

THE STRATEGIC ROLE OF THE MEDIA IN CONSTRUCTING A DESTINATION IMAGE: THE KENYAN EXPERIENCE

by

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Declaration Regarding Plagiarism

I declare that the thesis which I hereby submit for the degree Ph.D. in Tourism Management at the University of Pretoria is my own work and has not been previously submitted for any degree or examination at any other another university.

Paschalia Wanjiru Muhoho-Minni

DEDICATION

To my late husband, Carlo Umberto Minni for his support and encouragement; who believed in my capabilities even when I doubted myself, and to my late father Mwalimu Peter Muhoho for his great love, and respect for education.

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ABSTRACT

This study examines the role of the media in construction of a destination image with the theoretical framework being applied to the experience of Kenya as a tourist destination. The objectives of the study are to empirically analyse the role of the media as a factor in destination image construction, to analyse the impact of media on visitation, and to propose a media communication framework that can be applied by the Kenya Tourism Board to influence construction of a positive destination image of Kenya in normal times, and to mitigate negative media representations in times of crisis. An in-depth literature review was conducted and a mixed method approach was used to collect data. The quantitative method was used to collect data from actual and potential visitors to Kenya through airport and web-based surveys. Through in-depth interviews with Kenya tourism stakeholders, the qualitative method explored: the current tourism situation in Kenya; views of the stakeholders on the influence of media reporting and representation on the destination image and visitation; and the media communications strategies followed by the Kenya tourism industry in promoting the image of Kenya. The resulting data from the surveys are mostly categorical in nature and were analysed using Chi square tests and T-tests. Analysis of the qualitative data was done by summarising the content of the interviews and categorising the statements, from which conclusions were drawn.

The findings revealed that the media has an influence on destination perception, however not all aspects of the destination image will be influenced and not all media information sources have the capacity to influence. Similarly the media will influence destination visitation but again not all media has the capacity to influence, and the potential and the actual visitors' intent to visit will be influenced differently. Television news reports and television travel documentaries were identified as the most influential media in construction of the organic image of Kenya. Nevertheless, in regard to the construction of a destination image in general, although both potential and actual visitors will depend mostly on the Internet and travel guides, it is the media of television, travel guides and newspapers that were found most influential. Of the three, the media of television proved to be prominent. From the perspective of the Kenyan stakeholders the Internet and social media are the most used sources for providing information on Kenya.

The results show that although the media is influential in construction of a destination image and also on visitation intent, it is not as highly influential as theorised or expected. Other aspects that influence destination image and visitation come into play. A media communication framework for destination image is constructed based on the empirical results of the study.

Keywords: Destination image, image construction, the media, influence of the media, strategic role of the media, Kenya

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DEFINITION AND CLARIFICATION OF KEY TERMS

This study covers a number of concepts, namely: *crisis management, destination, destination image, destination management, destination positioning, the media and the strategic role of the media*. The definitions of these concepts are listed below.

Crisis management: Defined as short and long-term strategies developed to mitigate negative impacts created on the destination as a result of a crisis.

Destination: Denotes a large geographical area with attractions that draw tourists to visit and experience. A destination must have well developed support services required by tourists (Swarbrooke & Horner, 2009: 7). Destinations range from continents to countries; from state provinces to cities and purpose built resorts (Pike, 2004:12).

Destination image: Total perception of a destination, the representation in the tourist's mind of what she/he knows and feels about the destination.

Destination Management Organizations (DMOs): Any organization that has the responsibility of leading and coordinating activities of the different elements of a destination. DMOs have the mandate to create and sustain an enabling or suitable environment for development and growth of tourism industry for a country or region. The Kenya Department of Tourism is the DMO, the Kenya tourism Board falls under the DMO and is responsible for product development and marketing.

Destination positioning: Positioning is an aspect of marketing communication that aims to enhance the attractiveness of a tourist destination. The main purpose of positioning is to create a unique product image of a destination in the mind of visitors; an image that will create interest and attract them to visit the destination.

The media: Forms of organised communication technologies and people such as journalists that make media communication possible (McQuail, 2010:4-25). Some of the media communication technologies include television, cinema, video, radio and newspapers. The

Internet, World Wide Web and associated interactive technologies that allow information search and distribution, ecommerce and social networking, among others.

The terms the media and mass media are at times used interchangeably (McQuail 1994:10). In this study the media also includes novels, travel guides and travel magazines.

Strategic role of the media: In the context of this study, the strategic role of the media refers to the purposeful use of the media by destination marketers in a planned and calculated manner to communicate destination attributes to potential tourists. The aim is to influence positive destination image formation that would make the destination a preferred choice of tourists and hence increase the tourist flow to the destination.

This study makes use of certain abbreviations throughout the document. Table 1.1.1 contains the abbreviations used with full meaning of each one of them

Table 1.1.1: Abbreviations used in this study

Abbreviation	Meaning
DMOs	Destination Management Organizations
JKIA	Jomo Kenyatta International Airport
KBS	Kenya Bureau of Statistics
KMoT	Kenya Ministry of Tourism
KTB	Kenya Tourism Board
MOI	Moi International Airport
NTO	National Tourism Office
WTO	World Tourism Organisation

CHAPTER 1

ORIENTATION AND GENERAL BACKGROUND

1.1 INTRODUCTION

One of the aspects that have intrigued tourist destination scholars is why similar regions or countries offering the same type of tourist products and experiences have remarkably different tourist arrival statistics. For example South Africa receives 8 times more tourists than Kenya and yet both destinations offer wildlife, beach and cultural experience and are in the same region (Africa south of Sahara). San Martin and Del Bosque (2008: 263-277), Tasci, Gartner and Cavusgli (2007:194-225), and Croy and Wheeler (2007:1-11) maintain that it is mainly due to the image of the destination. Destination image can be described as the general perception of a destination, the representation in the tourist's mind of what she/he knows and feels about the destination (Alcaniz, Garcia & Blas, 2009:715 -723). Destination image is an important factor in travel decision-making in that it influences the individual's subjective perception and consequently destination choice. The intangibility of tourist products of which destinations are a part, makes destination image important in that it transposes a representation of a place in the tourists mind and gives him or her a pre-taste of the destination. As De Jager (2010:349-370) and Tasci *et al.* (2007:194-225) contend it is the destinations that are perceived as having an attractive image that are likely to be chosen when tourists make travel buying decisions. Contrastingly a problematic destination image is a major obstacle in attracting tourists.

Information plays an important role in formation of a destination image and a problematic destination image may be as a result of negative reporting and representation of the destination in the media. Stepchenkova and Morrison (2008:548-560), Tasci and Gartner (2007: 413-425) contend that because of the intangibility of tourism products and in the absence of actual visitation, potential tourists highly depend on information content and visuals, consumption of which enables them to bring a destination to life. The media is a potential sources of such information, and for the purpose of this study, it includes forms of organised communication technologies and people such as journalists that make media

communication possible. The said media comprises of the Internet and its interactive Social Media Websites that generate various forms of consumer generated content; news (television, radio, newspapers *etc.*), brochures and travel guides (both print and electronic), films (movies and documentary), books and magazines. Gartner (1994:191-215) identifies various information sources or agents that potential tourists may come into contact with. They include autonomous information sources *i.e.* non-commercial sources such as movies, documentaries, news reports, novels, guidebooks, magazines and school books; induced information sources such as those paid for by destination management with the intent to influence perception of a destination and decision to visit; these include advertising, brochures (overt induced information sources) and second party endorsements through newspaper travel articles and use of celebrity advertising among others (covert induced information sources). Information sources are discussed further in chapters 3 and 4.

The role of the media in destination image construction is a current issue among destination image scholars. Fraix, Rodríguez and Castañeda (2008:163-179) contend that the internet through its information dissemination capability is a catalyst for destination image formation and is likely to influence positive construction of the image if the user is highly involved with the internet messages and is an experienced Internet user. Li, Pan, Zhang and Smith (2009:48-57) concurs with Fraix *et al.*, and adds that the Internet has the capacity to influence the general image of a destination through its dynamic and interactive nature, that allows commercial and non-commercial travel, and tourism websites to deliver visuals and information content with an emotional appeal that could influence perception of a destination. The internet is also a source of non-tourist information, exposure to which could also influence perception of a destination indirectly. Through its social media capabilities the internet allows for social media websites that represent various forms of consumer generated content such as blogs, virtual communities, social networks, collaborative tagging, and media files shared on sites like Youtube and Facebook. Such websites assist the consumers in posting, and sharing travel related comments, opinions and personal experience. Subsequently as the consumers portray, reconstruct and relive their trips they mediate the tourism experience and are therefore likely to influence perception of a destination (Xiang & Gretzel 2010, 179-188; Dwivedi, 2009: 226-232). Consequently the social media consumer generated information is an important source of destination image.

Movies have been found to influence not only the image of the places depicted but also travel behaviour (Hyunjung & Chon, 2008:229-238; Iwashita, 2008:139-151; Beeton, 2005:11). Hyunjung and Chon (2008:229-238) point out that the majority of the visitors who took part in the Sound of Music tour in Salzburg had been influenced to visit Salzburg, Austria from watching the movie *The Sound of Music*. They further contend that the movie did not only influence the image of the destination but it was also a source of information used in the trip planning process. Movies however can also create negative images of a destination as experienced by Turkey after the release of the Movie *Midnight Express* which gave the travellers a negative perception of human rights in Turkey (Sonmez & Sirakaya, 2002:185-196).

Molina and Esteban (2006:1036-1056) consider the role of brochures in destination image formation. They are of the opinion that brochures that have captivating visual and inviting appeal have the capacity to create the sensation of an interesting and wonderful place to visit thereby developing a positive perception of the place.

McQuail (2010:454) postulates that through positive or negative explanations, interpretations, comments and visual presentation of events, the media especially that of news has the power to influence thinking, perceptions and decision-making. Subsequently through direct or indirect provision of information the media has the potential to influence formation of a destination image either positively or negatively. The media is therefore a variable force in the formation of a tourist's image of a destination and the subsequent choice to visit it or not (Frías, *et al.*, 2012:437–450; Laing, & Crouch, 2009:187-198; Buhalis & Law, 2008:609-623).

The present study is based on the premise that Kenya as a tourist destination is facing image problems as a result of negative media reporting and representation, the effect of which has been a tremendous reduction in tourist arrivals. If the destination is to compete effectively its image as an attractive country for tourists has to be revived or modified. This study proposes a strategic media communication framework that can be applied to cultivate, manage and utilise the media to influence potential tourists' construction of a positive image of Kenya in normal times and to mitigate negative impacts of the media in times of crisis. To

highlight the context under which this study is carried out a background discussion on Kenya's experience as a tourist destination follows.

1.2 BACKGROUND

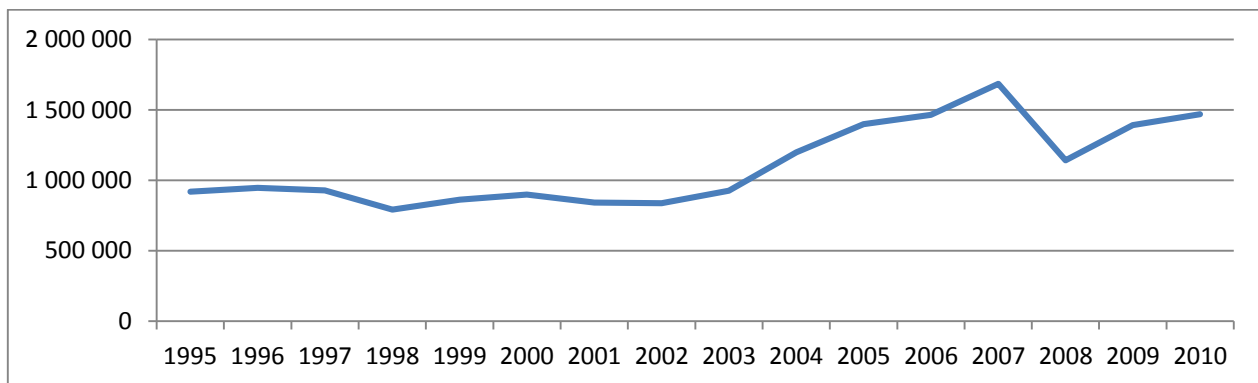
In the 1980s through to the early 1990s Kenya was considered one of the most attractive destinations to visit in the World Tourism Organisation East Africa sub region. The sub region comprises 18 East African countries including Zambia and Zimbabwe and the Indian Ocean islands of Comoros, Madagascar, Mauritius and Seychelles. Out of the 2.8 million international tourist arrivals received in the sub region in 1990, the arrival figure for Kenya accounted for 29% compared to 21% for Zimbabwe and 9.8% for Tanzania (WTO, 2003:55-58; Kareithi, 2003:3; Akama & Ondimu, 2001:56-62). Unfortunately and according to Kiarie the Chief tourist officer in the Kenya Ministry of Tourism, Kenya has not maintained this position. From the mid 1990's the destination has been experiencing irregular flows of tourist arrivals as shown in table 1.2.1 and figure 1.2.1. The total number of international arrivals to the country declined from 947,000 in 1996 to 928,000 in 1997 and to 792,000 in 1998. Between 2003 and 2007 the arrivals improved due to heavy marketing by the Kenya Tourism Board. The arrival figures rose from 927,000 in 2003 to 1,686,000 in 2007. However, in 2008 as a result of political instability the arrivals dropped once again to 1,141,000. By 2010 peace and stability had returned and the arrival figure rose again to 1,470,000 (World Bank, 2013; Kenya National Bureau of Statistics, 2012).

Table 1.2.1: Kenya tourist arrivals

Year	Tourist Arrivals
1995	918,000
1996	947,000
1997	928,000
1998	792,000
1999	862,000
2000	899,000
2001	841,000
2002	838,000
2003	927,000
2004	1,199,000
2005	1,399,000
2006	1,464,000
2007	1,686,000
2008	1,141,000
2009	1,392,000
2010	1,470,000

Source: World Bank (2013); Kenya National Bureau of Statistics (2012)

Figure 1.2.1: Kenya tourist arrivals



Source: World Bank (2013); Kenya National Bureau of Statistics (2012)

In the next section the two phases in Kenyan tourism are discussed from a perspective of the influence of the media. They include the early rise of Kenya tourist arrivals and the subsequent decline.

1.2.1 Early rise for Kenyan tourism arrivals

The high arrival figures experienced in the period between 1980 and early 1990s can be attributed to the social, economic and political stability the country was experiencing at the time, compared to other countries in the region offering similar tourist products. Such countries included South Africa, Namibia, Zimbabwe, Tanzania and Uganda (Kareithi,

2003:3; Akama, 1999:6-25). The prevailing security and Kenya's natural attractions made the country an ideal location for film makers. Hit movies such as *Born Free* (1966), Oscar winning epic *Out of Africa* (1985), *Shadows of Kilimanjaro* (1986), *Mountains of the Moon* (1990) and *Ghost in the Darkness* (1996), "brought Kenya to life for audiences all over the world" (Ndegwa, 2009:1). No known data exists on the direct effects of the movies on Kenyan tourism but the general consensus within the Kenyan tourism industry is that tourism arrivals increased partly as a result of these movies, and more particularly, the media reviews of *Out of Africa*. The movies played a big role in creating awareness and interest for travel to Kenya (Ndegwa, 2009:1). Hyangug and Chon (2008:229-238), Iwashita (2008:139-151) echo Beeton (2005:11) in asserting that "films that reflect an authentic image of a location and captures the essence of a place (whether scenery or cultural content) tend to attract tourists to the place depicted". Such movies could have significant influence on the image of a destination or the location depicted thereby increasing popularity and interest to visit. Examples of destinations whose image and tourist arrivals have been positively influenced by films include Scotland where tourist arrivals increased by 300% one year after the release of *Braveheart*; likewise, following the release of *The Lord of the Rings* New Zealand experienced a 10% yearly increase in arrivals from the United Kingdom between 1998 to 2003 (Hudson & Ritchie 2006a:387-396). Laing and Crouch 2009:187-198), contend that literature books provide fascinating information that evoke strong emotions in people interested in travel and can therefore influence a destination image. The Novels on which the movies *Out of Africa* and *Born Free* are based and which bears the same names could also be attributed to increasing positive awareness of Kenya. Although like the movies no known data exists on direct effects.

From the foregoing discussion, it can be suggested that the media of film and motion pictures as well as novels had the capacity to construct anticipation and fantasy about Kenya. This anticipation enhanced the image of Kenya and attracted visitors.

1.2.2 Decline of the Kenya tourist arrivals

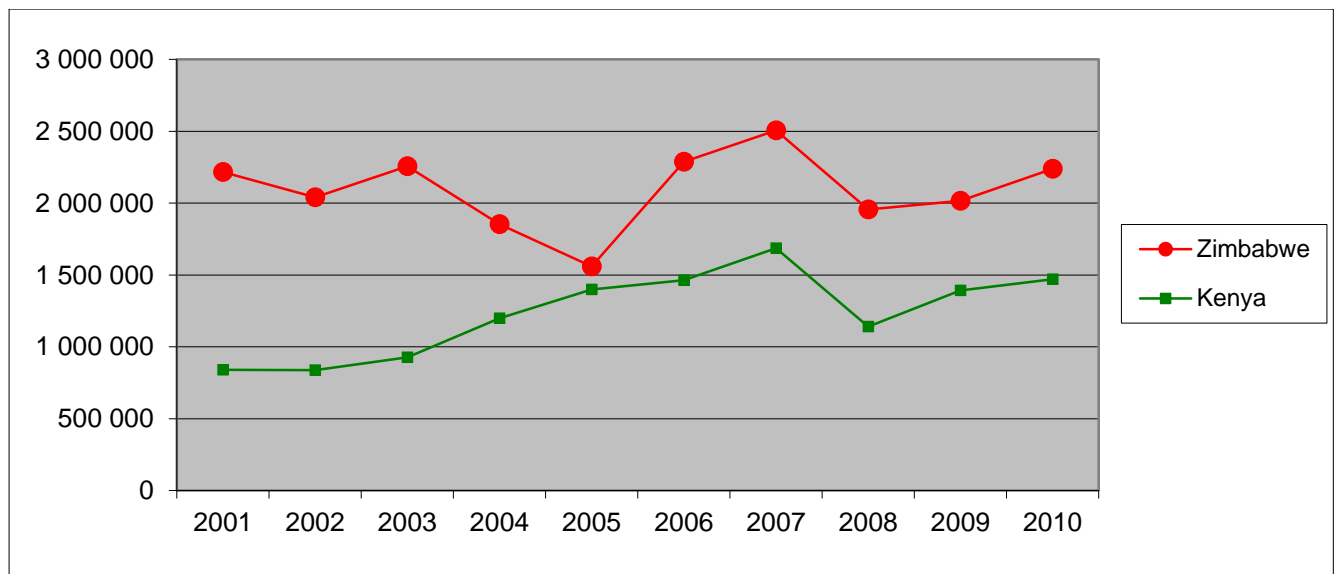
From 1995 Kenya lost its position as the main destination in the region giving way to Zimbabwe. By 2001, of the 2.1 million international tourist arrivals to the region, Zimbabwe held 30% of the market share compared to Kenya with 20%. In the same period Kenya's

annual growth rate had declined to 0.1% compared to 9% in the period 1990 to 1995. By comparison, Zambia had an annual growth rate of 23%, Madagascar 17% and Tanzania 10% (WTO, 2003:55-58). Table 1.2.2 is a comparison of arrival figures between Kenya and Zimbabwe for the period 2001-2010.

Table 1.2.2: A comparison of Kenya and Zimbabwe tourist arrivals (table figures in thousands)

	Year									
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Kenya	841	838	927	1,199	1,399	1,464	1,686	1,141	1,392	1,470
Zimbabwe	2,217	2,041	2,256	1,854	1,559	2,287	2,506	1,956	2,017	2,239

Source: WTO (2003:55-58).



As stated in section 1.1, arrival erraticism continues to affect Kenya tourism. Three factors could be attributed to the erraticism and the decline: mismatch between the nature of the Kenya tourism product and the existing global demand; reduction in the quality of the Kenya tourist product, and increased perception of Kenya as an insecure tourist destination (KMoT, 2009:88; Abubakar & Shanka, 2006:411-416). The former two factors are not within the

scope of this study and are not fully discussed here, however the latter factor falls within the ambit of the study as it relates to the effect of the media on tourist destination image.

From 1995 to 2007, Kenya experienced sporadic acts of civil strife, political violence and international terrorism (KMoT Kenya, 2009:88; World Bank, 2013). Some of the incidents include the bombing of the American embassy in 1998, the attack on an Israeli owned beach resort in 2003 and the 2007 violent political elections. These incidents have shaken the country's social political stability that formerly had spurred the rapid growth and development of tourism in the 1980s. Travel advisory warnings placed by foreign governments and negative media reporting on the socio-political situation have had a devastating effect on Kenyan tourism. For example in May 2003, Britain placed a 'non-essential travel ban' on Kenya on the suspicion that terrorists planned to bomb a British-registered aircraft. British Airways promptly suspended its five flights per week to Kenya for almost a month (Okumu, 2007:16:3). In 2007 Kenya experienced political violence that prompted the United States of America, Australia, Germany and Canada to issue travel bans on Kenya. This led to massive cancellations on advanced booking which resulted in a 70 per cent drop in the number of international tourist arrivals for the following year and out of the 41 weekly charter flights into Kenya only three remained (Okumu, 2007:16:3). Currently the country is losing tourists to destinations in the region such as Tanzania, Uganda, Botswana, South Africa and Namibia that are considered secure.

