ASERS

Journal of Environmental Management and Tourism



Quarterly

Volume XIII
Issue 4(60)
Summer 2022
ISSN 2068 – 7729
Journal DOI
https://doi.org/10.14505/jemt

ASERS Publishing

Summer 2022
Volume XIII
Issue 4(60)

Editor in Chief
Ramona PÎRVU
University of Craiova, Romania

Editorial Advisory Board

Omran Abdelnaser
University Sains Malaysia, Malaysia

Huong Ha
University of Newcastle, Singapore, Australia

Harjeet Kaur
HELP University College, Malaysia

Janusz Grabara
Czestochowa University of Technology, Poland

Vicky Katsoni
Techonological Educational Institute of Athens, Greece

Sebastian Kot
Czestochowa University of Technology, The Institute of Logistics and International Management, Poland

Nodar Lekishvili
Tibilisi State University, Georgia

Andreea Marin-Pantelescu
Academy of Economic Studies Bucharest, Romania

Piotr Misztal
The Jan Kochanowski University in Kielce, Faculty of Management and Administration, Poland

Agnieszka Mrozik
Faculty of Biology and Environmental protection, University of Silesia, Katowice, Poland

Chuen-Chee Pek
Nottingham University Business School, Malaysia

Roberta De Santis
LUISS University, Italy

Fabio Gaetano Santeramo
University of Foggia, Italy

Dan Selişteanu
University of Craiova, Romania

Laura Ungureanu
Spiru Haret University, Romania

ASERS Publishing
http://www.asers.eu/asers-publishing
ISSN 2068 – 7729
Journal DOI: https://doi.org/10.14505/jemt

Table of Contents:

1 **The Importance of Religious Tourism for Development of Sustainable Tourism: The Case of the Baptism Site in Jordan** 909
Omar A. A. JAWABREH, Emad Al Dein AL FAHMAWEE, Ehab ALSHATNAWI, Omar ALANANZEH

2 **Social Media and Tourists' Decision in Bangladesh: An Empirical Study on Travelling Cox's Bazar** 925
Md. Faisal-E-ALAM, Abdelrhman MEERO, Abdul Aziz ABDUL RAHMAN, Nurul Mohammad ZAYED, K. M. Anwarul ISLAM, Md. Ali IMRAN

3 **Effects of Low-Cost Airlines on Domestic Tourism Economy in Thailand** 935
Colin C.H. LAW, Kamontorn PROMPITAK, Chatchawan WONGWATTANAKIT

4 **Coastal Tourism: Development Strategy of Loang Baloq Beach in Lombok Island, Indonesia** 949
M. Setyo NUGROHO, Riduan MAS'UD, Wahyu KHALIK, Restu FAHDIANSYAH, Rusman AZIZOMA, Mamika Ujianita ROMDHINI, Muhammad Muhajir AMINY

5 **The Impact of Tourism on the Socio-Economic Development of Volyn Region** 966
Taras BEZSMERTNIUK, Mykhailo MELNIICHUK, Liudmyla HORBACH, Victoriia HORBACH

6 **The Protection of Tourism Sites as Cultural Heritage in Wetlands within the Framework of International Law** 975
Tareck ALSAMARA, Farouk GHAZI, Halima MALLAOUI

7 **Assessment of the Impact of Regional Characteristics and the Development of Event Tourism on Business Tourism in the Republic of Kazakhstan Based on Clusterization and a Regression Model** 985
Sharafat TRUSHEVA, Gulzhan ABDRAMANOVA, Altynbek ZHAKUPOV, Assylkhan YESSILOV, Marat Asylbekovich BAYANDIN

8 **Comprehensive Analysis of Accessible Tourism and Its Case Study in Indonesia** 995
DAMIASIH, Andrea PALESTHO, Anak Agung Gede RAKA, Hari KURNIAWAN, Putri PEBRIANI, SUHENDROYONO, Anak Agung Gede Raka GUNAWARMAN, Putradji MAULIDIMAS

9 **Trends and Development of Tourism Product Diversification in Botswana: Lessons Learned** 1016
Tonderai VUMBUNU, Pierre-Andre VIVIERS, Engelina DU PLESSIS

10 **Developing Forest Coffe Cultural Tourism and Historical Heritage Megalitic Sites in Social Innovation Governance: How Does it Work in a Sustainable Way?** 1036
Novita TRESIANA, Noverman DUADJI

11 **How Dose Green Investment Influence on Tourism Development in Thailand?** 1047
Xiugang YANG

12 **Directions of Stimulation of the Development of Tourism Infrastructure by Attraction of Investments** 1059
Zhassulan SADYKOV, Dariga KHAMITOVA, Turdibuvi KAZAKBAYEVA, Aigerim AKIZHANOVA, Symbat NAKHIPBEKOVA, Nurshuak KHASSENKHANOV

13 **The Role of the Entrepreneurship Mindset and Spirit in Building a Tourism Business in Indonesia Post COVID-19** 1074
Adhy FIRDAUS, NORVADEWI, MURYANTI, Syarif HIDAYATULLAH, Joned Ceilendra SAKSANA, Sunday Ade SITORUS

Summer 2022
Volume XIII
Issue 4(60)

Editor in Chief
Ramona PÎRVU
University of Craiova, Romania

Editorial Advisory Board

Omran Abdelnaser
University Sains Malaysia, Malaysia

Huong Ha
University of Newcastle, Singapore, Australia

Harjeet Kaur
HELP University College, Malaysia

Janusz Grabara
Czestochowa University of Technology, Poland

Vicky Katsoni
Techonological Educational Institute of Athens, Greece

Sebastian Kot
Czestochowa University of Technology, The Institute of Logistics and International Management, Poland

Nodar Lekishvili
Tibilisi State University, Georgia

Andreea Marin-Pantelescu
Academy of Economic Studies Bucharest, Romania

Piotr Misztal
The Jan Kochanowski University in Kielce, Faculty of Management and Administration, Poland

Agnieszka Mrozik
Faculty of Biology and Environmental protection, University of Silesia, Katowice, Poland

Chuen-Chee Pek
Nottingham University Business School, Malaysia

Roberta De Santis
LUISS University, Italy

Fabio Gaetano Santeramo
University of Foggia, Italy

Dan Selişteanu
University of Craiova, Romania

Laura Ungureanu
Spiru Haret University, Romania

ASERS Publishing
http://www.asers.eu/asers-publishing
ISSN 2068 – 7729
Journal DOI: https://doi.org/10.14505/jemt

14	**An Exploratory Interview Study on Travel Risk Perception: The Case of Phuket Sandbox** Kevin FUCHS	1081
15	**Does Tourism Foster Economic Growth in BRICS Region? Empirical Evidence over 1995-2019** P. K. MISHRA, Debasis SAHOO, Himanshu B. ROUT, S. R. CHAINI, Pradip KUMAR	1089
16	**The Influence of the Financial and Banking Sector on the Development on the Tourism Industry in the Context of the Crisis of the Global Economic System** Serik SULTANBAIULY, Arsen NASYRHANOV, Yury KHAN, Karlygash KENENOVA, Ruslan KONUSPAYEV, Assylbek BAZARBAYEV	1100
17	**Wali Pitu, Bali Province as Tourism Innovation for the Indonesian Halal Tourism Destinations** Khairuddin KHAIRUDIN	1113
18	**Creating Tourist Loyalty through Destination Branding for an Excellent Tourism Destination** Linda SEPTARINA, Zuriana ZURIANA, Lilyana BESTI	1125
19	**Econometric Measurement of the Relationship between Tourism Revenues and Economic Growth. Study Case of Kazakhstan and Kyrgyzstan** Nigar HUSEYNLI	1136
20	**Assessment of Gastronomic Tourism Potential in the Ganja-Gazakh Economic Region of Azerbaijan** Vasif ALIYEV	1142
21	**Increasing Tourist Visits through the Development Model of Tourism Village based on Local Culture** Erika REVIDA, Hadriana Marhaeni MUNTHE, Sukarman PURBA	1151
22	**Predictors Influencing the Choice of Master's Programs in the Tourism Industry** Madina RAKHIMBERDINOVA, Elvira NUREKENOVA, Ángel DUARTE, Saltanat SUIEUBAYEVA, Mainur ORDABAYEVA	1161
23	**Exploring Factors Contributing to Satisfaction and Willingness to Recommend in Scuba Diving Tourism** Siti Murni MAT ALI, Kalsitinoor SET, Abdul Hafaz NGAH	1178
24	**Silk Roads Routes. Sustainable Tourism after COVID-19** Maciej TECZKE, Talant KALIYEVA, Lyazzat SEMBIYEVA, Aida ZHAGYPAROVA, Makpal ZHOLAMANOVA, Aigerim ZHUSSUPOVA	1192
25	**Geopark Rinjani, Sport Tourism, and the Rise of Local Participation Post COVID in Lombok, Indonesia** Dahlia BONANG, Shofia Mauizotun HASANAH, M. Setyo NUGROHO, SYUKRIATI, ZULPAWATI, Any Tsalasatul FITRIYAH	1207
26	**Characterization of Rural Tourism Marketing to Strengthen Skills in Indigenous Communities of Chimborazo, Ecuador** Daniel Marcelo GUERRERO VACA, Magda Francisca CEJAS MARTÍNEZ, Héctor Germán PACHECO SANUNGA, Carlos Eduardo GARCÍA MEYTHELER, Gabriela Elizabeth PROAÑO LUCERO	1215

Call for Papers
Fall Issues 2022
Journal of Environmental Management and Tourism

Journal of Environmental Management and Tourism is an interdisciplinary research journal, aimed to publish articles and original research papers that should contribute to the development of both experimental and theoretical nature in the field of Environmental Management and Tourism Sciences.

Journal will publish original research and seeks to cover a wide range of topics regarding environmental management and engineering, environmental management and health, environmental chemistry, environmental protection technologies (water, air, soil), pollution reduction at source and waste minimization, energy and environment, modeling, simulation and optimization for environmental protection; environmental biotechnology, environmental education and sustainable development, environmental strategies and policies, etc. This topic may include the fields indicated above, but are not limited to these.

Authors are encouraged to submit high quality, original works that discuss the latest developments in environmental management research and application with the certain scope to share experiences and research findings and to stimulate more ideas and useful insights regarding current best-practices and future directions in environmental management.

Journal of Environmental Management and Tourism is indexed in SCOPUS, RePEC, CEEOL, and ProQuest databases.

All the papers will be first considered by the Editors for general relevance, originality and significance. If accepted for review, papers will then be subject to double blind peer review.

Deadline for submission:	15th of July 2022
Expected publication date:	September 2022
Website:	https://journals.aserspublishing.eu/jemt
E-mail:	jemt@aserspublishing.eu

To prepare your paper for submission, please see full author guidelines in the following file: JEMT_Full_Paper_Template.docx, then send it via email at jemt@aserspublishing.eu.

Volume XIII, Issue 4(60) Summer 2022

DOI: https://doi.org/10.14505/jemt.v13.4(60).09

Trends and Development of Tourism Product Diversification in Botswana: Lessons Learned

Tonderai VUMBUNU
North-West University, South Africa
tonderai.vumbunu@bothouniversity.ac.bw

Pierre-Andre VIVIERS
North-West University, South Africa
pierreandre.viviers@nwu.ac.za

Engelina DU PLESSIS
North-West University, South Africa
Lindie.DuPlessis@nwu.ac.za

Suggested Citation:

Vumbunu, T., Viviers, P-A., Du Plessis, E. (2022). Trends and Development of Tourism Product Diversification in Botswana: Lessons Learned. *Journal of Environmental Management and Tourism*, (Volume XIII, Summer), 4(60): 1016-1035. DOI:10.14505/jemt.v13.4(60).09

Article's History:

Received 22nd of March 2022; Received in revised form 7th of April 2022. Accepted 27th of May 2022; Published 28th of June 2022. Copyright © 2022 by ASERS® Publishing. All rights reserved.

