate logo for the city can still be displayed on the website to show that the website is supported by the city.

**Working Links:** Links are a common feature of many websites because they provide a quick means to transfer a user to another webpage with more information about a specific topic. By clicking on a link, a more detailed webpage is displayed with relevant information. For tourism purposes, links provide another means for related industries to advertise themselves. Examples of such industries include accommodations, dining, entertainment, and transportation. A link must be working smoothly to be effective, however. If a link brings a user to an unrelated website, or no website at all, one can quickly become frustrated and abandon the original tourism webpage altogether. One hundred percent of researched websites contained functioning links. London’s website displays all related links when one scrolls across various features of the city. In Figure 38, the *What’s On* tab is highlighted yellow, and all the subcategories appear as links to transfer visitors to a new webpage. This effect is simple to use and provides an organized presentation of related information.
Windhoek’s webpage can similarly display interactive information. Drop down lists are another and perhaps more easily configured feature that will provide related information to various aspects of the website. The current website is very basic, and with few features is a bit boring. When created, a new website should be updated frequently, and the links should be checked to ensure their functionality is optimal. Accommodation reservations, information about other popular destinations in Namibia, safari/tour reservations, among others are a few examples of information that can be made accessible through links.

**Consistent Text:** The use of consistent text is a visual aspect of the website that is important to appeal to users. The font should remain the same to make the webpage look more cohesive, and the use of bolded headings and emphasized words should be used appropriately. Inconsistent font can distract the reader and make a webpage look poorly constructed. Eighty-eight percent of the websites we researched used consistent font sizes. London’s website varies text color to highlight its various links. Melbourne’s website uses one font type with bolded headings for each of the available activities, as
shown in Figure 39. Inconsistent text and font were displayed on Nairobi’s website, which make it look disorganized and unprofessional. To better appeal to tourists, the website should have a more cohesive design with consistent text.

Windhoek’s website currently uses inconsistent text as well. It mixes upper and lowercase letters inappropriately. The headings are not distinguished effectively and thus make the website appear unorganized. A professional font with appropriate font effects will enhance the overall appearance of Windhoek’s website.

**Consistent Color:** When designing a website, a color theme should be established to make the website look professional and appealing to the user. Bright colors can irritate the eyes, while dull colors can make text difficult to read. There should be enough of a contrast between the text and its background so that the words are legible, yet not too much that the colors detract from the information provided. Along with text, the background color should complement the images displayed on the webpage. This will enhance the images themselves and make the webpage look more attractive. Eighty-eight percent of the websites we researched use a consistent color theme. Cape Town’s tourism website shows themed colors that match the brand identity (Figure 40). Boston’s website is mainly blue and green with various shades used to emphasize different links and activities. Johannesburg’s website includes a black and orange theme with black text. An example of a poor use of color is
Nairobi’s website, in Figure 41, which is multicolored. There is no established color theme, and thus the website appears somewhat unprofessional.

Windhoek’s website features a mesh of blue background colors. The webpage is very bright and somewhat difficult to read. The poor color effects may deter some users who do not like its appearance or feel that the website is too harsh for their eyes. With the brand theme we have developed, the colors blue, green, orange and red can be incorporated into the website. This will facilitate the positioning of the brand identity on the page to make it look both professional and cohesive in addition to being more attractive.

**Links to Online Bookings:** The ability to make reservations for accommodations, dining, and events is a recent feature that many websites have added to their webpages. It is a convenience that many travelers can make use of when planning a visit to another place. Nearly 90% of researched websites included this feature on their main tourism webpages, and its growing popularity is evident in this large percentage.

The websites for Boston and Johannesburg have e-mail contact information to allow
bookings, while others are more efficient in allowing users to book directly. Figure 42 shows how Melbourne provides brief descriptions of accommodations and a single button that will bring the user to a booking webpage. In addition to online bookings, London’s website provides a Trip Advisor that helps visitors plan a trip with scheduled events and places to see.

While a Trip Advisor may be an advanced feature that Windhoek’s tourism website does not need yet, online bookings should be considered. The added convenience of online reservations will make the website more appealing to more people. The website team will need to work in conjunction with accommodations and touring companies to establish an online booking system that can be accessed from Windhoek’s website. This will potentially bring more business to those companies that provide online booking through the webpage, as their information will be visible and easily accessible.

**First Page of Web Search (on Google.com):** Many people use common search engines such as Google to find websites with relevant information they need. When key words such as the name of a city and the word “travel” or “tourism” are entered in a search box, it is beneficial if a city’s tourism website is one of the first available sites listed. Many users will choose to view one of the first web pages that are listed on the search engine results page, and thus a tourism page’s presence on this page is important. All of the tourism websites we researched were listed as the first option on the Google search results webpage. This added benefit to the promotion of a city’s tourism is significant and should not be neglected.
By contrast, when searching for “Windhoek Tourism”, the city’s own tourism page is not among the first available website that is listed on the Google search engine. As already stated, it is important the website be one of the first listed webpages. The number of visitors to the website will theoretically increase and in turn improve Windhoek’s tourist industry. Although it may cost money, it is a worthwhile investment, as many people use Google to search for information online.

### 4.3.2 INFORMATION TECHNOLOGY INTERVIEW RESULTS

From our research it was apparent that many improvements need to be made to Windhoek’s tourism website. To obtain more information about the design of a new tourism website, we interviewed the Information Technology (IT) team (Appendix W). We learned that the City of Windhoek does not have the means to hire a graphic designer, and thus the job has been given to Mr. Louis van Wyk, Manager Programme Office and Administration and Ms. Hanley Kischner, the assigned employee to website design. We interviewed them to learn more about the process of designing a new website and what they would like from us as recommendations to assist them in a design.

From our interview, we learned that the current website was designed in 2003 and has not been updated since. The city does not want the tourism webpage to be separate, and thus its design must coincide with that of the City of Windhoek’s. Mr. van Wyk has requested a budget of N$1,000,000 to be designated for the construction of a new city website. On July 1, 2008, a budget will be allocated. From there, Ms. Kischner will submit five possible designs to be reviewed. Once the final council has approved a design, the new city website can be created.
There are specific criteria that both Mr. van Wyk and Ms. Kischner have identified to be included on the new website. One criterion is the “2 Click” rule which means any information one may need from the website must be accessible through a maximum of two clicks. The website must also be interactive to engage the user. Finally, any photos posted on the website must be small and contain few pixels so that they can be uploaded quickly and can be viewed by anyone with a small amount of bandwidth.

Both Mr. van Wyk and Ms. Kischner were very encouraging about our recommendations to the tourism website. They requested any information we can give them about web design as well as information about our research on other tourism websites. They are willing to incorporate our design recommendations into their own, to be submitted to the review council. They hope the new website can be created and functioning by next year, 2009.

4.4 Brand Identity Results

The goal of creating a Brand Identity was to outline the Windhoek’s attributes for the Tourism Division and local tourism businesses to use in branding themselves as distinct to the capital of Namibia. To do this, distinguishable features of the city were identified by business and cultural stakeholders during interviews and focus groups, as well as from tourists through a questionnaire. The attributes of the city included its attractions, descriptions of the city’s atmosphere through words and phrases, and coloring and images symbolizing Windhoek. We combined all responses to generate core values and a corresponding theme that is representative of Windhoek. This is the basis for the
brand identity; the theme that describes the tourist experience and allows the Tourism Division and businesses to market themselves as part of Windhoek’s tourism industry. To complete the positioning of the brand we then chose the most distinctive aspects of the city and depicted them in a logo/slogan. The aim of the logo and slogan combination was to display the most appealing attributes of Windhoek in a simple and eye-catching manner to potential tourists. The Branding Windhoek Guide was a culmination of all of our results for the Brand Identity and a proposal guide was made to show the Tourism Division how to market itself within the city’s new brand for tourism. This guide, if supported by the Tourism Division and enhanced to be professionally published, would serve as a guide to local tourism businesses to market themselves within Windhoek’s Tourism Brand Identity.

4.4.1 Core Values

The first step in developing the Branding Windhoek Guide was to identify core values. The Namibian Tourism Board created four core values to define specific characteristics that highlight the tourist experience as distinctly Namibian. Similarly, we created four core values that are unique to the tourist experience in Windhoek. These values create a theme that the Tourism Division and other tourism businesses located in Windhoek can use to market themselves more specifically to the city. These values, developed with input from local stakeholders and cultural leaders, include Cultural, Diverse, Modern, and Open, and each represents a unique aspect of the tourist experience in Windhoek.

Cultural: The blend of ethnic and cultural groups in Windhoek has made the city the cultural hub of Namibia. While many of the cultural attractions are still in their infancy,
the cultural presence permeates the city, such that any visitor can distinguish the Namibian culture as different from those in South Africa and Botswana. According to Mr. J. Madisia, (Appendix L) the previous presence of colonialism, namely the German influence, is still present and is an appealing aspect of the city to those tourists interested in the capital’s culture and history. As tourists walk along Independence Avenue, the city’s shopping and business boulevard, they might see Herero women in traditional garb, with matching dress and horn-shaped headdress. A Damara woman, in a gingham dress and head covering, or a Nama woman with a striped, pink skirt, is easily distinguishable in a crowd of people crossing the street. At Joe’s Beerhouse, visitors can try all the local game, including Gemsbok, Springbok, Kudu, Zebra, and Ostrich.

The culture may be easily seen in the city; however, the authentic, face-to-face experience occurs when tourists visit the township in Katutura, as commented on by Mr. Abuid Karongee (Appendix G). There, in both formal and informal settlements, people from all the different ethnic groups live a life foreign to most travelers. Seeing the lifestyle of the people in Katutura, visiting a local market, and tasting local foods, visitors can truly get a feel for this aspect of the Namibian culture. This experience is enriching and enlightening, as tourists learn about another way of life, with both joys and struggles. Other attractions such as Penduka, and new restaurants in Katutura, provide visitors the face-to-face experience they are seeking when visiting Windhoek. The majority of stakeholders mentioned the cultural diversity of the city as a unique feature that currently offers tourists a cultural experience and has the potential to be a larger tourist draw if marketed well. The presence of so many cultures creates an overall eclectic Namibian
culture, one of both African and European influence that makes Windhoek the city it is today.

**Diverse:** Similar to the rich culture, the diversity in cultures, attractions, dining, and atmosphere in Windhoek is a unique aspect the city has to offer tourists. As the capital city, Windhoek represents the thirteen regions of the nation, and native ethnic groups from each region reside there. With Windhoek being a cultural center, there is a mixture of lifestyles, ideals, languages, and influences. The fusion of African and European cultures throughout the city affirms the diversity and creates a distinct attribute of Windhoek, as according to Ms. Benita Herma (Appendix O). Events such as the /Aë//Gams Festival, held during the peak tourist season, demonstrate the diversity in the city to visitors and locals alike. With means for historical, cultural, and artistic attractions, as well as shopping, business, and a wide variety of dining, tourists of all origins and types can find something worthwhile to do in the city. While the country of Namibia attracts those who are self-reliant, resourceful, people who crave an adventure or challenge, Windhoek offers such a diverse experience, that any type of tourist can enjoy their time in Windhoek. For this reason it is to Windhoek’s benefit to supply tourists of all types with the information to experience different activities, such as cultural tours, museum, dining options, local hikes and games drives, and shopping centers.

Just as Namibia is said to be a “Land of Contrasts” so is Windhoek a city of diverse experiences and atmospheres. Independence Avenue hosts a vibrant and lively atmosphere, while Zoo Park has a more relaxed and spacious nature. Post Street Mall displays the culture, with many street vendors selling handmade crafts, while Maerua Mall is more modern, with the convenience of large, open walkways and the presence of
high-end shops and foreign brands. Though a diverse city with large gaps among social classes, Windhoek’s inhabitants appear to live peacefully together despite their different lifestyles. This contributes to the tourist experience, as visitors from all walks of life can find their place in Windhoek, not having to worry about instability amongst the Windhoek residents.

Modern: Windhoek is like a first-world city, and for this reason it is seen as very modern, as noted by Ms. Johanna Shangala (Appendix E). It has a relaxed atmosphere and offers all the amenities of any other city. Windhoek is also equipped with multiple conference centers and has the capacity to support business tourists, as noted by Ms. Michelle le Roux (Appendix I). This aspect makes it efficient and contemporary. Adding to the efficiency of the city is the accessibility mentioned by Ms. Benita Herma (Appendix O). Though the city lacks public transportation, its small size, un-crowded streets and walkways, as well as the abundance of taxis, makes travel within Windhoek relatively easy. There is an international airport just outside the city, allowing for international businessmen and tourists to travel directly to Windhoek.

We feel that the word “modern” is a suitable core value; however, during the second focus group discussion, many participants explained that tourists may be turned off by a “modern” African city if they are looking for a more natural destination. We thus considered replacing the word “modern” with “innovative” and then “efficient” because these have similar “up to date” meanings, yet lack the negative connotation that some might associate with the actual word “modern”. Ultimately, we felt these words did not portray what Windhoek actually has to offer. Although the most seemingly “innovative” city in Namibia, to an international visitor, Windhoek does not appear to be
inventive and pioneering in the global market. Similarly, when considering Windhoek as an “efficient” city, it may seem to be resourceful to locals, however according to an international visitor, it may not appear this way. Also, the words “innovative” and “efficient” do not describe the tourist experience as comprehensively as the word “modern”.

We also found in background research that many internationals have stigmatized African cities, citing them as being “unstable”, “poverty-stricken”, developing locations. However, Windhoek offers all the amenities found in Europe and elsewhere in the world, as previously stated, and is a stable city that maintains its African culture and nature. Windhoek offers a modern experience, such that tourists do not have to worry about not having access to dining, accommodations, shopping, banks, and all other basic needs of a visitor on holiday. Thus, this word is the most meaningful and representative of what Windhoek has to offer.

**Open:** Through our research and own experiences in Windhoek, we found the city to have a very open feel. The city’s openness has a duality to it; as the physical environment is open and relaxing, and the atmosphere and attitudes of the people are friendly and tolerant. While interviewing stakeholders, many referred to the city being very spacious. Situated amidst three mountain ranges, breathtaking views are apparent from any point in the city. Mr. Barrie Watson (Appendix F) noted that Windhoek has been carefully laid out to ensure that its natural beauty is undisturbed by any city developments, and as a result is described as very “spacious”. The streets do not appear crowded as very few tall buildings line the streets of the capital city. There is quite a bit of green space in the city itself, such as Zoo Park and the Parliamentary Gardens, though
many stakeholders mentioned the need for more open spaces. The city boasts having 365 days of sunshine, which is close to true even with frequent afternoon showers during the rainy season. The openness of the city creates a relaxed feeling for residents and visitors alike. Many visitors go on holiday to get away from the business of their everyday lives, including inclement weather elsewhere in the world. Here in Windhoek, the city offers a relaxing holiday, where tourists can enjoy an afternoon meal outdoors under blue skies, or an evening braai (meat barbecue) in the cool breeze of the evening.