Travel advisories and news reporting by the British Broadcasting Corporation (BBC), Cable News Network (CNN) and Al Jazeera, among other news networks, portrayed Kenya as a country at war, where economic activity had come to a standstill. In reality, this was not the case. The problem was in the capital city, Nairobi, and the people involved in the riots were the unemployed. Tourist areas were not affected. From a personal observation perspective, most citizens carried on with their business as usual. The reporting thus seemed biased and the negative media coverage helped create the perception of Kenya as an insecure destination. Kenya is not unique in experiencing events that negatively affect the image of a destination. King and Berno (2006:67; 2002:46-60) point out that the media played a big role in providing negative coverage of the 2000 coup d'état in Fiji with the Internet and Fijiville website disseminating up-to-the-minute information on what was happening. The communication of negative and threatening images had a disastrous effect on the image of

Fiji. International tourist arrivals dropped by nearly 28 percent and major tour operators shut down as a result of the low number of tourists. Avraham (2009:202-212) notes that the intensive international media coverage on the Arab-Israeli conflict has created an image that depicts Israel as a menacing and dangerous place to visit, devoid of fun and normal life. Following the 2003 bushfire in Canberra, Australia, sensationalised media reporting portrayed Canberra as inaccessible by road with no essential services such as water, sewage and electricity. This led to an immediate decrease in visitor numbers (Armstrong & Ritchie, 2008:175-189).

Fletcher and Marakabati (2008:537-556), and Nielsen (2001:147) point out that a negative media effect can arise when the media is communicating bad news, threats or irritations that the audience consider unpleasant. This may impact potential tourists' buying decisions because of fear and uncertainty about the destination. It can be construed therefore that as a result of the negative media coverage, Kenya's tourist image as an attractive and secure tourist destination has been negatively affected, resulting in decline in tourist arrivals. If Kenya is to compete effectively the image needs be revived or modified.

The premise of this study is that the media is a powerful force in destination image formation with the theoretical framework being applied to the experience of Kenya as a tourist destination.

1.3 PROBLEM STATEMENT

The foregoing section alluded to the belief that the media has influenced perceptions of Kenya as a tourist destination, both positively and negatively. To highlight further the influence of the media on perception of a destination, a review of some of the studies carried out on destination image as influenced by the media follows.

Mercille (2005:1039-1055) examines the destination image of Tibet from the perspective of the autonomous media effects, in particular visual and written content of movies, guidebooks and magazines. Mercille (2005:1039-1055) compares the images of Tibet prior and after visitation and identifies the types of media that tourists come into contact with prior to visiting the country that could have influenced the images held, then through content analysis

concludes that the media representation of Tibet and the destination image held prior to visitation were congruent in some aspects. The image held of Tibet prior to visitation is of a beautiful, mountainous, cold, harsh and dry environment with friendly, religious and nature loving people who face negative Chinese influence. The representation of the friendliness, religiosity and nature loving aspect of the Tibetans is identified in the movies *Seven Years in Tibet* and *Kundun*. Furthermore, the *Lonely Planet* and the *National Geographic* guide books depict Tibet as a beautiful, mountainous, cold, harsh and dry destination. The findings confirm the importance of autonomous media in influencing perceptions of a destination. In addition Mercille (2005:1039-1055) points out that the Chinese, through occupation of Tibet, have modernised the country, yet this aspect is absent in the representation of Tibet in the media identified. Consequently the tourists were surprised that Tibet is developed and modernised, reflecting the power of the media in influencing perception through selective representation. The study also found that not all respondents, prior to arrival, thought the Tibetans were friendly and religious as represented in the media. They imagined them as lazy and aggressive, leading to the conclusion that people could interpret the media messages in ways contrasting to encoded messages. The findings highlight the importance of autonomous media information sources on destination image formation, including the influence of information sources through omission or selective representation and the audience's selective interpretation of encoded messages. This has implications for the envisaged strategic media communication framework for influencing construction of a positive destination image and to mitigate impacts of negative images.

Hanlan and Kelley (2005: 163-177) examined the destination image of Byron Bay in Australia's northern New South Wales coast from the perspective of the influence of information sources from which destination brand evolves. By examining the image held by international tourists prior and after visitation, and in identifying the source of information from which the respondents drew the images, they conclude that autonomous information sources (in particular *Lonely Planet*, a web based travel magazine and a global travel guide) and word of mouth were the most influential in forming images. While induced information sources (brochures) had a powerful influence on informants' perception of what there is to see and do at the destination, Hanlan and Kelley's findings imply that image is strongly influenced by autonomous information sources and by word of mouth. Therefore, destination marketers should pay attention to these two information sources when planning

communication strategies for influencing destination image formation. In some cases the destination did not live up to the tourist expectations, exposing a discrepancy between the real situation on the ground and what is portrayed in the information sources. The researchers suggest a need for coordinated marketing communication strategies, directed and coordinated by destination marketing organisations to ensure that only the strong attributes of a destination are communicated to potential tourists and to downplay the lesser attributes that may dilute the stronger attributes if promoted.

Govers, Go and Kumar (2007: 15-13) examine the role of promotion on destination image formation of Florida, Dubai, Morocco, Flanders, Canary Islands, Singapore and Wales. The researchers conclude that autonomous media information sources such as television news and television in general, motion pictures, and magazines, as well as covertly induced information sources had a dramatic influence on pre-visit image of the destinations. However, induced overt information sources such as promotion activities emanating from destination marketers does not have much bearing in influencing pre-visit images and is therefore of limited importance. The researchers suggest that rather than use induced overt information sources, destination marketers should incorporate use of covert induced information agents in their marketing communication strategies.

The problem that can be identified from these studies is that the image of a destination can be positively or negatively influenced, to different degrees, by various types of media. Although the studies discussed have highlighted the role of media information sources on destination image formation and their implication for marketing communication strategies, of which media communication is part, the researchers have not indicated how the information sources could be cultivated, managed and utilised to influence potential tourists' construction of a positive destination image and to mitigate impacts of negative media reporting. In addressing this gap, this study examines the role of the media in the construction of a destination image from a perspective of its social-function in society. Further, the study aims to develop a strategic media communication framework that encompasses strategies for media use. The strategies can be developed and applied to cultivate, manage and utilise the media for the purpose of influencing perception and construction of a positive destination image in normal times, and to mitigate negative

impacts in times of crisis. The ultimate aim being to increase international tourist arrivals to the destination. The case of Kenya as a tourist destination is the focus of this study.

To the researcher's knowledge, no studies exist on strategic media communication for Kenya as a tourist destination, nor are there any published studies on the role of the media as a factor in Kenya's destination image formation. The Kenya Tourism Board (KTB) and other tourism related organisations in Kenya have been using some aspects of media communication that include advertising and public relations activities such as media briefings and media education tours. However an integrated media communication approach and single themed messages and symbols serving to identify and position Kenya in the minds of prospective tourists is still lacking. Moreover, KTB media strategies for mitigating negative media reporting has been more reactive than proactive and therefore not sustainable. There is a need for the government to accept that as long as neighbouring Somalia remains a hub of terrorism and unstable, insecurity is likely to prevail in Kenya. Long term media communication strategies to instil tourists' confidence in the destination and influence construction of a positive destination image are needed. In addition KTB has not carried out an image assessment research as recommended by Govers *et al.* (2007: 15-13) and by Buhalis (2000: 97-116) to develop appropriate communication strategies that would ensure the right image is being communicated to the right target market.

Strategic media communication has its base on organisational theory that views strategy as a process used by organisations to compete in the market place to obtain competitive advantage so as gain market share. Hallahan, Holtzhausen, Ruler, Vercic and Sriramesh (2007, 3:35) describe strategy as a process of rational decision making which involves goal setting, strategy formulation, implementation and evaluation. The term strategic is associated with practice and tactics used to implement strategy, where strategy is a plan of action aimed at achieving a particular objective such as influencing an identified behaviour (Evans, Campbell & Stonehouse, and 2005:203). In the context of this study, strategic media communication refers to a systematic series of sustained and coherent media related activities planned and conducted with an aim to influence construction of a positive destination image of Kenya, revive the fading image and rebuild consumer confidence. The strategic communication is also intended to mitigate impacts of negative media

representations in times of crisis. Detailed discussion on strategic media communication and the proposed media framework is covered in chapter 4.

To develop the strategic media communication framework necessary for addressing and solving the main problem, three research questions need to be answered, namely:

1. What is the current image of Kenya as a tourist destination?
2. What is the impact of the media representation on destination image and visitation?
3. How can the media be cultivated, managed and utilised to influence construction of a positive destination image.

1.4 OVERALL AIM AND RESEARCH OBJECTIVES

The overall aim of the study is to investigate the role of the media in constructing a destination image in order to develop a media communication framework that could be used strategically to influence construction of a positive destination image of Kenya in normal times, and to mitigate negative media representations in times of crisis.

More specifically, the theoretical and empirical objectives of the study are:

Objective 1: To analyse the concepts of a tourist destination, destination image and destination image formation.

Objective 2: To describe the social functional role of the media as it relates to construction of a destination image.

Objective 3: To quantitatively and qualitatively analyse the role of the media as a factor in destination image construction.

Objective 4: To analyse the impact of media on visitation.

Objective 5: To propose a media communication framework that can be applied by the Kenya Tourism Board to influence construction of a positive destination image of Kenya in normal times, and to mitigate negative media representations in times of crisis.

1.5 HYPOTHESES

To guide the empirical stage of this research the following hypotheses were formulated:

Hypothesis 1: *The before visitation image of actual visitors to Kenya as influenced by the media is different to their after visitation image.*

Hypothesis 2: *The before visitation image of actual visitors to Kenya and that of potential visitors are differently influenced by the media*

1.6 RESEARCH METHODOLOGY

1.6.1 Literature review

The literature is reviewed to develop the theoretical framework for the proposed strategic media communication model that can be used to influence construction of a positive destination image of Kenya in normal times, and to mitigate negative media representations in times of crisis. The concepts of a tourist destination, destination image and image formation, as well as the media and its role in destination image formation, are analysed through a comprehensive study of the literature.

1.6.2 Empirical investigation

This study uses both quantitative and qualitative research methods. The quantitative aspect of the study analyses the role of the media as a factor in Kenya's destination image construction and its impact on visitation by surveying actual and potential visitors. The method has been utilised by McCartney, Butler and Bennett (2008:183-196) as well as Mercille (2005:1039-1055) in their studies of destination image and the influence of information sources. A convenient method of sampling is applied to conduct a survey at Jomo Kenyatta international airport on departing tourists, while a web survey is used to collect data from potential visitors using snowball sampling. Snowball sampling is a procedure that makes use of natural social networks, where the researcher accesses informants through contacts provided by other informants (Noy, 2008:327-344). Qualitative

research includes in-depth interviews with Kenyan tourism stakeholders. The objectives of the interviews are: to analyse the tourism situation in Kenya; to explore the view of the experts on the influence of media reporting and representation on the destination image and visitation; and to discover the current media communications strategies followed by the Kenya tourism industry in promoting the image of Kenya.

Use of both quantitative and qualitative research methods is appropriate for this study since through comparison of information gathered from both methods the researcher can identify gaps that may exist (1) between the image held by both actual and potential visitors and that held by the host destination and (2) between the media channels that may influence perceptions of Kenya and visitation decisions and the media channels used by the Kenya tourism industry. The information gathered would direct the researcher into the type strategies that would be included in the proposed media communication framework.

1.6.3 Data analysis

Data analysis using the Statistical Package for Social Science (SPSS) is carried out on the quantitative data to determine significant relationships between media influence, destination image and visitation. The qualitative data obtained from the questionnaires and in-depth interviews is analysed through description, categorisations, unitising data, and recognition of relationships and development of themes so as to identify similarities in the data and to relate them to the literature in order to obtain threads and draw conclusions (Saunders, Lewis & Thornhill, 2007: 470-482). The method has been utilised by McCartney *et al.* (2008:183-196), and San Martin *et al.* (2008:263-277).

1.7 THE SIGNIFICANCE OF THE STUDY

1.7.1. Academic significance

As previously discussed, the importance of media information sources on destination image formation has been highlighted by several researchers such as McCartney *et al.* (2008:183-196), Armstrong and Ritchie (2008:175-189), Govers *et al.* (2007:15-13), Mercille (2005:1039-1055), Hanlan and Kelley (2005:163-177) and Frisbay (2003:89-100). These

researchers have not suggested a strategic communication framework for use of the media information sources in influencing construction of a positive destination image. Moreover the strategic media communication framework that was suggested by Abraham (2008:187-204) is based on crisis management case studies applied by various destinations and not from results of an empirical study on the influence of the media on a particular destination. It is the intention here to present such a framework, based on the results of the empirical investigation.

From a social-function perspective of the role of the media in society, this study analyses media effect theories that are concerned with how audiences read, relate and use the media. This aspect is lacking in the aforementioned studies. An understanding of these theories is essential to destination marketers, as they have implications on destination image formation. By drawing upon the social-function role of the media in society, this study plans to enrich the already existing body of knowledge on effects and influence of the media on destination image and image formation. Articles that specifically deal with the role of media in the destination image of Kenya will be produced as a result of this thesis.

In addition, there is a dearth of literature in tourism research on the snowball sampling method used in this study to sample the population for the web survey. The researcher seeks to begin a discussion on this seldom debated method which could be useful especially in accessing potential tourists.

1.7.2. Significance in the industry

The empirical research will provide a media communication framework for promotion of Kenya as a tourist destination in normal times and in times of crisis so as to revive its fading image and to rebuild consumer confidence, the ultimate aim being to increase international tourist arrivals. The framework will be important to tourism marketers and planners and will contribute to tourism marketing best practice for countries and destinations faced with constant negative images.

1.8 DELIMITATION AND ASSUMPTIONS

Although construction of destination image is influenced by several factors, this study focuses only on the role of the media as one of the influencing factors. The study proposes that the media could be cultivated, managed and utilised to influence positive perceptions of Kenya as a tourist destination by potential tourists. Furthermore it suggests a media communication framework for influencing construction of a positive image of Kenya in normal times and in times of crisis.

The theoretical media communication framework identified in this study is based on universally accepted theoretical media strategies. The framework is generic and not for a particular target market. For effective results the framework can be modified to suit a particular target market.

The study is based on a particular period in Kenya tourism industry and is used as a case study to analyse influence of the media on destination image construction.

1.9 EXPOSITION OF CHAPTERS

The main focus of this study is the strategic role of the media in constructing a destination image for a tourist destination. In order to cover the area being studied, it is necessary to discuss several concepts and issues that interlink with the theme of the study. This study therefore includes the following:

Chapter 1 provides the rationale of the study. It serves as a general introduction and states the background of the study, the problem motivating the study, aim and objectives, methodology, significance of the study, and definition of key concepts. The chapter lays the foundation for better understanding of the literature discussed in chapters 2, 3 and 4.

Chapter 2 explores the concept of a tourist destination with reference to Kenya. It analyses the role of destinations in the tourism system, the nature of destination products, and the function of destination management and marketing organisations in a destination.

Chapter 3 is an exploration of the theory relating to destination image, types of destination image and destination image formation. Studies relating to the influence of media

information in the construction of destination image are investigated as a preamble to the formulation of the empirical research taken.

Chapter 4 is the essence of this study. It is a discussion on the presumed power of the influence of the media, and media's social function in society. Media effect and communication theories are analysed. Media effect theories are concerned with how audiences read, relate and use the media. An understanding of these theories is essential to destination marketers as they have implications on destination image formation. The proposed strategic media communication framework revolves around the presumed power of the media and this chapter provides the theoretical foundation for the formulation of the framework.

Chapter 5 describes the research methodology that is deemed applicable to achieve the research objectives. The chapter further discusses the data analysis methods that are most appropriate to the study.

Chapter 6 features the interpretation and presentation of findings.

Chapter 7 draws conclusions from the research findings. Based on the literature survey and the empirical research findings a strategic media communication framework is proposed.

1.10 SUMMARY

In tourism, destination image is seen as an important factor in travel decision-making in that it influences an individual perception of the destination and the eventual decision to visit. Due to the intangibility of tourist products and in the absence of a previous visit, potential tourists depend heavily on information sources to bring destinations to life; information therefore plays an important role in destination image formation. The media in particular is considered a potential source of information in that it has the power to influence peoples' thinking and decision-making. It is therefore considered as a factor in destination image formation and can make or ruin the image. Researchers have highlighted the importance of media information sources in destination image formation, however a strategic communication framework based on empirical studies encompassing strategies on how best

the media information sources can be cultivated, managed and utilised to influence construction positive destination images, is lacking. It is the purpose of this study to propose such a framework using the experience of Kenya as a tourist destination.

To understand the context in which this study is conducted the next chapter discusses the concept of a tourist destination using Kenya as a case study.

CHAPTER 2

ANALYSIS OF A TOURIST DESTINATION

2.1 INTRODUCTION

In chapter 1 the concept of destination image, its formation and the role that it plays in decision-making when a tourist is buying a holiday were introduced. As pointed out, when potential tourists are making travel decisions, the intangibility aspect of tourism products forces them to seek information and to depend largely on what they read, hear and see about the destination. The information acquired on the destination, among other factors such as level of education, social status, motivation to travel *etc.*, influences potential tourists' perceptions of the destination (Laing & Crouch, 2009:187-198; Fraiss *et al.*, 2008:163-179; Hyunjung & Chon, 2008:229-238; Tasci & Gartner, 2007b:413-425; Govers *et al.*, 2007:15-23; Hudson & Ritchie, 2006:387-396; Mercille, 2005:1039 -1055). These perceptions form a destination image; the image so formed influences the tourist choice of destination in the travel decision-making process (McCartney *et al.*, 2008:183-196; Fraiss *et al.*, 2008:163-179). Tourists are likely to choose a destination that they perceive as having the ability to satisfy their needs. The more a destination is able to meet the needs of the tourists the more it is perceived to be attractive and the more likely it is to be chosen. Consequently, a destination can be thought of as a focus of attractions, activities, facilities and services designed to meet the needs of tourists. The aim of this chapter is to discuss the concept of a tourist destination using Kenya as a case study. To achieve this aim, the following objectives for the chapter were formulated:

- To explore the concept of tourist destination.
- To analyse destination as a factor in the tourism system.
- To examine the nature of destinations as products.
- To discuss destination management and the role of destination marketing organisations.

2.2 THE CONCEPT OF TOURIST DESTINATION

There are several views on the concept of tourist destination among scholars. Swarbrooke and Horner (2009:7) have taken an economic – geographic oriented approach and refer to a tourist destination as a geographical area that includes a number of individual attractions, drawing tourists to visit and experience. For these authors, an attraction qualifies as a destination if it has well developed support services, including accommodation, catering, local infrastructure and retailing facilities. This definition concurs with those of Bornhorst, Ritchie and Sheehan (2010:572-589), and Hall (2008:191-192) who describe tourist destinations as geographical areas, political jurisdictions or places with tourist products such as attractions and support services with the capacity to attract visitors for a temporary stay. Kenya can be considered such a destination. Cited in Haugland, Ness and Aarstad (2011:268:290) Buhalis proposes a marketing management approach and contends that that destinations should be understood as an “*amalgamation of tourist products and services offering an integrated experience to consumers*” and has formulated a six ‘A’s framework against which a tourist destination can be evaluated. Using the framework, a survey can be carried out to evaluate after-visitation image of the actual tourists in relation to their pre-visit expectations. Such an evaluation could include an assessment of levels of satisfaction in terms of attractions, accessibility, amenities, available packages, activities and ancillary services (*i.e.* the six ‘A’s framework, see table 2.2.1). The results of such a survey would indicate if an attraction area can be considered a tourist destination, as described by Swarbrooke and Horner (2009:7), Hall (2008:191-192) and Buhalis, (2000:97-116).

Table 2.2.1: Six ‘A’s framework for analysis of tourism destination

Attractions	Natural, manmade, artificial, purpose built, heritage, special events
Accessibility	Entire transport system comprising of routes, terminals and vehicles
Amenities	Accommodation and catering facilities, retailing, other tourist services
Available packages	Pre-arranged packages by intermediaries and principals
Activities	All activities available at the destination and what consumers will do during their visit
Ancillary services	Services used by tourists such as banks, telecommunications, post, newsagents, hospitals, etc.

Source: Buhalis, (2000:97-116)

Buhalis explains that destinations can be considered as a perceptual concept, be understood subjectively by consumers depending on their interest, itinerary, cultural

background and education level, among other factors. For example a skier may consider the Alps as a destination, even if the mountains fall within several European countries; likewise Japanese tourists who intend to visit several European countries in a space of three weeks will consider Europe as a single destination. Similarly, the World Tourism Organisation (2007:1) refers to destinations as “*physical space in which visitors spend at least one night and is made up of tourism products such as support services and attractions, and tourism resources with physical and administrative boundaries that define its management, images and perception of market competitiveness*”. Hall (2008:191-192) and Bornhorst *et al.* (2010:572-589) contend that in spatial terms, destinations are complex and vary in scale ranging from continents to countries, to states and provinces and cities, and to purpose built resorts. In one extreme a national tourist office markets a whole country as a destination and the benefits of tourism are conceived on a national scale. Within the same country a whole region may be seen as having characteristics that constitute a destination and will attract a particular target market. Similarly a small attraction occupying a small geographical area may be perceived as a self-contained destination, for example Walt Disney World. Accordingly, when destinations are perceived in spatial terms they overlap and interact and can be defined in ranging scales.

Notwithstanding the scale or viewpoint, destinations share a number of common features:

- They have a complex and multi-dimensional total tourist product based on a variety of attractions, both natural and manmade. They have amenities, access and ancillary services which are used by both tourists and residents.
- At the destination, visitors interact with each other, the host community and employees; together they participate in, and affect the tourists’ holiday experience. The host community may be an integral element of the destination attraction.
- Resources and services at the destination may be under varied ownership ranging from public, private and non-profit making stakeholders (Haugland *et al.*, 2011:268:290; Bornhorst *et al.*, 2010:572-589; Hall, 2008:191-192).