Abstract:

Diversifying tourism products is a vital contemporary business strategy for maintaining a competitive advantage in the face of rapid technological, economic and social changes. Tourism in Botswana is largely dependent on wildlife and international tourists and consistent calls to diversify over the past four decades have greatly been amplified by the colossal impact of the COVID-19 pandemic. A semi-systematic literature review analyzed progress and research trends related to tourism product diversification in Botswana. Findings revealed that research on diversification is largely qualitative and supply-side focused. It mostly explains reasons for diversification and identifies potential development sites and optional products that could be introduced such as activities related to cultural, heritage and community-based tourism. Tourism product diversification has largely been stalled over the past four decades and is characterized by a deficiency in empirical demand-side research, precise strategies to adopt as well as theoretical and conceptual analyses of diversification that should form the basis for crafting time-specific effective strategies.

Keywords*:* product diversification; tourism product; wildlife tourism; tourism supply; tourism demand.

JEL Classification: L19; L25; Z32.

Introduction

The origin of diversification is rooted in Strategic Management and Economics where the concept is part of a corporate-level strategy entailing action taken to gain competitive advantage through the selection and management of multiple businesses competing in several industries or product markets (Ansoff 1957; Hitt *et al.* 2017; Zheng and Tsai 2019). Since its inception in the 1950s research on diversification greatly blossomed, but was left without a universal definition, prompting countless ways of theorization, classification and quantification. The phenomenal expansion resulted in multiple viewpoints on aspects such types of diversification, level (domestic, regional, international) and the number of products in the corporate portfolio (Rumelt 1974; Ramanujam and Varadajaran 1989, 524; Benur and Bramwell 2015, 218; Hitt *et al.* 2017; Weidenfeld 2018, 6; Zhang and Tsai 2019; Vu and Ha 2021). The concept of diversification has been widely applied in other fields such as Marketing, Finance, Law, Economics, Health, Agriculture, Tourism and Hospitality. In all these disciplines,

the basic notion of venturing into some form of new business activity entails the introduction of a product or service (Sharpley and Vaas 2006, 1042; Canovi 2019, 1).

Given the dynamism in technology, tourist tastes and socio-economic environment diversification of tourism products is a vital component of tourism development strategy in most countries (Weidenfeld, 2018). Tourism development in Botswana is wildlife and wilderness based characterised by persistent calls to diversify. Despite adoption of production diversification research on trends and specific strategies is limited. The study therefore evaluates trends and development of diversification research in Botswana.

1. Literature Review

Research in tourism shows that the concept of diversification is broad and is still expanding. It can therefore be defined at multiple levels such as product, sector, brand and geographic/regional (Moutinho *et al.* 2011; Benur and Bramwell 2015; Evans 2020; Weidenfeld 2018; Zhang and Tsai 2019). According to Moutinho *et al.* (2011, 235), diversification in tourism occurs when a firm or tourism enterprise, private or public, expands its business operations to include new tourism products, functions served, markets, and technologies. The definition has been viewed as restrictive, given the breadth and dynamism of the tourism sector (Weidenfeld 2018). Benur and Bramwell (2015, 214) define, diversification as the development or modification of new or existing tourism products and services that have the potential to attract or widen the experiences of new and existing tourists. The definition is flexible and can be applied to components such as service provision and specific activities that can be bundled and packaged in ways that contribute to the overall experience. Tourism product diversification has been adopted in many countries in response to particular attributes of the tourism sector. Regardless of the remarkable rise in tourist travel over the past half-century (Flecther *et al.* 2018; Hall *et al.* 2020), the tourism industry remains largely reliant on primary resources. It is further highly volatile, fragmented, ever-changing and reliant on other sectors. The industry is thus exceptionally vulnerable to economic recession, natural disasters and disease outbreaks. Currently, tourism and related activities are severely depressed due to the catastrophic impact of the COVID-19 pandemic (Hall *et al.* 2020; Gössling *et al.* 2021). Product diversification is therefore adopted to maintain competitiveness and reduce risk by introducing alternative products, enriching experience, and increasing spending and length of stay. This would promote sustainable use of resources and the increase of foreign currency earnings in an ever-changing tourism environment beset by market globalization, evolving tourist demands and consumption trends, continual development of new products and intense competition (Benur and Bramwell 2015, 214; Carboni *et al.* 2016; Weidenfeld 2018, 1; Hall *et al.* 2020; Gössling *et al.* 2021). Given that the research is focused on tourism product diversification it is important to elaborate and contextualize the term “tourism product”.

Tourism product is broadly defined as the activities, attractions and interests consumed by tourists at a destination that satisfies their needs (McKercher 2016, 201). Diversification in tourism largely centers on primary tourism products such as physical landscape, flora, fauna, culture and recognition of other components such as accommodation, transport, the role of co-creation, accessibility, service delivery and customer segments (Middleton and Hawkins 2016; Cooper and Hall 2019; Santos *et al.* 2020). Tourism product diversification, therefore, implies the development of high-quality experiential products to meet the ever-changing requirements of tourists.

1.1. Diversification Types and Strategies

The extensive and multi-perspective research on diversification has culminated in the lack of a unified framework for theories, classification, types, reasons for diversification, strategies and relationship between diversification and outcomes such as performance (Hoskisson and Hitt 1990, 463; Gyan *et al.* 2017; Zhang and Tsai 2019; Ljubownikow and Ang 2020; Vu and Ha 2021). Some of the commonly used terms are diversification models, types, theories, directions, levels, strategies, causes, patterns, motives, antecedents and views. What may be regarded as a diversification theory or pattern by one author, is a diversification strategy or motive for another. In line with the study focus, the terms, types, and diversification strategies are adopted.

Diversification types have been dominantly classified as related (concentric), unrelated (conglomerate) and in relation to levels (low, moderate to high, very high) (Ansoff 1957; Rumelt 1974; Benur and Bramwell 2015, 217; Hitt *et al.* 2017; Zhang and Tsai 2019; Evans 2020; Vu and Ha 2021). The dominant types of diversification widely applied and modified in literature are based on Rumelt’s (1974) seminal classification that identified three levels (low, moderate to high, very high) and types of activity (single, dominant, related and unrelated businesses) (Hitt *et al.* 2017, 176; Vu and Ha 2021, 86). Strategies occur in many forms that are mostly related to types and levels of diversification, such as agency theory, market power and resource-based view as well as parallel and

integrative strategies (Benur and Bramwell 2015; Romão *et al.* 2018; Ljubownikow and Ang 2020). The study focused on those strategies directly relating to tourism namely parallel and integrative and resource-based view.

Benur and Bramwell (2015, 218) developed a diversification strategy specifically for tourism products. The strategy is premised on two points, namely that primary tourism products (landscapes, climatic conditions, ecology, monuments, socio-cultural history) are the key elements to attract tourists to a destination, and contemporary tourism is now based on experience. Diversification, therefore, aims to employ primary tourism products to offer differentiated experiences that can be packaged according to the needs of specific customers (Benur and Bramwell 2015; Romão *et al.* 2018, 736). Diversification happens in two ways, namely parallel and integrative. Parallel product diversification occurs when primary tourism products are expanded and promoted individually in geographically separate areas, attracting significantly different customers. Synergies and complementary linkages amongst the products are non-existent as exemplified by enclave tourism.

Integrative product diversification occurs when tourism products are interconnected, paving the way for collaboration among product suppliers. This takes place in multiple ways to maintain or attract new markets, modifying existing products to create new bundles, mixing existing products, developing completely new products, and combining these options. The integration rests on the availability of complementary features and collaboration amongst different suppliers (Benur and Bramwell 2015, 218).

The resource-based view (RBV) of the firm is a theory based on Penrose's (1959) seminal ideas that were consolidated by Wernefelt (1984) and further refined by Barney (1986, 1991) and Grant (1991). RBV is used to explain and understand how firms distinctively use resources (tangible and intangible) and capabilities at their disposal to maintain a competitive advantage for long-term organizational success (Barney 1991, 102; Alonso 2017; Hitt *et al.* 2017; Alonso and Kok 2018; Alonso *et al.* 2018; Ehlers *et al.* 2019; Vu and Ha 2021). In many developing countries, primary resources are the core asset for tourism development, and the ability to develop a unique combination of tangible and intangible resources provides the basis for competitive advantage (Presenza, Minguzzi and Petrilla 2010, 47; Alonso and Kok 2018). Tourism product diversification is therefore based on prudent utilization of resources (primary, co-creation of value, skills, stakeholder relationships and knowledge) to create long-lasting experiences. The study adopted RBV, parallel and integrative strategies to analyze trends and the development of tourism product diversification in Botswana.

1.2. Overview of Diversification in Botswana

The state of tourism in Botswana is closely linked to the colonial history of the country and subsequent rapid development after the discovery of diamonds. Before independence, tourism development was marginal due to limited economic interest stemming from lack of mineral resources, semi-arid climate, infertile soils, and protectorate status (Hlavac 2010; Mutenheri 2019). These factors resulted in Botswana experiencing contact-type colonialism, where few settlers were used to govern hence the negligible investment and interaction with the locals. The subsequent discovery of diamonds after independence triggered a well-documented swift transformation of Botswana's economy from being one of the least economically developed to an upper-middle-income country in a space of three decades (Beaulier 2003; Washington and Hacker 2009; Cook and Sarkin 2010; Sebudubudu 2010, 250; Seidler 2010, 4; Sekwati 2017; Besada and O'Bright 2019). Tourism, just like the mainstream economy also experienced rapid growth that was and remains largely dependent on wildlife and wilderness. Over the years the importance of tourism in the economy gradually increased to become the second-highest contributor to the GDP at 10%, with wildlife product accounting for 80% to 90% (Sekwati 2017; WTTC, 2007, 2018; Mbaiwa, Ngwenya and Kgathi 2008; Mbaiwa 2015).

Given the highly skewed nature of economic development, diversification has been and still is, a key focus area of the government. The diversification is two-pronged, namely national and sectoral, where the former aims at reducing reliance on diamonds whilst the latter focus on expanding tourism products and activities. At a national level, there are multiple policies and strategies aimed at reducing the dependence on diamond mining, such as the National Development Plans (NDPs), the Botswana Excellence Strategy of 2008 and the Economic Diversification Drive of 2010 (Stephens, (n.d.); Government Implementation Coordination Office GICO, 2008; Mbayi, 2016; Besada and O'Bright 2019, 95). The study's focus is centered on the development and trends of product diversification within the tourism industry. The importance of product diversification in tourism has greatly been amplified by the devastating impact of the COVID-19 pandemic that severely restricted international travel. International tourists are the backbone of tourism in Botswana accounting for more than 90% of tourists (Van Zyl 2019; Hall *et al.* 2020; United Nations 2020; Hambira, Stone and Pagiwa 2021, 6).

2. Methodology

The development and trends of product diversification were evaluated through a comprehensive and critical analysis of tourism research literature. Given that product diversification is studied across disciplines with multiple theoretical and conceptual perspectives, a qualitative semi-systematic literature review was adopted as it is most ideal for theme detection and analysis (Wong *et al.* 2013; Snyder 2019, 335). A semi-systematic review was also preferred because the literature base is relatively small (Hall *et al.* 2021) since the study of tourism as an independent university discipline commenced in 2006 (Manwa *et al.* 2011). The approach enabled identification of research gaps, thematic areas and progression of tourism product diversification research over time. The methodology was guided by Snyder's (2019, 338) four stages, namely design (purpose of the review), conduct (search procedure), analysis (identification of themes), structuring and writing the review (theme evaluation, contribution, areas for future research).

2.1. Data Base and Selection Criteria

The inclusion and exclusion criteria involved identifying, screening and the eligibility of relevant literature (Moher 2009). The databases considered for inclusion were Google Scholar, JSTOR, EBSCOHost, Science Direct, Taylor and Francis, Sage and Emerald. Google Scholar was chosen because it features the latest articles that may not be available on other databases. Besides including millions of articles, JSTOR houses the Botswana Notes and Records journal that specifically focuses on contemporary topics in Botswana such as natural sciences and tourism. In line with the semi-systematic review, the sources were broad and flexible, unlike the precise guidelines for systematic reviews (Chamakiotis *et al.* 2021). Given the short period of tourism research, the review period stretched from 1990, when the tourism policy was adopted, to 2021.