Windhoek is also “open” in the sense that it is a friendly and tolerant city. Windhoek has had a distinct, segregated history, with the long period of the apartheid system. However, the city made a great transition into social stability and tolerance, such that people of all races, genders and ethnicities work and live together to make the city a comfortable place to visit. More than ten African ethnic groups, as well as descendants of European colonialists, reside in Namibia, and all are present in Windhoek. The tolerance and friendliness found in the city makes it feel very “open” and “accepting” of both locals and tourists, which creates a relaxed experience for tourists. For a visitor knowledgeable about the apartheid system, traveling to Windhoek would be an enlightening experience, to see how apartheid has influenced the lifestyles of many, but also how the city continues to evolve from that system to a cosmopolitan center for business and tourism.

4.4.2 Associated Words

When asked about words that described Windhoek, the interviewees and focus group participants offered numerous responses that all relate to the defined core values. Words such as “spacious” (Mr. Barrie Watson, Appendix F), “friendly” (Ms. Michelle le
Roux, Appendix I) and “vibrant” (Mr. Abuid Karongee, Appendix G) emphasize the openness in the city. “Cosmopolitan” (Dr. Jeremy Silvester, Appendix K) and “colorful” emphasize the cultural and diverse aspects. Meanwhile, the efficient attributes are described by words such as “modern” (Dr. P. Smit, Appendix N), and “clean” (Ms. Michelle le Roux, Appendix I). These terms not only helped in defining the Core Values, but also can be used in future marketing of the tourist experience in pamphlets, guidebooks, and other advertisements.

4.4.3 Associated Colors

Similar to words used to describe Windhoek, stakeholders were asked what colors they would use to create an image of the city. The colors most often used to describe Windhoek included blue, green, and orange, as seen in Figure 43.

![Figure 43: Colors associated with Windhoek](image)

In the development of our logos, we also included the color red, although it was not mentioned by our interviewees. We felt its inclusion would link Windhoek’s brand
with the country, as red is part of the Namibian flag as well as a color encompassing the NTB’s branding of Namibia. We also saw bright, vibrant shades of red in much of the city’s architecture and felt that these features should not be overlooked. These colors help to create a scheme to be used in all the marketing techniques employed by the Tourism Division. These colors also help to develop a branding theme that other tourism stakeholders can apply to their own marketing of Windhoek related tourism.

4.4.4 SLOGANS

We began grouping slogans under our preliminary core values. We first tried to appeal to the Cultural and Diverse aspects of the city with the following slogans:

- “Experience the many cultures”
- “Meet the many faces”
- “Many cultures, one city”
- “City of many faces”
- “Taste for cultural diversity”
- “Come meet us face to face”
- “Experience real culture”
- “Not just a clean city, but a cultural hub”
- “Discover the many faces of Namibia”

To emphasize the Modernism of the city, our slogans included:

- “Meet Modern Africa”
- “Embrace our past, experience our future”
- “Africa Reinvented”

And finally, we described the Openness in the city with:

- “Open to all”
- “Open your eyes to Africa”
- “The other side to Africa”

When we presented these slogans to our second focus group, we received many positive comments and criticisms to help us. Many of the participants expressed interest
in cultural slogans, especially those including the word “faces”, such as “City of Many Faces”. We were offered several more suggestions during the focus group, including:

- “Clean, Green Windhoek”
- “The Pulse of Namibia”
- “The Oasis of the Namib”
- “One City, Past and Future”
- “The Smile on the Face of Africa”

Following the second focus group, we met with Mr. N. Katoma, the Manager of the City’s Corporate Communication and Tourism Division, to discuss our work. He agreed with the concept of using a slogan to describe the culture and diversity in Windhoek. In particular, Mr. N. Katoma appreciated the slogan “City of Many Faces” because the word “faces” can have dual meanings. It literally represents the diversity of the people in Windhoek as having “many faces” yet also conveys Windhoek as has many different attributes, or faces.

The slogan we chose to use in the brand identity was “City of Many Faces”. As Mr. N. Katoma had explained, we felt that the slogan was true to Windhoek. It clearly depicted the mix of cultures and unique aspects of the capital city that could best promote Windhoek to tourists. Additionally it relates to Namibia’s marketing of being a “Land of Contrasts”, which allows for Windhoek to be marketed alongside Namibia as a whole.

### 4.4.5 Logos

The final step in creating the brand identity was to depict the city with a simple logo. In preliminary drafts, we used scenic attractions, such as a bright sun, aloe plant, and mountains to appeal to tourists interested in natural beauty. To represent the diverse culture, we inserted images of the various ethnic groups and their garb. Finally, we
outlined the city skyline amidst the mountain ranges to show tourists that Windhoek is a city, yet one with so much more to offer than a typical, capital city.

Using these attributes, we developed several preliminary designs. Our first draft incorporated the cultural aspects of Windhoek with the natural beauty of the mountains and a sun, as well as a city skyline. We placed the Namibian flag in the letter “W” because the city is the capital, and it is an important aspect that we felt was best portrayed as being included in the first letter of the city’s name. We used colors such as blue, green, orange, yellow and red, as they were best supported by our research. When we presented this design (Figure 44) to our second focus group participants, we received mixed feedback, with many noting that the design appeared too juvenile.

![Figure 44: First Preliminary Draft](image)

For our second design, we removed the emphasis from the letters in the word “Windhoek” and placed it on the sun. We decided to keep the flag in the letter “W”, however, because we felt that it was an important feature of the logo. Our first draft of
this logo had four mountains, but after a discussion with Mr. Manfred Gaeb, we changed it to three mountains to present a more accurate representation of the three mountain ranges surrounding the city. We also changed the city skyline to a more realistic drawing, including the German church and other taller buildings. However, our focus group participants told us that new buildings were being constructed that could change the city skyline, so it would be in our best interest to include few buildings and bring attention to the church and government buildings that will remain indefinitely. This design is shown in Figure 45.

![Figure 45: Second Design](image)

In our third design, we felt it necessary to include the aloe plant, as it is used as the city’s corporate logo, and thus holds some significance. We incorporated two aloes to border the city, and centralize the focus of the design. We moved the sun to the background once again to remove emphasis. We also drew a more authentic outline of mountains to better portray how the mountains actually appear. When this design was
presented at the same focus group, participants were in disagreement over the use of the aloe. Some felt that the aloe was an important feature to include in the logo because it has been designated as the city’s logo, and thus is, by default, important (Figure 46). Meanwhile, other stakeholders thought that the inclusion of an aloe, different from the city’s corporate symbol, would confuse tourists and not appeal to them. Overall, it was agreed that the logo was too busy, and a suggestion was made to re-design the logo with one aloe plant, located centrally within the word “Windhoek”.

![Figure 46: Third design](image)

Our fourth design was inspired by students from the Worcester Polytechnic Institute (WPI) also completing projects in Namibia. We eliminated the “filled effect” of the rays in the sun, and inserted the word “Windhoek” in an effort to further simplify the design (Figure 47). However, it was indicated in our focus group that some potential tourists may have difficulty reading the city name if it was displayed in this way, and rather the design should be more to the point.
With input from the focus group participants, we were able to edit our designs. We decided it would be in our best interest to abandon the first and last drafts, as they were not well-received. We focused our attention on our second design, by making the mountains more realistic in color and shape, and by removing the bold, orange semi-circle over the city (Figure 48).
We also drew a new design incorporating the one aloe, as mentioned in the focus group (Figure 49).

![Figure 49: Fifth Design](image)

In our final editing decisions, we decided that we could not include both an aloe plant and the flag in the final design as it would make the logo appear too busy. We thus drafted separate designs to incorporate either the aloe or the flag. In the logos that followed, we modified the rays in the sun after receiving feedback from our fellow classmates. We faded the colors and changed the shape of the rays to have a more “modern flare” that was still representative of the diverse, African culture. The fade effects made the design look more professional, although it did add more colors to the already colorful logo. See Figure 50 for the design.
The same basic design was used for inclusion of the aloe plant, except we replaced the flag with a solid letter W and inserted the plant in the center of the word Windhoek (Figure 51).
Each of these designs was discussed with our sponsor, and before making a final decision, he suggested we contact printing businesses to obtain cost estimates for producing the logo on tourism publications. Mr. Manfred Gaeb also recommended simplifying the design, making the font in Windhoek more pronounced, and reducing the “flared” effect on the sun rays. These features were addressed, and financial considerations were made. Mr. Daniels, of the City of Windhoek Printing Office, was consulted for a price estimate to print the logo. For a logo of full color, as the printer uses four main colors to print all colors, the pricing would be N$0.80 per sheet, excluding the price of the paper selection. Black and white printing costs N$0.14 per sheet. Thus no matter how many colors are included in the logo, the price would be approximately the same, especially if the logo is printed on publications already with color (Mr. Daniels, personal communication, April 25, 2008). While the logo would most likely be printed on documents with many colors, it was determined that a simpler design with less colors would be ideal to reduce the business of the logo.

Our final design (see Figure 52) incorporates all the features of the previous design, yet is simpler, using darker and fewer colors. Ultimately, we found it more important to market Windhoek as a city within Namibia than show the aloe plant as a symbol of the city. We recognize that the corporate logo will still be present on documents marketing Windhoek, and thus the aloe plant in that design will suffice as a representation of their prevalence throughout the city. This final design also emphasized Windhoek more, by enlarging the text in the word Windhoek. With the slogan, “City of Many Faces”, the final design incorporated the defining aspects of the city and attractively portrayed them to tourists.
To complement our recommendations for implementing the brand identity, professional finishing of the logo was researched. Mr. Manfred Gaeb suggested we contact two companies that the city has previously worked with, Advantage McCann and DV8 Saatchi & Saatchi. We received a rough estimate from DV8 regarding the cost to professionally rework and finish the design. This includes a projected cost for the creation of a completely new design, if perhaps the City of Windhoek does not approve our logo. For a total reworking of the design (i.e. beginning with the color scheme and intended features, the work would cost between N$6,000 and N$12,000, depending on how much reworking or finishing is needed. Advantage McCann did not contact us in time for a quote, but it is suggested that further investigation of their pricing be completed for comparative purposes.
4.4.6 Branding Windhoek Guide

Upon the completion of the brand identity, we created a prototype of a Branding Windhoek Guide to show the Tourism Division how to market themselves within the theme and core values we have defined for the city. The guide was modeled after the NTB’s own Branding Namibia: A Practical Guide, as we found this to be an effective document outlining the ways in which the businesses can promote themselves as “Namibian”. Our document was created electronically on Microsoft Publisher 2007 and included photos and descriptions of each of the core values for Windhoek as a tourist destination. We listed the words associated with each core value, as well as colors and images that the Tourism Division can use to promote itself within the branding identity and further market the unique tourist experience in Windhoek. Like the NTB’s guide, our guide lists colors and images that should be used to promote tourism in Windhoek across the industry. The components of the guide are directly based on the results on core values, colors, words, and images discussed previously in this chapter. This booklet will need to be finished professionally, as we did not have the time or expertise necessary to make a professional published document for distribution to local businesses.

In support of having the design layout professionally printed, Shareen Thude, the NTB’s marketing officer, was consulted for a rough estimate of the costs for professional design and printing of the guide. She suggested a budget of roughly N$50,000 for both the finished design and printing of 1000 copies of the guide. This is after the general layout, color scheme, and information has been determined. The price of paper has escalated some in the past few months, therefore the Tourism Division might have to raise the budget some or decrease the number of guides printed. Such pricing should
allow the Tourism Division to have an approximate idea of the financial feasibility of distributing the branding guide in the future.

It is our goal to have the Tourism Division use the branding guide in their own promotions and in the future create a final product to be distributed to local businesses for their own promotional purposes. The branding guide can then be utilized by local stakeholders to market themselves collectively as part of Windhoek’s tourism. The guide itself can be found in Appendix FF.
CHAPTER 5. CONCLUSIONS

After completing our research, we can draw conclusions in regards to each of our objectives. This chapter summarizes our results pertaining to the creation of the brand identity, as well as the attractions and improvements the city can make (according to local stakeholders), our evaluation of Windhoek’s current tourism website, and the development of the prototype Branding Windhoek guide.

From our research, we concluded that there are numerous attractions in Windhoek that make it a culturally diverse and unique tourist destination. The historical and cultural attractions, such as Christuskirche and Katutura, emphasize the city’s historical past and emerging growth. Additionally they provide the cultural experience a tourist to Windhoek is seeking. The city wide tours expose visitors to the diversity present, and the natural attractions set the city apart from other destinations that are seemingly crowded and polluted. Windhoek is modern in that all the amenities one may need when visiting are available. Furthermore, the shopping present makes the city competitive with those in surrounding countries. Windhoek is also clean and open; it is spacious and serene, yet also tolerant and friendly. All of the attractions in Windhoek are thus encompassed by the core values; Cultural, Diverse, Modern, and Open, and help define the tourist experience.

Together these values, with supporting words, descriptions, and colors/symbols, create an overall brand identity that can be used to market the city’s tourism. The brand incorporates the colors blue, green, orange, and red, with additional earth tones to associate the city’s branding with that of Namibia’s. The words used to describe
Windhoek in marketing techniques are those that support a Cultural, Diverse, Modern, and/or Open experience. The symbols and images used to depict Windhoek should also support these values and possibly include images of mountains, the sun, cultural performances or art, and clean, open, areas in Windhoek. All of the core values do not necessarily need to be used when marketing the tourist experience; rather, a combination of the values with supporting words, colors, and symbols will suffice to create an overall appeal to tourists.

To position the brand identity within Windhoek’s Tourism Division, a logo and slogan were created using the established theme. The logo consists of a culturally influenced sun, set behind the three mountain ranges and skyline of Windhoek. The Namibian flag is also drawn inside the letter “W” of the word Windhoek, and is accompanied by the slogan “City of Many Faces”. This brand, as explained in detail in Section 4.4, is meant to be used by Windhoek’s Corporate Communication and Tourism Division on all marketing publications, such as pamphlets, posters, guidebooks, letterheads, and on the tourism webpage. Brand identities, whether used for consumer products or tourist destinations, are only successful when they are eye-catching, representative, repetitive, and memorable. The brand we have created is eye-catching, as it incorporates bright colors, and is representative of all that Windhoek has to offer through the inclusion of the mountains, sun, and city skyline. The features of the logo are memorable, with the cultural aspects of the sun (13 sun rays represent the 13 regions of the country) and the flag indicating the significance of Windhoek as the capital city. It is now the responsibility of the Tourism Division to make this brand identity repetitive by
implementing the theme set forth by this project and incorporating it in all marketing techniques.

An evaluation of Windhoek’s current tourism website revealed many opportunities to improve its overall appearance, usefulness, and interface. The present webpage is very cluttered with detailed wording and lacks appealing images. Relevant information a tourist may be seeking is either difficult to find or not present at all. Finally, the website is very basic and does not include any interactive features.