For the purpose of this study a tourist destination is regarded as a well-defined geographical area with political jurisdiction, an amalgam of individually produced amenities and services with a wide range of attractions both natural and manmade all branded together under the name of the destination. In this particular study the destination is the country Kenya. Figure

2.2.1 illustrates the geographic spread of the some of the various individual destinations and attractions within the Destination Kenya.

Figure 2.2.1: The Kenya Tourist Destination



Source: Lonely Planet (2006)

Kenya in East Africa has a diversity of **attractions**. Following Buhalis Six ‘A’s framework of destination analysis, Kenya’s attractions in terms of landscapes range from beaches to savannah, forest to desert and snow-capped mountains, while also offering a rich variety of wildlife, people with unique culture, and things to see and do. Within the country there are several regions that are destinations in their own right and attract particular kinds of tourists. These range from beach destinations at the Indian Ocean coast for sun and sand worshippers, to the wildlife destinations found throughout the country for nature and wildlife enthusiasts, and to the mountain destination of Mount Kenya for hikers and mountain climbers. It is these attractions that bring tourists to the destination.

As stated, attractions on their own will not make a tourist destination; Kenya has therefore put in place other facilities that defines it a tourist destination. The destination is served by 27 international airlines providing **accessibility** to international tourists through the two main international airports, Jomo Kenyatta (JKIA) and Moi. Seven domestic airlines connect to the most visited destinations within Kenya through seven domestic airports. Table 2.2.2 is an analysis of international passenger arrivals at the two main airports.

Table 2.2.2: International passenger statistics for the two main airports

International airports	Passenger statistics by year		
	2009	2010	2011
Jomo Kenyatta	3,163,013	3,421,004	3,592,054
Moi	356,871	473,430	497,430

Source: Kenya Airport Authority (2012)

Jomo Kenyatta International Airport (JKIA) at the capital city of Nairobi is the major airport and serves mainly scheduled international airlines such as British Airways, South African Airways, Air France and Royal Saudi Arabian among others. It handles over three million international passengers per year. From Nairobi, tourists visit various destinations within the country either by road, air or rail. Moi international airport (Moi) is the second largest airport handling approximately half a million international passengers per year. It is the main port of entry to the beach holiday destinations. It handles 18 charter and scheduled airlines from Europe and more than 20 regional connections. Charter flights that operate into Moi include Condor, Thomsonfly, Air Italy and Monarch.

Kenya has well developed **amenities** that enhance the tourist experience. With 2,233 licensed hotels, Kenya presents a diverse range of **accommodation** to suit every taste. The hotels are graded in accordance with the star classifications system as recommended by Israel (2002: 405-424). Illustrated in table 2.2.3 is the category of hotels in Kenya. They range from the small town hotels to the five star town and beach hotels. The game lodges are luxurious and are situated in rural surroundings that are symbolic of Kenya's scenic splendour. Smaller or budget hotels and beach villas offer comfortable accommodation and good service at very reasonable rates (KTB, 2011).

Table 2.2.3: Hotels by categories

Standard	5 star	4 star	3 star	2 star	1 star	others	Total
Number of hotels	36	64	79	54	6	1994	2233
% of total hotels	2	3	4	2	0.3	89	100

Source: Kenya Ministry of Tourism (2009)

Kenya had a bed capacity of 72,665 in 2009 (see table 2.2.4). About 16% of the licensed hotels are 3 stars and above. Of these 46% are of high standard. The rest of the 54% bed

capacity comprises of budget and economy hotels and are found on the outskirts of the major towns. Twenty percent (20%) of all hotels in Kenya accounting for 37% of the total beds are in the Coastal destination due to the popularity of the traditional beach product (KMoT, 2009).

Table 2.2.4: Bed capacity by categories

Standard	5 star	4 star	3 star	2 star	1 star	others	Total
Bed capacity	10,968	11,794	11,504	4,210	1,364	3,2825	72,665
Percentage of total beds	15	16	16	6	2	45	100

Source: Kenya Ministry of Tourism (2009)

At the helm of the Kenya tourism industry is the Ministry of Tourism (KMoT) which has the mandate to facilitate development of tourism. The other industry players are Kenya Tourism Board (KTB) which is responsible for marketing the Kenya tourist destination, over 200 tour operators offering a variety of tour **packages** which range from an assortment of safaris including wildlife, beach, culture, golf, bird watching, mountain climbing *etc.* **Activities** based on these packages and developed to enhance the attraction and tourist experience include: water sports, game and bird watching, hiking and mountain climbing. **Ancillary services** that tourists may require for the comfort of their stay, such as banking, hospitals, postal system and communication network are available in the major cities and towns, as well as in some hotel and lodges.

In summary, Kenya can be said to be a well-developed destination capable of delivering a total tourist experience.

2.3 DESTINATION AS A FACTOR IN THE TOURISM SYSTEM

Tourism is generally understood as travel of people from home to a destination where they stay for a short period of time and then return back home (Hall, 2008:76). Cooper and Hall (2008:6) contend that tourism is a system that constitutes three basic elements, the consumption, the production and the experiences that are generated. The contention takes into account that since movement is integral to tourism, the tourism system can be

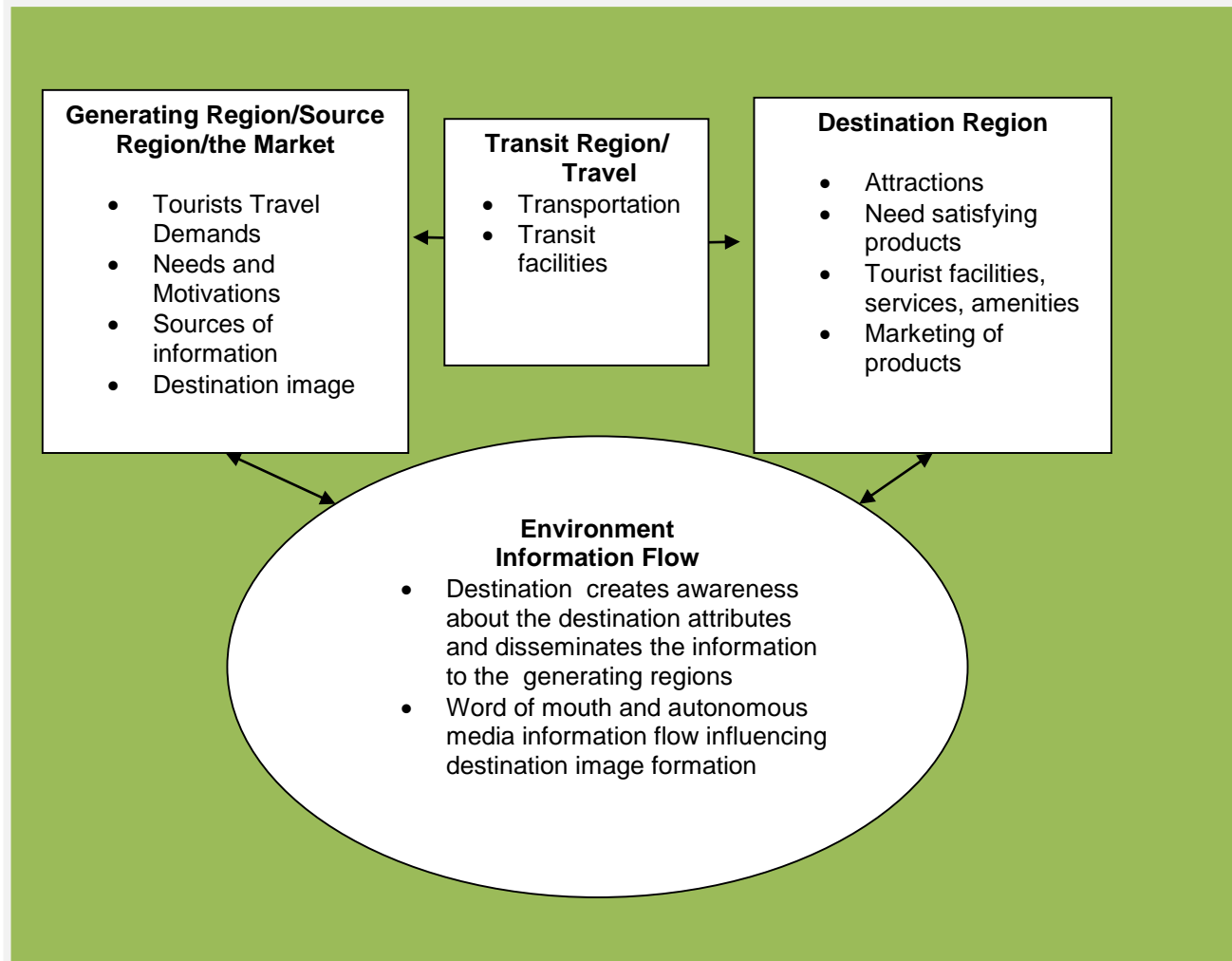
understood through the path taken by an individual consumer. The system is geographic in that it constitutes the following aspects (illustrated in figure 2.3.1).

- The **generating region or source region** which is the permanent resident of the consumer and where travel originates from. In relation to Kenya, the main generating regions for the destination are Europe, in particular, Britain, Italy, France and Germany followed by the United States of America, India and the Far East.
- **The transit route** which is the region through which the consumer must travel to reach the destination. To make the transit routes accessible Kenya has a well-established air transport connection through Kenya Airways and other international airlines such as British Airways. Visas to Kenya are also easily accessible.
- **The destination region** is the place where the tourist chooses to visit and the focal point of all tourism activities. As previously observed Kenya is well established as a tourist destination.
- The **environment** that surrounds the three regions within which information flows that may affect the flow of tourists from the generating regions to the destination.

The geographical system is useful for identifying flow of tourists from one location to another and the connectivity between the generating region and the destination.

Mill and Morrison (2009), Davison and Maitland (1997:3) (cited in Haugland, Ness and Aarstad (2011:268-290)) describe tourism as a system of supply and demand where both sides are interrelated and where change in one affects the other. The system constitutes four interrelated parts: the market; travel; destination and marketing. Description of tourism as a system provides an apt conceptual framework for discussing aspects that touch on this study such as destination image and image formation at the generating region, pull factors at the destination that attract tourist to visit, *etc.* These aspects are discussed in detail in chapters 3 and 4 of this study. The tourism systems proposed by Cooper and Hall (2008:6); Mill and Morrison (2009); Davidson and Maitland (1997:3) have been adapted to suit the purpose of this study.

Figure 2.3.1: Tourism System



Source: Adapted from Cooper and Hall (2008:6); Mill and Morrison (2009); Davidson and Maitland (1997:3)

This study is concerned with the interrelationship between destination image, consumer destination choice and the influence of information on destination image. As illustrated in figure 2.3.1 the **generating region** forms the **market** that provides individuals who become tourists. The main market for Kenya is Europe, in particular the United Kingdom followed Germany, France, Italy, the United States of America and India. Demand for travel or the motivating factors that push the tourist to travel are generally in the generating region and can range from the desire to acquire new knowledge, search for love and security, achievement of social status, and appreciation of beauty among others (San Martin *et al.*, 2008:263-277). Desire to experience wildlife splendour is the main motivating factor that attracts tourists to Kenya (KMoT, 2009). Tourists are motivated to travel in order to fill certain needs that they perceive can be satisfied (San Martin *et al.*, 2008:263-277). The choice of

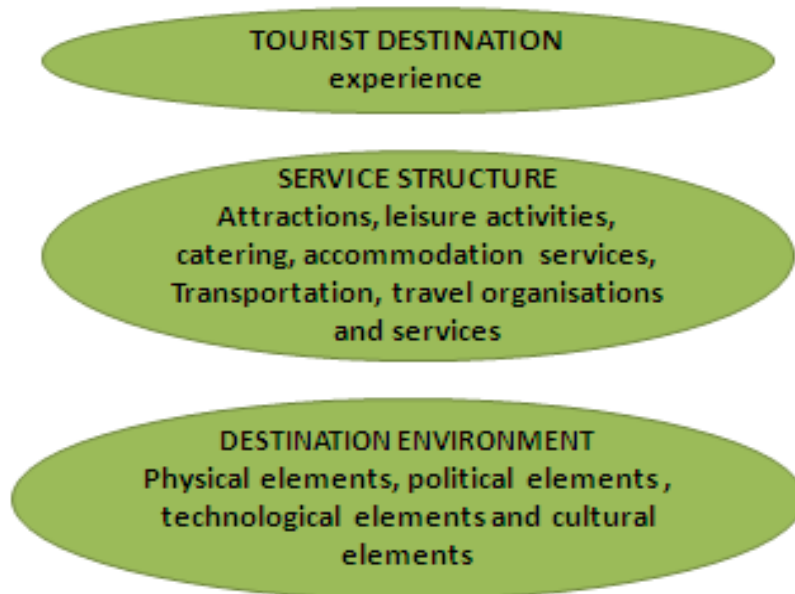
the holiday experience is influenced by the image held about a particular destination. Formation of the image is influenced by information on the destination gathered directly or indirectly from **the environment**. From the information gathered, the individual chooses the destination that he perceives to contain those need-satisfying attributes. The choice to travel to a particular destination determines the flow of **travel** from the generating region to the **destination** which comprises the attractions, tourist facilities, infrastructure and amenities. The Destination Management Organisations must package the destination attributes into need-satisfying products, brand the destination and through **marketing** communication, create awareness of the brand to the generating regions. The Kenya Tourism Board (KTB) which is the marketing arm of the Department of Tourism (the DMO) is responsible for packaging the destination attributes into need-satisfying products and marketing them as total packages. Destinations are therefore the focus of attention within the tourism system since they stimulate and motivate visits. **Information flow** plays a vital role in the tourism system. It flows from destinations to generating regions and *vice-versa*. Such information may influence the perception of the destination and encourage or discourage visits. Marketers disseminate information on the need-satisfying attributes of the destination to the generating region and potential tourists will seek such information on the destination so as to make informed choices. When searching for information potential tourists will rely on sources such as the media which can influence them positively or negatively about the destination. In this study a strategic media communication strategy will be formulated with the aim to promote construction of a positive destination image of Kenya in the generating region. When implemented such a strategy should impact on the tourism flow from generating regions to Kenya, the destination.

The purpose of this study is not to provide an in-depth analysis of the tourism system but an understanding of the links between the different elements in the system in relation to destination image, choice of destination and flow of information

2.4 NATURE OF THE DESTINATION PRODUCT

Cooper and Hall (2008:113) describe the destination product as the “*sum of all experiences that a tourist has at the destination as a result of encounters with the destination environment, people and communities*”. Murphy, Pritchard and Smith (2000:43-52) contend that a combination of destination environment (consisting of physical, political, technological, social-cultural and economic elements), service infrastructure, and the tourist’s experience within the destination form the total destination product. Murphy *et al.* (2000:43-52) conceptual model of destination product has been adapted for this study as Illustrated in figure 2.4.1.

Figure 2.4.1: A concept of destination product



Source: Adapted from Murphy and Smith (2000:43-52)

At the base of the destination product concept is the **Destination Environment**. Within this environment **physical elements** are found and consist of natural or manmade attractions. As indicated in section 2.1, individuals will choose destinations they perceive as having the ability to satisfy their needs. Bornhorst *et al.*, (2010:572:589) contend that attractions are the primary elements that create appeal for a destination and are the key motivators or pull factors for destination visitations. Attractions are what the tourists want to come and gaze upon and experience (Cooper & Hall., 2008:113). However destination attractions on their

own will not deliver the benefits and experiences that the potential tourist is looking for; other elements within the realm of the destination environment must come into play, and they include:

- The **political** stability of a country: friendly foreign policy, respect of human rights, good governance and responsiveness to tourism, safety, security, and treatment of tourists. For example, the ease at which a tourist acquires a visa and the friendliness of immigration and customs officials at the port of entry will enhance the tourist holiday experience. Political stability of a country creates confidence about the destination among potential tourists from generating regions. Conversely, where the stability is questionable, as in the case of Kenya, the destination loses its attractiveness and this affects its image and the flow of tourism.
- The **social element**: relates to the friendliness of the local people towards the tourists and the ability to communicate with the visitors, while well-developed human resource that ensures quality service delivery, as well as safety and security conditions are also important.
- The **cultural element**: authentic cultures within the destination can provide tourists with rich cultural experiences (Mossberg, 2007:59-74). Kenya has varied and rich cultures that, when exploited fully, can enhance the tourist product.
- The **economic element**: favourable conditions such as a good exchange rate and pricing give the tourists spending power at the destination and can allow them to engage in more activities, thus enhancing their experience at the destination.

The tourist experience is also enhanced by favourable **service infrastructure** such as good **transport** support services that facilitate accessibility to and from as well as within the destination, **accommodation**, **catering** services and amenities such as banking and communication *etc.* While Kenya provides accommodation facilities to cater for all types of tourist, road transportation, especially to the tourist, is not well maintained and this affects the tourist experience negatively. Equally the tourist experience is enhanced by tourism or travel organisations and businesses that plan the development and delivery of **leisure activities** and **events** which enhance the attractions within the destination and make the tourist stay longer.

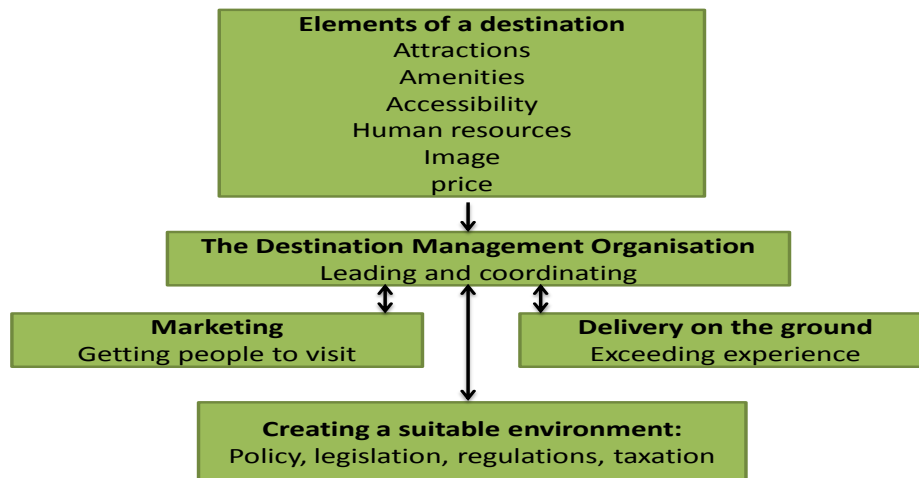
The nature of the tourism product is such that consumption and production takes place simultaneously implying the customer interacts with the service provider, the physical facilities and the attraction to create the **experience environment**. Mossberg (2007:59-74) defines experience “*as a constant flow of thoughts and feelings that occur during moments of consciousness and is made up inside a person*”. The outcome of the experience depends on how an individual, in a specific mood or state of mind reacts to the interaction with the attraction products, the people, the services and organisations that make up the destination product. In other words the tourist’s state of mind and disposition contributes to the total destination experience.

A destination product can therefore be said to be a co-production between diverse attractions, providers of holiday packages and leisure activities, service providers and the tourist. The total experience of the tourist at the destination enhances his image of the destination, influences decisions about a return visit, and makes him/her a good and credible information source for the destination.

2.5 DESTINATION MANAGEMENT

The World Tourism Organisation defines destination management as the coordinated management of all **elements** that make up a destination (WTO, 2007:4). Figure 2.5.1 is an illustration of the process of destination management. Given that a tourist destination product is an amalgam of attractions, varied tourist activities and support services offered and owned by diverse stakeholders with varied interests, the challenge for destinations is to provide a comprehensive destination product with the ability to deliver an experience value that is perceived by potential tourists as superior to other alternative destinations. To provide such a product calls for management strategies that link all elements that make up the destination.

Figure 2.5.1: Destination Management



Source: WTO, (2007:4)

As shown in figure 2.5.1 and as is the case in Kenya, the work of destination management is the responsibility of **Destination Management Organisations** (DMOs) whose function is to **lead and coordinate** activities of the different **elements of the destination** under a coherent strategy (Bornhorst *et al.*, 2010:572:589; Haugland *et al.*, 2011:268-290; Dwyer, Edwards, Mistils, Roman & Scott, 2009:63-74). The destination environment influences the attractiveness of the destination. Before a visitor arrives at the destination, the right physical, social-cultural, economic, technological and political environment must be in place. A strong and authoritative DMO provides leadership, coordinates and drives the process of creating a suitable destination environment through planning and provision of infrastructure, human resource development, product development and technology, for example (WTO, 2007:4). The Department of Tourism which falls under Kenya’s Ministry of Tourism (KMoT) is the DMO with the mandate to create and sustain an **enabling or suitable environment** for development and growth of the Kenyan tourism industry through formulation, implementation, coordination, monitoring and review of development policies and strategies as well as implementation of registrations. The Kenya Tourism Board (KTB) is the **destination marketing** arm of the Department of Tourism responsible for product development and **marketing** as well as the link between the various elements of the destination involved in creating the tourist experience.