The keywords were composed of terms related to the diversification context in Botswana. To widen and deepen the search the following words were used: Tourism products, product diversification in Botswana, types of tourism product diversification, diversifying Botswana's tourism industry, diversification strategies and Botswana tourism. The review targeted a variety of sources, namely peer-reviewed articles, conference reports, unpublished dissertations/theses and tourism-related legislative documents. Books were too difficult to access; however relevant books or book chapters were included if available. The search initially yielded 250 documents, and this included diversification articles from other disciplines. The keywords were refined to include "Botswana" and "tourism" so that the search was confined to tourism literature in Botswana. Screening also involved reading abstracts and introductions of research documents. The refined search yielded 56 sources comprising of 41 peer-reviewed articles, 3 unpublished theses/dissertations, 2 book chapters, 10 legislative documents and consultancy reports. The thematic analysis of Booth *et al.* (2016) was used to identify themes by analyzing content based on the focus of study, methods used and findings. This entailed coding of ideas from the preliminary reading of articles, organization of codes to construct and develop descriptive and analytical themes respectively. Emergent themes revolved around identifying potential products and opportunities for product diversification, benefits and challenges of diversifying tourism, perspectives of stakeholders and appraisal of the legislative framework governing the implementation of product diversification.

3. Results

The analysis revealed that literature on tourism product diversification in Botswana is largely qualitative and written from the supply perspective. It focuses on identifying alternative products and geographic locations for development, benefits and disadvantages of diversifying, impacts, cultural, heritage management, community-based tourism and environmental issues. Another key finding was that in over 80% of the selected literature, tourism product diversification featured mainly as a secondary aspect of the research. The thematic analysis of content yielded the following themes: Diversification and legislation, reasons and potential opportunities for diversification and challenges of diversifying tourism products. Table 1 below lists identified themes concerning the focus area, design and perspective of this research article.

Table 1. Themes of diversification research focusing on Botswana as a tourism destination

Theme	Author and Year	Focus area	Design	Perspective
Diversification and legislation	Mbaiwa (2003)	The impact of tourism (socio-economic and environmental) on the Okavango Delta. The impact of tourism policy (high-cost/-low-volume strategy) on tourism	Mixed (Qualitative dominant)	Supply

Theme	Author and Year	Focus area	Design	Perspective
		development.		
	Mbaiwa (2005a)	The impact of a dependency paradigm and enclave tourism. Socio-economic impacts. Tourism policy and the promotion of enclave tourism.	Mixed (Qualitative dominant)	Supply
	Mbaiwa and Darkoh (2008)	Analysis of the 1990 Tourism Policy. The physical and socio-economic impact of the policy on the Okavango Delta. The impact of the policy on diversifying tourism products.	Qualitative	Supply
	Mbaiwa (2017)	The impact of the 1990 Tourism Policy and government liberal foreign investment. Policies on tourism development especially the creation of enclave tourism.	Qualitative	Supply
	Basupi, Pansiri and Lenao (2017)	Botswana Tourism Policy Landscape – successes and challenges.	Qualitative	Supply
	Hambira, Saarinen and Moses (2020)	Stakeholders' view of climate policy impact on tourism development in the Okavango Delta.	Qualitative	Supply
Reasons and potential opportunities	Kaynak and Marandu (2006)	Predicting the 2020 scenario for the tourism industry, policymakers and industry operators.	Mixed (Quantitative dominant)	Supply
	Mbaiwa, Toteng and Moswete (2007)	The opportunities and challenges of developing urban tourism as an alternative to wildlife tourism.	Qualitative	Supply
	Bolaane and Kanduza (2008)	Assessing cultural factors in promoting the cultural tourism products of Botswana. Marketing cultural products.	Qualitative	Supply
	Mbaiwa (2008)	Ecotourism development in Botswana.	Qualitative	Supply
	Mbaiwa, Ngwenya and Kgathi (2008)	The impact of policies (wildlife conservation, tourism, agricultural development) and the establishment of parks on tourism development and access to resources in the Okavango Delta.	Qualitative	Supply
	Mbaiwa, Thakadu and Darkoh (2008)	An analysis of ecotourism (traditional culture and knowledge) as an alternative for livelihood diversification in the Okavango Delta.	Qualitative	Supply
	Keitumetse (2009)	The significance of cultural and heritage resources as an alternative product to nature tourism.	Qualitative	Supply
	Mbaiwa and Sakuze (2009)	An analysis of cultural tourism products as a tool for diversification using a livelihoods framework.	Mixed (Qualitative dominant)	Supply
	Lepper and Goebel (2010)	An evaluation of the tourism-related Community-based Natural Resource Management (CBNRM) project as a means of livelihood diversification and poverty alleviation.	Qualitative	Supply
	Bresler (2011)	Travel motivation factors for self-drive tourists to northern Botswana.	Mixed	Demand
	Mbaiwa and Stronza (2011)	Trends in residents' attitudes towards CBNRM tourism ventures in the Okavango Delta.	Mixed (Qualitative dominant)	Supply
	Mahachi and Ketsabile (2013)	Exploring diamond mining as a potential product for diversifying tourism.	Mixed	Supply
	Dewah (2014)	The potential of heritage and cultural sites around Gaborone as alternatives to wildlife	Qualitative	Supply

Theme	Author and Year	Focus area	Design	Perspective
		tourism.		
	Saarinen, Moswete and Monare (2014)	Examination of cultural tourism products in Botswana as alternatives to wildlife tourism.	Qualitative	Supply
	Chatibura (2015)	Developing a framework and promoting local cuisine as a potential diversification product to wildlife tourism.	Mixed	Demand and supply
	Lenao and Basupi (2015)	Empowering women through ecotourism development.	Qualitative	Supply
	Lenao and Saarinen (2015)	Using an Integrated Rural Development Framework (IRT) to develop potential community-based cultural and heritage tourism in Botswana's northeast district.	Qualitative	Supply
	Mahachi-Chatibura and Saayman (2015)	Perspectives of key stakeholders on the potential of promoting local (Setswana) cuisine as an alternative tourism product. Challenges of promoting local cuisine to tourists.	Qualitative	Supply
	Moswete and Lacey (2015)	Examining opportunities for developing and strengthening women-led cultural tourism projects in Southern Botswana as a diversification option to wildlife tourism.	Qualitative	Supply
	Moswete, Saarinen and Monare (2015)	Local perceptions of cultural tourism development based on the case study of the Bahurutse Village Tourism Project.	Qualitative	Supply
	Moswete and Thapa (2015)	Empirical analysis of perceptions and knowledge of community-based tourism development in villages bordering the Kgalagadi Transfrontier Park	Quantitative	Supply
	Mahachi-Chatibura (2016)	Using cultural capital theory to explore the potential of local Setswana cuisine as an option for tourism diversification. Challenges of promoting culinary tourism.	Qualitative	Supply
	Nare, Musikavanhu and Chiutsi (2017)	Analysis of tourism product diversification in Botswana from a stakeholder perspective.	Qualitative	Supply
	Rylance and Spenceley (2017)	Value chain analysis of the Kasane tourism industry.	Mixed (Qualitative dominant)	Supply
	Stone, L.S., Stone, M. S. and Mbaiwa (2017)	Examination of tourism development in Botswana over the past five decades.	Qualitative	Supply
	Stone and Nyaupane (2019)	Using the tourist gaze concept to analyze travel preference and product demand by domestic and international tourists.	Qualitative	Demand
	Šiljeg, Cavrić, Šiljeg, Marić and Barada (2019)	Tourism potential of the dam using GIS and remote sensing.	Quantitative	Supply
	Chipfuva (2020)	Diversifying tourism products in a sustainable manner using cuisine heritage	Qualitative	Supply
	Vumbunu (2020)	Developing a diversification framework for ecotourism products.	Quantitative	Demand
	Vumbunu, Viviers and du Plessis (2021)	Analyzing the demand for ecotourism products.	Quantitative	Demand
	Hambira, W. L., Stone, L. S., and Pagiwa, V. (2021)	Botswana nature-based tourism and COVID-19: transformational implications for the future.	Qualitative	Supply
	Moswete and Mavondo (2003)	The status of tourism in Botswana. Benefits and challenges of tourism.	Qualitative	Supply

Theme	Author and Year	Focus area	Design	Perspective
Challenges of diversifying tourism products	Kgathi and Ngwenya (2005)	CBNRM development and impact in the Okavango Delta.	Qualitative	Supply
	Mbaiwa (2005b)	Sustainable tourism development trends in the Okavango Delta: Prospects and challenges	Qualitative	Supply
	Sebele (2010)	Impact of community-based tourism venture (Khama Rhino Sanctuary Trust)	Qualitative	Supply
	Slater (2012)	Challenges of developing ecotourism as an alternative. Conflict with indigenous people.	Qualitative	Supply
	Mbaiwa (2013)	Status of CBNRM concerning tourism products	Qualitative	Supply
	Moswete and Dube (2013)	The impact of climate on wildlife tourism. Opportunities and challenges of developing alternative tourism types.	Qualitative	Supply
	Mmopelwa and Blignaut (2014)	The impact of tourism development on the Okavango Delta.	Quantitative	Supply
	Lenao	Challenges of developing cultural and heritage-based community tourism projects.	Qualitative	Supply
	Mbaiwa (2015)	A three-decade review analyzing progress and challenges of ecotourism development in the Okavango Delta and the country at large.	Qualitative	Supply
	Winterbach, Whitesell and Somers (2015)	The challenges of developing photographic tourism in the northern conservation zone of Botswana, based on quantity and variety of wildlife.	Quantitative	Supply
	Centre for Applied Research (2016)	Review of CBNRM projects in Botswana.	Qualitative	Supply
	Morupisi and Mokgalo (2017)	Stakeholder views of contemporary challenges affecting domestic tourism in Botswana	Qualitative	Supply
	Moswete and Thapa (2018)	Analysis of parks and local people relationships concerning tourism-dependent community-based organizations.	Mixed (Qualitative dominant)	Supply
	Chatibura (2020)	Analysis of TripAdvisor comments to assess tourist motivations and perceptions to travel during the COVID-19 pandemic	Qualitative	Demand
	Mbaiwa and Hambira (2020)	The impact of a shadow state and the creation of enclave tourism in the Okavango Delta. Enclave tourism's effect on sustainable development and diversification.	Qualitative	Supply
	Stone, L.S. and Stone, M.S. (2020)	Review of literature on challenges facing community-based tourism in Botswana.	Qualitative	Supply
	Moswete, Thapa and Darley (2020)	Perceptions and attitudes towards tourism of local communities.	Qualitative	Supply
	Stone, L.S., Stone, M.S., Mogomotsi, G.E.J. and Mogomotsi, P.K. (2021)	Impact of COVID-19 on nature-based tourism in Botswana.	Qualitative	Supply

Source: Author's compilation

The table clearly shows the dominance of supply-led qualitative research. The next section analyses identified thematic areas.

3.1. Diversification and Legislation

The study established strong government support for diversifying the tourism sector, evident through the various policies (Basupi, Pansiri, and Lenao, 2017), plans and strategies that have been enacted to promote expansion through alternative forms and product development. Although the regulatory and legislative instruments are not a component of the empirical literature, they provide government direction concerning conceptualization and pathways for diversifying the tourism sector. The Tourism Policy (1990) was enacted to reduce dependence on diamonds and promote diversity within the tourism sector. The policy describes tourism as the new "engine of growth" and its development was based on three issues, namely the tourism sector not being fully recognized and appreciated, the need to capitalize on growth potential, and the absence of a policy resulting in minimal benefits (Government of Botswana, 1990). The Botswana Tourism Organization Act led to the creation of the Botswana Tourism Organization in 2009 with diversifying tourism as one of the primary mandates (Government of Botswana, 2009). The legislative instruments and strategy documents that have been instrumental in shaping tourism development and diversification efforts are listed in Table 2.