An interview with the IT department allowed us to ascertain what is feasible for the creation of a new tourism website for Windhoek. We concluded that specific criteria, such as accessibility of information, are necessary when developing a new website. We also learned how the tourism webpage is linked to the city’s corporate page, and found that the website has not been updated in five years, which indicates the need for more frequent maintenance. The deficiencies with the current website are addressed through our recommendations in Chapter 6.

Through the implementation of our recommendations, Windhoek’s tourism website can be greatly improved. The ease of use, appearance, and organization of information will be enhanced features of the new website that will make it appealing and attractive. Ultimately, the creation of a new website will better promote the city, and positively affect the tourism industry. If it does not directly improve the tourism industry, the website will at least put Windhoek on the map for many people who do not know about the city.
Another mechanism to assist the implementation of the brand identity is the creation of a prototype branding guide. It was made for the Tourism Division’s use in marketing themselves under the new brand identity. Though this branding guide was not professionally completed, the necessary guidelines for appropriate use of the core values, coloring, wording, and images are included. Recommendations for its completion and distribution are explained in the proceeding chapter.

Finally, through numerous interviews, two focus groups, and tourist surveys, we received ideas for improvements regarding various aspects of Windhoek as a tourist destination. Suggestions pertaining to specific attractions included cultural and historical sites. Efforts to enhance the marketing of the city were mentioned, and included the tourism website. Finally, improvements to the city’s information and infrastructure concerned mainly transportation and safety. After several discussions with our sponsor, we identified the most feasible improvements that can be implemented and further researched them. We made recommendations for each of the above mentioned areas to contribute to an improved tourism industry.

The completion of our project has allowed us to make all of the above conclusions regarding Windhoek’s tourism industry as well as the steps the city can take to improve it with the inclusion of a new brand identity. We recognize that the incorporation of the brand will take. However, the potential impact on the promotion of the city will be significant.
CHAPTER 6. RECOMMENDATIONS

After completing our research, we recognized the need to provide the Tourism Division with a list of recommendations to implement the brand identity we have created and further use it to enhance Windhoek’s tourism industry. The proper application of the brand identity to current marketing techniques as well as the development of specific aspects of the city to make it a more appealing tourist destination are significant recommendations we can present to our sponsor. This chapter prioritizes our recommendations in terms of improving Windhoek’s marketing strategies, beginning with the implementation of the brand identity and the Branding Windhoek Guide. Additionally, we propose ideas for a new tourism website, as this will enhance the marketing of the city as well as various other techniques to improve the promotion of Windhoek’s tourism. Lastly, we make recommendations concerning improvements to the overall appeal of the city, for both tourists and residents, in the attractions offered and availability of information and city infrastructure.

6.1 IMPLEMENTATION OF THE BRAND IDENTITY

The Brand Identity was created such that it reflects the tourist experience in Windhoek and is appealing to visitors while also being representative of the city itself. Anything that the Tourism Division produces to appeal to tourists or residents alike should reflect the new brand identity. The following steps should be taken to do this.

- **Professionally finish the design.** As we are not professional designers, our finished product may not appear as clean and crisp as it should on all documents. For this reason, the logo should be outsourced to a professional designer to
finalize it and prepare it to be distributed both on digital and manual documents. Two advertising companies, DV8 and Advantage McCann, were explored for this purpose. The DV8 projected cost to professionalize the design, including a possible complete re-design if needed, is between to obtain an N$6,000-12,000. A projected cost from Advantage McCann should also be pursued to obtain the best possible pricing.

- **Patent the logo and slogan to protect all copyrights.** This is an easy and affordable process that will ensure the copyright of the new logo and slogan for the city’s use alone. Other businesses are encouraged to brand themselves alongside Windhoek’s brand identity without using the same logo and slogan; but rather by incorporating their own marketing techniques into the theme that we have established for the city of Windhoek’s tourism.

- **Promote the logo and slogan to residents and tourists.** The sooner the logo and slogan are used in connection with the city’s tourism, the sooner associations can be made with the tourist experience. Successful logos and slogans should be repetitive and familiar. Once the city accepts the logo and slogan, tourists will become familiar with it and recognize it as representing Windhoek. If locals do not support the logo and slogan, changes should be made sooner rather than later in an effort to save time and money. Publications to be printed in the upcoming year should at least incorporate the themed colors, associated words, colors and images of the brand identity. Once a logo is accepted, this should also be put on the front cover of promotional tourism documents. The city’s corporate logo should continue to be present on all publications, yet on less significant places,
such as the back cover or the bottom corner of a document. One example of a
document that could include the new brand identity is the city of Windhoek’s
Tourism Maps that are commonly distributed at the Tourist Information Offices.
These will be printed in August 2008, and thus there is time to incorporate the
theme and/or logo before they are finalized. Additionally, the theme should be
included on the new website that will be created within the next year.

• **Incorporate new logo and slogan, as well as theme of brand identity into all
  publications.** Once the logo and slogan are patented and accepted by the City at
  the corporate level, then the Tourism Division should redesign publications to
  include the logo and slogan. This will take time and money, however,
  incorporating the new branding theme will assist in making the city more
  appealing to tourists. Steps to successfully do this include:
    
    o *Place the brand identity in the letterhead.* With the brand identity at the
top of any promotional documents, it will quickly become recognizable.
The inclusion of the city’s corporate logo elsewhere on documents will
give credibility to the published product as well. We recognize that
changing the letterhead could potentially be a significant cost for the City
of Windhoek, and thus may not be well accepted by the corporate
managers. If the new brand identity can be included on documents
distributed specifically from the Tourism Division, however, it will become
more recognizable by tourism stakeholders and will encourage them to
brand themselves alongside this identity. Tourists will also recognize the
importance of the brand if it is included on professional letterheads and is supported by the rest of the divisions in the City of Windhoek.

- **Design new publications around the core values.** To ensure that Windhoek is being promoted similarly among all businesses, the core values should be considered in any marketing techniques. The inclusion of the brand identity in these efforts will once again make it recognizable and memorable to visitors, whom are the target audience for the brand identity. New publications can easily be designed to include the brand identity, whether in coloring, images, text, or the logo and slogan, as how to do this has been detailed in the branding guide. The projected cost to produce publications with the colored logo is N$0.80 per page, excluding the cost of paper. To print the logo in black and white, the cost would be N$0.14 per page (once again excluding the cost of paper).

- **Older publications should be redesigned to include the new logo.** It is at the Tourism Division’s discretion to continue distributing old publications without the brand identity for financial reasons. However, to implement the new brand most efficiently, it should be incorporated as soon as possible. Ideally, the earlier publications with the new logo are printed, the sooner associations can be made to the brand identity. An alternative to replacing existing documents is to continue to distribute the old publications that have already been printed, and incorporate the new brand identity into any future publications. This “phasing” out process will be economical while allowing for the new brand to be used relatively soon.
6.2 Branding Windhoek Guide

The prototype branding guide (Appendix FF) is a preliminary design of a handbook that we have given the Tourism Division for their own use in marketing Windhoek. Our suggestions for the completion and distribution of the guide to local tourism stakeholders are below.

- The final Branding Guide should be designed to appeal to local stakeholders while reflecting the brand identity. Currently, the branding guide is a working prototype modeled after the NTB’s own branding handbook. The final product should reflect the brand identity established while appearing professional in design, photography, layout, and content. The text should be organized and easy to read. As was done with the photographs placed on the city’s corporate website, it would be beneficial to have a professional photographer hired to create a digital gallery of photographs for use in the branding guide, new website, and all future publications. Images have a great effect on visitors’ impressions of destinations, and thus it is crucial that the tourism division possess a complete, professional photo gallery that reflects the culture, diversity, moderns, and openness of the city. This will help establish the impression of Windhoek we sought through the creation of the brand identity. The Tourism Division currently has access to a slight gallery of photographs; however more are needed to further portray the city as an ideal tourist destination. To complete the final guide, it should be professionally produced. An estimated cost to finalize the design and print 1,000 copies of the guide is N$50,000.
• The Branding Guide should be distributed to those stakeholders who publicize themselves as part of Windhoek’s tourism. This includes local tour operators, shop owners, restaurants, and hotels. If the city of Windhoek cannot incorporate the distribution costs into its budget, the guide should alternatively be distributed electronically.

The success of the new brand identity, including the core values, logo, and slogan, depends fully on the marketing of each. Marketing costs time and money; however, if done correctly, the benefits should greatly outweigh the costs.

6.3 Marketing the Website

The development of a new website is crucial to improve Windhoek’s current marketing techniques. Through our research, we defined the necessary components of the website that should be added and updated regularly. The specific features were discussed in Chapter 4 and examples are cited in the appendices. Our recommendations regarding the website’s appearance are as follows:

• Create a cohesive design that incorporates the themed colors and brand identity. To achieve this, the web design should complement the colors in the brand identity. The logo we have created includes the colors blue, green, orange and yellow, and thus any colors used on the website should accent these.

• All of the information to be included should be organized and listed in separate categories. This will simplify the overall appearance and create an
optimal user interface. Lists of information are easiest to search and are the most organized way to present information.

- **Descriptions should be concise and include small images.** When searching for detailed information, it is easiest if a short description is shown on the main page so that users are not inundated with information they do not want nor need. Links to pages with detailed information are much more useful. Additionally, the inclusion of small images will appeal to visitors and be the quickest to upload.

  Maintenance is another aspect of web design that must be considered when a website is created for promotion purposes. Recommendations concerning the upkeep of the new website are below.

- **Access to update the website should be granted to various people.** A tourism website consists of information from a variety of industries, and thus updating it can be a cumbersome process. By allocating the maintenance of the site to various, trusted people, the most up-to-date information can be made available. For example, City of Windhoek officials responsible for organizing the cultural festivals can update information regarding when and where events will take place. If information that changes more frequently, such as the weather, is posted on the website, an automatic control could be the best way to make changes.

- **Ensure interactive features are functioning properly.** Interactive features will likely be somewhat expensive and difficult to create; however, if allocated enough money, these are worthwhile investments that will make the website much more attractive and appealing. They should be functioning at all times, however, as
they can be a detraction if not working properly. A staff member in the IT Department should be responsible for making sure that the interactive features, including all links, are functioning at all times.

6.4 OTHER MARKETING TECHNIQUES

The city of Windhoek has much to offer tourists, yet visitors often do not know about its appeal because of a lack of competitive marketing. The following are some important recommendations to improve the promotion of the city as a tourist destination.

- **The tourism information offices should be open on weekends and during the lunch hour for tourists to access.** Tourists travel to Windhoek every day of the week, and most only have one or two days to experience the city. Currently the tourism information offices are only open Monday through Friday, and thus those wishing to explore the city on Saturdays and Sundays are left to navigate Windhoek on their own. The installment of a Tourist Information Kiosk will make access to information more readily available; however, will not alleviate the problem as personal interactions are the most appealing to those visitors seeking specific information about the city. As many visitors spend time traveling on the weekends, the offices should be available at least for part of the day on both Saturday and Sunday. Additionally, the hours of operation should be posted on the outer face of the Tourist Information buildings.

- **Brochures and other promotional materials need to cohesively describe Windhoek as more than simply a gateway to the rest of Namibia.** There should be more emphasis on the diverse culture found in Windhoek, as it cannot
be found anywhere else in the country. This is one aspect of the city that makes it unique in addition to the strong history that helped develop the country into what it is today. These distinguishing features should be highlighted to persuade visitors to stay in Windhoek for longer periods of time.

6.5 CITY APPEAL: ATTRACTIONS

Based on the suggestions made by tourism stakeholders in interviews and focus groups, it was determined that the cultural aspects of the city be emphasized in well established attractions. The Tourism Division has begun constructing a Cultural Mile throughout the city, highlighting the main historical, art, and craft related sites in central Windhoek. Currently, the trail that has been outlined (on a city map) leads tourists along busy roads, with a considerable distance separating the main attractions. It is difficult to follow the trail without a tour guide, as it is unmarked by signs or a walkway, and this detracts from the flexibility of the attraction. Therefore, several improvements can be made to this attraction to increase its usage and appeal to tourists.

Cultural Mile

- The Cultural Mile should follow a more pedestrian friendly roadway and highlight more alluring sites. The current route, though it visits some important destinations that are attractive to tourists, follows a busy road lined with tall fences and barbed wire. If tourists need to cross the street, they are faced with fast moving traffic. Areas such as Parliamentary Gardens and Zoo Park offer locations for tourists to rest and take scenic photographs, and thus should be emphasized on the mile as well.
• **Signs should indicate where the Cultural Mile leads.** In Boston, Massachusetts, the *Freedom Trail* is well marked for tourists to visit historical sites without the use of a map or tour guide, allowing them to travel at their own leisure. A similar system can be implemented in Windhoek through the construction of an imbedded sidewalk trail for tourists to follow. The same effect can also be accomplished through the establishment of well marked signs that indicate the direction of certain monuments and attractions.

• **Include information about the monuments and buildings sited in a guide/or map, to encourage tourists to revisit the sites.** Signs explaining the significance of different attractions along the Cultural Mile will make them more appealing to tourists. A tour guide can also offer information regarding the importance of specific sites along the trail. Employing guides will additionally help involve locals in Windhoek’s tourism, as well as offer more employment opportunities for residents.

*Cultural Day Excursion*

Another possible cultural attraction to be implemented in Windhoek is a cultural day excursion, through which tour guides could emphasize all of the city’s cultural offerings throughout an entire day. A possible day excursion could include:

1. **Visiting significant landmarks in the city with strong cultural and historical backgrounds.**
   a. A tour guide can explain details about the city, such as the meaning of its name, how the city was formed, and other information pertaining to significant landmarks.
2. Visiting the Old Location and formal/informal settlements.
   a. A tour guide can describe the apartheid era and how the city has emerged since its independence 18 years ago. The settlements reveal the effects of the past apartheid and are intriguing to many visitors who have never experienced such extreme segregation. Thus they are an integral part of Windhoek’s history that should be emphasized during city tours and day excursions.

3. Offer a lunch consisting of local foods, such as a Braai, followed by a visit to a formal marketplace in Katutura.
   a. Traditional cuisine is an attractive feature of any destination for all tourists. Food is most often a central focus of many cultures, and thus cultural food should be offered whenever possible to tourists. A braai is a distinct tradition in Namibia, and the various meats cooked in this way are inviting to those tourists wanting to taste traditional food. The marketplaces are important to show tourists because there local people sell homemade and/or home grown products unique to the various regions throughout the country.