Marketing is one of the most important functions of the destination marketing arm of DMOs. Marketing in this case involves the development and coordination of integrated marketing strategies to ensure that all principals and suppliers develop innovative and well-coordinated tourist products that will make the destination attractive, enabling it to attract high demand and differentiating it from competitors (Baker & Cameron, 2008:79-97). As stated in chapter 1 the image that a potential tourist develops about a destination influences his choice of a destination in the buying process (Tasci & Gartner 2007: 413-425; San Martin *et al*, 2008:263). One of the key marketing functions of the DMOs is to influence construction of a positive image through promotion of the destination need-satisfying benefits. Baker *et al.* (2008:79-97); Govers *et al.* (2007:15:23) contend that DMOs should develop destination brands that communicate themed messages and symbols that serve to identify and position the destination. Through concerted promotion strategies, the brand should be communicated to the potential tourists through appropriate media. The media communication strategies would help create awareness of the destination or motivate interest to visit. One of the shortcomings of KTB marketing efforts is a lack of an integrated media communication approach and single themed messages and symbols that serve to identify and position Kenya in the minds of prospective tourists. In Figure 2.5.1 it is indicated that “**delivery on the ground**” is at the same level as “marketing”. Delivery on the ground means that the image being communicated to potential tourists must correspond to attributes, attractions and services delivered at the destination. Delivery of the experience at the destination should exceed the expectation of the tourists.

2.6 TYPES OF DESTINATIONS

Goeldner and Brent (2009:9) recognise several types of destinations and contend that most destinations can be classified according to the principle attraction they present. The authors further add that understanding and appreciating the type of destination allows marketers to develop suitable marketing mixes and deliver them to the right target markets. While the purpose of this study is not to provide an in-depth analysis on types of destinations, understanding them highlights how they can be developed and packaged to meet the needs of different types of customers and to offer varied tourist experiences that can enhance the image of a destination. For example in table 2.6.1 **urban destinations** are suitable for **business tourism** and can be packaged for meetings, incentives, conferences and

exhibitions, known as MICE. Nairobi is a good location for MICE tourism, offering conference and accommodation facilities to suit different types of conferences and incentives. In addition, within the outskirts of the city is the Nairobi National Park that offers wildlife experiences, enhancing the destination experience of a business tourist. Similarly, seaside resorts, alpine, rural, authentic third world and unique-exotic-exclusive destinations can be developed for both MICE and leisure activities related to the nature of each attraction.

Table 2.6.1: Types of destinations – main markets and activities undertaken

Type of destination	Customers	Activities
Urban	Business-MICE Leisure	Meetings – incentive – conference – exhibitions Sea - sun - sports
Seaside	Business-MICE Leisure	Meetings – incentive – conference – exhibitions Sea - sun - sports
Alpine	Business-MICE Leisure	Meetings – incentive – conference - exhibitions Ski - mountain sports - health
Rural	Business-MICE Leisure	Meetings – incentive – conference - exhibitions Relaxation – agriculture - learning activities - sports
Authentic third world	Business-MICE Leisure	Exploring business opportunities-incentives Adventure – authentic – charities - special interest
Unique-exotic-exclusive	Business-MICE Leisure	Meetings - incentives-retreats Special occasion – honeymoon - anniversary

Source: Adapted from Buhalis, (2000:97-116)

2.7 SUMMARY

There are various definitions of the concept of destination, however the general agreement is that destinations attract tourists for various social and psychological reasons. Destinations are an integral part of the tourism system, they are varied and are the focal points of all tourism activities. Attractions on their own do not make a destination, they must be packed into need satisfying products so as to attract tourists. Systems that allow such packaging must also be put in place. The nature of the destination product is such that it is produced by varied providers and the tourists themselves play a part in the production of the destination experience. The challenge to lead and coordinate activities of the different

elements of the destination is on the DMO. One of the main functions of DMOs is to develop and coordinate integrated marketing strategies to ensure that all principals and suppliers develop innovative and well-coordinated tourist products that will make the destination attractive enough to create high demand and differentiate it from competitors. DMOs must create marketing communication strategies that create awareness of the destination in the generating regions and influence construction of a positive image of a destination. Positive destination images motivate interest to visit. At the helm of the Kenya tourism industry is the Ministry of Tourism (KMoT) which has the mandate to facilitate tourism development. The KTB coordinates the activities of the travel industry in relation to product development and marketing. The destination Kenya is endowed with a wide variety of attractions that attract tourists to it. In addition it has accessibility, amenities, available packages, activities and ancillary services required to enhance the tourist experience. Unfortunately an unstable political climate and issues pertaining to security of tourists have affected the image of the destination. Moreover the marketing effort implemented by the KTB lacks an integrated media communication strategy that could serve to identify and position Kenya positively in the minds of prospective tourists.

In the following chapter destination image is discussed in relation to its formation and the factors that influence its construction in the minds of tourists.

CHAPTER 3

ANALYSIS OF DESTINATION IMAGE

3.1 INTRODUCTION

In Chapter 2 it was explained that a tourist destination comprises of attractions, activities, facilities and services designed to meet the needs of tourists. Similarly destinations that are perceived as having an attractive image are likely to be chosen when tourists make travel buying decisions. Destination image is viewed as an important factor in travel decision-making in that it affects the individual's perception and consequent destination choice (San Martin *et al*, 2008: 263-277; Tasci *et al.*, 2007:194-225; Croy & Wheeler 2007:1-11). Destination image can be examined from both tourism marketing and social psychological perspectives. From a tourism marketing perspective, the focus of destination image is on the tourists as consumers of tourist products and their process of decision-making in buying. Tasci and Gartner (2007:413-425) point out that "*since travel destination products are rather intangible and the consumer has limited knowledge based on experience and reality, image is therefore believed to represent the destination and affects the decision-making of the consumer*". For this reason researchers and destination marketing organisations are interested in the assessment of destination image and the determinants of tourist preferences. This allows them to formulate marketing promotion strategies that can generate awareness, interest and familiarity among potential tourists and eventually influence their travel decision-making process and choice (Tasci & Gartner, 2007:413-425).

From a social psychological perspective, the focus is on the psychological needs of the tourist. It relates to the theory of motivation which Jang, Bai, Hu and Wu (2009: 51-73) and San Martin *et al.* (2008: 263-277) describe as a dynamic process involving internal factors that include human needs, wants and goals. The authors contend that individuals are in constant struggle to achieve a state of stability; when that state is disrupted they become aware of a need which, if not satisfied, will create tension within. The desire to satisfy the need creates motivation to take specific action. Jang *et al.* (2009: 51-73), San Martin *et.al.* (2008:263-277) and Yoon and Usyal (2005:45-56) posit that leisure and tourism experiences can provide a means through which an individual can satisfy some of their needs. The social

psychological perspective of destination image is of interest to travel researchers and destination marketers since image implies expectations. Hence with the knowledge of potential tourists' expectations of a destination, as well as knowledge of their buying behaviour, destination marketers can promote the attributes of the destination that could be need-satisfying, through marketing communication strategies aimed at influencing potential tourists' perception and construction of a positive destination image. The overall aim of such strategies would be to increase visitation. The social psychological factor of destination image is discussed further in the image formation section 3.3.

The objective of this chapter is therefore to:

- Explore the concept of destination image.
- Analyse theories relating to destination image formation and the influencing factors.

Studies relating to the influence of media information in the construction of a destination image are covered in chapter 4.

3.2 DEFINITION OF DESTINATION IMAGE

At the most basic level, the concept of destination image, its formation and measurement relate to the study of imagery in psychology; where imagery is defined as the processing and storing multisensory information in the mind. It is a process in which objects, places and persons in the real world and the words used to represent them are transformed into mental pictures (Paivo, 2009:11:13).

The definition of destination image varies among scholars. San Martin *et al.* (2008:263-277), Tasci *et al.* (2007a:194-225) and Hosany, Ekinci and Uysal (2006:638-642) propound that destination image is the sum of beliefs, ideas and impressions that a person has about a destination. Similarly Alcaniz, Gracia and Blas (2009:715-733) describe it "as the overall perception of a destination, the representation in the tourists mind of what she/he knows and feels about the destination". In addition, they consider it as the sum of all that the destination invokes in the individual, namely ideas, beliefs, feelings or attitudes that tourists associate with the place. Choi, Lehto and Morrison (2007:118-129) propose that destination image is a compilation of beliefs and impressions based on information processing from a

variety of sources over time resulting in a mental construct representing attributes and benefits sought of a destination.

From these definitions it can be deduced that image has a **cognitive** characteristic. Choi *et al.* (2007:118-129) and Tasci *et al.* (2007:194-225) point out that individuals acquire knowledge of the destination through processing of information about the destination delivered by information agents. The information influences the construction of a mental construct or representation of the destination.

Destination image has an **emotive** component. Choi *et al.* (2007:118-129) and Hong, Kim, Jang and Lee (2006:750-761) describe a destination as having the capability to evoke feeling or emotions in an individual.

Destination image is an **individual** or personal construct. As stated previously the social psychological needs of an individual will influence their perception of a destination. The mental representation will depend on how the individual evaluates the destination in relation to how it might be able to satisfy their needs (Jang *et al.* 2009: 750-761, San Martin *et al.*, 2008: 263-277). For this reason San Martin *et al.* (2008: 263-277) argue that the potential symbolic representation of a destination is not only an individual but also a **subjective** construct.

A **temporal** aspect of destination image can also be identified from the foregoing definitions. Choi *et al.* (2007:118-129) and Tasci and Gartner (2007:413-425) state that destination image forms through processing information from different sources over time. The aspect of time is also supported by Croy and Wheeler. (2007:1-11) who point out that the image formation process is one of continual modification, construction, deconstruction and reconstruction.

From the foregoing review of definitions of a tourist destination image, the following elements emerged.

- Destination image is a cognitive perception of a place/destination.
- Destination image has an emotive component.

- Destination image is an individual or a personal construct.
- Destination image is subjective.
- Destination image is a process and is influenced by time.
- Destination image is formed from a number of sources.

These elements of destination image are also apparent when examining how a destination image is formed.

3.3 NATURE OF DESTINATION IMAGE

Destination image is a multi-dimensional overall impression of a place and although there is no consensus as to the dimensions that make up this overall image, the most commonly cited are the cognitive-affective and the organic-induced-complex dimensions (Alcaniz *et al.* 2009:715-723). Stepchenkova and Morrison (2008:548-560), and Hong, Kim, Yang and Lee (2006:750-761) consider destination image as a construct formed from tourists' rational and emotional interpretations that consist of two interrelated components namely the cognitive component and the affective component.

3.3.1 Cognitive – Affective dimension

The cognitive component of destination image refers to what is known about the destination attributes; the belief and knowledge that an individual has of the destination that may or may not have been derived from previous visits. The cognitive component of destination image results from an individual evaluation of the destination's tangible attributes, and as Stepchenkova and Morrison (2008:548:560) suggest "*products are seldom measured or evaluated as single lump sum entities; rather, it is the attributes of the alternatives that are measured, compared and form the basis for choice*". Alcaniz *et al.* (2009:715-723) supports this view. Following the works of Echtner and Ritchie (2003:37-48) and Pike and Ryan (2004:333-342), Alcaniz *et al.* (2009:715-723) contend that the cognitive component has functional and psychological characteristics. The functional characteristics include the directly observable or measurable attributes of the destination such as scenery, price levels, quality of entertainment and accommodation, among others. The psychological characteristics include intangible elements such atmosphere or the general feeling, safety,

hospitality and friendliness of the people. Alcaniz *et al.* (2009:715-723) propound that from a cognitive perspective, tourists assess destination image on a set of attributes that correspond to the destination attractions and it is these attractions that provide the motivation and fascination necessary to convince individuals to visit a place.

The affective component of destination image refers to feelings or emotions that an individual develops about a destination; the feelings may be favourable, unfavourable or neutral and relate to the value that individuals place on a destination based on travel motives or benefits they seek (Stepchenkova & Morrison, 2008:548:560). Tasci *et al.* (2007:194-225) contend that affective appraisal of a destination comes into play when different travel alternatives are evaluated. Furthermore the authors note that the cognitive component of destination image precedes the affective component and that the two are interrelated since affect is largely dependent on cognition or individual knowledge of a destination. Knowledge of the destination's physical attractions may evoke emotional experiences such as pleasure or excitement, 'the affective component'. Affective evaluations have direct influence on overall image, while cognitive evaluations influence the image indirectly through affective evaluation. A combination of cognitive image (beliefs) and affective image (feelings) forms the overall image of a destination.

In addition to cognitive and affective images Li, Pan, Zhang and Smith (2009:45-57) and Vaughan (2007:1-16) recognise a third **conative** element of the destination image construct. The conative image is the translation of the cognitive and affective images into whether the destination is worthy of visiting, it may be considered as the likelihood of visiting the destination within a certain period of time. The conative component depends on the images developed during the cognitive stage and evaluated during the affective stage.

The cognitive and affective dimensional conceptualizations of destination image have been widely employed in destination image studies, and are discussed further in the research methodology in chapter 5.

3.3.2 Organic, induced and complex dimension

Drawing from the works of Gartner (1994:191-215), Tasci and Gartner (2007:413-425) suggest a second categorisation of destination image that comprises of three basic dimensions of image evolvement: organic, induced and complex images.

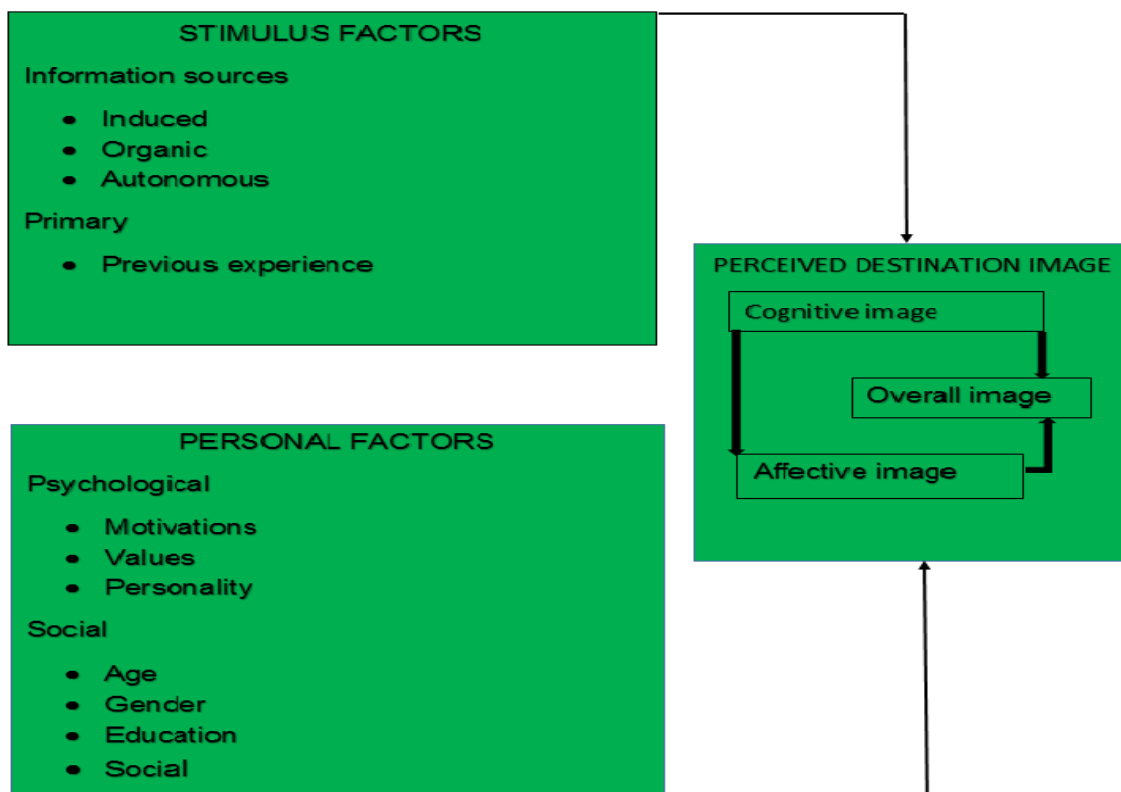
- **Organic image:** The authors posit that organic or general images emanate from an individual's interaction with non-tourism and non-commercial information sources such as television, radio and newspaper reports, film (both fictional and factual) novels (historical and fictional), geography and history lessons and from word of mouth. These are information sources that a destination has no control over. The organic image is formed without physical visitation to the destination; its formation starts from an early age as an individual gathers knowledge and information about a particular place either through school learning or exposure to other sources of information. A person who holds an organic image of a destination is already aware of its existence. Croy and Wheeler (2007:1-11) contend that the image is emotive and passive.
- **Induced image:** In contrast to organic image, the induced image of a destination is a result of promotion, publicity and advertising campaigns by Destination Management Organizations (DMOs) and others such as tour operators and is to a degree controlled by the destination promoters. It results from an individual purposeful search for touristic information which is more of a functional nature. An individual who develops a desire to travel may become actively involved in information searching and may resort to information sources such as promotional materials used by destinations to establish, reinforce or change their image of a destination. The new information obtained from such sources may influence perception of the destination, leading to the formation of an induced image that may be the same or substantially different from the organic image held.
- **The complex image:** Gibson, Qi and Zhang (2008:427- 450) support a third level of image, "**the complex image**" as ascribed by Fakeye and Crompton (1991:10-16). The complex image results from actual destination visitation. The authors argue that the image is complex since the visitation gives the tourist a better comprehension and

differentiated outlook of the destination, which results in modification of both organic and induced images based upon firsthand information and experience.

3.4 DESTINATION IMAGE FORMATION

Stepchenkova *et al.* (2008:548:560) posit that in understanding how destination images are formed together with the factors influencing the formation, we can identify target markets, decide on the image to promote to the identified market and formulate marketing communication strategies that may be used to influence formation of the desirable image. San Martin *et.al.* (2008: 263-277) contend that the initial image formed by an individual before the trip is the most important phase in a tourist's destination selection process. Before steps can be taken to influence construction of a positive destination image, it is important to understand the forces that influence image development. In figure 3.4.1 Beerli and Martin (2004a:657-681) illustrate the formation of a destination image.

Figure 3.4.1: A model of destination image formation



Source: Beerli and Martin (2004:657-681)

The model in figure 3.4.1 is based on the premise that image formation is influenced by two major forces: stimulus factors and personal factors. Stimulus factors include information sources and previous visits, while personal factors relate to psychological and social characteristics of the perceiver (Stepchenkova *et al.* 2008: 548-560; San Martin *et al.* 2007: 263-277; Hong *et al.* 2006:750-761).

As stated, Stepchenkova *et al.* (2008: 548-560) and San Martin *et al.* (2007: 263-277) point out that in the absence of actual visitation and previous experience, destination image formation will be influenced by various information sources or information agents, individual travel motivations and social demographic characteristics of the potential tourist.

3.4.1 Stimulus factors

As mentioned, stimulus factors include **information sources**. Tasci and Gartner (2007:413-425) define image formation as “*construction of a mental representation of a destination on the basis of information cues delivered by image formation agents and selected by a person*”. Following Gartner’s (1994:191-210) typology of information sources, the researchers further point out that the image formation process can be viewed as a collection of different information sources or agents which act independently or in combination to form one single image in the mind of an individual. These information sources or information agents are outlined in section 3.4.2 below.

3.4.2 Induced information sources or agents

Identified under this category are:

- **Overt induced sources:** found in traditional advertising or emanating from Destination Management Organisations and tour operators. The information is designed to create awareness and to influence the perception of the destination. Examples of such sources are publicity materials such as travel brochures, flyers and advertising via television, print and online media. Tasci and Gartner (2007:413-425); Hanlan and Kelley (2005: 163-177) and Govers *et al.* (2007: 15-13) propound that induced information sources are important in that they provide functional information on the destination such as the attractions to visit, activities to engage in, places to stay,

pricing, and other general and practical information on the destination. Interaction with overt induced information sources may influence an individual perception of a destination leading to formation of induced destination image.

- **Covert induced sources:** As stated, overt induced information sources are used by destinations for promotion and publicity purposes with the aim to influence perception of the destination and to increase visitation. The issue of credibility in what is being disseminated by the destination therefore arises. Nevertheless use of covert induced sources by destinations in their marketing communication activities can reinforce the credibility (Govers *et al.* 2007: 15-13). Covert induced information sources include the use of celebrities in promotion of a destination. The role that celebrities play in stimulating travel has been acknowledged by Beeton (2005:11). The media, especially films, continuously create celebrities whose personality and fame are used by the public as a source of interest, inspiration or even life direction. By following media coverage on where the celebrities have visited or what they are saying about destinations, individuals' interest may be triggered, or their perception may be influenced (Lee *et.al.* 2008:809-822). Included also in the category of covert induced information sources are newspaper or magazine articles and television documentaries produced by travel journalists but indirectly sponsored by destinations through hosting press tours. Television, newspapers and general travel magazines such as Lonely Planet are held credible since they are considered impartial. By indirectly sponsoring articles or documentary productions in these media, destination marketers seek to enhance credibility in what is being disseminated without exposing their involvement to the audience.

3.4.3 Organic information sources agents

- **Autonomous sources:** these include independent media productions such as television documentaries and news reports, films (fiction and factual), newspaper reports and articles. These are the mass media sources over which a destination has no control and which the audience holds as impartial and therefore highly credible. Also included in this category are novels (fiction and factual), school text books, history and geography lessons in schools.

- **Solicited and unsolicited organic sources:** these include family, friends, colleagues and acquaintances who have previously visited the destination and therefore have their own complex images of the destination. The information they provide is held credible as it is based on experience.