Table 2. Diversification-related policies and strategies

Legislative instrument	Year
Wildlife Conservation Policy	1986
Tourism Policy	1990
National Conservation Policy	1990
Wildlife Conservation and National Parks Act	1992
Botswana Tourism Act	1992
Tourism Master Plan	2000
Tourism Development Framework	2001
Botswana National Ecotourism Strategy	2002
Community-based Natural Resources Management (CBNRM)	2007
National Development Plans 10	2008
Botswana Tourism Organisation Act	2009
Tourism Sector Human Resource Development (HRD)	2014
National Development Plans 11	2016
Revised Tourism Policy	2021

Source: Author's compilation

The generic themes in these policies, acts and strategies are the efficient and sustainable use of natural resources, promoting the development of alternative tourism products in various parts of the country, enhancing opportunities for indigenous people to participate and benefit from community-based tourism development (Twyman 2001; Stevens and Jansen 2002; Kgathi and Ngwenya 2005, 66; Mbaiwa and Darkoh 2008, 141; Mbaiwa 2015, 214; Basupi, Pansiri and Lenao 2017; Stone *et al.* 2017). There are also a series of district-specific tourism development plans such as the Okavango Delta Management Plan 2007, the Makgakgadi Development Framework 2001 and the Kazungula-Kasane Redevelopment Plan 2014 with the overall aim of widening tourism products through product development. Additionally, the periodic CBNRM status reports (2013 and 2016) also focus on tourism-related projects highlighting progress and inherent challenges related to developing alternative tourism products especially in rural communities (Mbaiwa 2008; Mbaiwa 2013; Centre for Applied Research 2016; Stone and Stone 2020).

The Tourism Development Framework (2001) is a key document in diversification and was established to assist the implementation of the Tourism Master Plan (2000) by the Department of Tourism. The framework primarily focused on diversifying tourism and product development in the southern parts of the country. This entailed identifying five development zones, namely The East, Gaborone and surrounding areas, the pans, Central Kalahari and Southern Kalahari. The diversification drive involved proposing concepts for expanding tourism linked to the main tourist hub in the northern parts of the country. The proposals were innovative, however, progress was difficult to assess due to the lack of a detailed empirical study on feasibility, viability and practical implementation (Leechor and Fabricius 2004, 29; Stone *et al.* 2017). Despite the abundance of detailed legislative documents, progress has been very limited due to the lack of effective implementation. This resulted in the government adopting a human resource development-based approach that takes into consideration market conditions and plans for developing human resources in the tourism sector in line with the wider policy agenda and the ambition to diversify the economy.

The resulting Tourism Sector Human Resource Development (HRD) Plan's study on industry needs and diversification, carried out by the Human Resources Development Council (HRDC), identified three operational diversification levels, namely primary, secondary and tertiary (HRDC 2014, 14). The primary level focused on the natural environment and wildlife. It is premised on the current concentration of tourism in the northern parts and reliance on wildlife. Diversification will, therefore, be two-pronged based on geographic location and products. The secondary level focused on providing services and products arising from the expansion of current tourism activities leading to increased demand for local crafts, services and infrastructure such as accommodation. The tertiary level is indirect as it focused on positive effects stemming from infrastructure development which will promote the development of knowledge-based tourism activities such as conferences, exhibitions, meetings and incentives (HRDC 2014, 16). At a strategic level, the elapsed NDP10 covering the period 2009- 2016, specifically focused on product development and the diversification strategy. The goals included increasing the GDP contribution of tourism from 5% to 12%, increasing the number of ecotourism enterprises from five to ten, ensuring product development and diversification, focusing on citizen entrepreneurship, and enhancing capacity building and skills development by constructing a hospitality and tourism training school (NDP10 2008, 201). Minimal progress was registered during the six years and the goals were carried over to the NDP11, which covers the period 2017 to 2022 (NDP11 2016, 116).

Despite the promulgation of copious legislative instruments over the past three decades, practical progress of tourism product diversification has been negligible due to a lack of effective monitoring, implementation and evaluation. This has negatively affected the competitiveness of the tourism industry in the global market (Basupi, Pansiri and Lenao 2017). The tourism policy was reviewed in 2008 however, the process stalled at the draft stage culminating in another review a decade later in 2018. Tourism development in the country was therefore technically guided by the 1990 Tourism Policy. The revised policy adopted in April 2021 prioritizes ecotourism and a sustainable development framework for promoting ecotourism. The lengthy stagnation in policy development has contributed to a lack of progress in diversifying the sector given the absence of a vibrant tourism development strategy (DOT 2018). This has been exacerbated by the fact that policies, strategic plans, district development plans and development plans are supply-led and inward-focused, concentrating on highlighting the benefits of diversification (Mbaiwa and Darkoh 2008; Moswete and Dube 2013; Jefferies 2014; Stone *et al.* 2017).

The roles of the demand side and other players are not explicit, especially sectors not directly related to tourism, but which have a significant impact on diversification such as accommodation and service providers. Additionally, lack of progress in implementation has been attributed to multiple legislative documents housed in various government and private sector departments that focus on the same aspect of diversifying tourism products resulting in a disjointed approach. This lack of integration is reflected amongst government-related organizations such as the Botswana Tourism Organization (BTO), the Department of National Museums and Monuments (DNMM), the Department of Wildlife and National Parks (DWNP) and the Department of Tourism (DOT). Although housed under the same ministry, coordination is not clear on the diversification agenda given that each department is pursuing its projects. The BTO centralized marketing and development activities, adopted four community-based organizations to promote product diversification whereas the DNMM is targeting monuments, seeking to expand ecotourism as well as heritage and cultural tourism (Mbaiwa 2013, 48; Centre for Applied Research 2016; Basupi, Pansiri and Lenao 2017). Plans for diversification are therefore scattered across government departments thus negatively affecting effective coordination and implementation. This institutional structure has created a bureaucracy, causing huge drawbacks to diversification and development efforts by both local and international investors since the approval process to set up and start tourism projects may require multiple government authorizations (WTTC 2007, 6; Dewah 2014; Centre for Applied Research 2016). It is important to note that at time of going to press, BTO was merged with other related state-owned enterprises as part of rationalization efforts to improve efficiency, service delivery and accountability. Time will determine effectiveness of the merger. Despite implementation challenges, the policies, development plans and strategies provide vital background to the importance and need for diversifying tourism in Botswana.

3.2. Reasons and Potential Opportunities for Diversification

Given that the generic application of diversification refers to offering alternatives, the identification of reasons and potential opportunities to diversify emerged as one of the dominant themes. In a tourism setting, analysis is based on demand (tourists) and supply (destination services and resources). The reasons and potential opportunities for diversification were mainly analyzed qualitatively from a supply perspective. The core reason motivating diversification of tourism products is to reduce dependency on wildlife tourism concentrated in the northern region

of Botswana especially the Okavango Delta and Chobe. Wildlife anchors Botswana's tourism, however, it is a one-dimensional product that is increasingly vulnerable to changes in demand, seasonality, drought and tourist tastes (Government of Botswana 2000; Mbaiwa *et al.* 2007; Mahachi and Ketshabile 2013; Saarinen *et al.* 2014; Mbaiwa 2008; Mbaiwa and Sakuze 2009; Moswete and Lacey 2015; Morupisi and Mokgalo 2017; Nare *et al.* 2017; Stone *et al.* 2017). The need to diversify is also premised on the fact that most tourism enterprises are foreign-owned and characterized by high leakages resulting in very limited benefits for local people despite the gradual increase in tourist receipts and arrivals over the past two decades (Mbaiwa 2005, 2017; Morupisi and Mokgalo 2017; Mbaiwa and Hambira 2020). Additionally, wildlife products are expensive, creating an exclusive destination that is beyond the reach of most medium and low-budget tourists. This stems from the adoption of the 'High Value-Low Volume' (HVLV) strategy meant to protect the fragile ecosystem of the Okavango Delta and surrounding areas (WTTC 2007, 48; Saarinen *et al.* 2014, 8; Morupisi and Mokgalo 2017). Competition is stiff from neighboring countries such as Namibia, South Africa, Zambia and Zimbabwe offering the same wildlife product that is at times difficult to differentiate since nature is ubiquitous (Mbaiwa, 2005a, 216; 2005b, 165; WTTC 2007, 49; Saarinen *et al.* 2014, 9). The need to diversify was significantly strengthened by the COVID-19 pandemic given the strong reliance on international tourists (Stone *et al.* 2021). This calls for innovative diversification strategies based on active promotion of domestic tourism and aspects such as service, image and branding.

Reasons to diversify were also centered on the Okavango Delta being a delicate ecosystem, where human activity has accelerated environmental strain and decline in some wildlife species that form the backbone of tourism (Mbaiwa 2003, 460; Mbaiwa and Darkoh 2006; Hambira *et al.* 2020). Extreme events related to climate change such as periodic drought and floods negatively affect tourism development in prime areas dependent on natural resources. Based on this background, there is a need for prudent resource management and developing alternative tourist attractions in other parts of the country to minimize the impact of climate change (Mladenov 2007; Moswete and Dube, 2013; Mmopelwa and Blignaut 2014; Yurco *et al.* 2017; Hambira *et al.* 2020).

Findings revealed that literature concentrated on identifying potential options without an explicit explanation of implementation. The focus mostly switches to explaining the advantages and disadvantages of diversification (WTTC 2007; Nare *et al.* 2017, 12). The dominant potential alternatives cited are cultural, adventure, agrotourism, mining, urban, gastronomic tourism and events (Kaynak and Marandu 2006; Bolaane and Kanduza 2008; Saarinen *et al.* 2014; Moswete and Dube 2013; Moswete *et al.* 2015; Mahachi and Ketsabile 2013; Chatibura 2015; Mahachi-Chatibura and Saayman 2015; Mahachi-Chatibura 2016; Morupisi and Mokgalo 2017; Chipfuva 2020; Hambira *et al.* 2021). There is consensus that cultural and heritage tourism is the most viable diversification option (Keitumetse 2009; Mbaiwa and Sakuze 2009; Lenao and Basupi 2015; Lenao and Saarinen 2015; Moswete and Lacey 2015; Stone *et al.* 2017; Stone and Nyaupane 2019, 888; Stone and Stone 2020) given the abundance of historical, archaeological and cultural sites around the country. The development of other products such as mining tourism is based on Botswana's status as the world's largest producer of diamonds by value and third in terms of volume. The country, as explained by Mahachi and Ketsabile (2013) can benchmark with South Africa where diamond tourism has been successfully developed as an alternative tourism product. Based on respondents' views the identified potential tourism activities in order of importance included a diamond museum, surface tours, films, gift shops; interpretative tours and simulations. Cluster tourism is also identified as another potential diversification opportunity. The 50km-60km city radius of Gaborone is characterized by a variety of small destinations offering multiple products that could be amalgamated to create a strong tourism zone with diverse activities (Mbaiwa *et al.* 2007; Saarinen *et al.* 2012; Dewah 2014).

The potential to diversify is also discussed as part of recommendations that at times specify tourist activities to consider. Although the focus of Rylance and Spencely's (2017) study was on the value chain analysis, recommendations proposed diversifying the tourism sector to primarily reduce the high leakage rate estimated at around 63% in 2014. Suggested options entailed the inclusion of more cultural and heritage attractions, increasing the quality of local crafts and creating dynamic packages that capture both wildlife and culture. Similarly, Stone and Nyaupane (2019, 887) recommend diversification to improve product quality in their study to determine domestic and international tourists' preferences of products. Domestic tourists desired, the addition of cheaper packages catering for a diverse market and increasing access for locals, especially parks whereas international tourists preferred the inclusion of more cultural elements and add-ons such as sampling local foods and greater interaction with indigenous traditions especially Basarwa. Quantitative demand and supply research on potential products is limited. Vumbunu *et al.*'s, (2021, 28) demand-based study of ecotourism products revealed a similar trend in demand for cultural products.

Factor analyses revealed significant demand for cultural experience and attractions, indicating a preference for activities that have greater engagement with locals. Diversifying into cultural tourism should be intensified given the demand for cultural related products.

There is only one supply-based study that employed comprehensive quantitative methodology to determine the feasibility of developing alternative products. Šiljeg *et al.* (2019) applied multi-criteria decision analysis (GIS MCDA) and Analytical Hierarchy Process (AHP) to determine what types of ecotourism to develop around the largest impounded dam in Botswana. The analysis of selected variables identified and recommended specific activities that could be developed in specific zones around Dikgathlong Dam (Šiljeg *et al.* 2019, 83).