4. Employ a resident of Katutura to meet with the tour group and share his/her story.
   a. The most memorable tourist experience is one that incorporates personal interactions. It is during these face-to-face meetings that visitors can truly learn about a new culture and a way of life different from their own. Allowing the tourists to ask questions and take pictures in this comfortable setting will contribute to a more authentic tourist experience.
5. **Conclude the excursion with a cultural performance and traditional meal.**

There are multiple new cultural centers (or villages) being established in Katutura which could be included in this portion of the excursion. One such village is run by Ms. Twapewa Pewa and it includes several dance, vocal, and theatrical performances in addition to a traditional meal. The extent of the cultural activities such as this can vary to accommodate visitors wishing to experience different traditions and food.

6.6 **City Appeal: Infrastructure**

Along with improvements to attractions, many stakeholders mentioned a need for improvements in certain aspects of infrastructure to better accommodate tourists.

*Transportation*

As mentioned by many of our interviewees, transportation in the city is difficult for tourists. Many are uncomfortable using taxis that have fluctuating fares, as international tourists are accustomed to paying by distance and time rather than bartering for a set price. The city currently lacks public transportation, forcing tourists to either take a taxi or rent their own vehicle. The following recommendations have been made concerning transportation.

- **Windhoek should offer a bus service that takes tourists around the city for a set fare.** Busses following set tourism routes in Cape Town, South Africa and London, England are popular due to their convenience and set fares. These services are convenient because they allow tourists to purchase a single bus ticket for an entire day. Other services sell tickets that are valid for several days. This addition to Windhoek’s transportation efforts will greatly increase its *ease of*
navigation as it will provide tourists with a convenient means of traveling within the city.

- Windhoek should offer a mini-bus system to bring tourists to popular dining locations. The mini-bus could run in the evenings from 4:00 to 10:00pm on a regular route passing by the most popular dining and hotel accommodations. A set price for using the system would be simplest for visitors. Dining stops could include Joe’s Beerhouse, Spur Grand Canyon Steakhouse, NICE, and Maerua Mall among many others.

Safety

Another important aspect of any tourist experience is safety. It is in the city’s best interest to consider the high crime rates and ways in which to lower them. The following are a few recommendations to make tourists in Windhoek less vulnerable to crime.

- Make the presence of crime known, including ways to prevent being victimized. Due to the high occurrence of petty crime, the city cannot ignore it, nor should Windhoek promote itself as being safer than it really is. Honesty in the presence of crime is important; however, there are ways to make tourists feel safe and less vulnerable when visiting the city. Possible means to alert tourists include:

  1. *List necessary precautions on the website and in tourist information packets, so visitors can be in control of their safety.* Informing tourists that they can avoid crime by taking such precautions will assure them that they can have a safe and pleasant experience in Windhoek.
2. *Inform tourists on whom to contact if they find themselves in a situation in which they are a victim or a witness to crime.* A list of phone numbers will provide an added assurance that help is available if a crime does occur during one’s visit. This information can be posted on the website in addition to in brochures and guide books.

- **Increase visibility of police officers throughout city.** Nearly all of our interviewees mentioned that crime is a concern for both residents and tourists, and thus having visible police officers will likely be acknowledged positively by the public. Many tourists visiting Namibia are already aware that crime is an unfortunate aspect of a developing country, and thus will likely feel safer with enhanced security.
REFERENCES


APPENDICES

APPENDIX A: SPONSOR PROFILE

The sponsor for the Windhoek Brand Identity Project is The Corporate Communication and Tourism Division of the city of Windhoek. This is a non-profit government division as part of the Department of Economic Development, Tourism and Recreation (City of Windhoek, 2002). The main contact for the project is the senior tourism officer, Manfred !Gaeb.

The city of Windhoek has a mission to promote itself as a tourist destination through improving services to be affordable, modern, and accessible to all. The city officials believe that with the proper resources, technology, and work force, that Windhoek can become a prime tourist destination. The tourism division is private-sector driven and depends on the partnership of key stakeholders (City of Windhoek, 2002). Several divisions exist within the Tourism Agency in Namibia to assist in delegating tasks that when completed will contribute to the overall increase in tourism. Departments such as the Ministry of Environment and Tourism, Sustainable Development, Community Development and Transportation all function to increase tourism nationally (!Gaeb, personal communication, February 17, 2007). Tourism consultants and tourism teams are also engaged to facilitate creating and implementing tourism strategies in various destinations throughout Namibia.

One strategy that the Tourism Division has already established is the Local Economic Development Strategy (City of Windhoek, 2002). Within this is a Capital
Tourism initiative aimed at increasing the number of local and international tourists destined for Windhoek, increasing the amount of time visitors stay in the city, and increasing the number of patrons for the city. This strategy involves the assistance of not only the Corporate Communication and Tourism Division, but other divisions of government including the Planning, Urbanization and Environment Department and Security Services Division. Stakeholders in the development of the city’s tourism include the Namibia Tourism Board, the Ministry of Environment and Tourism, the Namibia Community Based Tourism Association (NACOBTA), Hospitality Association of Namibia, and Namibia Chamber of Commerce and Industry (Windhoek Council), and Ministry of Home Affairs (City of Windhoek, 2002). Other important stakeholders include local businesses, airline operators, and tour operators who will both assist in the development of the strategy and benefit from it.

Many resources are available for the Department of Tourism to utilize to increase tourism in Windhoek. First, tourists are a valuable resource to determine: 1) why people want to come to Windhoek, 2) what they expect when they arrive, and 3) their impressions of the city that make it unique from other tourist destinations worldwide. Other important human resources include business owners, local citizens and tourism officers in other countries, for they may have beneficial ideas about improving the tourist industry in Windhoek. To financially support increased tourism, businesses may be willing to sponsor the brand identity or maintenance of a website. The technological capacity necessary to effectively market Windhoek will include an understanding of proper advertising mechanisms as well as the ability to maintain a website. Finally, information will be provided to the Department of Tourism through the written report of
the team’s research. This will be an initial resource for tourism officers to refer to when developing effective marketing tools and ultimately increasing tourism through the installation of a new brand identity.
APPENDIX B: INTERVIEW WITH THE TRAVEL AGENCY

Interview Protocol

Bob Wilby, Manager

AAA
25 Mountain Street East
Worcester, MA 01606-1498
(508) 853-7000

- **How much experience do you have as a travel agent in booking trips to Africa?**
  We do not have a large market for tourists traveling to Africa and as a result I do not have a lot of experience.

- **What percentage of people who use travel agents want to go to Africa?**
  Very few people want to go to Africa. Most people want to go on a cruise, or vacation to Disney World or Europe.

- **In your experience with people traveling to Africa, what is their reason for going there? (leisure, adventure, business, educational, volunteer, humanitarian?)**
  Most people want to go on a safari or see the natural beauty. It does not seem to be as much of a destination where people go to relax, such as the Bahamas.

- **Where do you direct people to go in Africa? Why?**
  We send people on safaris where the escorted packages are available.

- **What are the best resources that you use to obtain information regarding travel destinations in Africa?**
  We often search the Tourism Board for information if we do not already have information available onsite.

- **Where in Africa do most people want to visit?**
  From my experience, most traveling to Africa want to visit Cape Town.

- **What are the most common concerns tourists have regarding traveling to Africa?**
  They do not seem to be nervous regarding vaccinations or health, instead they do not want to spend the money to get there.
• **How do people explore their options when deciding on a travel destination?**
(i.e. Internet, brochures, TV ads, travel agents)
How do people explore their options when deciding on a travel destination? Most people search the internet first, and then come to a travel agent. They like having someone to talk to and rely on to schedule their plans. If there is a problem, the traveler can always call his or her travel agent whereas if the traveler booked his or her vacation alone, who do they call? Having a travel agent is much more reliable.

• **What brand identities do you find to be the most effective in luring tourists?**
What brand identities do you find to be the most effective in luring tourists? Brand identities that give the tourist what they want. It needs to be something that they will remember. The name AAA brings to mind *security, value, respect and personal touch*. People rely on AAA and it has made a name for itself as a reliable source for people to fall back on. This type of branding needs to occur to lure in more tourists.

• **What would you suggest as an effective marketing strategy to advertise an African city as a tourist destination?**
What would you suggest as an effective marketing strategy to advertise an African city as a tourist destination? To better market Africa, there needs to be a demand. Some countries create package deals for travel agents where they bring them to the country and let us stay and experience it. They give us information and convince us to suggest it as a destination for our customers. If travel agents knew more about Africa and what it has to offer, we could potentially help create a demand and get the ball rolling.
APPENDIX C: CONFERENCE CALL WITH SPONSOR

Conference Call with Mr. Manfred !Gaeb
February 5, 2008 at 8:00am ET

Discussion:
Pleasantries were exchanged. Colleagues of Mr. !Gaeb were present and introduced.
Mr. !Gaeb was asked to more clearly define what is meant by a Destination Management Plan?

-We are asked to make recommendations based on interviews and surveys of stakeholders, tourists, and event planners as to what would be a good new brand identity and how to market the city better. He emphasized that we are to make the recommendations and they will deal with implementation. 
It was suggested that we look into the Namibia Tourism Board and the Namibia Wildlife Report.

Mr. !Gaeb was asked about the possibility of our group making recommendations about improving the city’s website.

- Mr. !Gaeb commented that they would appreciate recommendations on how to improve the website. He confirmed that he would send along a contact for the IT department concerning the website, software used, and management of the website.

Mr. !Gaeb was also asked: Is there access to computers at work/Internet availability?

-He confirmed that both would be available. Internet is different there then here though.

Mr. !Gaeb was asked if he had any more recommendations or comments for us at this time.

-He emphasized on the brand identity his department wants. Comparing Windhoek to London with its Big Ben, and Paris with the Eiffel Tower, they want Windhoek to have that appeal. Cape Town was suggested as a city to reference, due to its current tourist appeal.

Are there any specific documents with information that would be beneficial for our project?

- Mr. !Gaeb also suggested that we take a look at the Namibia Tourism Satellite Account and Namibia’s Tourism and Industry from the country’s website for more information.

-Lastly Mr. !Gaeb suggested that we bring warm clothes, as the weather gets colder towards the end of our time there.
APPENDIX D: INTERVIEW PROTOCOL FOR BUSINESS STAKEHOLDERS

1. What role does the tourist industry play in the success of your business?

2. In what ways do you contribute to marketing tourism (advertisements etc)?

3. Why is it important for tourists to visit Windhoek when visiting Namibia?

4. What are the cultural attributes of the city you feel should be promoted?

5. What historic sites do you think are intriguing to tourists?

6. What attractions would you recommend a tourist visits in Windhoek?

7. What colors and symbols are representative of Windhoek?

8. What does the current city logo (the aloe) represent to you?

9. Would you be interested in another logo being created to emphasize the tourism in the city?

10. What word or words would you use to describe the city for tourism?

11. Have you been the city’s tourism page?
Appendix E: Interview- Johanna Shangala, Trade Liaison Officer at NTB

17 March 2008
8:30am
NTB Office, Channel Life Buiding

1. What role does the tourist industry play in the success of your business?

   We market to tourists to come to all of Namibia. We are called the “Land of Contrast”
   We at the NTB have several roles in marketing tourism.
   1) We market Namibia as a Holiday destination and promote the country as a whole
   2) Advise people in the tourism industry and how to promote it-education
   (including students at the University and the Polytechnic)
   3) Advise on the steps to set up a business- we are a qualitative authority
   4) Ensure the quality of accommodations such as hotels, bed and breakfasts, and some restaurants. We make sure that they are running properly and are clean.

2. In what ways do you contribute to marketing tourism in Namibia (advertisements etc)?

   We also have Public Relations offices (co-op businesses abroad) in various other countries to market tourism. We have offices in Germany, Italy, France, and South Africa (to name a few). We encourage them to promote tourism here and in return we offer compensation. We attend International trade shows to market ourselves to tourists and tourism companies. Our main offices are in Windhoek, Germany, and Cape Town. Our best market comes from Germany, and the most upcoming markets are from the United Kingdom, China, and South Africa.

3. Do you feel the current use of a theme is effective as a brand identity for Namibia? Do you feel this same approach should be used for Windhoek?

   Yes, I think the current use of the core values is effective for Namibia’s tourism. The campaign began a few years ago- I am not exactly sure when. But the use of a theme with the values has been effective because it originated from tourist perspectives and not our own. We know what aspects of the city they want and are attracted to. I am holding a branding workshop on April 11 which I will invite you to.
I think the same approach should be used to brand Windhoek. You should get views of tourists and try to brand the city as a destination within Namibia. Although it is different from the rest of the country in that it is a “cosmopolitan” city and I am not sure if it fits into the core values of the country. The city is very diverse—many people are moving here to work and go to school. Windhoek really is the heart of Namibia. If you come up with a different brand, I think it should still be linked to Namibia.

4. How do you feel the current logo for Windhoek is used to promote tourism? The current logo is boring and the color blue is bland. I think perhaps you could incorporate parts of it into the new brand. I would speak with the Ministry of Tourism for more information and maybe Manfred could give you some more information regarding the importance of the logo.

5. What attractions do you think are important to market to tourists? There are some important historical attractions in Windhoek, one I can’t remember the name of, but it is where we commemorate our independence. It was built recently. Also, zoo park has some significance and Katutura. But really, the problem is that there is nothing to do in Windhoek. I think it is important to market tourism, but remember that the city of Windhoek governs many functions and not just tourism. This should not seem too dominant, even though it is important.

6. Do the inhabitants of the settlements in Katutura want tourists to come and view them? Yes, I think they do not mind if tourists come to see where they live. It is when people take pictures that they do not like visitors coming. They would much rather be approached ‘face to face’. We have begun to educate them about the importance of tourism in the economy, and they are willing to welcome tourists. A gap still exists though, even outside of Katutura, and really the government officials need to be informed of the importance of tourism because they can affect change. There is a real lack of awareness in the North and South of Namibia, and I am going to the North in August for a workshop. The trade fairs also help to tell people about the importance of tourism.

7. How do you feel about businesses closing early, and why does it occur? I find it very inconvenient but there is a law that says all businesses must close at 10pm due to liquor licenses. Some bars in hotels get special permission to stay open later, but mostly everyone (in all of Namibia) closes early. I am not
sure why this law exists, but it could be related to the culture. My own culture does not permit me to work on Sundays, and so I do not even work from home. But I do think it is bad for tourism that businesses close so early on weekends when most people work on the weekdays and this is their only time to go out.

8. What words would you use to describe Windhoek?
   The only thing that really comes to mind is a “cosmopolitan” city. It is the result of many cultures moving to Windhoek. I also think of diversity.

9. What colors and symbols are representative of Windhoek?
   I like the orange that represents the dunes, blue for the water, and yellow for the sun for the NTB brand. Namibia is really a place where people come to get away from cell phones and the busyness of their lives. I’m not sure that Windhoek portrays this exactly, but definitely something more exciting than just blue should be used.