Through comprehension, understanding and interpretation of information delivered by induced, organic and autonomous image formation agents, individuals form **cognitive images** of a destination. As pointed out the cognitive image component is an evaluation of known attributes of a destination or the understanding of the destination in an intellectual way. All information agents may play an influential role at all stages of image formation (Tasci & Gartner 2007:413-425). At the cognitive stage information is used to learn about different destinations known to an individual. Following the work of Goossens (2000:301-321), Frais *et al.* (2008:163-179); Tasci & Gartner (2007:413-425) and Beerli *et al.* (2004a:657-681) point out that at the affective stage the individual starts to narrow down the alternatives depending on his motivation and reason for travel. Goossens proposes that through use of visual and verbal information, individuals create consumption visions that help them to anticipate and make plans to navigate an uncertain future by providing concrete and vivid images of interacting with a product (destination) and experiencing the consequences of product use. Goossens further notes that consumption visions allow people to vicariously participate in product consumption prior to purchase. By forming different visions of destinations exposed to them, individuals can mentally consider different alternatives and select one that seems to provide them with the greatest pleasure during consumption and lead to satisfaction of their needs. At the conative stage the individuals may use the information especially solicited along with unsolicited information to reassure themselves that they have made the right choice.

The process of forming cognitive images will determine which destination enters the affective stage and eventually a decision is arrived at to visit a particular destination (the conative stage). Together the cognitive image and affective image form the **global impression or overall image** of a place or a destination (Li *et al.* 2009:45-57). Overall image refers to the positive or negative evaluation of the destination. The role of media information on destination image formation is discussed further in chapter 4.

3.4.4 Personal factors

An individual's personal characteristics or internal factors such as psychological motives and social demographic variables (gender, age, social class and education level among others) also affect formation of destination image (Alcaniz *et al.*, 2009:715-733; San Martin *et al.* 2008:263-277). As previously mentioned individuals will form a perception of a destination from being exposed to stimuli such as information, however the individual's personal factors will influence their cognitive organisation of that perception and the eventual image. According to Kotler, Sholowitz, and Stevens (2008:151) perception is the process by which an individual selects, organises and interprets incoming information so as to create an image or meaningful picture of the world. The authors further contend that perception depends not only on specific stimuli but also on the stimuli more generally related to the environment and each individual's own characteristics and circumstances. A case in point is that perception varies among individuals exposed to the same reality or stimuli. Each individual may react differently to the same stimuli on account of three processes namely selective attention, selective distortion and selective retention. Individuals perceive through senses which are common to all, although the attention, organisation and interpretation of the information captured by the senses are completely personal and subjective.

In reference to **psychological motivations**, when individuals decide to travel for leisure and tourism they do so for different motives aimed at fulfilling felt needs and wants. Such motives include escape, relaxation, social interactions, knowledge or entertainment. Alcaniz *et al.* (2009:715-733) and San Martin *et al.* (2008:263-277) describe motivation in respect of tourism as an internal force that is instigated by a need, not satisfied, that drives the individual to get involved with need-fulfilling activities or experiences. Yoon and Uysal (2005:45-56) refer to motives as push factors or internal forces that lead individuals to make a decision to take a holiday. For example a person who is working under a stressful environment may experience the need for relaxation and solitude and will therefore seek out places or destinations that he perceives capable of providing him with the peace and tranquillity he is looking for. He may then choose a destination offering sun, sand and sea (attributes that are to many, the epitome of relaxation). Attractions or attributes of a destination are the pull factors that lead an individual to choose one destination over another. Where there is congruence between the tourists' motivations and the nature of the

destination the chances of destination selection are higher (Yoon & Uysal, 2005:45-56). Alcaniz *et al.* (2009:715-733) and San Martin *et al.* (2008:263-277) suggest that motivations exercise a direct influence on the **affective image** insofar as affective images refer to feelings and emotions associated with a place and furthermore, when there is congruence between the tourists' motivations and the nature of the destination, the affective image is positively influenced.

In addition to psychological motivations, and as pointed out earlier, the **social demographic variables of an individual** also influence perception of a place or destination. In a study conducted by Beeril *et al.* (2004b:623-636) and referenced in San Martin *et al.* (2008:263-277) a relationship was found between the affective and cognitive components of image compared to the socio-demographic characteristics of the tourist, with reference to gender, age, level of education and social class. For example Beeril *et al.* (2004b:623-636) found that women tend to assess destinations more favourably than men, older tourists make a more positive evaluation of the cognitive dimension of natural resources and social environment, and the higher the social class the lower the score given to the natural and cultural resources of the destination, in this case Lanzarote, Spain.

3.5 IMAGE ANALYSIS

Destination images are generally analysed or measured for marketing and promotion purposes. The aim of image analysis is to reveal the situation of a destination, such knowledge provide a basis for promotion strategies (Carter & Fabricius, 2007:6). Where image is found to be positive marketers can design image strengthening strategies and communicate them to target groups; where image is negative, change strategies can be effected. Image analysis can also consider other perspectives, for example the influence of information agents on destination image formation.

In this study the image of Kenya is analysed to assess the role of the media in influencing the images held.

Image analysis starts with identification of target audiences. In this study the target audiences are the potential and actual visitors to Kenya. Details of the target audiences will be discussed in chapter five under the research methodology.

In analysing the influence of the media on destination image formation, the process starts by probing the image held by visitors before visitation, where the image could have a mix of organic, cognitive or affective dimensions. The objective is to find out what the audiences know, believe and feel about the destination. The next step would be to assess the information sources that the visitors may have come into contact with, or have been referred to, that could have influenced the image held. Going one step further, the motivation to visit a destination becomes important. Examples of such motives include *rest and relaxation, and seeking adventure and pleasure*. Analysis of the after visitation image would follow, the aim being to probe whether the visitors experience at the destination corresponded to their before visitation expectations, which may have been influenced by the media information exposed to them prior to the visit. .

In analysing the sources of the media information that potential/actual visitors could have come into contact with, researchers can relate the image held to the information sources. The analysis can give marketers an insight as to how individuals make use of media information in the formation of a destination image. Armed with such understanding, media communication plans for influencing positive image can be strategised. For example autonomous information agents have been described as a powerful influence on formation of cognitive-affective image (Avraham & Ketter 2008:122; Tasci *et al.* 2007:413-425; Croy & Wheeler 2007:1-11). Hence, Destination Management Organisations could make use of autonomous media by encouraging production of films and documentaries at the destination, which have the potential to disseminate destination attributes indirectly to potential tourists (Avraham & Ketter 2008:122, Tasci *et al.* 2007:413-425, Croy & Wheeler 2007:1-11). Equally, destinations can hold eye catching events that attract news coverage (Sealy & Wickens, 2008:127-137). Further discussion on the media communication strategies for destination image formation continues in chapter 4.

3.6 SUMMARY

Destination image can be studied for various purposes. It can be examined from both tourism marketing and social-psychological perspectives. From a social-psychological perspective, image is studied to determine aspects of an individual personality and social interaction as they relate to tourism. From a tourism marketing perspective, the focus is on tourists as consumers of tourism products and on their buying decision-making process. The study of destination image from a tourism marketing perspective relies on theoretical knowledge acquired from the field of social-psychology.

Destination image is an individual's cognitive and affective perception of a place that is influenced by how the individual interprets information accessed through organic, induced and autonomous information agents. The interpretation is dependent on the individual's view of the world, needs and motivation. Destination image is subjective and is formed from a number of sources.

Destination image evolves with time and is multi-dimensional. Some authors contend that image has cognitive, affective and conative dimensions, while others look at it from organic, induced, and complex dimensions. Whichever lens is adopted, the dimensions are intertwined with the stages of tourist buying behaviour.

Destination images are identifiable and can be analysed through evaluation of a destination's functional and psychological attributes.

Formation of destination image is influenced by information sources, previous experience, and social psychological factors.

The next chapter is a discussion on the media and its presumed power and influence on destination image formation. Media effect and communication theories are analysed. These are concerned with how audiences read, relate to and use the media; an understanding of these theories is essential to destination marketers as they have implications on destination image formation. The proposed strategic media communication framework revolves around the presumed power of the media. The next chapter will therefore provide a theoretical

foundation for the formulation of a media communication strategy for influencing a positive destination image of Kenya.

CHAPTER 4

ANALYSIS OF THE MEDIA

4.1 INTRODUCTION

The common agreement among destination scholars is that information plays a crucial role in the formation of a tourist's image of a destination and that the image formed influences the tourist's choice (McCartney *et al.*, 2008:183-198, Fraiss *et al.* 2008:163-179, Mercille, 2005:1039-1055). This raises a number of related issues: what role does the media play in the provision of such information and to what extent does what is being communicated by the media determine tourist perception of a destination, thereby influencing the decision-making process and eventually the destination choice. Further, if the media has an influence on destination image, to what extent can it be used strategically to influence the positive construction of a tourist's image of a destination?

The aim of this chapter is to discuss the role of the media as a factor in destination image formation. To achieve this aim, the following objectives for this chapter were formulated:

- To discuss the function of the media in society as it relates to tourism and destination image.
- To explore the role of the media in shaping destination image that influences tourist travel motivations, expectations and eventually decision making.
- To conceptualise a strategic media communication model for influencing construction a positive destination image.

In this discussion, the media refers to forms of organised communication technologies and the people such as journalists and authors who make mass communication possible through media production and representation (McQuail, 2010:4-25). Such media include news media (television, radio, newspapers and the internet), films (movies and documentaries), brochures and travel guides (both print and electronic), books and magazines, and Social Media Websites that generate interactive information content.

4.2 FUNCTIONS OF THE MEDIA IN SOCIETY AS IT RELATES TO DESTINATION IMAGE

McQuail (2010:99) contends that “*functionalism theory views social practices and institutions in terms of needs of the society and of individuals. Society is viewed as an on-going system of linked working parts or sub systems, each making an essential contribution to the continuity and order within society*”. The media is considered as one of the sub systems, as through their social functions of communicating and entertaining they contribute to the maintenance of a working society.

4.2.1 Communicating function

Through its communication function, the media provides connectivity within society by providing information about events and conditions in society and around the world (Nasseli, 2005:178-191). Moreover, people seek media information so as to stay informed and educated on issues that concern society generally as well as their own wellbeing. Similarly McQuail (2010:454) points out that the media explains, interprets and comments on the meaning of such events and has the power to influence peoples thinking and decision-making. Picard (2006:4) concurs with McQuail and confirms that as part of social responsibility the media keeps society informed of specific major events, circumstances and issues that are likely to affect changes in society. Such major events and that have reference to tourism include wars or conflicts, acts of terrorism, criminal acts or crime waves especially where tourists are targets, natural disasters such as floods and earthquakes, and health concerns related to the outbreak of epidemics and diseases (Law, Prideaux & Chon, 2007:2).

4.2.1.1 Informing about crisis events

In reporting crisis events as previously stated, the way journalists frame news might cause negative publicity to a tourist destination where the event is happening. Van Gorp (2007, 60-78) describes framing as a persuasive invitation or a schema of interpretation that allows audiences to locate, perceive, identify and label a news story or information within the social world or existing social expectations. By highlighting some aspects of a news story and

downplaying others, journalists can influence the audience to interpret the events from a particular viewpoint. Through use of narrative and visual representation, journalists strive to bring objectivity into the news. Use of visuals (still or moving) is perceived to have an 'unmediated window on the world' and therefore add true value to news reporting (Papadopoulos, 2008: 5-30). McQuail (2010:454), Papadopoulos; (2008:5-30) and Van Gorp (2007, 60-78) contend that news media is seen as credible since it is written by a third party without a vested interest. In view of this, narratives and visuals that communicate bad news, threats and irritation can generate worldwide panic irrespective of whether the media is communicating a factual or sensationalised picture of the events. The result is that such communication can negatively transform the reputation, image and marketability of the most popular tourism destination overnight. When people feel shocked and afraid their basic human need for security is activated and this may increase their scepticism and affect their travel decision making. In relation to the organic image of a destination, a person who learns or hears about a destination for the first time through negative reporting is more likely to perceive the destination from a negative perspective. While a positive image of the destination held by another person may be negatively modified.

Some of the events that have been widely reported in the media and that have disrupted the flow of tourism and affected the image of destinations include the 2004 outbreak of avian flu in Vietnam and the 2004 Indian Ocean tsunami. The flu caused a 5% decline in tourism arrivals to Vietnam, while the tsunami accounted for a 67% drop in arrivals to Phuket, Thailand in 2005 (Henderson, 2007:228-239; Wilder-Smith, 2006:53-60; Fey & Luechinger, 2007:1-24).

In the case of Kenya, international media coverage of the 2007 political violence lead to massive cancellations in advance holiday bookings and a 70 per cent drop in the number of international tourist arrivals the following year. Out of 41 weekly charter flights into Kenya, only three remained (Okumu, 2007:16:3). The image of Kenya was turned from that of an idyllic, adventurous destination to that of an insecure country at war (Okumu, 2007:16:3).

4.2.1.2 Informing about events that create positive appeal

Apart from communication about crisis events that cause negative publicity, the media can also be a source of positive information that can emanate from news coverage and documentaries on events with international appeal. Events such as international sporting competitions and visits of dignitaries and celebrities create international media attention. Through news coverage and documentaries about such events, the general public is exposed to images and information about the locations, which is likely to create awareness, knowledge and interest of the host country (Sealy & Wickens, 2008:127-137) or what Govers *et al.*, (2007:15-23) refer to as situational influences. A case in point is the media coverage of the 2000 Sydney Olympic Games which had a global reach of 3.7 billion people and over 3.6 billion viewers' hours (Sealy *et al.*, 2008:127-137). Furthermore, the 2000 Sydney Olympics achieved a 3.6 billion viewers hours (European Tour Operators Association, 2006). Coverage of mega events on television is characterised by special effects and expert analysis that provide an exciting build up to the event. The media creates dramatised stories around the event and the individuals involved, scripting the event to create excitement that will enhance programme appeal to the audience, and attract advertisers. The media uses the event location, its people and their culture as a stage for the media effects and in so doing exposes the audience to the attributes and attractions of the host country (Sealy *et al.*, 2008:127-137), thereby creating either an organic image or cognitive image of the destination.

4.2.1.3 Creating knowledge

Content of television documentaries, travel magazines, guidebooks, newspapers and books are among the sources of information that create knowledge with the capacity to shape fantasy and myth about the places featured (Laing & Crouch, 2009:187-198, Young, 2009:155-164, Govers *et al.*, 2007:15-23, Nishumura, Waryszak & King, 2007:275-284). As stated previously Laing and Crouch (2009:187-198) assert that the powerful combination of pictures and text inherent in documentaries, magazines and guidebooks such as National Geographic, newspapers and literature books provide fascinating information that evoke strong emotions in people interested in frontier travel. The fantasy and myth created can translate into an affective image of the places depicted.

As mentioned previously, the internet through its social media capabilities allows for social media websites that represent various forms of consumer generated content such as blogs,

virtual communities, social networks, collaborative tagging, and media files shared on sites like Youtube and Facebook. Such websites assist the consumers in posting, and sharing travel related comments, opinions and personal experience. Subsequently as the consumers portray, reconstruct and relive their trips they educate the consumers on places visited and are therefore likely to influence perception of a destination (Xiang & Gretzel 2010, 179-188; Dwivedi, 2009: 226-232). Consequently the social media consumer generated information is an important source of destination image.

4.2.2 Entertaining function

McQuail (2010:99) maintains that within society the media is a means of entertainment, providing amusement, diversion and a way of relaxation thereby reducing tension within individuals and allowing them to function effectively for the maintenance of an orderly society and a proper functioning social environment. The user gratification theory of media effect maintains that audiences use media entertainment products and content for self-gratification (McQuail, 2010:99; Curran & Morey, 2006:101-121). Such gratifications include emotional release, diversion and relaxation, information and education, lifestyle expression, identity formation and confirmation. Popular culture products such as films, literature, photography, magazines and newspaper stories are a means through which individuals seek such gratification. Popular culture products are entrenched in everyday life and are likely to have high market penetration, thus exposure of places depicted in popular culture products can dramatically influence viewers or readers perception in a short time. Researchers such as Hyangug and Chon (2008:229-238), Iwashita (2008:139-151), Hudson and Ritchie (2006b:256-268) and Beeton (2005:11) found that certain motion pictures increased the awareness of places depicted in them and had a tourist inducing effect. The researchers claim that films that reflect an authentic image of a location and capture the essence of a place (whether it is scenery or cultural content) tend to attract tourists to the place depicted. According to Beeton (2005:11) the movie "Crocodile Dundee" shot in Australia provided immediate destination recognition in the United States of America. The natural environment represented in films such as "Mad Max" and "The Man from Snowy River" provoked many Americans with special attachments to the wilderness to visit Australia. Similarly Hudson and Ritchie (2006b:256-268) note that the film "Out of Africa" which was shot in Kenya and

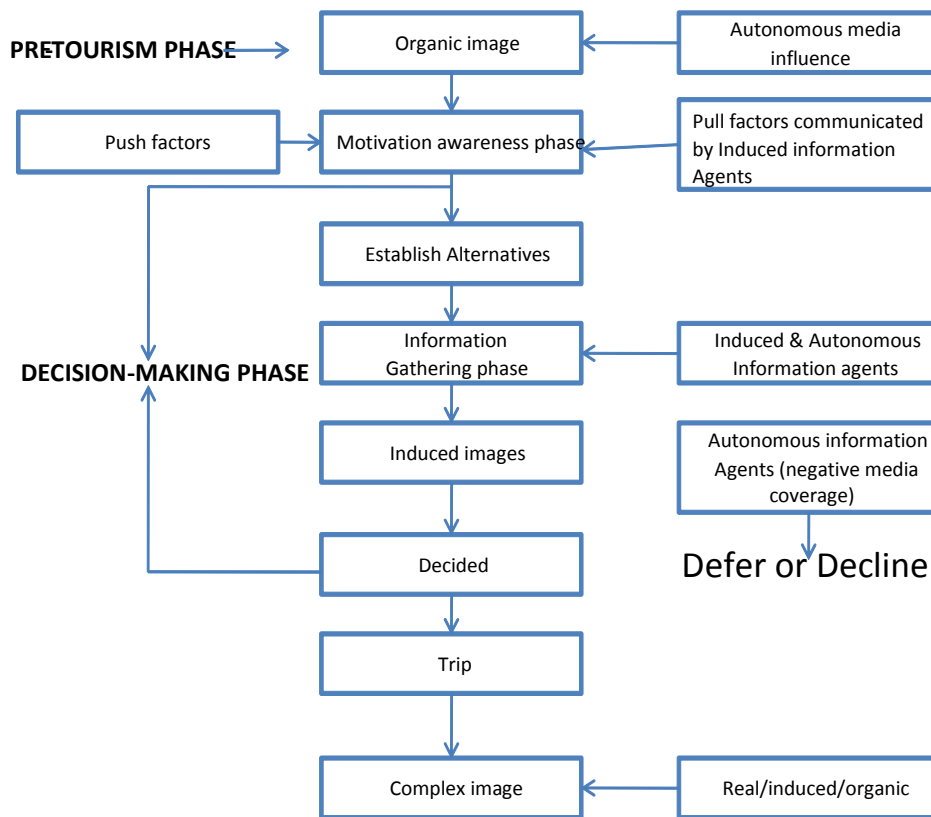
impressed upon the viewer the mystique and beauty of the country had a powerful impact on potential tourists and is credited with bringing American tourists back to Africa.

In the dispensation of its social functions within society, the media becomes part of everyday life and as audiences interact with its narratives and vivid visual content they may be cognitively and emotionally impacted by it, depending on individual variables such as level of education, social class and interest. By understanding the role of the media in society one can draw a link between the media and destination image formation.

4.3 THE ROLE OF THE MEDIA IN SHAPING DESTINATION IMAGE

Using a model of tourist decision-making as illustrated in figure 4.3.1, this section explores the impact of the media in shaping destination images that influence tourist travel motivations and eventually destination choice. Croy and Wheeler (2007:1) and Nielsen (2001:127) have used such models. Nielsen's model gives a basic overview of travel motivation and tourist decision-making while that of Croy and Wheeler looks at tourist image formation and its role in decision-making.

Figure 4.3.1: Link between organic/induced information sources and destination image formation



Source: Adapted from Croy and Wheeler (2007:1); Nielsen (2001:127)

Three types of images are identified in chapter 3, namely organic, induced and complex. Croy and Wheeler (2007:1) point out that formation of a place image goes through a process of awareness, familiarity and complexity. The researchers further clarify that the formation is a continuous process where images are constructed, modified, deconstructed and reconstructed depending on acquired and incoming information, and intrinsic personal factors such as education, occupation, cultural background and predisposition. The sequence in figure 4.3.1 starts with the **pre-tourism phase** where **organic image** is formed over a long period of time. The image is constructed at the **awareness phase** and represents the totality of what a person already knows or perceives about a particular place. In other words it is formed through life experiences not specific to tourism (Tasci & Gartner, 2007:413-425). The image is general and emotive in nature. Its formation is influenced by

organic information sources in particular autonomous media sources. Other information sources that influence the formation such as word of mouth from family and friends will not be debated in this chapter.

It has been stated that as people interact with media narratives and content, be it news stories, fiction and nonfiction films, visual images and literature (academic, fictional and non-fictional) they may acquire information or emotive experiences that creates myth and fantasy about the places depicted. The more exposure they get of a place the more familiar they become of it. As previously stated people will interpret the information acquired differently depending on personal values, cultural background and general life experience *etc.* The organic images acquired can therefore be said to be contain intangible emotional attributes. The organic media information sources are critical elements in creating organic images since they serve to mystify places by imbuing them with myth and meaning which generates audience involvement and consumption; thereby allowing meaning to be created from representation. In their research on film tourism Hudson and Ritchie (2006b:256-268) point out that “*it is not the objective reality of the place portrayed in the movies but the meaning it represents that transforms places into symbolically meaningful tourist attractions*”. Expounding further, they suggest that films create exotic worlds that do not exist in reality but can be recreated through a visit to the location where they were filmed.