3.3. Challenges of Diversifying Tourism Products

Based on the multiple perspectives of definition and classification, diversification challenges can be analyzed in many ways such as demand-supply, types and implementation (private sector, government level, policies). Challenges have largely been qualitatively researched from a supply perspective relating to stakeholder views, the spatial distribution of attractions and destinations, flawed policy implementation, lack of investors, fixation with same tourism type and nature of tourism development (Moswete and Mawondo 2003; Mbaiwa, Thakadu and Darkoh 2005; Mahachi and Ketsabile 2013; Nare *et al.* 2017; Mbaiwa 2005a and b, 2017; Morupisi and Mokgalo 2017; Stone *et al.* 2017; Chipfuva 2020; Mbaiwa and Hambira 2020; Stone *et al.* 2021).

The 1990 Tourism Policy was viewed as one of the major obstacles to diversification due to narrow focus, especially on how tourism development was promoted in the country. The policy shortcomings included the exclusion of stakeholders from other sectors such as transport and hospitality who are important in the development and diversification of tourism, a strong bias towards wildlife tourism and the deliberate promotion of an affluent international market at the expense of the local market (Mbaiwa 2003; Moswete and Mawondo 2003, Mbaiwa 2005a, 2017; Mbaiwa and Darkoh 2008; Mbaiwa and Hambira 2020; Stone *et al.* 2021, 265). Despite the apparent problems, efforts to revise the policy were extremely slow. Initial revisions commenced in 2008, however stages and processes of amending progressed at a snail's pace to such an extent that the draft had to be revised in 2018 to capture contemporary trends. The policy was finally approved in April 2021 and it remains to be seen whether the revised changes will be speedily implemented. Lack of commitment and the lengthy review period were partly responsible for crippling product diversification efforts since a vibrant policy determines direction, pace and integration of different stakeholders in developing and diversifying tourism.

The 1990 Tourism Policy encouraged the active implementation of an HVLV strategy that firmly established enclavic tourism, projected wildlife image and led to the development of a "shadow state" (Mbaiwa 2003, 459; Mbaiwa 2005a, 2017, Mbaiwa and Darkoh 2008; Stone and Nyaupane 2019; Mbaiwa and Hambira 2020). High-value tourism in prime destinations of the Okavango Delta and the Chobe region, entrenched in the exclusive multi-billion tourism industry and catering for affluent international tourists from developed countries is promoted. This has created a stranglehold on diversification efforts given that economic and physical resources are highly concentrated in the hands of a minority who prefer the status quo. Research by Mbaiwa and Hambira (2020) reveals that the lucrative industry and concentration of resources have created a shadow state where those benefitting desire continuation of current tourism forms hence stifling the development of alternative products. There is consistent supply-based research calling for a review and consideration of other strategies that promote diverse and more inclusive tourism products, especially the domestic market during and post COVID-19 (Stone *et al.* 2021).

As noted earlier, community-based tourism has been cited as a sector with strong potential for diversifying into cultural and heritage products. Community-based tourism in Botswana is part of the Community Based Natural Resources Management (CBNRM) model created in the 1990s to reduce poverty and conserve natural resources through empowering rural communities to effectively manage their natural resources (Kgathi and Ngwenya 2005, 65; Mbaiwa, Thakadu and Darkoh 2008; Keitumetse 2009; Lepper and Goebel 2010; Sebele 2010; Mbaiwa 2015; Moswete and Thapa 2015, 245, Moswete and Thapa 2018, 96; Moswete, Thapa and Darley 2020; Stone and Stone 2020). The CBNRM concept encompasses all types of natural resources, however, the research context restricts the meaning to Community Based Organizations (CBOs) centered on tourism resources and activities. Given the basis of multiple natural resources, tourism-related CBOs have been targeted as one of the vehicles for diversifying tourism products.

The importance of CBOs in diversification is evidenced by BTO's adoption of tourism projects across the country in 2009 to develop alternative products. The CBOs that were selected for partnership programs are the Seboba Nature and Recreational Park, the Moremi Gorge Project, the Tsabong Pilot Camel Project and the Lepokole Nature Reserve (Mbaiwa 2013, 44; Centre for Applied Research 2016, 9). Although the BTO

partnerships commenced in 2009, no detailed empirical studies have been conducted to determine progress in diversifying tourism products especially concerning trends in tourist demand and activities offered. Available information is in the form of grey literature from online publications and newspaper articles indicating limited growth and management challenges (Motsaathebe 2020). The periodic review of CBNRM programs shows that the Okavango Delta, Kasane and Chobe regions are home to more than 80% of viable tourism-oriented CBOs benefitting from their proximity to prime wildlife and natural resources. These include the Okavango Community Trust, the Chobe Enclave Conservation Trust, the Sankoyo Tshwaragano Management Trust, the Okavango Polers Trust, the Khwai Development Trust and the Mababe Community Trust (Kgathi and Ngwenya 2005; Lepper and Goebel 2010; Sebele 2010; Mbaiwa 2013; Lenao 2015; Centre for Applied Research 2016; Moswete and Thapa 2018, 96; Stone and Stone 2020). Although those close to prime tourism areas have registered some success in developing alternative cultural and heritage products, the lack of significant progress in diversification stems from a myriad of challenges related to lack of effective marketing, minimal entrepreneurial skills, limited capital, poor accessibility, misappropriation of funds, poorly negotiated joint ventures that benefit the private company more than the community and policy shifts linked to changes in political leadership (Keitumetse 2009; Lepper and Goebel 2010, 737; Sebele 2010, 142; Slater 2012; Lenao 2015, 587; Mbaiwa 2013, 2015; Moswete and Thapa 2015; Centre for Applied Research 2016; Stone *et al.* 2017, 65; Moswete and Thapa 2018, 98; Cassidy 2020, 3; Stone and Stone 2020).

Some of the CBOs have websites, but a basic internet search revealed that most were down or had redundant information dating back to more than ten years ago. A few of the CBOs have registered success in running functional cultural villages, lodges, campsites and photographic tourism ventures, whose facilities and quality of service are at times comparable to that offered by private operators (Mbaiwa 2013, 45, 2015, 211; Cassidy 2020). Although the literature on community-based tourism is well documented it is largely qualitative and highlights the huge potential of cultural and heritage resources as avenues for product diversification, examining benefits and challenges of developing the alternative sector. Other focus areas include gender, livelihood impacts, urban tourism and management aspects (governance and marketing) (Mbaiwa *et al.* 2007; Keitumetse 2009; Lepper and Goebel 2010; Slater 2012; Lenao 2015; Mbaiwa 2015; Lenao and Saarinen 2015; Moswete and Thapa 2015; Moswete and Lacey 2015, 599; Keitumetse 2016; Moswete and Thapa 2018). Research on challenges of diversification based on views of entrepreneurs in tourism is limited as only one study was identified in the review. Winterbach *et al.*'s, (2015, 11) study revealed the unwillingness of entrepreneurs to invest and develop photographic tourism in areas with limited wildlife and tourism potential, hence the concentration of activities in the Okavango Delta and Chobe National Park. The financial risk to invest in less lucrative areas has constrained efforts to develop alternative products outside prime zones.

4. Discussion

Despite the inclusion of product diversification in research literature over the past four decades, the focus has been biased towards environmental and cultural impact analyses especially in the Okavango Delta. The description of potential alternative products is generally related to offerings of the same kind of activities which remains largely undeveloped in the proposed development areas. There is a lack of precise articulation as to how the activities and suggested locations are to be developed, marketed and branded. The proposed areas such as the Moremi Gorge are generally spatially isolated, offering a single product with limited supporting activities or attractions, and distant from core destinations (Okavango Delta and Chobe). Tourism at Moremi Gorge in the Central district is based on natural landscapes and historical sites, attracting mainly South African self-drive tourists. However, lack of well-developed supporting activities generally limits stay to one night. This calls for a holistic approach to product diversification such as the development of tourism clusters offering a variety of attractions and activities capable of retaining tourists for several days.

Based on contemporary trends, tourism demand has gained strong significance in influencing the diversification process (Wang 2016; Cooper and Hall 2019). Currently, there is a paucity of quantitative and qualitative empirical research from a demand perspective (domestic and international) crucial in identifying tourist motivation, service needs, the satisfaction that will inform activities, specific products and diversification strategies to adopt that is (when, how, what and where) (Bresler 2011; Winterbach *et al.* 2015; Šiljeg *et al.* 2019; Vumbunu *et al.* 2021). Research on demand must tackle questions such as: Is there a demand for other activities or services? Must the products diversify to more activities and if so in which activities will there be a high interest? What types, levels and strategies of diversification to adopt? Although wildlife tourism is dominant, empirical statistical data quantifying the specific percentage of the contribution of each sector is lacking. Available literature states that wildlife tourism contributes 80% to 90% without elaborating on how other tourism forms constitute the

remaining 10% to 20%. Such data is crucial in assisting further studies on demand and where to invest. The absence of a specific diversification strategy and the paucity of research on tourism demand highlights the need to develop a comprehensive framework to diversify tourism products (Vumbunu 2020).

Given multiple applications of diversification in different study disciplines, there is a gap in the analytical application of empirical, conceptual and theoretical product diversification perspectives in Botswana's tourism context. Based on Knecht (2014) and Hitt *et al*.'s, (2017, 194) modified classification of diversification types, focus on developing new tourism products in different parts of Botswana denotes the promotion of unrelated (conglomerate) and geographic diversification. Research on the relationship between diversification and performance indicates that unrelated diversification is the riskiest strategy with the highest chance of failure. As levels of diversification increase, the linkages and relatedness amongst businesses decrease, negatively affecting performance (Hitt *et al.* 2017; Zhang and Tsai 2019; Ljubownikow and Ang 2020). This partly explains the failure of diversifying tourism products in Botswana since unrelated diversification requires high capital financing, investment in technology, resources, human capital expertise to develop and identify new products and markets respectively. Additional challenges include limited managerial and operational expertise since there is little or no synergy with the core business or product that is wildlife tourism. New tourist segments are expensive and difficult to attract hence the need for prudent planning and investment.

The diversification-performance relationship generally shows that diversification yields positive results to a certain point, after which increasing levels lead to lower benefits. Optimum results are obtained when the type of product diversification is related and constrained since businesses will be sharing resources, technology, knowledge and competencies (Purkayastha 2013, 3; Hitt *et al.* 2017, 177). Given the fragmentation of business enterprises in the tourism industry product diversification can focus on add-on activities related to wildlife tourism that enhance service experience and lengthen the duration of stay. Before the COVID-19 pandemic, tourism in prime areas of the Okavango Delta and Chobe was characterized by limited engagement of tourists in product co-creation add-on activities especially those involving interaction with local communities. Maun urban village for example largely serves as a transit zone where during peak season tourists would fly in, connect by smaller planes straight to lodges in the Delta for three to six days and fly back to the country of origin (Rylance and Spencely 2017; Vumbunu *et al.* 2021). The impact of COVID-19 on international tourism which contributed over 90% (Van Zyl 2019) of tourists, presents an opportunity to aggressively focus on developing products appealing to the domestic market largely sidelined for the past four decades. Research indicates that countries with strong domestic tourism are more resilient to periodic disasters such as COVID-19.

Conclusion

The dependence on wildlife-based tourism and rapid dynamism in supply and demand factors implies that diversifying tourism products in Botswana is inevitable. Considering the importance of tourism policy in guiding tourism development and product diversification, it is hoped the recently adopted revised policy of 2021 will be typified by firm commitment to implement set objectives.

Given the volatility of the tourism sector, the impact of the COVID-19 pandemic, continuous changes in tourist tastes and supply and demand requirements, there is a need for a paradigm shift relating to policy implementation. The study advocates for a holistic approach that considers multiple factors such as the uniqueness of existing products, the current market segment and the strength of legislative background and supporting infrastructure. The approach is significant in calling for a review of marketing strategies to address contemporary changes in tourism markets, detailed spatial and temporal analysis of attractions concerning accessibility as well as the quality of accommodation and services. Currently, diversification efforts lack precise definition, are scattered across government departments and the private sector and are being implemented in a piecemeal fashion yielding minimal outcomes.