10. Could you recommend any other people for us to contact regarding our project?
   I would definitely contact Shareen, my boss. Perhaps just by email because she is very busy. Also, Mr. Digu Naobeb and the head of FENATA Jacqui. I would ask representatives at FENATA to refer you to tour operators to give surveys to. They regulate tourism in the private sector, and the tourist operators will be more willing to help when they know they have been referred to you. Mr. Mieze of the Ministry of Environment and Tourism would be helpful and also Ms. Kandi of the Department of Tourism. I may also interview some corporate businesses such as banks to get their perspectives.
APPENDIX F: INTERVIEW- BARRIE WATSON, CITY OF WINDHOEK, PLANNING OFFICER

17 March 2008
12pm
Room 518

1. What role does the tourist industry play in the success of your business?
   The tourism industry doesn’t play a major role in my business at all. I am involved more in the planning of the city. We look at the long term prospects of the city concerning expansion, changing of developments, regulations of how land is used and divided. Currently we are expanding in the North, West, and Northwest.

2. Why do tourists come to Windhoek?
   Windhoek is the distribution center of the country. It is where all international flights come in and tourists are forced to stay here at least for a short while. Windhoek has shopping, dining and accommodations. Most people come here with a purpose. In terms of the values, I think “Liberating” is the only value that fits the city. It is a place with not too many people and beautiful surrounding scenery.

3. In what ways do you contribute to marketing tourism in Windhoek(adsvertisements etc)?
   I plan the infrastructure but don’t cater it necessarily to tourists because there is such a small industry in Windhoek. We are looking into implementing bus tours throughout the city that could potentially help market the city. We would like to build a bus terminal and this would affect movement on the streets.

4. How do you feel the current logo for Windhoek is used to promote tourism?
   I don’t know much about the logo except that the aloe plant is found throughout the city and the specific type shown in the logo is a descendent of a Herrero Aloe plant. It has been around for approximately 50 years. I would assume that the color blue is indicative of the blue skies here.

5. Do you think businesses should stay opened later?
   No, there is such a small tourist industry that it is not financially unreasonable for businesses to stay opened later than they already do.
6. What attractions do you think are important to market to tourists?
   I think it is important for tourists to come and see the mountains and the natural beauty. We also have many dams that not many tourists take advantage of. Instead the city is used mainly by residents.

7. What key words would you use to describe Windhoek?
   The best way to describe Windhoek is as a “modern” city in a “spatial” country. It has shopping, banks, exchange facilities, doctors, insurance agencies, hospitals and educational universities.
APPENDIX G: INTERVIEW- ABUID KARONGEE, FACE TO FACE TOUR GUIDE

17 March 2008
1715h
Café, Wernhil Mall

1. What attractions do tourists want to see in Windhoek before going on a tour?
   Most people don’t know about the tourist attractions in Windhoek before going on a tour. Some people do mention the German church and have a little knowledge about Katutura and the townships. Generally, people want to see the settlements and how people are actually living as well as attractions outside the city. They also want to familiarize themselves with the city.

2. After the tour, are these same attractions the most popular?
   Most people like seeing the dunes, eating at the African restaurants, going to Penduka, taking other, short tours through Namibia, and going on game drives.

3. Are there any other attractions the city has that could be better marketed to tourists?
   Hiking, flora and fauna, the Herrero sector, shopping, and the best places to view the city.

4. What can the city do to better cater to tourists? i.e. businesses open later, more public transportation, bed and breakfasts in Katutura
   Dining and tourist shops could stay open later and open later on the weekends. Tourist info centers should also be opened extended hours. I think it would make people feel safer if a tour guide lead a tour through the city (such as on independence avenue) to show tourists where they can go as well as provide extra security.

5. Do tourists ask what the City of Windhoek’s logo means?
   Yes, people ask what the city logo means when they see it at the Old Cemetery.

6. Do you think this logo is appealing to tourists?
   Yes because it includes the city’s name. I don’t know what it means though.
7. Do you think a brand identity aimed at tourists, separate from the city logo, will improve the tourist industry in Windhoek?
   Yes, I think a new logo aimed specifically at tourists will improve the industry. It should probably cover other aspects of the city.

8. Do you feel the current use of a theme is effective as a brand identity for Namibia? Do you feel this same approach should be used for Windhoek?
   I think the values are effective in marketing Namibia, but the values are too broad for Windhoek. If Windhoek can brand itself, I think it and the city’s initiative will be better known.

9. What words would you use to describe Windhoek?
   Vibrant, cosmopolitan, modern, friendliness of people, cultural to an extent, different ethnicities

10. What colors and symbols are representative of Windhoek?
    The color blue reminds me of the sky and openness, and maybe green. As far as symbols, I think something to remind people of the hot springs would be important. The hot springs are why people first came to Windhoek and I think they are a unique aspect of the city. Also, the diversity of the city is important. At first when people come here, they think everyone is a Namibian, and then once they travel in the city they realize the mix of cultures.
**APPENDIX H: INTERVIEW- DOROTHEA DAIBER, SAFARI HOTEL**

18 March 2008
8:30
Safari Hotel

1. What types of tourists stay at Safari Hotel? (business, leisure, etc.)

   We get a mixed group of tourists- a lot of group tours from overseas, some individual tourists (partly because we have available parking facilities), and business tourists. We offer competitive rates and are situated conveniently next to the airport. Most group tourists come from Europe, but we also get some from the US, New Zealand and Australia. These business tourists include government officials, diplomats, and people attending conferences. Business tourists sometimes go into the city, but there aren’t really any attractions that appeal to them.

2. What are the most popular attractions your guests visit in Windhoek?

   Most people don’t see Windhoek as having tourist attractions. It is really the start and end point of any stay here- usually the first and last days. Most people will go into the city to go shopping on the last night of their stay. If they do go in to see attractions, they will most likely go on a city tour, hiking, or eat at Joe’s Beer House, pizzerias, and steak houses.

3. What attractions do you recommend to your guests?

   We have a contract with Namibia Brochures so we only recommend attractions that are promoted in their brochures. We don’t offer any other brochures in the rooms or behind the front desk. Clients are responsible for booking their own tours and reservations for other activities they want to do.

4. What can the city do to better cater to tourists? i.e. businesses open later, more public transportation, bed and breakfasts in Katutura

   Some shops have a private number tourists can call if they want to go after hours. This is a reasonable alternative for making all businesses stay open later. It is difficult to say what the city can do because it is really up to the private sector to take the initiative. They should ‘fish out’ the potential attractions and promote them. There is a lack of organization in the art galleries and museum sector. Some craft centers have extended their hours for tourists. I think the most beneficial thing the city can do would be to create a central booking place where tourists can go to reserve tickets for many different attractions. South Africa has one that is very effective.
5. How do you feel the current logo for Windhoek is used to promote tourism?
   I love the current logo. I think it works really well.

6. Do you think a brand identity aimed at tourists, separate from the city logo, will improve the tourist industry in Windhoek?
   No not really. I like the current logo and think that it being everywhere is effective. If anything, it should be incorporated into a new brand identity.

7. What words would you use to describe Windhoek?
   Friendly, clean, open, and modern. I would stay away from crime- I wish it were safe, but right now, it cannot be promoted as a safe city. Before this is done, there needs to be more police visibility. Residents know not to go to Lover’s Hill, but tourists don’t know that people hide in the bushes and then steal purses, wallets, and cameras. Police could help regulate this.

8. What colors and symbols are representative of Windhoek?
   As far as colors, the city has taken away many of the bright colors they used to paint city buildings with. The blue in the logo could symbolize the sky. I like beige to represent sand and olive green for the trees.

9. Do you have any further recommendations to improve Windhoek as a tourist destination?
   Public Transportation- Because there really is no public transportation, tourists have dealt around it. The hotels provide their own shuttles into and out of the city, and a lot of tourists rent cars. But this could be improved, especially if a bus that had a specific route to popular restaurants and shops was made. The city would only need small vehicles (with the logo on them of course).

   Information Offices- these should be open later and made more prominent in the city. The city logo should be put on the building also. The P.R. people who work for the city are doing a good job helping businesses to promote tourism.
APPENDIX I: INTERVIEW- MICHELLE LE ROUX, NAMIBIA
CONFERENCING EVENTS MANAGER
19 March 2008
8:30am
Namibia Conferencing Office

1. Could you elaborate more on your role as the Namibia Conferencing Events Manager, and how it relates to tourism?
   We work on various events such as conferences, workshops, seminars, formal functions, and weddings. We are actually changing our name from Namibia Conferencing to Namibia Events Services, because we basically put together events that a lot of people attend. We don’t do funerals, yet. We also help to set up budgeting.

2. In what ways do you contribute to marketing tourism in Namibia and Windhoek (advertisements etc.)?
   We give people a lot of information when they come for conferences, so that if they can’t see it all, they at least have documentation that might sway them to come back as tourists. A lot of our marketing is by word of mouth. We don’t sell a product, but ourselves so it’s a little difficult. We worked on Etosha 100. It’s important to promote conferencing to business tourists.

3. What attractions do you think should be marketed to tourists?
   The biggest problem in the city is the historical landmarks are okay, but not everyone is interested in monuments and museums. We recommend things that tourists can do that aren’t far from the city. We recommend lodges, and parks like Etosha and Swakopmund. Attractions in Windhoek are lacking. There’s one movie house, Joe’s Beer House, and clubs, but not things tourists want to do more than once.

4. In what ways do you think the city of Windhoek or people in the private sector could better market these attractions?
   It would help if more cultural tours were available. Maybe more parks or other outdoor things for tourists. People need to feel safe. But everyone (in the private sector as well as the city) is doing their own thing. They need to work together. Nothing happens during school holidays; everyone moves to the coast. We need to get teenagers involved more in the city. Tourists should also know that they can get professional services here as well. We also support the
US treasury (the advisor is staying in Namibia) and we are the local subcontractor.

5. How do you feel the current logo for Windhoek is used to promote tourism?
   The current logo has always been there. It doesn’t seem to say much; Windhoek isn’t the only place that has aloe. It’s just there; it doesn’t stand out. We don’t really like it. We don’t want to be branded as just another African city.

6. Do you think a brand identity aimed at tourists, separate from the city logo, will improve the tourist industry in Windhoek?
   Everyone wants to keep the logo. We just need to add onto it and modernize it. It looks like just another government logo. We need to incorporate it into something new. The people here don’t like change. There is a conservative, loyal population.

7. Do you feel that the core values used to brand Namibia can be applied to the branding of Windhoek?
   The international market thinks that Windhoek is an ugly town, according to the NTB. Swakopmund has a distinct feel to it. Windhoek has nothing. It’s just a town. Windhoek isn’t modern compared to the rest of the world. This is the only city in Namibia, so it has all the amenities. It’s at a central location.

8. What words would you use to describe Windhoek?
   Windhoek is clean, friendly, safe and modern. It’s a cosmopolitan.

9. What colors and symbols are representative of Windhoek?
   We’d recommend colors like green, yellow, orange, brown and white. It’s like a salsa, but this is the only city in Namibia. We think they do blue because of the sky. Blue is cool, but the country is hot.

10. Other Comments:
    The website is boring. It must be user friendly. There should be links to events, like at our site. The info office is also very ugly. More needs to be offered there.
1. What attractions do tourists want to see in Windhoek?
   People are mostly interested in historical and cultural attractions/architecture, museums and art galleries.

2. What sources do tourists use to obtain information regarding attractions in the city?
   Most people buy the Lonely Planet and Globetrotter travel guides, use the internet, and hear by word of mouth. One person last year saw a documentary and decided to come to Windhoek.

3. Do you find that tourists have used the city website?
   Not really

4. What attractions do you think are important to be marketed to tourists?
   The Katutura townships are important for tourists to interact with the people; talk with them and see how they live.

5. In what ways do you think the City Of Windhoek could be better marketed to tourists?
   I think the city is doing a good job marketing Katutura to tourists. It is trying to open several restaurants and bed and breakfast’s in the settlements for tourists to use. The city is also has started the Black Economic Empowerment to train tour guides, and then these people go and start their own tour companies.

6. Do you think this office is situated in a prime location for tourists to access?
   No- the office is hidden. It would be better if there were well lit signs with the brand on it to show tourists where the information center is.

7. Do tourists ever ask the meaning of the city logo?
   No- tourists don’t know what it means and they don’t generally ask.

8. Do you think the logo is appealing to tourists?
   No- the logo doesn’t say much about the city. The aloe plant is not unique to Windhoek, it can be found everywhere throughout Namibia. The city needs a logo that is unique to Windhoek.
9. Do you think a brand identity aimed at tourists separate from the city logo will improve the tourist industry?
   Yes- I think the city could be considered “liberating” and could be branded this way. It needs something new.

10. How do you think a new brand identity should be incorporated into promotion of the city? (Create pamphlets, put the brand identity on the front page, put on outside of building?
   Yes I think the brand should be in the brochures that we distribute.

11. What keywords would you use to describe Windhoek?
   Modern. The city is clean, but this can’t be used to market it to tourists. The city is diverse

12. What colors and symbols are representative of the city?
   There aren’t really any historical symbols, especially of the tribes because of the city’s German roots. I like earth tones to represent the city.
1. What draws tourists to the museum in Windhoek?
   People always want to go to museums when they travel; it’s a part of being a tourist. The museums are struggling because the people coming to Windhoek have museums back home that are much more interactive. They’re too much like cupboards. They’re not interactive enough. They could maybe have weekly cultural events.

2. Are there specific attractions inside the museum that focus on Windhoek?
   No, the museums are very weak. There are a lot of hidden features in the city that aren’t being promoted. There needs to be a Windhoek City Museum.

3. Do attractions in the museum encourage visitors to go into the city?
   No, there really isn’t much else for tourists to do. The problem is also that tourists can’t spend an entire day in just the museum and art galleries.

4. Are there specific attractions in the city that you think could be better marketed to tourists?
   There are hidden graveyards and the hot springs aren’t well known. There was an idea for a spa, but the water wasn’t right for it. Katutura and the Old Location are still not marketed to their full potentials. Many museums tourists find by accident. They’re just not heard of. The city needs to emphasize concerts, and venues need to plan further ahead to attract younger tourists. There are a lot of plays and performances. Every weekend there’s something. Tourism in the city is not just about statues and museums.

5. Which attractions do you think are most important to be marketed to tourists?
   Tourists should definitely eat out in the city. They usually go to Joe’s Beer House, or want to try exotic meat. And definitely the culture should be played up as much as possible. A problem with branding Windhoek is that Namibia is branded on wildlife and the city is not a game park. They’ve tied themselves to their German identities, and now there’s no liveliness. Windhoek has strong culture. It also should promote more to
youth. If the city can sustain backpackers and other things young people like to do, it can promote them.

6. Is the city logo displayed anywhere in the museum?
   No, the city logo doesn’t really do much for promotion.

7. Do tourists ask what the City of Windhoek’s logo means?
   No.

8. Do you think this logo is appealing to tourists?
   No, it’s very boring. People probably don’t know what it is. Maybe it’s used because of aloe’s medicinal values. There’s an aloe park behind Windhoek High School.