Push factors such as social psychological needs explored in chapter 3 may motivate a person holding an organic image of a place to take action and seek more information about that place with an intention to travel. Apart from push factors, incoming messages from either organic or induced media sources could also trigger latent motivation or interest to seek more information about the destination depicted (Tasci & Gartner, 2007:413-425). This can be considered as the start of the **decision-making phase**. In search for further information a person is likely to be influenced by induced information sources such as advertising, travel guides, solicited news and magazine articles that emanate from promotion activities of destination marketers whose objective is to enhance, modify or change an existing organic image (Govers *et al.*, 2007:15-23). From induced information, a motivated person takes cognisance of the destination **pull factors** that may stimulate his decision-making. The image can be said to have changed from general or organic image **to induced image**. At this stage the motivated person evaluates the organic image against his travel motivations

and the induced image held. He will further compare these images with those of alternative destinations available to him in order to decide on the one that suits his needs best. This evaluation of images is the core of the decision-making process (Tasci & Gartner, 2007:413-425; Laing & Crouch, 2009:187-198). It should be noted that as destination marketers seek to enhance credibility in what they disseminate, they indirectly sponsor articles or documentary productions in autonomous media which has the highest credibility. This has resulted in an overlap between organic and induced information. It is therefore difficult to clearly distinguish between organic and induced images resulting from exposure to the said information. Irrespective of this, the concept of organic and induced images is important in the analysis of the influence of the media in destination image formation.

The information gathering stage is critical in the decision-making process. Information disseminated through autonomous and induced media information sources will greatly influence the decision of the potential tourist. Incoming information emanating from organic information sources could diminish or enhance the induced image. Negative incoming media coverage may make the potential tourist **decline** or **defer** a visit to the destination, as was the case of Kenya where negative media reporting on the post-election violence of 2007 reduced the number of arrivals from 1,686,000 in 2007 to 1,141,000 in 2008 (KBS, 2012). Likewise, positive media coverage will enhance the image and is likely to convince potential tourists that they are making the right decision in choosing the destination. For example, and as already mentioned, while negative media reporting on the 2001 outbreak of Foot and Mouth disease in Cumbria in the United Kingdom led to a 80% reduction in tourism bookings in Britain (Leslie & Black, 2006:35-46), the 2003 positive media coverage of the Queen mother's funeral encouraged travel decisions to visit the same destination (Govers *et al.*, 2007:15-23).

In addition and as already noted other information sources that stimulate travel decisions include travel guides, travel documentaries, advertising on television, brochures, magazines and the Internet. Young (2009:155-164) notes that guidebooks not only mediate knowledge but also construct it, playing a communicative role in tutoring and educating readers by providing detailed but selective information. Young further argues that guide books can exert considerable influence over their readers through the construction of certain types of knowledge about places and the experience to be encountered. Although induced

information sources are not held as credible as autonomous ones, they play an important role in enhancing the physical attributes of a destination and its relative importance to the consumers. Singh and Formica (2007:71-86) argue that information sources such as print media, television and internet advertising are used by potential tourists to reaffirm an already held image, to seek functional attributes of a destination and as a base for shopping comparison.

The final stage of the image formation process is the **development of a complex image** resulting from interaction with the images held before, during and subsequent to the visit. Organic and induced images creates expectations on an individual which he/she anticipates will be fulfilled on experiencing the destination. The degree of a tourist's satisfaction from the travel experience will depend on whether his organic and induced images are congruent with the real image formed on visiting the destination. As stated, formation of destination image is a process of construction, modification, deconstruction and reconstruction. The real image or complex image held by the actual tourist on return home does not therefore remain static, it will continue to be modified by incoming autonomous media information.

The model discussed herein provides an insight into link between media information and destination image formation. The analysis of the relationship between the two suggests the importance of the media in destination image formation and therefore in tourist decision-making. This has implications on the envisaged strategic media communication framework.

The following section discusses media communication strategies for influencing positive destination image.

4.4 NATURE OF COMMUNICATION

Central to the subject of media influence on destination image is the concept of communication. Understanding the basic process of communication is fundamental to the development of an efficient media communication strategy since it allows the communicator to select the apt model of communication that meets the objectives of the communication.

Communication can be understood as the transmission of information, attitudes or emotions from one person or groups to another (or others) through symbols and signs (McQuail, 2010: 70). Hall (2010a:16-19) contend that symbols and signs symbolise or signify the meaning that the communicator wish to communicate, they represent the communicator’s concepts, ideas and feelings in a way that allows the intended audience to read, decode and interpret the meaning in the same way as intended.

Simply stated the term communication implies a sender, a message, a channel through which the message is transmitted, a receiver of the message, an effect, and a context in which communication occurs including a range of things to which the message refers.

There are several models of the communication process that amplify the different factors that are involved when communication takes place.

4.4.1 Transmission model

This is an informational approach to communication, based on Lasswell’s 1948 formula of communication. Lasswell as cited in McQuail (2010: 70) points out that a convenient way to describe an act of communication is to answer the question of who says what to whom, through what channel and with what effect? Lasswell identified five major components of communication illustrated in figure 4.4.1 of Hall’s model (1980, 179-208).

Figure 4.4.1: Transmission model



Source: Hall. (1980.179-208]

In every form of communication there has to be a **communicator** who is also referred to as the sender or source of the message. The communicator converts (encodes) thoughts and ideas into symbolic forms that contain the **message** (the information) that the communicator wants to get across to the **receiver** or (intended audience) through a channel of

communication (**the media**) such as broadcast media, newspapers, magazines, brochures and the internet. In the context of this study since this is a basic model of communication, interpersonal communication which is a form of exchange between two or more people is also included; an example of such communication is a media briefing. **The receiver** is the intended. The communicator expects the audience to decode the message, understand it and act appropriately to the information. The **effect** of the information on the audience in a tourism context should be observable and measurable.

This model has been criticised by McQuail (2010: 70) and Carey (2009:11) for its one directional flow. It gives the audience a secondary or passive role of information absorber and has neglected the aspect of audience contribution in the construction of meaning in the process of communication. In addition it does not take into consideration the aspect of feedback from the receiver, which allows the message source to adjust their performance to needs and responses of their audience. It also fails to register the aspect of noise which Skinner, Von Essen and Mersham (2007:73-77) refer to as any stimulus that interferes, distorts or prevents receipt of the message.

In spite of the shortcomings of this model, its one-way directional communication aspect makes it a useful representation of the rationale and general operation of some media in some of their functions such as informing and persuading. It relates to the concept of the power of the media in manipulating and influencing audience. It is suitable for inclusion in a media communication strategy to advertise destinations attributes with an objective to create awareness.

4.4.2 Ritual or expressive model

Carey (cited in McQuail, 2010: 70) contends “*Ritual communication is linked to such terms as sharing, participation, association, fellowship and possession of a common faith*”. He further asserts that the aim, in this view, is not directed at extending messages in space but in maintenance of society in time and in representing shared beliefs rather than imparting knowledge.

Unlike the transmission view, the receiver or audience is a participant in the ritual communication experience which is dependent on shared values, understanding and emotions usually communicated via emotional performances and symbolism. Ritual communication involves construction of a symbolic reality to which people can relate. The model is suitable for planned communication campaigns, such as in advertising or public relations where it is exploited through use of symbols and celebrities, with latent appeal to cultural values, togetherness, myth and traditions in art, religion, public ceremonials and festivals. The use of the ritual communication model is exemplified by the Israeli Ministry of Tourism advertising slogan “*Don’t let your soul wait any longer, come visit Israel*”. The advertising campaign was aimed at exploiting spiritual values and targeted Jews and evangelical Christians’ religious identity to promote spiritual images of Israel that would persuade them to visit (Avraham, 2009:202-212).

4.4.3 Publicity model

The model relates to communication as a process of display and attention seeking. One of the main aims of mass communication is to catch and hold the visual and aural attention of the audience. The publicity model is therefore focussed on spectatorship rather than transfer of meaning, since a higher audience rating translates into economic gains for both the media companies and advertisers who use the media to create awareness of their products (McQuail, 2010: 71; Bermejo, 2009:133-154).

As a strategy to increase audience attention, most media productions are created to draw attention, arouse emotion and stimulate interest. Prominence is given to the mechanism of production rather than substance of the message (McQuail, 2010: 71; Hall, 2010a:15-63).

Through use of multiple media forms such as news and sports events, films and documentaries, photographs, guest appearances and social networking websites among others, the multi-media conglomerates hope to gain maximum attention for their products. Inclusion of a publicity model in a media communication strategy would be applicable for a destination whose objective is to create awareness of its attractions.

4.4.4 Reception model: encoding and decoding media discourse

The model relates to the power of the audience in giving meaning to media messages. Media institutions encode messages in various genres such as films, news and sports (Hall, 2010b: 568). The meaning of the encoded message is delivered either at face value or in a framed perspective for audience interpretation. The audience may understand the message as intended. Contrastingly, they may read between the lines and depending on the level of education, social status and the context in which the message is delivered, may have their own interpretation which may take a totally different view from the one intended.

The model depends on several principles: that media content can have multiple meanings; that there are various interpretative communities; and that the receiver plays a primary role in the construction of meaning during a communication process. Hence it is crucial for destination marketers to effect segmented media communication strategies for specific audience rather than implement a general strategy for all. It also calls for clarity in media messages.

4.4.5 Issues emergent from the models and their relationship to the media strategies for destination image formation

From the analysis of the stated communication models, it can be seen that there is no single model, concept or definition of communication. The transmission model is one directional and suitable for media activities that are educational, informational or propagandist. In the context of this study the model can be used to communicate Kenya's functional and tangible destination attributes with the aim of influencing cognitive processing of information. In the destination promotion context, the ritual model could be useful for capturing feelings and emotional aspects of the destination such as shared values and cultural similarities. The publicity model which views communication as a process of display and attention seeking is suitable for creating awareness of the destination especially for first time visitors. Lastly the reception model reminds us that whatever the media message and in whichever frame of meaning, interpretation is at the discretion of the receiver. Therefore identifying and targeting particular audiences then creating a specific communication campaign strategy for each is

crucial for effective communication. Using a one-size fits all strategy may be fruitless. The proposed strategic media communication framework will take all the four communication models into consideration.

4.5 PROPOSED THEORETICAL STRATEGIC MEDIA COMMUNICATION FRAMEWORK FOR INFLUENCING CONSTRUCTION OF A POSITIVE DESTINATION IMAGE OF KENYA

The importance of both organic and induced information agents in the construction of destination image has been stated. Citing Gartner (1994:191-216), McCartney *et al.* (2008:183-196) point out that both organic and induced information agents can separately or in some combination influence a potential traveller's perception of a destination. The challenge for Destination Management Organisations (DMOs) is how to utilise both agents to communicate a desired destination image. This calls for well-designed media communication strategies.

As stated previously, strategic media communication has its base on organisational theory that relates to organisational management. The theory view strategy as a process used by organisations to compete in the market place to obtain competitive advantage so as gain market share (Hallahan *et al.*, 2007, 3:35). In relation to Kenya, the perception that Kenya is an insecure destination has affected its image negatively and therefore its market share in terms of tourist arrivals. It is proposed that media communication strategies aimed at managing, cultivating and utilising the media could be effected to influence construction of a positive image of Kenya with the end result of improved tourist arrivals and therefore market share. In relation to organisational theory, Hallahan, Holtzhausen, Ruler, Vercic and Sriramesh 2007, 3:35) describe strategy as a process of rational decision making which involves environmental scanning, goal setting, strategy formulation, implementation and evaluation. The term strategic is associated with practice and tactics used to implement strategy, where strategy is a plan of action aimed at achieving a particular objective such as influencing an identified behaviour (Evans, Campbell & Stonehouse, and 2005:203). Kotler *et al.* (2010:362-419) suggests that strategies should be encapsulated in a strategic framework which can be described as a tool for planning that gives a comprehensive picture of

the strategy. The proposed strategic media communication framework will include some elements of environmental scanning, Goal setting, strategic formulation and implementation.

Strategic media communication can be seen as a means of influencing construction of a positive destination image of Kenya and mitigation of negative images emanating from negative media reports. Achievement of such a response may be attained through implementation of programmes to communicate aspects of the intended image and key messages to the target market segment or potential tourists. In the context of this study, strategic media communication refers to a systematic series of sustained and coherent activities conducted across strategic, operational and tactical levels (Evans, Campbell & Stonehouse, 2005:203- 206).

Frisbay (2003:89-100) contends that in the wake of the foot and mouth disease that adversely affected tourist arrivals and the image of Britain as a tourist destination, the British Tourist Authority (BTA) applied a strategic media communication model that comprised of two objectives aimed at minimising negative media coverage and providing reassurance to potential tourists. Objective 1 was aimed at correcting misleading information in the overseas markets. The media communication strategy applied involved employment of a media company to manage negative perception. A new website was set up to provide up to date information, with media bulletins and newsletters for dissemination of information. Objective 2 was to provide consistent and correct information to ensure summer bookings. The strategy included tactical advertising, an email campaign to over 10 million people worldwide and press and trade familiarization tours. To re-market Britain as a tourist destination BTA developed and implemented the “UK Ok” and “Only in Britain” advertising campaign. The campaign was aimed at generating maximum positive international media coverage.

After bush fires in 2003, the Australian Capital Tourism authorities put into effect a media communication campaign strategy to reassure potential visitors that Canberra was still operating as a tourism destination and to mitigate negative images emanating from media reports and representation (Armstrong & Ritchie, 2008:175-189). The communication model had two aspects to it: print and the television advertising campaigns. The print campaign included brochure production and advertising in local newspapers and magazines, while the

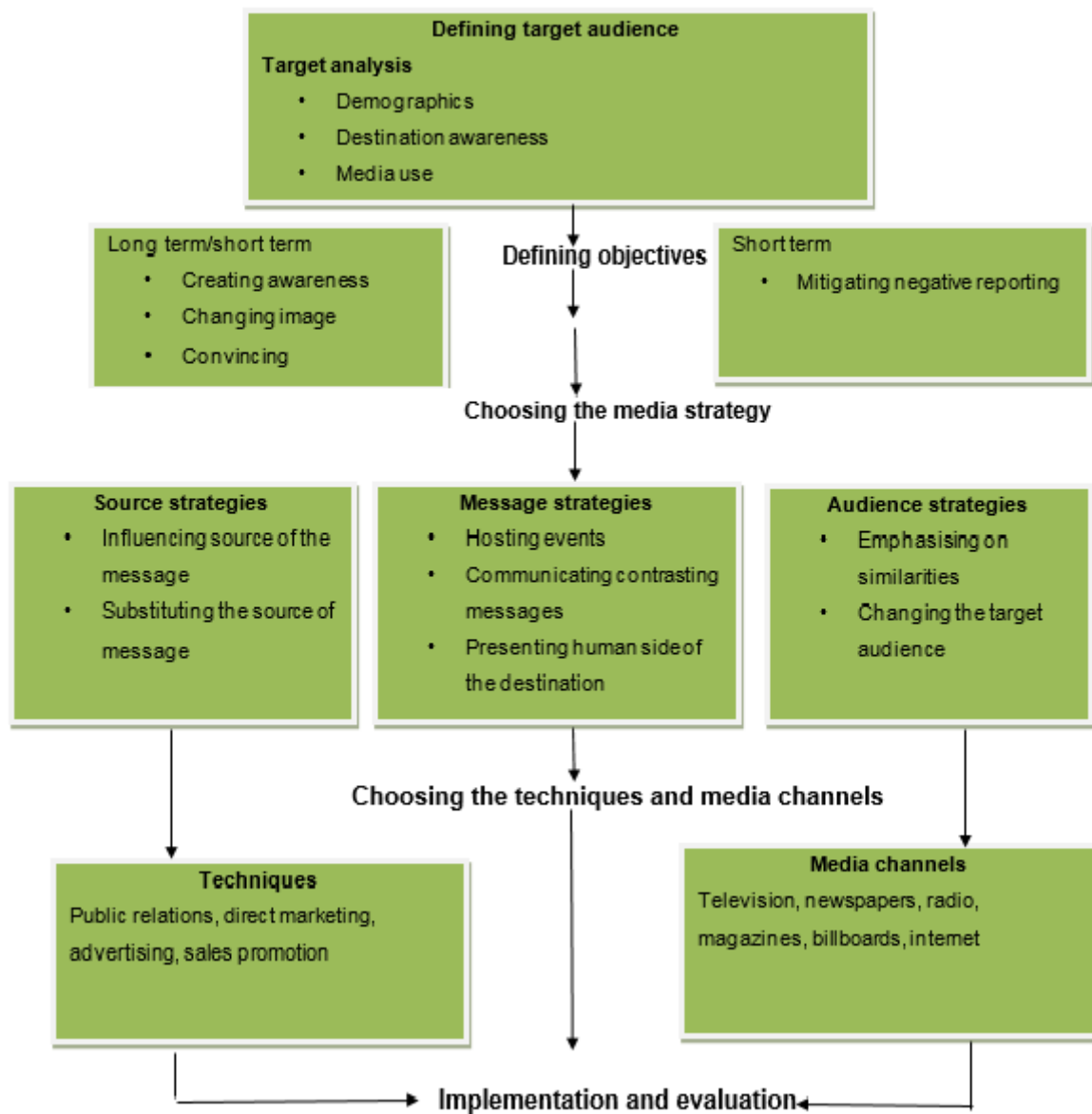
television campaign involved themed advertising targeting both interstate and local audiences. Before the media communication campaign was launched, an analysis of the images and stories being broadcast in the media was carried out and the communication campaign messages were then crafted around correcting misconceptions of Canberra as a destination.

While the strategic media communication models followed by Britain and Australia were successful in mitigating negative images and in buttressing consumer confidence, they were aimed at quick recovery and were therefore short term. Avraham and Ketter (2008:187-204) has suggested a media communication model for altering a destination image that includes what he refers to as the SAM strategy. The model is multi-stepped and is a combination of three groups of media strategies: those that focus on Source of the message; those that focus on Audience; and those that focus on the Message itself (SAM). This model serves as a reference for the strategic media communication framework envisaged in this study for Kenya. It is the preferred model since it encompasses media strategies that can be used to influence perception and the construction of a positive destination image in normal times, and to mitigate negative impacts in times of crisis. Avraham and Ketter's (2008:187-204) model is however based on crisis management case studies applied to various destinations and not from results of a comprehensive empirical study on the influence of the media on a particular destination. This study proposes a communication framework based on comprehensive empirical results.

Kotler, *et al.* (2010:362-419) suggest a multi-step strategic media communication framework model for effective communication. The steps include: identification of the target audience; determining the response that the communicator expects from the audience; choosing the message, deciding on the communication channels to disseminate the message that will influence the expected response; and selecting the message source. Avraham and Ketter (2009:202-212; 2008:122) have proposed a similar program for media communication but have included a further step which they refer to as choosing media strategies. The following paragraphs are a discussion of the proposed theoretical strategic media communication framework for influencing a positive destination image of Kenya. The multi-level framework illustrated in figure 4.5.1 is modelled on those of Kotler, *et al.* (2010:362-419) and Avraham and Ketter (2009:202-212; 2008:52-65) and includes several elements namely: defining the

target audience; defining the objectives of communication; choosing the media strategies; deciding on the techniques and channels to be used to deliver the campaign; implementation and evaluation of the campaign.

Figure 4.5.1: A multi-step media communication framework for influencing construction of a positive image of Kenya



Source: Modified from Avraham and Ketter (2008:188)

4.5.1 Defining target audience:

It is stated that the proposed media communication framework will include elements of organisational management processes. Defining target audience is one of the process of environmental scanning. Kotler, *et al.* (2010:362-419) Avraham and Ketter (2009:202-212; 2008:122) describe the target audience as the population that the destination marketers aim to influence. Defining the target audience is crucial in that the characteristics of the audience will determine the communicator's decision on the message content, the media channels to be used and the message sender. Section 4.2 mentioned that individuals read and understand media information differently depending on their level of education, social demographic characteristics and social class *etc.* In addition they make use of media content for self-gratification purposes and in so doing their perception of a destination and intent to visit may be influenced. Consequently for KTB, target audience analysis is necessary to determine target audience social demographics, use of media and level of destination awareness among other factors that relate to destination image construction as discussed in chapters 2 and 3. For example and in regard to media use for the purpose of acquiring travel information, Luo, Feng and Cai (2008:15:25) contend that men are the highest users of internet travel information in the USA and that brochures and travel magazines are more popular among the educated travellers, while among Japanese overseas travellers, guidebooks are more prevalent sources of information (Nishimura *et.al.*, 2007:275-284) and elderly consumers over 60 years prefer newspapers and magazines (Kotler, *et al.*, 2010:362-419). The target audience for Kenya could be potential visitors and those already booked to visit Kenya but because of bad publicity declined or postponed their visit.

4.5.2 Defining the objectives of the communication

Objectives refer to what the strategy aims to achieve, or desired response from the defined target audience. Kotler, *et al.* (2010:362-419) and Avraham and Ketter (2009:202-212; 2008:52-65) have suggested several objectives that include creation of awareness of the destination attractions and attributes, especially in new markets. Such awareness could influence construction of an organic image of a destination. Where the destination is already known, the objective of communication would be to motivate interest, to seek more information about the destination and to convince the target audience to choose the

destination for holiday travel over competitors. In the case of a destination with a weak or negative image the objective could be to build or alter the image.