Based on the approach of Šiljeg *et al.* (2019), future research should focus on strengthening comprehensive quantitative demand and supply studies that will be more precise in informing the type of products to develop. Future research should consider thoroughly examining the strength and nature of the partnership between the public and private sectors in policy implementation, integrating stakeholders' views and assessing the willingness and capacity of investors or entrepreneurs to diversify and develop alternative products. Such a holistic approach will enable effective innovation and development of alternative products and services. Given the ongoing and unpredictable impact of COVID-19, there is a need for continuous demand-side research of especially the travel propensity of domestic tourists. Emerging post-COVID research is confirming tourist confidence in travelling to Botswana especially the Okavango Delta where tourism facilities and service levels are of very high standards (Chatibura 2020). Current efforts to promote domestic products such as Rediscover

Botswana, #PushaBW, lowering the price of packages and BTO multimedia roadshows (Hambira *et al.* 2021) should be followed-up by comprehensive empirical studies. Such research is critical in developing alternative add-ons or products.

References

[1] Alonso, A. D. 2017. Exploring a developing tourism industry: A resource-based view approach. *Tourism Recreation Research*, *42*(1):45-58. DOI: https://doi.org/10.1080/02508281.2016.1239332

[2] Alonso, A. D. and Kok, S. 2018. A resource-based view and dynamic capabilities approach in the context of a region's international attractiveness: The recent case of Western Australia. *Local Economy: The Journal of the Local Economy Policy Unit*, 33(3): 307-328. DOI: https://doi.org/10.1177/0269094218765167

[3] Alonso, A. D., Kok, S. and O'Brien, S. 2018. "We are only scratching the surface" – a resource-based and dynamic capabilities approach in the context of culinary tourism development. *Tourism Recreation Research*, *43*(4): 511-526. DOI: https://doi.org/10.1080/02508281.2018.1473196

[4] Ansoff, H. I. 1957. Review of Strategies for diversification. *Harvard business review* 35 (5): 113-124. https://www.casrilanka.com/casl/images/stories/2017/2017_pdfs/sab_portal/course_material/strategies_for_diversification.pdf

[5] Barney, J. 1991. Firm resources and sustained competitive advantage. *Journal of Management*, 17(1): 99-120.

[6] Barney, J. B. 1986. Organizational Culture: Can It Be a Source of Sustained Competitive Advantage? *The Academy of Management Review*, 11(3): 656-665. DOI: https://doi.org/10.2307/258317

[7] Basupi, B., Pansiri, J. and Lenao, M. 2017. Botswana tourism policy Landscape – successes and challenges. *Botswana Journal of Business*, 10(1): 83-96.

[8] Beaulier, S. A. 2003. Explaining Botswana's success: The critical role of post-colonial policy. *Cato Journal*, 23(2): 227-239.

[9] Benur, A. M. and Bramwell, B. 2015. Tourism product development and product diversification in destinations. *Tourism Management*, 50: 213-224. DOI: https://doi.org/10.1016/j.tourman.2015.02.005

[10] Besada, H. and O'Bright, B. 2019. Policy Impacts on Africa's Extractive Sector: Botswana, Diamond Dependence, and Diversification in the Post-Diamond Period. *Revue Gouvernance*, 15(2): 86-105. DOI:https://doi.org/10.7202/1058089ar

[11] Bolaane, M. M. and Kanduza, A. M. 2008. Critical factors in cultural tourism in Botswana. *Botswana Notes and Records: Tourism as a Sustainable Development Factor*, 39: 54-61.

[12] Booth, A., Papaioannou, D. and Sutton, A. 2016. Systematic approaches to a successful literature review. London: Sage.

[13] Bresler, N. C. 2011. On Safari in Botswana: Describing the Product. *Tourism Analysis*, 16(1): 67-75. DOI:https://doi.org/10.3727/108354211x12988225900126

[14] Canovi, M. 2019. Resistance to agritourism diversification: An analysis of winery owners' identities. *Tourism Management Perspectives*, 32:1-10. DOI: https://doi.org/10.1016/j.tmp.2019.100566

[15] Carboni, M., Perelli, C. and Sistu, G. 2016. Developing tourism products in line with Islamic beliefs: some insights from Nabeul–Hammamet. *The Journal of North African Studies*, 22(1): 87-108. DOI:https://doi.org/10.1080/13629387.2016.1239078

[16] Cassidy, L. 2020. Power dynamics and new directions in the recent evolution of CBNRM in Botswana. *Conservation Science and Practice*, *3*(1):1-8. DOI: https://doi.org/https://doi.org/ 10.1111/csp2.205

[17] Chamakiotis, P., Panteli, N. and Davison, R. M. 2021. Reimagining e-leadership for reconfigured virtual teams due to COVID-19. *International Journal of Information Management*, 60: 102-381. DOI:https://doi.org/10.1016/j.ijinfomgt.2021.102381

[18] Chatibura, D. 2015. The development of a strategic framework for the promotion of local cuisine in Botswana (PhD Thesis; pp. 1–302). Available at: https://repository.nwu.ac.za/handle/10394/14486

[19] Chatibura, D. M. 2020. Travellers' top comments during the COVID-19 pandemic in Botswana. *Research in Hospitality Management*, 10(2):123-130. DOI: https://doi.org/10.1080/22243534.2020.1869462

[20] Chipfuva, T. "Cuisine Heritage for Sustainable Tourism Product Diversification." In *Botswana Cultural Heritage and Sustainable Tourism Development: A Hand Book of Theory and Practice:*, edited by B. A Brown, L. L Mokgalo, and T Chipfuva, 344–59. Newcastle upon Tyne: Cambridge Scholars Publishing, 2020.

[21] Cook, A. and Sarkin, J. 2010. Is Botswana the miracle of Africa? Democracy, the rule of law, and human rights versus economic development. *Transnational Law and Contemporary Problems,* 19(2): 453-489.

[22] Cooper, C. and Hall, C. M. 2019. *Contemporary tourism: an international approach*. Oxford: Goodfellow Publishers Limited.

[23] Cronjé, D. F. and du Plessis, E. 2020. A review on tourism destination competitiveness. *Journal of Hospitality and Tourism Management*, 45: 256-265. DOI: https://doi.org/10.1016/j.jhtm.2020.06.012

[24] Dewah, J. T. 2014. Gaborone a stop not a stop-over: a heritage and cultural tourism destination. (Masters thesis). Available at: repository.up.ac.za/handle/2263/50877

[25] Ehlers, T., *et al.* 2019. *Strategic management: southern African concepts and cases.* Hatfield, Pretoria: Van Schaik Publishers.

[26] Evans, N. 2020. *Strategic management for tourism, hospitality and events.* New York: Routledge.

[27] Fletcher, J., Fyall, A., Gilbert, D. and Wanhill, S. 2018. *Tourism: principles and practice* (6th ed.). Harlow, United Kingdom: Pearson Education Limited.

[28] Gössling, S., Scott, D. and Hall, C. M. 2021. Pandemics, tourism and global change: a rapid assessment of COVID-19. *Journal of Sustainable Tourism*, 29(1): 1-20. DOI:https://doi.org/10.1080/09669582.2020.1758708

[29] Grant, R. M. 1991. The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation. *California Management Review*, 33(3): 114-135. DOI: https://doi.org/10.2307/41166664

[30] Gyan, A. K., Brahmana, R. and Bakri, A. K. 2017. Diversification strategy, efficiency, and firm performance: Insight from emerging market. *Research in International Business and Finance*, 42: 1103-1114. DOI:https://doi.org/10.1016/j.ribaf.2017.07.045

[31] Hall, C. M., Scott, D. and Gössling, S. 2020. Pandemics, transformations and tourism: be careful what you wish for. *Tourism Geographies*, *22*(3): 577-598. DOI: https://doi.org/10.1080/14616688.2020.1759131

[32] Hall, J., Gaved, M. and Sargent, J. 2021. Participatory Research Approaches in Times of COVID-19: A Narrative Literature Review. *International Journal of Qualitative Methods*, 20: 160940692110100. DOI:https://doi.org/10.1177/16094069211010087

[33] Hambira, W. L., Saarinen, J. and Moses, O. 2020. Climate change policy in a world of uncertainty: changing environment, knowledge, and tourism in Botswana. *African Geographical Review*, 39(3): 252-266. DOI:https://doi.org/10.1080/19376812.2020.1719366

[34] Hitt, M. A., Ireland, R. D. and Hoskisson, R. E. 2017. *Strategic management: competitiveness and globalization: concepts and cases.* Singapore: Cengage Learning Asia Pty Ltd.

[35] Hlavac, M. 2010. Economic development in pre-independence Botswana, 1820-1966: historical trends, contributing and countervailing factors. *MPRA Paper No. 26026*:1-28. Available at: http://mpra.ub.uni-muenchen.de/26026/

[36] Hoskisson, R. E., and Hitt, M. A. 1990. Antecedents and Performance Outcomes of Diversification: A Review and Critique of Theoretical Perspectives. *Journal of Management*, 16(2): 461-509. DOI:https://doi.org/10.1177/014920639001600210

[37] Kaynak, E. and Marandu, E. E. 2006. Tourism Market Potential Analysis in Botswana: A Delphi Study. *Journal of Travel Research*, 45(2): 227-237. DOI: https://doi.org/10.1177/0047287506291595

[38] Keitumetse, S. O. 2009. The Eco-tourism of Cultural Heritage Management (ECT-CHM): Linking Heritage and "Environment" in the Okavango Delta Regions of Botswana. *International Journal of Heritage Studies*, 15(2-3): 223-244. DOI: https://doi.org/10.1080/13527250902890811

[39] Keitumetse, S. O. 2016. *African cultural heritage conservation and management: theory and practice from southern Africa.* Switzerland: Springer.

[40] Kgathi, D. L., and Ngwenya, B. N. 2005. Community based natural resource management and social sustainability in Ngamiland, Botswana. *Botswana Notes and Records*, 37: 61-79.

[41] Knecht, M. 2014. Diversification, Industry Dynamism, and Economic Performance The Impact of Dynamic-related Diversification on the Multi-business Firm. Wiesbaden Springer Fachmedien Wiesbaden, Imprint: Springer Gabler.

[42] Leechor, C. and Fabricius, M. 2004. Developing tourism in Botswana: progress and challenges. In *Botswana documents* (pp. 1–100). https://library.wur.nl/ojs/index.php/Botswana_documents/article/view/16029

[43] Lenao, M. 2015. Challenges facing community-based cultural tourism development at Lekhubu Island, Botswana: a comparative analysis. *Current Issues in Tourism*, 18(6): 579-594. DOI:https://doi.org/10.1080/13683500.2013.827158

[44] Lenao, M. and Basupi, B. 2016. Ecotourism development and female empowerment in Botswana: A review. *Tourism Management Perspectives*, 18: 51–58. DOI: https://doi.org/10.1016/j.tmp.2015.12.021

[45] Lenao, M. and Saarinen, J. 2015. Integrated rural tourism as a tool for community tourism development: exploring culture and heritage projects in the North-East District of Botswana. *South African Geographical Journal*, 97(2): 203–216. DOI: https://doi.org/10.1080/03736245.2015.1028985

[46] Lepper, C. M. and Goebel, J. S. 2010. Community-based natural resource management, poverty alleviation and livelihood diversification: A case study from northern Botswana. *Development Southern Africa*, 27(5): 725–739. DOI: https://doi.org/10.1080/0376835x.2010.522834

[47] Ljubownikow, G. and Ang, S. H. 2020. Competition, diversification and performance. *Journal of Business Research*, 112: 81-94. DOI: https://doi.org/10.1016/j.jbusres.2020.03.002

[48] Mahachi, D. and Ketsabile, L. S. 2013. Diamond mining as a possible strategy for tourism product diversification in Botswana. *Journal for Development and Leadership*, 2(2): 35-50.