9. Do you think a brand identity aimed at tourists, separate from the city logo, will improve the tourist industry in Windhoek?
   It could possibly. What Windhoek needs is a few more attractions, or upgrades to the current attractions. There’s really not a lot to do in this town.

10. Do you feel the current use of a theme is effective as a brand identity for Namibia? Do you feel this same approach should be used for Windhoek?
    Windhoek needs a brand that it can live up to. It needs events to occur on a regular basis, maybe in line with the tourism season.

11. What words would you use to describe Windhoek?
    I would agree that it is spacious and clean, and I would definitely say that it’s cosmopolitan.

12. What colors and symbols are representative of Windhoek?
    I’d recommend bright colors, like orange and blue. Perhaps something bubbly, for the hot springs or an emphasis on the food.
1. Is the culture and history of Namibia and specifically Windhoek a draw for tourists?
   Yes, tourists come from all over the world and everyone wants to say they’ve been to some place. So they find a landmark and take a picture. People are drawn to the statue of the kudu.

2. What cultural attractions do you find important to market to tourists?
   The Warehouse Theater has jazz evenings and events throughout the year. Katutura is a place people want to experience and interact with the people who live there. People are looking for a Namibian ambiance, especially in dining facilities. Joe’s Beer House has done a great job at this. The restaurant has an African flavor and a lot of history. Things that are unique to Windhoek would also be beneficial.

3. What could be improved upon to better attract tourists?
   The city needs a good map that exposes the different parts of the Windhoek. The cultures within each sector should also be shown. The attractions need character to make them memorable. More entertainment would be helpful along with street parades to help modernize the city.

4. What impressions do you have of the city as a travel destination?
   The city is very, very clean. It has a lot of diversity that generates curiosity. There is a rich mix of culture and many crafts as well as a small population.

5. Is the city logo displayed anywhere in the gallery?
   No. The art gallery is state funded, and not funded by the city, thus there is no obligation for us to add more about Windhoek.

6. Do tourists ask what the logo means?
   No, I think it is pretty obvious. We have many aloe plants, so it shouldn’t be too hard to determine what it is.

7. Do you think the logo is appealing to tourists?
   No actually. Many years ago the logo was more realistic, and it definitely drew tourists. Since then, though, they have made it more abstract and less
understandable. I think we should give it to the children and ask them what they think. They are honest and creative— they would be very beneficial.

8. Do you think a brand identity aimed at tourists, separate from the city logo, might improve the tourist industry?
   Yes, I think that would be more appealing and beneficial.

9. What aspects of Windhoek should be used in branding the city as a tourist destination?
   Something unique about the city. It is diverse and has a lot of culture. There seems to be too much emphasis on the German culture though. The city is going through a shift right now and it is difficult to cater to all the tourists coming from around the world. The city should remain happy whatever happens.

10. Are there any values or words you would use to describe the city?
    WHK- this stands for Windhoek and everyone knows about it because it is associated with luggage. Everyone who flies to Windhoek will have luggage, and they can associate the city with those letters easily.

11. Are there any symbols or colors you would include in the brand identity to be marketed to tourists?
    I would use bright, happy colors because they are inviting. I wouldn’t use too dull blue or green because they are too corporate.
APPENDIX M: INTERVIEW- MR. MARTIN WEIMERS, TOUR OPERATOR

28 March 2008
1100h
Springboch Atlas

1. What attractions do tourists want to see in Windhoek?
   There really isn’t much for tourists to do in Windhoek, it is a boring capital. Windhoek is equipped with conference centers catered more toward regional businessmen than international business tourists. The African culture really isn’t apparent for tourists to come see.

2. What improvements could be made to current attractions to draw more tourists?
   The development of an African cultural aspect in the city would attract more tourists. This should also include more township tours. Restaurants should incorporate cultural performances into dinner settings. Local people could be hired as tour guides to give walking tours. Advertising the city could also be improved.
   Businesses can stay open later at night and on Sundays. The city should focus on improving safety too. With all of this, it is difficult for changes to be made, especially immediately, because the city has such a small population. It is difficult to invest in new attractions and improve old ones when there aren’t a lot of stakeholders to put forth a large investment. The Polytechnic and University of Namibia both have schools of tourism, and perhaps they could make an investment in the city. They are training people and creating job opportunities for improvements to be made.

3. Are there ways to better market the current attractions?
   In your research you could look at Cape Town Rates Unlimited and see how they market to tourists. The city needs to be advertised more. Clients want to keep costs as low as possible, and generally this includes making a tour last for fewer days. Time in Windhoek is shortened even more because of this.

4. Are there specific days of the week tours generally begin and end so that if we were to suggest that the city sponsor a weekly event, there is a day when many tourists would be in the city to see it?
   No, tours start on any day of the week. A lot of tourists do enter the city on weekends.

5. Do you think the aloe plant is eye catching to a tourist?
   No.
6. Do you think it is important to include the aloe plant in a new brand identity aimed at tourists?
   No, most tourists don’t even know what it is.

7. Are there other eye-catching colors, symbols or aspects that are important to capture in a logo of Windhoek for tourism?
   Windhoek is very clean and has a large European influence. Many politicians still have a European influence and this aspect should be capitalized on, not neglected. This could definitely bring attention to the city - the mix of African and European culture. Windhoek is also at a high altitude and the people are very friendly.

8. What words would you use to describe Windhoek?
   Land of contrast, city contrast - black/white/colored, wealthy/poor, cultures. The city is quiet - can go from the center of the city to the bush without hearing any sounds.

9. Do you feel the current use of a theme is effective as a brand identity for Namibia? Do you feel this same approach should be used for Windhoek?
   I don’t really think Windhoek can be branded using the same core values, none really seem to fit. In order for branding to work, it needs to be communicated to businesses.
1. What cultural aspects of the city do you think should be marketed to tourists?

It is important to market Katutura and the township tours because these are the interactive experiences tourists want to have. The apartheid was a significant part of our history and is significant. Places such as the Avis Dam are also beautiful places that tourists should visit. The craft center is a great place where the small business owners can display their high-end crafts. Events such as the World Cinema Festival are great attractions for tourists to come see. It is difficult to get tourists excited about such events when residents of Windhoek are not excited though. Namibians are generally very lazy, and so getting them to attend big events is hard.

2. What improvements can be made to these attractions?

The municipality can make many improvements to Windhoek, but they have to begin by broadening their horizons and stop thinking retrospectively. They have this “wait and see” theory that makes it very difficult for new ideas to be implemented. In general, more “social” places should be incorporated into the city. The municipality and private sector need to work together. For example, the craft center is now open on Sundays (due to the private sector) but the municipality will not provide security officers. To improve the city, though, things such as one, central information office should be built. Large posters and billboards directing tourists to the office as well as informing them of the events going on in the city is important. The open spaces in the city center should be catered to tourists. The city should really improve safety in the city also. Due to the weather, more outdoor restaurants and entertainment should be added. The hot springs should be improved and added as a tourist attraction. Whatever improvements are made, it is important; however, that everything remain authentic. The Namibian way is not commercialized, and that is part of our draw for many tourists- the real experience tourists get when they come here.

3. Are there any new attractions you think should be added to the city?

Bike paths and walkways would benefit both tourists and locals, as most residents don’t have cars. Regular bus routes would also help make more attractions better known. The creation of social spaces in Zoo Park could be
beneficial as well. An idea was proposed a few years ago for a “Crazy Night” where once a month stores would stay open until midnight. This could become a regular attraction that locals and tourists could benefit from. An organized flea market could potentially be popular. A Choral Festival is an idea to have local bands compete and could happen annually to attract many tourists.

4. In your classes, do you discuss Windhoek as a tourist destination and what ways students feel it can be improved?
   We do projects to develop the green spaces in Windhoek, yet once again we lack the municipality support to make any major changes.

5. Do you teach marketing techniques, and what do these include?
   We teach two main subject areas, 1) Geography and 2) Management. We try to give our students a broad perspective in these areas so that they can have some experience before going out into the world. One of our students started her own tour company that is a “pub and club” that caters to younger travelers seeking fun night life. She has been quite successful in her business.

6. What marketing improvements could be made to enhance tourism in Windhoek?
   To begin marketing tourism better, the focal areas need to be defined by the city. This way a specific group can be targeted- business tourists, event tourists, cultural tourists etc. Museums could be marketed better by selling one ticket that gives tourists access to many museums and galleries throughout the city for an entire day. We also need to think about what we can offer to tourists who are coming to Windhoek and have historical ties to the city.

7. What words would you use to describe Windhoek?
   “City of 2 Faces”, “post apartheid city”, 3 Assets: wildlife, nature, and culture, sun, culture, cheaper than other destinations, modern/western +African.

8. Is there anyone else you suggest we contact for pertinent information?
   You should talk to Rieth van Schalkwyk. She understands the advertising side of marketing a city and would be a good resource for you to contact. She markets the rural experience tourists are looking for.
1. In your email you mentioned the city of Windhoek currently striving to be like South African cities, making the mistake of installing look-alike shopping centers like Cape Town. Can you elaborate?

The city of Windhoek has inadvertently neglected how the city is developing as a tourist destination, such that high end shopping stores are being pushed out of the main shopping areas and replaced by South African chains. The city is slowly turning down the same road as Johannesburg and Cape Town, allowing the City Center to diminish as a tourist center, losing its face as a social atmosphere and center for relaxed shopping.

The Center needs more parking, more security, and more high end shops for relaxed shopping.

2. You also mentioned focusing more on business, shopping, strolling, and the relaxing atmosphere of the city center. What aspects of these should the city focus on?

There should be more public spaces, places where locals and visitors can meet and socialize. This includes playgrounds, parks, open dining areas, and relaxed, open walkways. The openness of the city should be emphasized more and changes made to add to the open air and relaxed atmosphere.

3. Are there specific attractions in the city that you think could be better marketed to tourists?

Parliamentary gardens was the only one mentioned besides more emphasis on the cultural aspects.

4. Do you feel the current use of a theme is effective as a brand identity for Namibia? Do you feel this same approach should be used for Windhoek?

This method was effective for Namibia, and a similar method of branding, but different values should be defined for Windhoek. Namibia excluded civilization which is an essential part of Windhoek life. New values must be found for Windhoek.

5. You also mentioned presenting the city as a fusion of Africa and Europe, with both a relaxed and efficient feel to it. Can you elaborate?
Windhoek is a melting pot, a small pot, but still very diverse. All populations in Namibia have a home in Windhoek. Where the rest of the country is divided by languages, the city has a mix of them all and people live and work together here despite different backgrounds. The city is a small European town as well, but it should not be marketed as such, as the African influence is so strong and people come here for that.

The Craft Warehouse is a good example of the fusion of the African cultures and European influence. Many of the goods and the atmosphere are modern and appealing to Europeans, but they have a funky African flair to them. They are very Namibian.

6. What words would you use to describe Windhoek? You had mentioned openness, due to the weather, low population, and relaxed life-style. You also mentioned the diversity and variety of the cultures and people.
   "Efficiency" characterizes Windhoek. The idea of relaxedness of different groups and the day to day activities of the city are all efficient for business and a pleasant visit. Things are very accessible, modern, and people have a very tolerant and open air about them. Makes for an efficient lifestyle here in the city.

7. What colors and symbols are representative of Windhoek?
   Windhoek sky (adds to the openness), dryness, lush feeling makes you think of blues and greens.
APPENDIX P: INTERVIEW- MR. TJIVIKUA, RECTOR

7 April 2008
1500h
Polytechnic of Namibia

1. What cultural aspects of the city do you think should be marketed to tourists?
   There are 11 different languages spoken here and we can market them to tourists by putting advertisements in the different languages. There are different festivals put on by various cultural groups including the Herero and Germans. The range of accommodations can also be marketed to tourists.

2. What improvements can be made to these attractions?
   The city should think ahead and make improvements to draw more tourists rather than wait until tourists start to come, and cater to them. When tourists arrive at the airport, they don’t see anything about Windhoek. Billboards with cultural attractions, natural attractions, traditional depictions, and national awareness should be added to airports so tourists know more about the city. The infrastructure is rubbish. There is hardly any public transportation, so tourists have difficulty getting around the city. The crime should also be addressed. Trials are brought to court years after the crime, and the criminals get off. The judicial process should be expedited. Also different groups, cultural and city governed, have events at different times. These should be promoted together. Finally, welcoming centers should be more noticeable.

3. What words would you use to describe Windhoek?
   Beautiful, scenic (terrain), versatile, clean, unique

4. What colors and symbols are representative of Windhoek?
   Earth tones (green and brown) are the most representative of Namibia. In terms of symbols, the indigenous signs, cultural garb, aloe, nature, people, and German culture are representative of Windhoek.

5. If we wanted to represent some of the main cultures in a logo, how would you suggest we do this?
   Blend the cultures together to include the national and European influences.
APPENDIX Q: INTERVIEW- MR. KAPERE, CITY OF WINDHOEK
CORPORATE MARKETING DIVISION
9 April 2008
830
City of Windhoek

1. What cultural aspects of the city do you think should be marketed to tourists?
We should market the city in a way that gives Windhoek a competitive advantage. The natural aspect of the city is one way that sets Windhoek apart from others. The diversity of cultures centrally located in the city is another aspect that can be marketed. There are different garbs, behaviors and food that can be marketed. The general mix of life can also be portrayed to tourists.

2. What improvements can be made to current attractions?
We really need to train our people to welcome tourists and be accommodating. We need to give locals the training to be tour guides and provide them with the financial means to start a business. People need to understand the importance of tourism and its impact on the GDP. We must showcase our products to tourists. Safety is another issue that needs to be addressed. The city law enforcement needs to fall in line with the national efforts. Also, we need to enhance our communication.

3. Are there any new attractions you think should be added to the city?
We should be looking ahead to 2010 with the World Cup. We need to make sure we have enough accommodations for all of the tourists coming. The airports also need to accommodate night flights. Their hours should be extended to all times of the day. The communication and networking can also be improved.

4. What does the city do to market current attractions?
In terms of paper marketing, the city advertises in daily and weekly newspapers in various languages. We are also advertised in tourism magazines, tourism guides, flyers, pamphlets, the Windhoek Diary, and in maps. Electronically, we have some television advertisements, but they are expensive. We also have an LCD screen in the Post Street Mall where we can advertise what Windhoek has to offer. Other efforts include our attendance at the World Tour Market, ITB (tourism conference), and tourism road shows throughout South Africa and Namibia.
5. What words/colors/symbols would you use to describe Windhoek?
   Capital city, rich culture, cosmopolitan city, accessible, shopping. The aloe is
   known for its ability to survive under the harshest conditions.

6. What is unique about Windhoek that could be used in a brand identity?
   Space, peaceful, ease

7. We have begun preliminary designs of a logo that include a city skyline,
   mountains, aloe plant, and the sun. Do you think these are representative of
   Windhoek?
   Yes, I think you should continue forward with your ideas.