Cohesive and effective results require that objectives be set in relation to the overall marketing strategy. In chapter 1, it is stated that the flow of tourists to Kenya has dwindled as a result of negative media publicity. In view of this the overall marketing strategy of KTB should be to revive and increase the flow of tourists. Accordingly the marketing objective would be to improve the image of Kenya in the main markets and to restore confidence in Kenya as a safe destination. Subsequently the objectives for strategic media communication could be set on a short and long term basis. The purpose of the short term objectives would be to mitigate negative media impacts in times of crisis. The objectives would be aimed at those already motivated to travel and who have a conative image of Kenya but whose perception has been negatively influenced and they are now hesitant to choose the destination. The objective would be to convince them to change perception and make the decision to visit. The long term objectives would be aimed at influencing construction of a positive destination image of Kenya in the main markets identified in chapter 2.

4.5.3 Choosing the media strategies

As in organizational management process choosing media strategies falls under strategy formulation. The media strategies depends on the objectives and timing of the media communication. Some strategies for example could be short term, aimed at mitigating immediate negative media reporting while others could be long term, as in those aimed at creating awareness of the destination and influencing positive image construction. Some of the media strategies that Kenya tourism board could use are those propounded and recommended by Avraham and Ketter (2009:202-212; 2008:52-65), and Kotler, *et al.* (2010:362-419) and would include: source focused strategies, audience focused and message focused strategies.

4.5.3.1 Source strategies

Influencing the source of the message: Source strategies focus on the source from where the media messages are coming from. The strategies are aimed at influencing positive and balanced reporting. They are also aimed at presenting the view of the destination marketers and decision makers in autonomous media coverage by newspaper reporters, photographers and editors, radio and television stations and news websites (Avraham & Ketter, 2009:202-212).

Although autonomous media reporting and representation are said to be without the influence of destinations management organisations (Gartner's, 1994:191-210), KTB can indirectly attempt to influence the reporting through use of covert induced information sources such as those mentioned in section 3.4. 1. Three tactical approaches that can be used are outlined below.

Forming relations with the media: Building a close relationship between KTB and the media may create feelings of empathy and closeness which in turn may affect the way journalists experience and cover events. To win better media coverage therefore, it is important to establish rapport with journalist and editors both locally and internationally. The relationships can be developed by the hosting of journalists to familiarisation tours of the destination; such tours give journalists the opportunity to personally experience the destination themselves and to obtain first-hand information. Media information sources such as travel writers and special interest media groups (covert induced information sources) can provide an indirect endorsement of a destination image and its attributes through articles, productions or views (McCartney *et al.*, 2008:183-196). A strategy of hosting travel writers, special interest journalists and television documentary producers on familiarization tours of Kenya may result in positive media coverage. The media content produced by these journalists would be considered as unbiased and to have high credibility since it is emanating from autonomous media. The media content is therefore likely to exert more influence on Kenya's image than information emanating from advertisements sponsored by KTB who have clear vested interests in the expected response. Govers *et al.* (2007:15-23) contend that the audiences that access such media content may be influenced without realising that the destination promoter is involved in the development of the projected image. Allowing journalists to visit areas affected by crisis is another public relations activity that can be done. Familiarisation tours for journalists should not only be held during normal times but also in

times of crisis. Allowing the journalists to visit the affected areas creates credibility and may remove media bias. For example in the aftermath of the political violence that took place in Kenya in 2007 media reporting indicated that violence was taking place in the whole country, yet it was only in a few areas and the touristic parts were not affected. By taking the journalists on familiarization tours of the affected and non-affected areas, the journalists would get a personal experience of the situation and this may result in balanced media reporting. Avraham and Ketter (2009:202-21) point out that because of the intensive international media coverage of the Arab-Israeli conflict, the media has created an image that depicts Israel as a menacing and dangerous place devoid of fun and normal life. This image has a negative effect on tourism. The authors note that in order to influence balanced reporting, the Israeli Defence Force allows journalists to cover some of their military operations. This strategy of openness is aimed at exposing to the international public the difficulties that Israel faces in defence of its country. Such exposure would garner support of the international public and therefore soften the hard image held of Israel. Public relations activities could also include holding of press conferences or briefings for the media. During such occasions the media can be briefed on what is happening, actions being taken and responses can be given to journalists' queries. This encourages them to produce stories and news reports creating publicity for the destination. Other activities include sending out press releases or running media training workshops for the local media where issues of nationalism and patriotism could be shared so as to encourage contextual reporting that does not trivialise issues.

Exploiting ethnic, religious or cultural background similarity to gain sympathy: This can be described as taking advantage of the journalist's affinity to the subject being covered. The closer the journalist's affinity is to the subject the more positive or balanced the coverage is likely to be. For example KTB together with Brand Kenya, the organisation mandated to brand Kenya both nationally and internationally could educate local journalists on issues pertaining patriotism and nationalism so as to influence them to take pride in their country and avoid reporting issues and events out of context or in a manner that would create negative perceptions of the destination.

Putting pressure on the media: It has been stated that the media has a tendency to cover crisis events with graphic visual details which builds a potentially distorted picture of the events and creates an apparent risk for travellers (Law *et al.*, 2007:2). To counteract the

issue of media bias, the government of Kenya can send complaints to pressure groups that monitor media activities in the hope of persuading the media to tone down reporting, especially graphic coverage. As highlighted in chapter 4, narratives and visuals that communicate bad news, threats and irritations can generate fear and panic and when people feel shocked and afraid, scepticism increases and affects travel decision-making. Avraham and Ketter (2009:202-21) note that as an effort to counteract media bias the Israel Ministry of Foreign Affairs sends complaints to pressure groups such as Media Watch, CAMERA and Honest Reporting.

Substituting the source of the message: Kenya could substitute or supplement the use of traditional media in several ways. One can be through use of films (autonomous information sources). The power of films and movies in influencing place perception has been stated (4.2.2). For a short term strategy Kenya can use occasions such as film festivals to show movies produced in the country to targeted audiences in the hope that the film content will present a different perspective of the destination. The movies can serve as a public relations tool to improve image and attract visitors. In addition, and as a long term strategy, the destination can persuade international movie makers to come and produce movies. Alternatively the Kenyan government could sponsor documentaries focusing on sports and world famous Kenyan athletes, or music movies featuring Kenya's attractions, to be marketed worldwide, giving Kenya exposure and creating awareness of the destination.

A second strategy can be the use of other covert induced information sources such as celebrities, spokespersons and opinion leaders as part of a media strategy to help create credibility of the destination. Glover (2009:16:23) asserts that mass mediated celebrities can be an effective tool that facilitates the construction of a positive destination image. In support of this contention, Lee, Scott and Kim (2008:809-832) add that the use of mass mediated celebrities can be an effective tool that facilitates sequencing the process of awareness, familiarization and persuasion. To contradict the negative portrayal of Kenya as unsafe, KTB can use reputable celebrities to deliver alternative positive messages as a result of their visits to the destination. The idea is to show that the image projected by the media is distorted and the reality is different, *i.e.* Kenya is a safe place to visit.

A third method is the “Come see for yourselves strategy”. It is stated in chapter 1 that Kenya has a mediated image of an insecure destination; to convince target audiences that this is a distorted reality, the KTB could use the “come see for yourselves strategy” to invite the target audience to ignore the negative media coverage of the destination and experience the destination themselves. Through the visit, the target audiences may help to change the negatively mediated image.

KTB can make extensive use of the Internet not only to promote the attractions but also as a means of combatting negative media and educating audiences for example regarding its history. The Internet is considered a powerful medium with a worldwide reach. It provides destinations with an opportunity to present themselves as they wish and to gain positive support (Buhalis & Law, 2008:609-623). The internet allows the creation of websites and social media messages on Facebook, Twitter, You Tube and blogs that help marketers to reach and interact with audiences, who can ask questions and receive timely feedback. The internet can also be used to offer audiences a government perspective, especially on issues that touch on safety and security. By using these media the image of the destination can be expanded.

To challenge the negatively mediated images of Kenya, KTB could also buy news space in the media such as television, newspapers and radios and then deliver messages of their preference without constraints of journalists and editors.

4.5.3.2 Message focused strategies

Rather than focus on the message source, this strategy is used to focus on the message itself with the aim of neutralising negative messages emanating from autonomous information sources. Strategies under this category include; hosting events, communicating contrasting messages to the problematic image and presenting the human side of the destination. Kenya can create awareness of its attractions as well as enhance its image through hosting of events. Sporting events, cultural festivals, meetings and conferences are known to attract media attention and large numbers of visitors. Media coverage may alter negative or stereotypical images and create awareness of its attributes. Kenya can take

advantage of such events to host journalists on pre-event familiarisation tours, earning extra publicity.

To communicate contrasting messages to the problematic image, Kenya could enhance existing websites and create others with the intention of educating people about the history of Kenya, its people and their culture. These websites could include video clips to enhance the image of the destination and create interest. Croy and Wheeler (2007:1) contend that the history of a place, whether told through literature books, news media, factual or fictional films, has the capacity to influence the formation of an organic image of a destination. The aim of telling the history would be two fold; to neutralise the image of Kenya as a dangerous place and to create an organic image of the country, awareness of which could motivate interest for future travel.

It is stated that Kenya has been portrayed as a destination riddled with ethnic fighting, political violence and terrorism. To mitigate this negative representation, Kenya could present the human side of the destination by devising and implementing themed media advertising campaigns focusing on the multi-cultural diversity of the people, their hospitality, sporting achievements, culture and the community self-help activities for which Kenya is known. Such images would help soften the harsh and sometimes cruel images depicted in the media.

4.5.3.3 Audience focused strategies

Audience strategies focus on awareness and intensive use of feelings and values of the target audience as a means to improve the 'unsafe image' of a place (Avraham & Ketter, 2009:202-21). The objective of the strategies is to reach the audiences directly, with a view to persuading them to ignore the negative messages conveyed by the media, and to feel warmly towards the destination and its people in relation to common values or world outlook. Strategies under this category include emphasising similarities and switching to a different target audience. Concern for conservation of nature and the environment is worldwide; it is a value with which people empathise. Kenya is known for her drive towards conservation through the work of the late Nobel Laureate Wangari Mathai, thus the people of Kenya have a high profile common value with the rest of the world. Documenting her work and presenting

it through the media to targeted audiences can be a way of persuading the audience to feel warmly towards the destination and its people, thereby influencing positive perceptions of the destination. Israel has used a catchy slogan to communicate messages that Israel shares common values with the rest of the world. Some of the slogans include; “*Freedom of press in Middle East? Only in Israel*”, and “*Where in the Middle East can gay officers serve their country? Only in Israel*”. The two slogans aim to inform the world that Israelis, like most other people, support human rights values and all are welcome to visit (Avraham & Ketter, 2009:202-21).

Destination image is subjective (chapter 3). Different target audiences could have different perceptions of the same destination, and what could be viewed as negative about a destination by one audience may be viewed differently by another. By changing the target audience, features that serve as a major disadvantage could go unnoticed. For example Kenya could focus on regional target audiences and create communication themes that touch on shared values, thereby increasing the typology of visitors to Kenya and easing over-dependence on particular markets.

Kenya could also focus on target audiences that have gone through similar situations of bad publicity such as Israel and “playing the sympathy card” could, create communication slogans that would attract the audience in the hope that they will empathise with Kenya, and not be influenced by the negative media reporting and visit the destination.

Equally, playing the patriotism and nationalism card, KTB could target domestic audiences. In times of major crisis such as terror attacks and natural catastrophe, citizens develop sudden patriotism and nationalistic feelings, as observed in Kenya during the week long siege of the Nairobi Westgate shopping mall by terrorists in 2013. Taking advantage of the sudden patriotism, slogans that disseminate messages of national pride and taking pleasure in the beauty and attraction of ‘my country’ could be developed to encourage participation in domestic tourism.

4.5.4 Choosing techniques and media channels for implementation of the media strategies

Having decided on the media strategies to be followed, the next step would be to decide on the techniques and media channels to be used. The channels that can be used include television, newspapers, magazines (general and special interest), radio, the internet and social media, cinemas and billboards. The choice will depend on the media strategy chosen and the media preference of the target audiences. Before the choice of media can be made, KTB must do an analysis of suitability of various media in order to choose the most applicable in reference to the objectives of the communication strategy, target audience media use and the type of message that they need to disseminate.

Techniques to implement the strategy may include public relation activities, direct marketing, advertising and promotion. The technique to be decided upon will also depend on the media strategy chosen.

In addition to the choice of media techniques and media channels for implementation of the strategies, other issues that should be taken into account include development effective messages that fit the objectives of the strategy and the media channels chosen, and selection of messages sources. A communication event could fail if interrupted by noise such as competitors' messages. Messages must therefore be designed to attract attention, hold interest, arouse desire and produce action. In developing the message, the KTB must decide on a theme or appeal that will produce the desired response. Avraham and Ketter (2008:52-65); Kotler, *et al.* (2010:362-419) have identified several common themes that can be used in destination promotion. The themes relate to communication models discussed in section 4.4 and include: rational appeal aimed at evoking the audience's self-interest such as those used by advertisers to highlight the attributes of destination products; emotional appeal to provoke emotions that motivate purchase; and moral appeals that evoke shared beliefs, values and spirituality as those used in the ritual model of communication stated in 4.4.2. Hudson and Ritchie (2009:217-228) point out that Canada was projected as primarily a nature-based destination and people were not sure if it was "rewarding to take a vacation beyond the sights, landscape, beauty and the vast nature". The Canadian Tourism Commission came up with the theme, "Come to Canada: create extraordinary stories of your

own". The theme has a rational appeal and is intended to inform people that Canada has much more to offer than the nature experience. After the 9/11-terror attack in 2001, the city of New York exploited patriotic emotions that flooded the country at the time to re-attract visitors and tourists to the city; they coined the theme "Come show your love for New York State" (Avraham & Ketter, 2008:52-65). Using a spiritual moral appeal to attract Christians, the government of Israel developed the slogan "Don't let your soul wait any longer, come visit Israel" (Avraham & Ketter, 2009:202-212; 2008:52-65).

Credibility of message source plays an important role in the effectiveness of the message. As stated, induced information sources are less credible since they are perceived to be biased towards the economic interest of the source. A creative selection of message sources is therefore vital in order to enhance credibility and persuasiveness of the message. Credibility results from expertise, trustworthiness and likeability of the source. By taking advantage of the public's fascination with celebrities and the belief in a personal connection with them, Australian Tourism Commission uses celebrities for endorsement in tourism advertising. The 2004 'Australia - A Different Light' advertising campaign featured a variety of Australian celebrities in the field of sports, media, arts and entertainment (Glovers, 2009:16:23). KTB could therefore use celebrities especially those with affinity to Kenya to deliver the messages.

Once implementation of the media communication campaign has been effected, it should be followed by evaluation to assess if the expected response was attained.

In summary, for effectiveness, strategic media communication plans must be tailored to complement and support vision, goals and the overall direction of a destination strategy. The brand or image that a destination wishes to create must be reflected in all messages and in all promotional activities (WTO, 2007:58-62).

4.6 SUMMARY

In this chapter the role of the media in destination image formation is discussed; as the media fulfils its roles of informing and entertaining it is likely to influence the image of a destination either positively or negatively. In view of this, destination marketers should

devise strategies for use by the media to garner positive construction of a destination image in normal times and to mitigate negative images in times of crisis. A theoretical media communication framework that encompasses several media strategies for influencing construction of a positive image of Kenya and for mitigating negative reports is suggested. The success of such a strategy depends on a clear understanding of the target audience or target market. Knowledge of the target audience's social demographic characteristics, media use and level of destination awareness is crucial for creation of effective media messages, choice of appropriate media communication channels to deliver the messages and selection of credible message senders. Destination image analysis within the target audiences is therefore necessary. Such an analysis should encompass aspects of media use, media influence and the audience social demographics among other concepts that relate to destination image construction as discussed in chapters 2 and 3.

The next chapter considers the empirical research process to be applied for this study to assess the image held of Kenya by actual and potential visitors as influenced by the media.

CHAPTER 5

METHODOLOGY

5.1 INTRODUCTION

This chapter is a presentation of the research design and methodology used as well as an explanation and justification of how they were employed in this study. Research methodology encompasses research design which involves selection and use of a variety of techniques and methods that are scientifically verifiable and that permit the researcher to obtain and analyse relevant data to solve an identified problem (Saunders *et al*, 2007: 602). To provide a brief context for the research design and methodology used for this study, a brief overview of the literature is necessary.

The objective of the literature review was twofold: firstly to provide guidelines for the empirical investigation on the role of the media on destination image and image formation for a country such as Kenya. Secondly, to lay a conceptual foundation for selection of an apt media communication strategy that could be used to influence a positive destination image of Kenya. This was done by introducing the concept of a tourist destination and the factors that attract tourists to visit a destination. It was established that a positive destination image is a pre-requisite for visitation. This concept was extensively explored as were the types of image, the process of image construction and the factors influencing construction. The importance of destination image in the tourist choice of a destination during the buying process was also highlighted.

Information emanating from the media is considered as one of the factors influencing construction of a destination image. The influence of the media on destination image construction from the perspective of the presumed social functional role of the media which includes informing, educating and entertaining society was investigated. As the media performs these social functions the information they provide on destinations, whether

deliberate or by chance, may influence audience perception of the destination either positively or negatively depending on how they read, relate and use the media.

The literature review provided the theoretical framework against which the empirical study could be carried out by establishing how the destination image of Kenya can be measured before and after visitation and by providing guidelines for the formulation of the media communication strategy.

The specific objectives of the empirical stage are to:

- To analyse the role of the media as a factor in Kenya's destination image construction;
- To analyse the impact of the media on destination visitation;
- To analyse the state of tourism in Kenya in relation to the media influence on destination image and destination visitation, and
- To propose a strategic media communication framework that can be applied by the Kenya Tourism Board to influence construction of a positive destination image of Kenya in normal times, and to mitigate negative media representation in times of crisis.

5.2 THE RESEARCH PROBLEM

In the introductory chapter it is suggested that the image of Kenya has been floundering due to presumed negative media publicity. It is further alleged that the media is an alleged powerful force in destination image formation and that it can influence people's perception of a destination, either positively or negatively. Consequently the research problem was formulated as follows:

The image of a destination can be positively or negatively influenced, to different degrees, by various types of media.

In addressing the problem, strategies that can be followed to cultivate, manage and utilise the media for the purpose of influencing construction of a positive image of Kenya as a tourist destination, should be formulated.

It is posited that a strategic media communication framework that encompasses media strategies for influencing positive construction of the destination image of Kenya in normal

times and for mitigating negative impacts in times of crisis could be developed. Such a model is lacking for Kenya and it is the aim of this study to identify one. The model will be important to tourism marketers and planners and will contribute to tourism marketing best practice for developing countries and destinations faced with constant negative image. Subsequently, since this study approaches the influence of the media from its social functions of informing, entertaining and creating knowledge in society, it will enrich the existing body of knowledge on effects and influence of the media on destination image and image formation.

To formulate the proposed strategic media communication framework, two sub problems were investigated empirically:

What is the current image of Kenya?

This entailed determining the images held of Kenya by actual visitors before and after visitation, as well as the image of potential visitors. The images held revealed the visitors' perception, knowledge, predisposition and attitude towards the destination.

With the knowledge of images held, the researcher examined the media that both actual and potential visitors came into contact with that could have influenced those images. Subsequently the information elicited addressed the second sub problem:

What is the impact of media representation on image and visitation?

In addressing the two sub problems, the researcher fulfilled the aims of objectives 3 and 4:

- To empirically analyse the role of the media as a factor in destination image construction
- To analyse the impact of media on visitation.

The results obtained from the empirical investigation allowed the researcher to confirm or refute the two hypotheses stated in chapter 1:

H1: *The before visitation image of actual visitors to Kenya as influenced by the media is different to their after visitation image.*

The aim of the hypothesis is to test whether there is congruence between the media representation of Kenya and the actual visitors' experience at the destination.

H2: *The before visitation image of actual visitors to Kenya and that of potential visitors are differently influenced by the media.*

The aim of the hypothesis is to test whether there is a difference in the before visitation image of visitors who actually went to Kenya and the image held by potential visitors who have not yet been to Kenya. In other words could there be a difference in these images as influenced by the media that resulted in one group going to Kenya and the other not going or not yet going?

The results guided a more focussed approach to the proposed strategic media communication framework for Kenya, the purpose of which was:

To propose a media communication framework that can be applied by the Kenya Tourism Board to influence construction of a positive destination image of Kenya in normal times, and to mitigate negative media representations in times of crisis.

5.3 RESEARCH METHODS

To enhance our understanding of a phenomenon, a research methodology must be decided upon and appropriate tools for data collection and analysis chosen (Leedy & Ormrod, 2005:85:105; Saunders *et.al.* 2007: 602). This study is descriptive in nature. Veal (2011:3) contends that descriptive research is commonly used in tourism and leisure fields because of the changing nature of the phenomena or problem being studied, in this case destination image and influence of the media in its construction.

For this study the researcher used mixed method research by collecting and analysing data, integrating the finding and drawing inferences though use of qualitative and quantitative approach (Toshakkori and Creswell, 2007:4). Creswell and Clark (2007:5) contend that

through use of mixed method research a better understanding of the research problem is achieved. A comparison between information gathered from the quantitative and qualitative research was intended to help the researcher identify: gaps that exist between the image held by both actual and potential visitors and that held by the host destination; the media channels that the visitors use or come in contact with that may influence their perception of Kenya and decision to visit, and the media channels used by the Kenya tourism industry to disseminate information to potential visitors. The information gathered directed the researcher into the type of communication strategies included in the proposed media strategic communication framework. The data collection for both methods was executed concurrently. Mixed method research is common in destination image research. San Martin *et al.* (2008:263-277) have used this method, where they used qualitative methods to develop the first stage of research and quantitative methods to collect and analyse data.

Illustrated in figure 5.3.1 is the empirical research process taken in this study.