[49] Mahachi-Chatibura, D. 2016. Local Cuisine as a Potential Tourism Attractor and Marker of National Identity in Botswana. *Journal of Gastronomy and Tourism*, 2(2): 117-134. DOI:https://doi.org/10.3727/216929716x14720551277880

[50] Mahachi-Chatibura, D. and Saayman, M. 2015. Local cuisine promotion: case study perspectives from key tourism stakeholders in Botswana. *Journal of Tourism and Gastronomy Studies*, *3*(3): 50-61.

[51] Manwa, H., Chipfuva, T. and Mahachi, D. 2011. Tourism education in Botswana: a contested issue. *Journal of Tourism*, 12(1): 17-38.

[52] Mbaiwa, J. E. 2003. The socio-economic and environmental impacts of tourism development on the Okavango Delta, north-western Botswana. *Journal of Arid Environments*, 54(2): 447-467. DOI: https://doi.org/10.1006/jare.2002.1101

[53] Mbaiwa, J. E. 2005a. Enclave tourism and its socio-economic impacts in the Okavango Delta, Botswana. *Tourism Management*, 26(2): 157-172. DOI: https://doi.org/10.1016/j.tourman.2003.11.005

[54] Mbaiwa, J. E. 2005b. The Problems and Prospects of Sustainable Tourism Development in the Okavango Delta, Botswana. *Journal of Sustainable Tourism*, 13(3): 203-227. DOI:https://doi.org/10.1080/01434630508668554

[55] Mbaiwa, J. E. 2008. The realities of ecotourism development in Botswana. In A. Spenceley (Ed.), *Responsible tourism: critical issues for conservation and development.* (pp. 205-224). London: Earthscan.

[56] Mbaiwa, J. E. 2013. *Community-based Natural Resource Management (CBNRM) in Botswana: CBNRM status report of 2011-2012*. Gaborone: Kalahari Conservation Society.

[57] Mbaiwa, J. E. 2015. Ecotourism in Botswana: 30 years later. *Journal of Ecotourism*, 14(2-3): 204–222. DOI:https://doi.org/10.1080/14724049.2015.1071378

[58] Mbaiwa, J. E. 2017. Poverty or riches: who benefits from the booming tourism industry in Botswana? *Journal of Contemporary African Studies*, 35(1): 93112. DOI: https://doi.org/10.1080/02589001.2016.1270424

[59] Mbaiwa, J. E. and Darkoh, M. B. K. 2008. The socio-economic and environmental effects of the implementation of the tourism policy of 1990 in the Okavango Delta, Botswana. *Botswana Notes and Records: Tourism as a Sustainable Development Factor*, 39: 138-155.

[60] Mbaiwa, J. E. and Hambira, W. L. 2020. Enclaves and Shadow State tourism in the Okavango Delta, Botswana. *South African Geographical Journal*, 102(1): 1-21. DOI:https://doi.org/10.1080/03736245.2019.1601592

[61] Mbaiwa, J. E. and Sakuze, L. K. 2009. Cultural tourism and livelihood diversification: The case of Gcwihaba Caves and XaiXai village in the Okavango Delta, Botswana. *Journal of Tourism and Cultural Change*, 7(1): 61-75. DOI: https://doi.org/10.1080/14766820902829551

[62] Mbaiwa, J. E. and Stronza, A. L. 2011. Changes in resident attitudes towards tourism development and conservation in the Okavango Delta, Botswana. *Journal of Environmental Management*, 92(8): 1950-1959. DOI: https://doi.org/10.1016/j.jenvman.2011.03.009

[63] Mbaiwa, J. E., Magole, L. I. and Kgathi, D. L. 2011. Prospects and Challenges for Tourism Certification in Botswana. *Tourism Recreation Research*, 36(3): 259-270. DOI:https://doi.org/10.1080/02508281.2011.11081671

[64] Mbaiwa, J. E., Ngwenya, B. N. and Kgathi, D. L. 2008. Contending with unequal and privileged access to natural resources and land in the Okavango Delta, Botswana. *Singapore Journal of Tropical Geography*, 29(2): 155-172. DOI: https://doi.org/10.1111/j.1467-9493.2008.00332.x

[65] Mbaiwa, J. E., Thakadu, O. T. and Darkoh, M. K. B. 2005. Sustainable development and natural resource competition and conflicts in the Okavango Delta, Botswana. *Botswana Notes and Records - Special Edition on Human Interactions and Natural Resource Dynamics in the Okavango Delta and Ngamiland*, *37*:40-60.

[66] Mbaiwa, J. E., Thakadu, O. T. and Darkoh, M. K. B. 2008. Indigenous knowledge and ecotourism-based livelihoods in the Okavango Delta in Botswana. *Botswana Notes and Records - Tourism as a Sustainable Development Factor*, 39: 62-64.

[67] Mbaiwa, J. E., Toteng, E. N. and Moswete, N. 2007. Problems and prospects for the development of urban tourism in Gaborone and Maun, Botswana. *Development Southern Africa*, 24(5): 725-740. DOI:https://doi.org/10.1080/03768350701650793

[68] Mbayi, L. 2016. Technological Innovation and Export Diversification through the development of Diamond-Processing Capabilities in Botswana's Diamond Cutting and Polishing Industry. In A. Gutowski, T. Knedlik, P. N. Osakwe, I. Ramdoo, and K. Wohlmuth (Eds.), *Africa's Progress in Regional and Global Economic Integration - Towards Transformative Regional Integration* (pp. 299-335). Zurich: LIT Verlag Münster.

[69] McKercher, B. 2016. Towards a taxonomy of tourism products. *Tourism Management*, 54: 196-208. DOI:https://doi.org/10.1016/j.tourman.2015.11.008

[70] Middleton, V. T. C., and Hawkins, R. 2016. *Sustainable tourism: a marketing perspective*. London Routledge.

[71] Mladenov, N., *et al.* 2007. The value of wildlife-viewing tourism as an incentive for conservation of biodiversity in the Okavango Delta, Botswana. *Development Southern Africa*, 24(3): 409-423. DOI:https://doi.org/10.1080/03768350701445525

[72] Mmopelwa, G. and Blignaut, J. 2014. The Okavango Delta: The value of tourism. *South African Journal of Economic and Management Sciences*, 9(1):113-127. DOI: https://doi.org/10.4102/sajems.v9i1.1161

[73] Moher, D., Liberati, A., Tetzlaff, J., and Altman, D. G. 2009. Preferred Reporting Items for Systematic Reviews and Meta-Analyses: The PRISMA Statement. *PLoS Medicine*, 6(7), e1000097. DOI:https://doi.org/10.1371/journal.pmed.1000097

[74] Morgan, D. L. 2014. Pragmatism as a paradigm for social research. *Qualitative Inquiry*, 20(8): 1045-1053. DOI: https://doi.org/10.1177/1077800413513733

[75] Morupisi, P. and Mokgalo, L. 2017. Domestic tourism challenges in Botswana: A stakeholders' perspective. *Cogent Social Sciences*, 3(1): 1-12. DOI: https://doi.org/10.1080/23311886.2017.1298171

[76] Moswete, N. and Dube, P. O. 2013. Wildlife-based tourism and climate: potential opportunities and challenges for Botswana. In L. D. More and P. Kalifungwa (Eds.), *Meeting the challenges of climate change to tourism: case studies of best practice.* (pp. 395–416). London: Cambridge Scholars Publications.

[77] Moswete, N. and Lacey, G. 2015. "Women cannot lead": empowering women through cultural tourism in Botswana. *Journal of Sustainable Tourism*, 23(4): 600-617. DOI:https://doi.org/10.1080/09669582.2014.986488

[78] Moswete, N. and Mavondo, F. T. 2003. Problems facing the tourism industry of Botswana. *Botswana Notes and Records*, 35: 69-77.

[79] Moswete, N. and Thapa, B. 2015. Factors that influence support for community-based ecotourism in the rural communities adjacent to the Kgalagadi Transfrontier Park, Botswana. *Journal of Ecotourism*, 14(2-3): 243-263. DOI: https://doi.org/10.1080/14724049.2015.1051537

[80] Moswete, N. and Thapa, B. 2018. Local Communities, CBOs/Trusts, and People-Park Relationships: A Case Study of the Kgalagadi Transfrontier Park, Botswana. *The George Wright Forum*, 35(1): 96-108.

[81] Moswete, N., Saarinen, J. and Monare, M. J. 2015. Perspectives on cultural tourism: a case study of Bahurutshe cultural village for tourism in Botswana. *Nordic Journal of African Studies*, 24(3 and 4): 279-300.

[82] Moswete, N., Thapa, B. and Darley, W. 2020. Local Communities' Attitudes and Support towards the Kgalagadi Transfrontier Park in Southwest Botswana. *Sustainability*, 12(4): 1524. DOI:https://doi.org/10.3390/su12041524

[83] Motsaathebe, M. 2020. Story of Lepokole Nature Reserve. *Daily News*. Available at: http://www.dailynews.gov.bw/news-details.php?nid=53653

[84] Moutinho, L., Rate, S. and Ballantyne, R. 2011. Strategic planning and performance management. In L. Moutinho (Ed.), *Strategic management in tourism* (pp. 1–14). Oxfordshire: CABI publishing.

[85] Mutenheri, F. 2019. Primary-Resource Dependence: An Examen of Economic Diversification Policy and Poverty Eradication strategy in Botswana. *Texila International Journal of Academic Research*, 130-138. DOI:https://doi.org/10.21522/tijar.2014.se.19.01.art014

[86] Nare, A. T., Musikavanhu, G. M. and Chiutsi, S. 2017. Tourism diversification in Botswana - a stakeholder perspective. *African Journal of Hospitality*, 6(3): 1-14.

[87] Penrose, E. T. 2009. *The theory of the growth of the firm: the legacy of Edith Penrose*. Oxford (England); New York: Oxford University Press.

[88] Presenza, A., Minguzzi, A. and Petrilla, C. 2010. Managing wine tourism in Italy. *Journal of Tourism Consumption and Practice*, 2(1): 46-61.

[89] Purkayastha, S. 2013. Diversification Strategy and Firm Performance: Evidence from Indian Manufacturing Firms. *Global Business Review*, 14(1): 1-23. DOI: https://doi.org/10.1177/0972150912466363

[90] Ramanujam, V. and Varadarajan, P. 1989. Research on corporate diversification: A synthesis. *Strategic Management Journal*, 10(6): 523-551. DOI: https://doi.org/10.1002/smj.4250100603

[91] Romão, J., Machino, K. and Nijkamp, P. 2018. Integrative diversification of wellness tourism services in rural areas – an operational framework model applied to east Hokkaido (Japan). *Asia Pacific Journal of Tourism Research*, 23(7): 734-746. DOI: https://doi.org/10.1080/10941665.2018.1488752

[92] Rumelt, R. P. 1974. *Strategy, structure, and economic performance*. Boston: Harvard University Press.

[93] Rylance, A. and Spenceley, A. 2017. Reducing economic leakages from tourism: A value chain assessment of the tourism industry in Kasane, Botswana. *Development Southern Africa*, 34(3): 295-313. DOI: https://doi.org/10.1080/0376835x.2017.1308855

[94] Saarinen, J., Moswete, N. and Monare, M. J. 2014. Cultural tourism: new opportunities for diversifying the tourism industry in Botswana. *Bulletin of Geography. Socio-Economic Series*, 26(26): 7-18. DOI:https://doi.org/10.2478/bog-2014-0041

[95] Santos, M. C., Ferreira, A., Costa, C. and Santos, J. A. C. 2020. A Model for the Development of Innovative Tourism Products: From Service to Transformation. *Sustainability*, 12(11):1-20. DOI:https://doi.org/10.3390/su12114362

[96] Sebele, L. S. 2010. Community-based tourism ventures, benefits and challenges: Khama Rhino Sanctuary Trust, Central District, Botswana. *Tourism Management*, 31(1): 136-146. DOI:https://doi.org/10.1016/j.tourman.2009.01.005

[97] Sebudubudu, D. 2010. The impact of good governance on development and poverty in Africa: Botswana - a relatively successful African initiative. *African Journal of Political Science and International Relations*, *4*(7): 249-262.