8. We have also begun to brainstorm slogan ideas that fall under the core values we
   have defined Windhoek with, do you think these categories are the best way to
   market the city to tourists?
   Yes, these should include cultural aspects. Perhaps look at the corporate
   logo “We deserve a closer look” and other like “Soul of a nation” and “The
   best of both worlds”. You should ask the NTB how the incorporated
   Windhoek into branding the country and that your core values fall within
   the theme the NTB has defined for the country. Windhoek must be
   marketed within the country, not as a separate entity.
APPENDIX R: TOURISM STAKEHOLDER FOCUS GROUP PROTOCOL

1. What brand identities are memorable to you, concerning consumer products or travel destinations?

2. What about these brand identities makes them memorable and appealing?

3. What attributes of Windhoek are important to market to tourists for a memorable experience?

4. If you were to create a logo or slogan for Windhoek to use in marketing tourism, what colors, symbols, and words would you use?

5. What colors and symbols would you use to describe?
APPENDIX S: TOURISM STAKEHOLDER FOCUS GROUP

1 April 2008

Branding Windhoek Focus Group

Presenters: Ms. Christina Grant, Ms. Meghan Pasquali, and Ms. Sarah Spear

The Corporate Communications and Tourism Division of the city of Windhoek has been working with three students from the United States on a project to brand Windhoek in efforts to increase the number of tourists coming to the city, the amount of time visitors spend in the city, and increase the number of people returning to the city for tourism or business.

As part of their research, the students have investigated local perspectives of Windhoek as a tourist destination. Their research has included interviews with local stakeholders (business and cultural), surveying tourists, and the conduction of a focus group.

The focus group, held on 27 March 2008, generated the following discussion and comments that the students have compiled for review and consideration in their creation of a brand identity.

Participants were asked to brainstorm ideas and then share their thoughts.

1. **What brand identities are memorable to you, concerning consumer products or travel destinations?**

   The following brand identities were discussed as being popular and memorable:
   - Nike – swoosh – “Just do it”
   - Macintosh – apple
   - Mercedes star
   - New York – “I love New York”
   - Malaysia – “Truly Asia”
   - India – “Incredible India”
   - Ford – “Built Ford Tough”
   - Campbell’s – “Mm mm good”
   - McDonalds – Mm – “Have it your way”
   - Germany – “Oktoberfest”
   - Heinz beans – easily distinguished from other brands

2. **What about these brand identities makes them memorable and appealing?**

   The general concepts conveyed were that a brand identity has to be well marketed, catchy, and memorable. It does not need to say everything about a
product (what it does, what it offers) but it needs to sell some important and appealing aspect of the product, or destination.

Ex. Malaysia is not strictly the best representation of Asia, but the slogan “Malaysia, Truly Asia” is catchy because it rhymes, and memorable because it tells the consumer that Malaysia is in Asia.

The following comments were adapted from the discussion about logos (icons) and slogans:

- An icon does not determine whether or not a tourist visits a specific destination. Rather, the logo helps to distinguish one destination from another and makes it recognizable.
- A brand identity does not necessarily have to be true to be marketable.
- Strong marketing versus knowledge of product
- Some destinations live up to their brand over time.
- The product a logo advertises is distinguishable from others.
- Some logos are seen everywhere- very repetitive.
- Some are true – Cell One (My network, my choice); Now we have a choice
- Some are catchy like songs

3. What attributes of Windhoek are important to market to tourists for a memorable experience?

The general comments made referred to culture, cosmopolitan center, and diversity. The following were used to describe Windhoek:

- Cultural Diversity
  - Penduka
  - Townships
- Friendly
- Clean
- Very accessible
- Convergence of German and African culture
- Modern

4. What words would you use to describe Windhoek?

Ideas for slogan wording were discussed openly. The following were suggested:

- “Where Everything Meets”
- “Excellence in Africa”
- “City in the Bush”
- “Taste for Cultural Diversity”
- “Heart of Namibia”
- “City of Excellence”
- “Where everything begins and ends”
- Reinvented
- Clean and Organized

5. What colors or symbols would you use to describe Windhoek?
   The following suggestions were made for coloring of the logo and website:
   - Does not have to incorporate the corporate blue currently used.
   - Should tie in with country branding (earth tones)
   - Orange, green, yellow, red
   - Colorful
   - Same logo, different colors
   - Sun and Aloe

General Comments:

Many recommendations for the city to improve tourism were generated. The following were adapted from the discussion:

Reasons tourists come to Windhoek:
- Business purposes- these tourists should be catered to
- People come to Namibia to get away from cities; Windhoek cannot be portrayed as just ‘another African city’

Cultural Attractions:
- The Craft Center includes all of Namibia
  - Incorporate dance and music at center
  - Cultural Mile could end at the craft center
- Make Windhoek feel more African
- Concerts in park every week or once a month highlighting the various cultures
- Cultural dances at Joe’s Beer House
- Make Windhoek a preferred concert center
Introduce Monthly Market (Saturday Street Market)

Other comments:
- Turn the old State House into tourist attraction (museum, tourist office, start or end of cultural mile)
- Have a City Center where tourists can meet, performances can be held, tourism office can be located
- Research Kenya – For comparison purposes, what do they have to offer tourists in the country and then in the city of Nairobi?
- Consider incorporating 2010 World Cup in South Africa into Windhoek’s tourism efforts
  - German team might be staying in Namibia to train for competition
APPENDIX T: TOURIST SURVEY

The purpose of this survey is to improve tourism in Windhoek. Please complete it by placing an X in the box in front of your answer, and by filling in blanks where necessary.

- What is your country of origin?: ____________________________
- To which age range do you belong? □ 16-35 □ 36-50 □ 51+
- How many days do you plan to stay in Namibia?: _______ In Windhoek?: _______
- What type of tourism are you most interested in?
  □ adventure □ leisure □ nature/wildlife □ cultural/historical
  □ other: ____________________________________________
- What do you find most appealing about the city?
  □ culture □ history □ access to wildlife/nature □ scenery
  □ shopping □ other: ______________________________________
- What attractions have you visited or do you plan to visit in Windhoek?
  ________________________________________________________
- How did you hear about Windhoek?
  □ internet □ travel agent □ brochure □ friend/relative
  □ other: ______________________________________________
- What improvements could the city make to enhance your experience?
  (Check all that apply)
  □ more information on the city □ more public transportation
  □ more attractions □ more citywide tours
  □ other: ________________________________________________
- How would you best describe Windhoek? A city that is:
  □ rich in culture & history □ clean □ tourist friendly
  □ an impression of Africa □ A gateway to adventure
  □ other: ________________________________________________
- What impression of Windhoek would you find most appealing as a tourist destination?
  A city that is:
  □ rich in culture & history □ clean □ tourist friendly
  □ an impression of Africa □ A gateway to adventure
  □ other: ________________________________________________
- What cultural aspects of a city would you find most appealing in Windhoek?
  □ visit cultural festivals & events □ taste local food and buy crafts
  □ visit a museum □ interaction with local people
  □ experience history and culture through a day excursion throughout city

171
**APPENDIX U: TOURIST SURVEY RESULTS**

Below are the results from the tourist surveys. The answers to the open-ended questions are the most common responses received. Percentages were calculated from a total of 39 surveys.

**What is your country of origin?:** Germany, France, Austria, Australia, South Africa, United Kingdom, U.S.A and Canada, Switzerland

To which age range do you belong?  
- 54% 16-35  
- 13% 36-50  
- 33% 51+

How many days do you plan to stay in Namibia?: Average 21  
In Windhoek?: Average 6

**What type of tourism are you most interested in?:**  
- 14% adventure  
- 2% leisure  
- 57% nature/wildlife  
- 20% cultural/historical  
- 7% other

**What do you find most appealing about the city?:**  
- 19% culture  
- 29% history  
- 7% access to wildlife/nature  
- 10% scenery  
- 25% shopping  
- 10% other

What attractions have you visited or do you plan to visit in Windhoek? 
*Katutura, Penduka, German Church, Game Drives*

**How did you hear about Windhoek?:**  
- 18% internet  
- 11% travel agent  
- 2% brochure  
- 32% friend/relative  
- 24% other  
- 13% school

**What improvements could the city make to enhance your experience?:**  
(Check all that apply)  
- 19% more information on the city  
- 37% more public transportation  
- 30% more attractions  
- 9% more citywide tours  
- 5% other

**How would you best describe Windhoek?:** A city that is:  
- 14% rich in culture & history  
- 36% clean  
- 31% tourist friendly  
- 0% an impression of Africa  
- 17% A gateway to adventure  
- 2% other

What impression of Windhoek would you find most appealing as a tourist destination?  
A city that is:  
- 14% rich in culture & history  
- 26% clean  
- 35% tourist friendly  
- 9% an impression of Africa  
- 16% A gateway to adventure  
- 0% other

**What cultural aspects of a city would you find most appealing in Windhoek?:**  
- 19% visit cultural festivals & events  
- 32% taste local food and buy crafts  
- 4% visit a museum  
- 29% interaction with local people  
- 16% excursion throughout city experience history and culture through a day
Appendix V: Interview Protocol for Web Design Team

1. How many people visit the Windhoek website annually?

2. Do you think this number could be increased with some adjustments to the website?

3. What aspects of the website do you think could be improved?

4. Who contributes to the design of the website?

5. What is your inspiration for the design of the website?

6. What is the first thing you want tourists to know about Windhoek upon visiting the website?

7. What attributes of Windhoek do you want the website to portray?

8. How would you like the brand identity incorporated into the website?

9. Are there important symbols, colors, or sayings unique to the city that should be included on the website?

10. Is there a budget allotted for the creation/maintenance of the website?

11. Could available money be used to hire a design company to organize the website?
APPENDIX W: INFORMATION TECHNOLOGY INTERVIEW

Mr. Louis van Wyk and Ms. Hanley Kischner

1. Who contributes to the design of the website?
   The current design was done in 2003, based on trends of other city websites at the time. We hired one photographer to do all the pictures on the site that’s up right now. Currently, Hanley will be developing the new website because we do not have the personnel to employ a web designer. She will create at least five different designs, and then will be submitting them through a council to be approved. They will have the final word about the layout, links, and coloring of the design. They will also need to approve the budget.

2. What is your inspiration for the design of the website?
   The current design had been outsourced in 2003, based on trends of other designs and aspects that the city councilors wanted to be included. Such aspects including: two clicks to information, same layout on all pages, same color scheme on all pages (budgeting), and pictures of certain size and bits that would be compatible with the bandwidth. The new website should be simple, clean, bright.

3. What is the first thing you want tourists to know about Windhoek upon visiting the website?
   Information should always be two clicks away. That is why a different tourism website is not needed. The links off the city’s website should be working and efficient. The information and photographs should also load quickly. There should also be an African feel to the page.

4. What attributes of Windhoek do you want the website to portray?
   Interactive website is a must. The website must allow locals to have online accounts, where they can manage their accounts, such as water and electricity. The site must also have links for tourists, to online booking and information about attractions.

5. How would you like the brand identity incorporated into the website?
   The brand identity could be incorporated on the tourism page, though the format and coloring of this page might have to be the same as the corporate pages. We should make suggestions for certain designs/coloring based on
our brand identity, which might then be incorporated into the tourism page and corporate pages.

6. Are there important symbols, colors, or sayings unique to the city that should be included on the website?
   The website should include colors that will attract tourists, though this again is up to corporate level based on the design they choose.

7. Is there a budget allotted for the creation/maintenance of the website?
   I have submitted a request for N$1,000,000 for the design of a new website. I will hear back on July 1, 2008. If we do not get all of the money, I expect at least N$700,000-800,000. The older website cost N$350,000. The new one will take at least one year to update.

8. Could available money be used to hire a design company to organize the website?
   Yes, the current website was outsourced and it is a possibility that a graphic designer can be hired to make the new one.

9. Will the tourism division have access to their own page for updates?
   The tourism division will have access to their page in order to update the information.

10. Did the city hire out a company or person to take all the photos for the website?
    Yes, a company was hired to go all around the city and take photos that could be incorporated into the website and other marketing tools. They have a collection of photos they draw from for the website and publications.
# Appendix X: Research of Tourism Website Checklist

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>MAIN PAGE:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Map</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Info About City</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accommodation Listing</td>
<td>✓</td>
<td>*</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Dining Listing</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Things to Do</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Surrounding Areas</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Transportation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Info on Upcoming Events</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brand Identity on Main Page</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Links Working</td>
<td>✓</td>
<td>✓</td>
<td>*</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Consistent Text</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Consistent Colors</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Links to Online Bookings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Page of Web Search</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>

✓ means the feature was present on the website  
* means the information did not load well
APPENDIX Y: FOCUS GROUP 2 PROTOCOL

1. Do you feel that the core values we have defined are representative of Windhoek?

2. What words would you associate with the core values?

3. Which slogans are the most representative of the core values and the city?

4. Are the logos representative of Windhoek and do they incorporate the core values?

5. Are the logos eye catching and memorable?
APPENDIX Z: FOCUS GROUP 2 RESULTS

9 April 2008

2nd Branding Windhoek Focus Group

Presenters: Ms. Christina Grant, Ms. Meghan Pasquali, and Ms. Sarah Spear

The Corporate Communications and Tourism Division of the city of Windhoek has been working with three students from the United States on a project to brand Windhoek in efforts to increase the number of tourists coming to the city, the amount of time visitors spend in the city, and increase the number of people returning to the city for tourism or business.

As part of their research, the students have investigated local perspectives of Windhoek as a tourist destination. Their research has included interviews with local stakeholders (business and cultural), surveying tourists, and the conduction of two focus groups.

This focus group, held on 8 April 2008, generated the following discussion and comments that the students have compiled for review and consideration in their creation of a brand identity.

Participants were asked to brainstorm ideas and share their thoughts.

1. **Do you feel that the core values we have defined are representative of Windhoek?**
   
   Stakeholders agreed that the core values Cultural, Open, Diverse, and Modern are representative of Windhoek. One suggestion was made to change the value “Modern” to “Innovative” because of the connotation associated with the word ‘modern’. Most tourists come to Africa to get away from modern life, and thus marketing Windhoek in this way may deter some tourists from coming to the city.

2. **What words would you associate with the core values?**

   **Cultural/Diverse**
   - Vibrant
   - Friendly

   **Modern**
   - Easily Accessible
   - Innovative
   - Energy and Active
   - Convenient
Open

- Natural Beauty
- Unexploited
- Peaceful
- Quiet
- Clean and Friendly

3. Which slogans are the most representative of the core values and the city?
Some slogans brainstormed by the presenters were appealing to the stakeholders. These included:
- “Taste for Cultural Diversity”
- “City of Many Faces”
- “Africa, Reinvented”
- “Embrace our Past, Experience our Future”
- “Open your eyes to Africa”

New suggestions for possible slogans included:
- “Clean, Green, Windhoek”
- “Take a Look at Windhoek”
- “Pulse of Namibia”
- “Oasis of Namib”
- “One City, Past and Future”
- “Smile on the face of Africa”
- “City of Many Spaces”

4. Are the logos representative of Windhoek and do they incorporate the core values?
In general, it was agreed that the visibility of the mountains and the natural beauty of Windhoek are features that distinguish it from other African cities. Its cultural diversity also makes Windhoek unique. Overall comments regarding the logos included to make them simpler, use a maximum of four different colors, base the city skyline on only those buildings that will not be changing, and link the image of the sun to the one used by the NTB.

Specifically Comments Included:

Logo 1
- Not sophisticated
- Too juvenile
- Not eye-catching

**Logo 2**

- Sun is overpowering
- Alter skyline to only include municipality buildings and German Church

**Logo 3**

- Only use one aloe, center it
- Use earthier colors
- Too busy
- Use sun from first design

**Logo 4**

- Difficult to read

5. *Are the logos eye catching and memorable?*

To make the logos memorable, they must be accompanied by a catchy slogan. Participants agreed that the cultural aspects of the city are important to market in the brand identity, and if they are not depicted through the logo, then they should be mentioned in the slogan.

**General Comments:**

*Marketing*

There was a difference of opinion regarding how to market Windhoek; either as a city within Namibia or as a separate entity. Some were cautious to market Windhoek
independent of Namibia, as tourists may not know Windhoek yet would be able to link Windhoek to Namibia if the country’s name or flag were used in the brand.

It was also mentioned that Windhoek is a clean city, yet it is difficult to use this aspect when marketing to tourists. Most did not agree that cleanliness is a feature that will draw in tourists.

Features of Windhoek
Windhoek is a very convenient city because it is small, easily accessible, and everything is available. It is safer than some surrounding cities such as Johannesburg; however, this aspect can still be improved.

Slogans
The “Namib Desert” was a slogan suggestion that was discussed in great detail. Some stakeholders felt that the Namib would be a well known aspect of Namibia to associate Windhoek with while others felt that the use of “Namib Desert” in the slogan would confuse tourists who did not know that the desert does not exist in the city.

Logo
The city’s current logo, the abstract aloe plant, was another popular discussion point. Some stakeholders felt that the logo is not so significant that it needs to be included in the new brand. Others disagreed that if a new aloe was drawn, it would confuse tourists and that a new brand identity should be designed around the city’s current logo.
Where to stay...

Hotels

Windhoek has a variety of hotels, ranging from five-star, luxury accommodations, to average priced stays. Some feature all inclusive deals, while others provide clients dining and recreation facilities.

**Kalahari Sands Hotel**
This four-star hotel features its own casino, wellness center and Dunes Restaurant for guests to enjoy. This luxury stay will be sure to leave you feeling rested and ready to experience Namibia’s capital

To find out more click here.

**Safari Hotel**
Windhoek’s major conference center provides guests with a luxurious stay and transportation into and out of the city. With nearly 20 conference centers, Safari Hotel is an ideal host for any business function.

To find out more click here.

**Hotel Thule**
A perfect place for any corporate or holiday traveler, Hotel Thule is located just minutes from the city center. The pool offers guests a nice way to cool off before enjoying a delicious dinner at the hotel’s restaurant.

To find out more click here.
Windhoek offers a wide variety of dining options from inexpensive, quick eats to family style and traditional restaurants. Eateries are dispersed throughout the city so wherever you may be staying, you will be in close proximity to one of Windhoek’s finest restaurants.

**Family Style Cuisine**

**NICE**

The Namibia Institute for Culinary Education is one of the more sophisticated restaurants in Windhoek that features International cuisine. Common dishes include Namibian game with an Asian or Italian twist.

To find out more click here.

**Joe’s Beerhouse**

One of the hottest tourist attractions in Windhoek, Joe’s gives visitors an exquisite taste of Namibia. The most popular meat is gemsbok, but other meal options include crocodile, ostrich, and zebra among others. The lively atmosphere coincides with the fantastic food.

To find out more click here.
City of Many Faces

Things to Do

Cultural Attractions

Christuskirche
Come see the beautiful German Church located in the city center...
Learn more

Katutura
The formal and informal settlements located here are infused with a rich apartheid history...
Learn more

Old Location Cemetery
This famous cemetery houses the 13 protestors who refused to leave their homes in Windhoek during the apartheid...
Learn more
Traveling to Windhoek is simple. With the two airports, train station, and bus stop, getting here is not a hassle. Once in the city, travel will be comfortable, as the city hosts the best paved roads in Windhoek. Catch a taxi or take a bus to your accommodations, and then take a stroll through the city streets. The weather is accommodating and inviting at all times of the year.

**Flights**

Windhoek hosts Namibia's two airports, Hosea Kutako International Airport and Eros Airport. All international flights arrive in Windhoek. Local hotels provide busing services to transport travelers to their accommodations upon arrival.

Click here for a list of airlines

**Bus**

There are luxury bus companies that provide service to Windhoek. The Intercape is the most popular bus company that features air conditioning, snack/drink, movies, reclining seats and more.

Click here for a list of other bus companies.

**Train**

Train is an efficient way to travel throughout Namibia, and Windhoek offers a train station with service to surrounding areas such as Swakopmund, Gobabis, and Keetmanshoop.

Click here for a train schedule.
Windhoek
City of Many Faces

Upcoming Events

2010 FIFA World Cup...

Before, during, or after the games, come experience more in Namibia's capital.

With the diverse culture present in Windhoek, there are numerous events that take place throughout the year that you will not want to miss. The 2010 FIFA World Cup is an exciting event that will occur only a short flight or overnight drive from Namibia's capital. While visiting for the games, don't miss out on the opportunity of a lifetime. Be sure to come experience our festivals and see local people dressed in traditional garb. Eat ethnic food and witness traditional dance. It's all here waiting for you!

Spring

Wild Cinema Festival

When: March/April

Details: This event features films from around the world that are shown throughout Windhoek. Places such as the Warehouse Theater and Zoo Park host the event that lasts for a week. An award for the best Namibian film is presented at the end of the festival.

For more information click here.

WIKA Karneval

When: April/May

Details: This karneval celebrates the fusion of German and African culture in Windhoek. Spanning for several weeks, tourists can see what makes Windhoek unique from other African cities as its diverse culture is displayed throughout the city. Some of the weeks activities include an “Afrikaans and English” night as well as “Ladies Night”. Locals and visitors alike enjoy this celebration.

For more information click here.
Branding Windhoek
A Guide to Marketing Windhoek as Tourist Destination
Branding Destinations: Purpose for Booklet

A branding guide is a tool that outlines ways in which businesses can promote themselves within a common branding theme. In branding a destination, it is essential that a central image is portrayed by all. Thus those selling the city of Windhoek as a tourist destination should be presenting one impression of Windhoek as a tourist destination.

In branding the city, local tourism stakeholders were interviewed and focus groups conducted to determine the attributes of Windhoek as a tourist destination.

From this research, it was concluded that Windhoek is the heart of Namibia, being a center for culture and business. It is not only the starting and ending point for most visitors traveling to Namibia, but is a lively city with its own tourism.

We have determined four words, known as core values, that describe what the city of Windhoek has to offer visitors, encompassing the tourist experience gained in Windhoek.

These core values are: Cultural, Diverse, Modern, and Open

In this guide we describe the meaning of the core values and how local tourism stakeholders can promote themselves within the context of the values of the city. This branding guide serves as a model for businesses to use when advertising themselves in order to portray Windhoek as a premier tourist destination.
Research completed by the City of Windhoek Tourism Division determined the brand values of the city to be Cultural, Diverse, Modern, and Open. These values encompass all that Windhoek has to offer visitors. Promoting the city under these values will evoke an emotion that tourists can associate with Windhoek, ultimately attracting new visitors and returning guests.

Marketing techniques that convey the impression of a cultural, diverse, modern, and open city will help promote Windhoek uniformly and will be most effective in making it an appealing tourist destination.

The regular use of these values will assist in creating a distinct image of Windhoek as a tourist destination, one that will allow Windhoek to be competitive with other African cities.

<table>
<thead>
<tr>
<th>Windhoek Core Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>When branding a city, one must wonder....</td>
</tr>
<tr>
<td>What makes this city unique from other cities worldwide?</td>
</tr>
<tr>
<td>What highlights the visitor experience when</td>
</tr>
<tr>
<td>Why will tourists want to return?</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
Cultural

“Meet the Many Faces of Windhoek”

Windhoek is a cultural center, housing the many ethnic groups of Namibia, along with having a historical past of influences from South Africa and Europe. These cultures are very evident in annual events, like the Ahe//Gams Festival, as well as everyday life, such as the architecture, cuisine, and crafts. The mix of cultures creates a unique "Namibian" feel in the city and all it has to offer.

Visitors and locals alike have identified the strong presence of cultural diversity within Windhoek; specifically along Independence Avenue or in Katutura. The experience one gains from interacting with so many cultures is one surely not to be missed.

“Taste for Cultural Diversity”

“This truly is the Heart of Namibia, its people and culture”
Diverse
“A Fusion of African and European Influences”

Just as Namibia is said to be a “Land of Contrasts” so is Windhoek a city of diverse experiences and atmospheres. Independence Ave. has a vibrant and lively feel, while Zoo Park has a more relaxed and spacious nature. Post Street Mall displays the culture, with many high-end shops and restaurants while the markets in Katutura cook braai and sell local foods to the inhabitants living there.

Adding to the tourist cultural experience is the diversity of the city in culture, attractions, dining, and atmosphere. With Windhoek being a cultural center, there is a fusion of lifestyles, ideals, languages, and influences. There is a place for everyone in Windhoek. With means for historical, cultural, artistic attractions, shopping, business, and a wide variety of dining, tourists of all origins and types can find something worthwhile to do in the city.

“The Best of Both Worlds”
Windhoek offers all the amenities found in Europe and elsewhere in the world. It is a stable country that maintains its African culture and nature.

**“Meet Modern Africa”**

Windhoek offers a modern and efficient experience, such that tourists do not have to worry about not having access to dining, shopping, accommodations, banks, and all other basic needs of a tourist visiting for holiday or business.

Windhoek is equipped with multiple conference centers and has the capacity to facilitate business tourists. The city is also very easy to navigate, adding to its modernity. Though the city lacks an efficient public transportation system, the city’s small size, un-crowded streets and walkways, as well as the abundance of taxis, makes travel within the Windhoek relatively simple. The accessibility of the city in these aspects makes for a pleasant, relaxing tourist experience.

**“The Pulse of Namibia”**
The city’s openness has a dual meaning such that the physical environment is open and relaxing while the atmosphere and attitudes of the people are friendly and tolerant.

Here in Windhoek, tourists can experience a relaxing holiday, where they can enjoy an afternoon meal outdoors under blue skies, or an evening braai in the cool breeze. Situated amidst three mountain ranges, breathtaking views are apparent from any point in the city. Aloe plants adorn the streets and give Windhoek a distinctive, colorful appearance.

The tolerance and friendliness found in Windhoek make the city feel very “open” and “accepting” of both locals and tourists. With its independence only 18 years ago, the city has since flourished and evolved tremendously. Visitors to Windhoek can witness the effects of the past apartheid era in addition to the steps the city is taking to integrate and unify. The pleasant nature that the people of Windhoek exude is invigorating and enriches the tourist experience.

“From anywhere in the city you can see the natural beauty of Namibia, in the mountains, blue skies and sun.”
**Words Associated with the Core Values**

**Cultural:**
When trying to describe the cultural experience tourists will have when visiting Windhoek, use words and descriptions that highlight cultural features such as: Art, music, dance, cuisine, and dress.

Display these features as being traditional, ethnic, and colorful.

Describe the experience gained as enlightening, enriching, and inspiring.

**Diverse:**
Words highlighting the diversity of Windhoek include: Mix, variety, cultures, and cosmopolitan.

When trying to describe the diverse experience, use words/phrases such as accepting, enriching, tolerant, new perspectives, and new impressions.

**Open:**
Words that describe the open physical environment include: Spacious, arid, broad, vast, release, and freedom.

Words that create an open atmosphere include: friendly, tolerant, and understanding.

**Modern:**
When describing the city as being modern, use words such as: accessible, up-to date, contemporary, clean, new, and present.

Describe the tourist experience as efficient, fresh, relaxing, and accommodating.
Colors Associated with the Core Values

In researching the attributes of Windhoek as a tourist destination, specific colors were identified as representative of various aspects of the city. These colors should be used in conjunction with associated words and images such that the overall theme being displayed is accurately portrayed to visitors. The colors associated with the Windhoek tourist experience highlight the culture, natural beauty of the city, as well as the relaxed atmosphere and modernity of the city. The colors below can be used in varying shades and combinations to coincide with the brand identity of Windhoek.

**Orange, Red, and Yellow**

Symbolizing the culture, sun, and warm weather, these colors are also indicative of Namibia as a whole. The NTB has branded Namibia with similar earth tones, and thus these colors affiliate Windhoek with the country.

**Blue**

This color is representative of Windhoek’s blue skies, spacious environment, and professionalism. The color is also linked to the City of Windhoek’s official logo, which is colored corporate blue.

**Green**

The natural surroundings as well as the relaxing, fresh, and open atmosphere are depicted by the color green.
Images

Cultural
Images portraying culture should be colorful and lively. Photographs should display local people, traditions, dance, art, dress, and cuisine.

Diverse
When trying to promote the diversity of the city, show contrasting images of the cultures, people, influences and the variety of attractions, dining, accommodations, and businesses.

Open
To display the openness of the city, use images that show the green spaces and blue skies, such as Zoo Park and the Parliamentary Gardens. Showing the city skyline to be small, with few tall buildings and open walkways all add to the open atmosphere.

Modern
Images portraying the modernity of the city should include the skyline, shopping centers, Windhoek City Center, businesses, accommodations, and other important aspects of infrastructure.
Whole Picture

Putting the core values, colors, words, and images together, creates an overall brand identity for the city of Windhoek. This brand identity can be used by other stakeholders to position themselves as part of Windhoek’s tourism.

The City of Windhoek’s Corporate Communication and Tourism Division has positioned itself within this branding by the logo and slogan seen here. Professionally finished and copyrighted, the Tourism Division can use this logo and slogan to market itself as part of the overall tourism in Windhoek.

**Colors used:**

The City of Windhoek’s Corporate Communication and Tourism Division has positioned itself within this branding by the logo and slogan seen here. Professionally finished and copyrighted, the Tourism Division can use this logo and slogan to market itself as part of the overall tourism in Windhoek.

**Slogan: “City of Many Faces”**

Stakeholders can use the core values, colors, words, and images created by the branding of Windhoek to market themselves in the same manner as the Tourism Division, creating one cohesive impression of the tourism in Windhoek.
Sponsored by the City of Windhoek: Corporate Communications and Tourism Division