[98] Seidler, V. 2010. Why Did Botswana End Up with Good Institutions: The Role of Culture and Colonial Rule. *SSRN Electronic Journal*, 1–33. DOI: https://doi.org/10.2139/ssrn.3051011

[99] Sekwati, L. 2017. *Economic Diversification: the case of Botswana* (pp. 1–22). Available at: https://resourcegovernance.org/sites/default/files/RWI_Econ_Diversification_Botswana.pdf

[100] Sharpley, R. and Vass, A. 2006. Tourism, farming and diversification: An attitudinal study. *Tourism Management*, *27*(5): 1040-1052. DOI: https://doi.org/10.1016/j.tourman.2005.10.025

[101] Šiljeg, A., *et al.* 2019. Land suitability zoning for ecotourism planning and development of Dikgatlhong Dam, Botswana. *Geographica Pannonica*, 23(2): 76–86. DOI: https://doi.org/10.5937/gp23-20633

[102] Slater, A. M. 2012. Ecotourism in Botswana: Land Use Ethics and Right to Livelihood for the Kalahari People. *SSRN Electronic Journal*. DOI: https://doi.org/10.2139/ssrn.2182621

[103] Snyder, H. 2019. Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, 104(104): 333–339. DOI: https://doi.org/10.1016/j.jbusres.2019.07.039

[104] Stephens, S. (n.d.). *Digging for Diversification in Botswana*. Available at: https://resourcegovernance.org/sites/default/files/documents/digging-for-diversification-in-botswana.pdf

[105] Stevens, P. W., and Jansen, R. 2002. *Botswana National Ecotourism Strategy* (pp. 1–73). Available at: http://extwprlegs1.fao.org/docs/pdf/bot179068.pdf

[106] Stone, L. S. and Nyaupane, G. P. 2019. The Tourist Gaze: Domestic versus International Tourists. *Journal of Travel Research*, 58(5):877-891. DOI: https://doi.org/10.1177/0047287518781890

[107] Stone, L. S., Stone, M. T. and Mbaiwa, J. E. 2017. Tourism in Botswana in the last 50 years: a review. *Botswana Notes and Records: Special Issue on Environment, Tourism and Contemporary Socio-Economic Issues in the Okavango Delta and Other Ecosystems*, 49: 57-72.

[108] Stone, L. S., Stone, M. T., Mogomotsi, G. E. J. and Mogomotsi, P. K. 2021. The Impacts of COVID-19 on nature-based tourism in Botswana: Implications for community development. *Tourism Review International*, 25(2-3): 263-278. DOI: https://doi.org/10.3727/154427221x16098837279958

[109] Stone, M. T., and Stone, L. S. 2020. Challenges of community-based tourism in Botswana: a review of literature. *Transactions of the Royal Society of South Africa*, 75(2): 181-193. DOI:https://doi.org/10.1080/0035919x.2020.1715510

[110] Twyman, C. 2001. Natural resource use and livelihoods in Botswana's Wildlife Management Areas. *Applied Geography*, 21(1): 45–68. DOI: https://doi.org/10.1016/s0143-6228(00)00016-3

[111] Van Zyl, H. 2019. *Botswana Protected Areas fees review* (pp. 1–82). Retrieved from Ministry of Environment, Natural Resources Conservation and Tourism (MENT), Biodiversity Finance Initiative (BIOFIN) and United Nations Development Programme website: https://www.researchgate.net/publication/343254303_Botswana_Protected_Areas_Review_of_Entrance_and_Other_Fees

[112] Vu, H. T. and Ha, N. M. 2021. A Study on the Relationship between Diversification and Firm Performance Using the GSEM Method. *Emerging Markets Finance and Trade*, 57(1): 85–107. DOI:https://doi.org/10.1080/1540496x.2019.1582413

[113] Vumbunu, T. 2020. *A diversification framework for eco-tourism products of Botswana* (PhD Thesis; pp. 1–332). Available at: https://repository.nwu.ac.za/handle/10394/34912

[114] Vumbunu, T., Viviers, P. A. and du Plessis, E. 2021. A Demand-Based Analysis of Ecotourism Product Diversification in Botswana. *African Journal of Wildlife Research*, *51*(1). DOI:https://doi.org/10.3957/056.051.0019

[115] Wang, Y. 2016. More important than ever: measuring tourist satisfaction. Gold Coast, Qld.: Griffith Institute for Tourism, Griffith University.

[116] Washington, M. and Hacker, S. 2009. Leaps in performance: Botswana's transformation story. *International Journal of Business Research*, 9: 1-22.

[117] Weidenfeld, A. 2018. Tourism Diversification and Its Implications for Smart Specialisation. *Sustainability*, 10(2): 1-24. DOI: https://doi.org/10.3390/su10020319

[118] Wernerfelt, B. 1984. A resource-based view of the firm. *Strategic Management Journal*, 5(2):171-180. DOI: https://doi.org/10.1002/smj.4250050207

[119] Winterbach, C. W., Whitesell, C. and Somers, M. J. 2015. Wildlife Abundance and Diversity as Indicators of Tourism Potential in Northern Botswana. *PLOS ONE*, 10(8):1-14. DOI:https://doi.org/10.1371/journal.pone.0135595

[120] Yurco, K., King, B., Young, K. R. and Crews, K. A. 2017. Human-Wildlife Interactions and Environmental Dynamics in the Okavango Delta, Botswana. *Society and Natural Resources*, 30(9): 1112-1126. DOI:https://doi.org/10.1080/08941920.2017.1315655

[121] Zheng, C., and Tsai, H. 2019. The moderating effect of board size on the relationship between diversification and tourism firm performance. *Tourism Economics*, 25(7): 1084–1104. DOI:https://doi.org/10.1177/1354816618823427

[122] Centre for Applied Research. 2016. 2016 Review of Community-based Natural Resource Management in Botswana (pp. 1-43). Available at: https://www.car.org.bw/wp-content/uploads/2016/05/Botswana-CBNRM-2016-Review.pdf

[123] Department of Tourism (DOT). Research and Statistics Division, and World Tourism Organization. 2018. Updating the tourism satellite account for Botswana: tourism satellite account 2016. Madrid: UNWTO.

[124] Government Implementation Coordination Office (GICO). 2008. Botswana Excellence – Strategy for Economic Diversification and Sustainable Growth (pp. 1–39). Available at: https://www.botswanalmo.org.bw/sites/default/files/Botswana%20Excellence%20Strategy%20Nov2008.pdf

[125] Government of Botswana. 1990. *Botswana tourism policy*. Gaborone: Government Printers.

[126] Government of Botswana. 2000. *Botswana tourism master plan*. Available at: https://library.wur.nl/ojs/index.php/Botswana_documents/article/download/16030/15503

[127] Government of Botswana. 2008. *National Development Plan 10 2009 - 2016*. Available at: https://www.finance.gov.bw/images/NDP-TEN/NDP_TEN_final.pdf on 10 July 2017.

[128] Government of Botswana. 2009. *Botswana Tourism Organisation Act* (pp. 1–15). Available at: https://botswanalaws.com/StatutesActpdf/2009Actpdf/BOTSWANA%20TOURISM%20ORGANISATION%20ACT,%2014%20OF%202009.pdf

[129] Government of Botswana. 2016. *National Development Plan 11: April 2017-March 2023*. Available at: https://www.finance.gov.bw/images/NDP_11_2017-2023.pdf

[130] Human Resources Development Council. (2014). *Tourism sector human resources development plan.* Gaborone: Human Resources Development Council (HRDC).

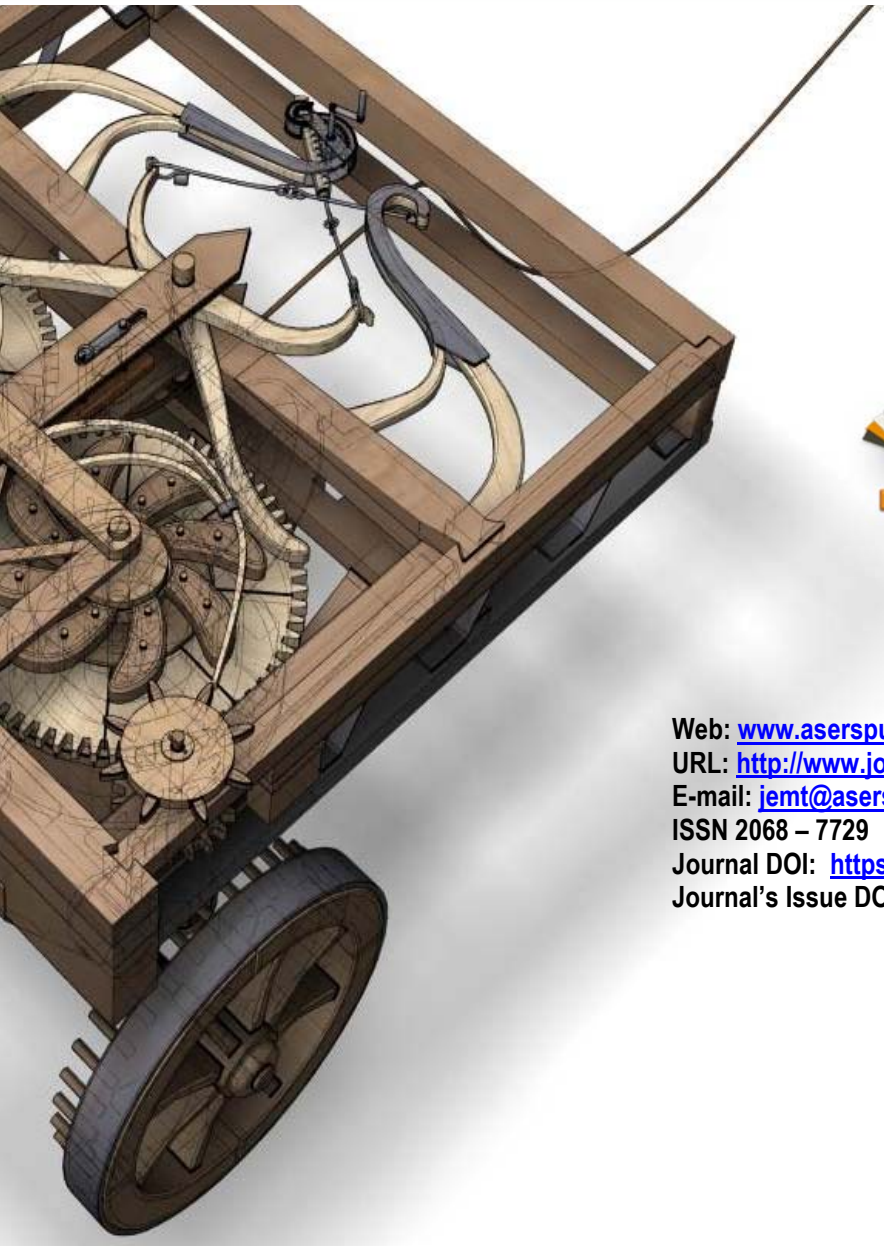
[131] United Nations, Botswana. 2020. *Socio-economic impact analysis of COVID-19 in Botswana analysis, Brief no. 1* (pp. 1–29). Available at: https://www.undp.org/content/dam/rba/docs/COVID-19-CO-Response/UN%20Botswana%20Socio-Economic%20Impact%20Analysis,%20Analysis%20Brief%20No.1%2006052020.pdf

[132] Wong, G., Greenhalgh, T., Westhorp, G., Buckingham, J., and Pawson, R. 2013. RAMESES publication standards: meta-narrative reviews. *BMC Medicine*, 11(1). DOI: https://doi.org/10.1186/1741-7015-11-20

[133] World Travel and Tourism Council. 2007. *Botswana: the impact of travel and tourism*. New York: World Travel and Tourism Council.

[134] World Travel and Tourism Council. 2018. *Travel and tourism economic impact 2018: Botswana*. New York: World Travel and Tourism Council.

ASERS



ASERS Publishing

Web: www.aserspublishing.eu
URL: http://www.journals.aserspublishing.eu/jemt
E-mail: jemt@aserspublishing.eu
ISSN 2068 – 7729
Journal DOI: https://doi.org/10.14505/jemt
Journal's Issue DOI: https://doi.org/10.14505/jemt.v13.4(60).00