Figure 5.3.1: Empirical research process



5.4 QUANTITATIVE RESEARCH

Quantitative research is used to explain, predict and control a phenomena or a situation that is perceived as a true happening that can be understood, identified, measured, generalised and controlled (Leedy & Ormrod, 2005:179). Through statistical counts and measures of characteristics of the phenomenon, researchers seek to investigate the intensity of that particular characteristic, seek patterns and draw meaning (Bryman & Bell 2007:168-173). Quantitative research is independent of the researcher; the researcher remains emotionally detached and neutral and can study the participants and research topic without bias. As a result the data is used to objectively measure reality; the research therefore attempts to create meaning through objectivity uncovered in the collected data (Ponterotto 2005:126-136). According to Ponterotto (2005:126-136), in quantitative research the researchers try to understand the phenomena from the perspective of a population rather than an individual. Given that it is not possible to study the entire population of interest, researchers select and study a sample and use the results to make generalisations about the entire population, as long as the sample is truly representative of the entire population (Ponterotto, 2005:126-136; Saunders *et.al*, 2007:108). Where the sample is non-representative, at best the results can indicate a trend. In the case of this study the phenomenon being investigated is the role of the media in influencing construction of a destination image. Media productions are viewed as everyday occurrences with which people interact. Through this interaction people may be influenced by the media presentations or productions that touch on tourist destinations either directly or indirectly. By selecting a sample of people from among those interested in travelling or taking holidays we may be able to quantitatively assess whether the media has had an influence on their image of Kenya and their decision to visit. If media influence is identified among the sample members, it could be an indication of a trend that suggests the formulation of media communication strategies to influence positive destination image construction.

5.5 SAMPLING

According to Saunders *et al.* (2007:204) a sample refers to all the elements from which information is gathered in order to solve a particular research problem. A sample may be an individual person or a social group of a chosen population. Sampling is the process of

selecting a small portion of the study population for data collection and analysis in order to draw conclusions or identify a trend (Tustin, Ligthelm, Martins & Van Wyk, 2005:332). A study population represents a total collection of elements on which one desires to make inferences. The study population for the quantitative phase of this study is defined as:

Potential Visitors: While the term potential visitors normally refers to those who are likely to visit, in the case of this study it refers to those who have not visited Kenya and may or may not visit in the future. The purpose of selecting this population was to identify the image that they hold of Kenya and the media information sources they may have been in contact with which may have influenced the perception and visitation decision.

Actual Visitors to Kenya: Actual visitors are those who visited Kenya for the first time. Data from actual visitors highlighted the image held prior to and after the visit, and the media information sources they had been in contact with or may have referred to for destination information that may have influenced the perception before the visit and the decision to visit. A comparison between the two images may draw light into whether the media representation of Kenya lived up to the visitors' expectations and therefore influenced their perception of the destination and decision to visit.

A further comparison between the before visitation image of actual visitors and the image of potential visitors was intended to identify whether a difference existed in relation to media use.

5.5.1 Sampling method

Sampling methods can be grouped into two broad categories, namely probability and non-probability sampling. In probability or representative sampling each segment of the population has an equal chance of being selected. With non-probability sampling the researcher has no way of forecasting or guaranteeing that each element of the population will be represented in the sample (Leedy & Ormrod, 2005:205).

Methods of probability and non-probability sampling are shown below in table 5.5.1

Table 5.5.1: Methods of probability and non-probability sampling

PROBABILITY SAMPLING	NON PROBABILITY SAMPLING
Simple random sampling	Convenience sampling
Systematic random sampling	Judgemental sampling
Stratified sampling	Quota sampling
Cluster sampling	Purposeful sampling
	Snowball sampling or chain referral sampling

Source: Saunders *et al.*, (2007:204)

In this study non probability sampling methods were applied, including snowball or chain referral sampling for potential visitors sample and convenience sampling for the actual visitor's sample. Non probability sampling methods were chosen since there was no frame of reference from which the sample population for both potential and actual visitors could have been selected (Saunders *et al.*, 2007:204; Leedy & Ormrod, 2005:205).

Limitations of the sampling techniques used and methods of overcoming them are discussed under the respective methods used.

Snowball or chain referral sampling: The method was applied to establish contact with the potential visitors' population. Snowball sampling is used where the population is hidden or difficult to access (Noy, 2008:327-344; Browne, 2005:47-60; Eichhorn *et al.*, 2008:189-210). In the case of this study potential visitors to Kenya are not known, and there was no frame of reference available. The Kenya Tourism Board from where such a reference could have been obtained does not keep records of those who enquire about Kenya. Therefore potential visitor population could not be easily identified hence the most appropriate technique was snowball sampling.

It should be noted that the original plan was to access community members of the Lonely Planet's Thorn Tree Forum (social media), since the members of the forum have a common interest in travel. Authority had been tentatively given but unfortunately the community manager the researcher had approached resigned and the one who took over was not agreeable.

Consequently potential visitor population could not be easily identified and therefore the most appropriate technique was snowball sampling.

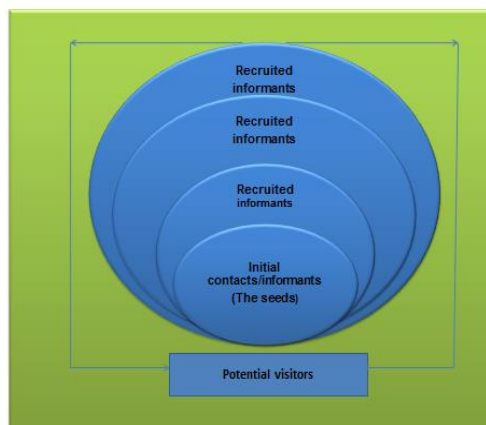
Snowball sampling is a procedure that makes use of natural social networks, where the researcher accesses informants through contacts provided by other informants. Initial contacts and informants are identified and through their social networks, other participants who meet criteria set for the population are accessed (Noy, 2008:327-344; Browne, 2005:47-60; Leedy & Ormrod, 2005:145). As more relationships are built through mutual association, more connections can be made through the new relationships and information can be shared and collected. Hence the evolving 'snowball' effect. Figure 5.5.1 below is an illustration of snowball sampling. **Initial contacts and respondents**, also referred to as **seeds** were identified. To ensure that the final sample comprised of a population with diverse characteristics, the initial contacts were carefully selected from among friends, acquaintances and colleagues with international connections either through work, family or friends. Those selected were those deemed professional by level of education and career, credible and dependable and those with a large social network. They included:

- Family members, friends, acquaintances and colleagues working with the United Nations Peace Keeping Force, World Bank, United States Agency for international Development(USAID) and Family Health International.
- Colleagues: Lecturers from various countries working at the Namibia University of Science and Technology. The countries included Germany, Austria, United States of America, Britain, India, Nigeria, Ghana, Zimbabwe, and Zambia.
- Colleagues from Universities: Surrey in the UK; Kapiolan University in Hawaii; Valencia University in USA; and University of Tampere in Finland.
- Tour operators: three Italian incoming operators based in Namibia and one based in Holland who were operating tours to Africa.
- Student representatives at the Namibia University of Science and Technology
- Exchange students from the University of Tampere in Finland.
- Walt Disney World Florida recruitment team for Africa.
- Secretary to international Women's Association of Namibia, an association for spouses of diplomats and international agencies and other foreign workers based in Namibia.
- Friends in Italy, Sweden and Australia.

The recruited **seeds** were requested to recruit other **informants** in their social networks, and to forward to them the web link to the questionnaire. The population sample was limited to those at least 18 years of age who had not visited Kenya before and had the potential to recruit others. The recruited **seeds** were also asked to participate in the survey. The total came to 227 respondents of whom 19 were eliminated since they had already visited Kenya. Two hundred and eight (208) questionnaires were therefore considered suitable for the survey.

Limitations of snowball sampling method: The main advantage of Snowball sampling method is in its accumulative dimension and the ability to reach inaccessible populations (Noy, 2008:327-344). The method can however be criticised in that the contacts with larger social networks provides a high proportion of respondents who are likely to have similar characteristics to the initial respondent. The implication is that the final sample may tend to be over represented by characteristics of the initial informants and under representative of the others. To counter this challenge, the researcher ensured characteristic diversity in recruitment of the initial chains through selection of informants (as mentioned under initial contacts above) from diverse backgrounds such as country of origin, professions and fraternity groups.

Figure 5.5.1: Snowball sampling



Although snowball sampling has been used in other disciplines such as psychology, there is a dearth of literature in tourism research (Noy, 2008:327-344). In using the method in this study, the researcher sought to begin a discussion on this seldom debated method which could be useful, especially in accessing potential visitors. Previous tourism studies that have

used the method, although not to access potential visitors, include those of Noy (2008:327-344), and Eichhorn, Michopoulou and Buhalis (2008:189-210). Noy has applied it to access backpackers visiting Australia while Eichhorn *et al.* used it to establish chain referral for tourism organizations that have established communication schemes that allow tourists with disabilities to access destination information.

Convenience sampling: The procedure was applied to access actual visitors on departure at Jomo Kenyatta International Airport in Nairobi. Convenience sampling is also a non-probability technique based on the judgement of the researcher. The technique relies on conveniently available subjects and is used where the accurate size of the population cannot be easily ascertained or is not known, where the informants chosen are the easiest to select, where time and financial resources are limited and where the sampling frame of reference is not available (Johnson, Onwuegbuzie & Turner (2007:112-133); Saunders *et al.*, 2007:204; Leedy & Ormrod, 2005:206-210). In this study the frame of reference for actual visitors would have been obtained from immigration department records of visitors to Kenya. However such records are not easily available, furthermore, the records may not contain contact details of the visitors to allow the researcher to access them directly for the survey. It would also have been expensive and time consuming to mail questionnaires directly to them. The sample population was therefore recruited from those easily available and willing to participate from among foreign tourists at least 18 years of age departing from Jomo Kenyatta international airport. Accessing actual tourists at the departure point was more feasible for three reasons: first it is difficult to access the same sample before and after the trip; second the difficulty in retaining visitors attention when interviewing them on arrival since people are distracted by the need to go through immigration, collect baggage and follow the crowd (O'Leary & Deegan, 2005:247-256); and third was time and financial constraints. A total of 400 informants were recruited. Of the 400 questionnaires distributed 380 (95%) were found useable. Twenty respondents had already visited Kenya before and were eliminated.

Limitations of convenience sampling: To eliminate informants' bias in terms of their initial destination image that may have resulted from experiencing the destination, pre and post-trip perception data was collected. A comparison was made between the before visitation

image of actual visitors and that of potential visitors to assess whether there was a substantial difference between perceptions of the two informant groups.

5.6 DATA COLLECTION

5.6.1 Surveys

Leedy (2005:145) describe a survey as a form of data collection in which the researcher obtains facts, opinions, attitudes, previous experience and characteristics of a group of people. In this study two types of surveys were carried out.

Potential Visitors Survey: Survey Monkey, an online data survey software programme was used to collect data from potential visitors. Access to the program required a one year subscription. The software allows the researcher to design questionnaires, collect responses via web or email, browse, search and download results. Once the survey is completed, data is downloaded in Microsoft Excel format and imported into a statistical computer package for analysis.

A web link to the questionnaire was distributed through emails to initial informants; and as mentioned in section 5.5 the informants were requested to forward the web-link to their social networks.

Govers *et al.* (2007:15-23) and Hudson *et al.* (2006a:387-396) note that because of the instantaneous nature of the internet that promotes the action of catching people in the moment, web surveys have the advantage of speed compared to other survey modes such as mail. The flexibility of the internet allows the respondents to complete the survey in their own time and place, unlike face to face interviews where the survey must be completed there and then. Furthermore, the wide reach of the internet provides the researcher with the potential for reaching a large audience any time without geographical limits. Similarly the anonymity of the web survey and the fact that there is no interviewer present may encourage honest responses. In addition, web based surveys have several technological and methodological advantages that assist in improving both internal and external validity: web survey programs allow automatic entry of data by respondents which means results are not

prone to error; responses from online questionnaires can also be automatically inserted into spread sheets, databases or statistical packages, saving time and money and lessening human error (Grant, Teller, & Teller 2005:641-666).

Web surveys are not without limitation. Weimiao and Zheng (2010 132-139) contend that people are hesitant to open web links with which they are not familiar for fear of viruses and scams and a low rate of response is common. To overcome this challenge the researcher forwarded the web questionnaire to the sampled people using a personalised email cover letter (Appendix B). The email had a clear subject reference and stipulated the purpose of the survey and emphasised the anonymity of the respondent. The information was aimed at encouraging participation by ensuring authenticity of the web link and the web survey. Where possible, the initial informants were also advised of the impending survey prior to the distribution of the questionnaire to ensure a higher response rate. The other challenge for web surveys is that people who have access to internet may withdraw from the survey because of the complexity of the questions. To avoid complex questions, a simple form of questioning was used, starting with the easy and interesting questions that draw the curiosity of the respondents and motivates them to complete the survey (Weimiao & Zheng; 2010 132-139; Wright, 2005:00). Previous studies that have used the web survey method of data collection include that of Stepchenkova and Morrison (2008:548-560).

Actual visitors Survey. For the actual visitors to Kenya, an airport survey was carried out at Jomo Kenyatta International Airport, the main airport in Kenya. Four hundred (400) self-administered questionnaires were distributed to departing tourists at the departure lounge for two weeks in October 2012. The month of October was chosen for the data collection since it falls within the high tourist season. The enumerators used for the survey were selected for their previous experience in survey data collection. Their recruitment and training was done with the help of WorkingSmart Skills Ltd, a management and recruitment company. Previous studies on destination image that have used the airport survey method include those of Wang and Davison, (2010:111–123); McCartney *et al.* (2008:183-198); O’Leary *et.al.* (2005:247-256).

5.7 MEASUREMENT TOOLS

5.7.1 Questionnaires

Questionnaires were used for the actual and potential visitor surveys. Saunders *et al.* (2007:354) describe a questionnaire as a data collection technique comprising a list of the same set of questions in which informants are requested to respond in a predetermined order to ensure the same information is collected from every member of the sample. Questionnaires are considered applicable for collecting information which the respondent can supply readily without having to access other sources *etc*; such information may include facts, opinions, perceptions and feelings (Clark, Riley, Wilkie & Wood, 2006:91-99).

In this study, the questionnaires were used to observe data that was beyond the physical reach of the researcher. A structured method of questioning was used and the questionnaires structured in a manner that elicited certain responses from the respondents (Saunders *et al.* 2007:204; Leedy *et.al.* 2005:145). The questionnaires were composed of mainly closed questions with a few open ended questions. Closed questions guided respondents in choosing from responses provided and are a combination of Likert and semantic scales that required the respondents to rate a set of predetermined destination attributes subjectively (Clark, Riley, Wilkie & Wood, 2006:91-99). The open ended or free elicitation questions allowed respondents to describe their perception of the destination in their own terms rather than in reference to predetermined indicators and are conducive to measuring the overall image of the destination. A structured method of measuring destination image using both closed and open questions is commonly used in destination image measurement as exemplified in the works of San Martin *et al.* (2008:263-277), Stepchenkova *et al.* (2008:548-560), Lam and Hsu (2006:589-599) and Beerli *et al.* (2004a:657-681).

The questionnaire was restricted to English speaking people because of financial constraints. In developing the questionnaires, great care was taken to ensure that the wording was clear, simple and easy to understand without compromising the aim of the study.

To ensure effectiveness, reliability and validity of the instrument, pilot testing for the web-survey questionnaire was conducted on 5 academics and 5 students of different nationalities who had not visited Kenya (Appendix A).

- The participants considered the phrasing of the questions and noted some grammatical errors.
- They recommended changes to some of the measurement scales.
- Time taken to complete the questionnaires was noted and discussed with the researcher.
- Participants sought to determine the appropriateness of using the questionnaires as a measurement instrument.

Based on the feedback from the participants of the pilot test, changes were effected.

Logistically, it was not possible for the researcher to travel to Kenya to pilot test the airport survey questionnaire. Eight questionnaires were therefore forwarded to a Kenyan Tour operator (Sportsman Safaris) who distributed them to 8 tourists visiting Kenya at different times. The completed questionnaires were returned to the researcher for evaluation of content comprehension and appropriateness of responses relative to the objectives. The content was found to be well understood and the responses were in line with the objectives of the questionnaire.

5.7.2 Layout of the questionnaires

For the purpose of this study, questionnaires were used to measure: organic, cognitive, affective and complex images of Kenya; motivations for visiting Kenya; use of media information sources, and influence of the media on perception of the destination and visitation, where applicable. They also included demographic variables. Appendices B and C show samples of the questionnaires.

The destination attributes and the media information sources contained in the questionnaires were composed from literature as recommended by San Martin *et al.* (2008:263-277), Beerli and Martin (2004b-623-636), Echtner and Ritcher (2003:37-48) and

Jenkins (1999:1-15). The attributes have both functional and psychological dimensions, modified for this study in relation to Kenya's attractions, based on tourism brochures and the Kenya Tourism Board website.

In the development of the questionnaires, precise instructions and guidelines were given in respect of each question. A summary of the constructs covered in the questionnaires, variables to be measured and the scales used are presented in tables 5.7.1 and 5.7.2

The questionnaires are laid out according to the constructs pointed out in tables 5.7.1 and 5.7.2 below.

Table 5.7.1: Summary of the constructs covered in the potential visitor's questionnaire and the variables to be measured.

Construct Dimensions of destination Image	Description	Variable	Measurement Scale
Organic Image	The organic image is formed without physical visitation to the destination; its formation starts from an early age as individual gathers knowledge and information about a particular place either through school learning or exposure to other sources of information	Q1 & Q2	Open ended Free elicitation
Cognitive Image	What is known about the destination attributes; the belief and knowledge that an individual has of the destination that may or may not have been derived from previous visits	Q 10	Level of agreement Likert Scale
Affective image	Feelings or emotions that an individual develops about a destination; which are as a result of the knowledge that they have of the destination.	Q 11	Semantic differential scale
Motivation	An internal force that is instigated by a need not satisfied that drives the individual to get involved with need fulfilling activities or experiences	Q9	Level of importance Likert scale
Information sources	Information sources include, the media (such as news, films, documentaries etc.); novels, travel guides and word of mouth from friends, family and colleagues. Information derived from such sources may have influence on tourist perception of a destination.	Q3 Q7 Q8 Q12	Multiple choice Multiple choice Level of scale Level of usefulness Likert scale
Media impact	Influence of the media information on tourist perception of a destination and destination visitation	Q5 Q6 Q12.1. Q13 & Q14	Multiple choice Free elicitation Likert scale(Level of influence) Likert scale (Behavioural evaluation)

Table 5.7.2: Summary of the constructs covered in the actual visitor's questionnaire and the variables to be measured

Construct Dimensions of destination image	Description/Definition	Variable	Measurement Scale
Organic image	The organic image is formed without physical visitation to the destination; its formation starts from an early age as individual gathers knowledge and information about a particular place either through school learning or exposure to other sources of information.	Q1 & Q2	Open ended Free elicitation
Cognitive Image	What is known about the destination attributes; the belief and knowledge that an individual has of the destination that may or may not have been derived from previous visits?	Q 8	Likert scale:
Affective Image	Feelings or emotions that an individual develops about a destination; that are as a result of the knowledge that they have of the destination.	Q 9	Semantic differential scale
Complex Image	Image resulting from actual destination visitation which may remain the same as the image before visitation if the tourists experience corresponds with their expectations of the destination	Q8 Q15	Likert scale Multiple choice
Motivation	An internal force that is instigated by a need not satisfied that drives the individual to get involved with need fulfilling activities or experiences.	Q 6 Q 7.	Free elicitation: Likert scale measuring level of importance.
Information sources	Information sources include, the media (such as news, films, documentaries etc.); novels, travel guides and word of mouth from friends, family and colleagues. Information derived from such sources may have influence on tourist perception of a destination.	Q 3 & 10 Q 12. Q12.1. 14.1	Multiple choice 4 point likelihood Likert scale: Free elicitation Likert scale
Media impact	Influence of the media information on tourist perception of a destination and destination visitation	Q 5 Q 10 Q11 Q12.2 Q13 Q15.	Free elicitation Multiple choice Rating using a 4 point Likert scale Evaluation using a 4 point Likert scale Likert scale Likert scale measuring level of congruence

5.7.3 Destination image construct

Potential Visitors (PV) questionnaire (Appendix B): In the PV questionnaire, destination image construct is covered in sections A and C. Section A is an investigation of the potential visitors' general awareness of Kenya *i.e.* **the organic image**. Question 1 is an open or free elicitation question that requires the respondents to express their perception of Kenya. Question 2 is aimed at establishing the age at which the respondents first learnt about Kenya. The question is based on the premise that formation of organic image starts from an early age as each individual gains knowledge about a particular place through exposure to organic or non-commercial information sources as discussed in chapters 3 and 4.

The organic image of a destination can be said to encompass the cognitive dimension of image, in as far as this refers to beliefs and knowledge that an individual has of a destination before visitation. In identifying the motives that are likely to draw potential visitors to Kenya (question 9 in section B), the researcher aimed to uncover the level of awareness and perception of the destination attributes that formed potential visitors' **cognitive image**. Questions 10 and 11 in section C are also intended to measure both functional and affective attributes of the destination. Congruence between motives to visit Kenya, perception of its attributes and a more general perception derived from question 1 were intended to give the researcher a better perspective of the image held by potential visitors to Kenya.

Questions 3 through to 8 related to information sources and will be discussed later under their respective headings.

Actual Visitors (AV) questionnaire (Appendix C): The destination image construct was covered in sections A, B, C and in part of D. Question 1 is aimed at drawing out the **organic image** held by actual visitors before they visited Kenya. Q2 is similar to that of PV, the previously given explication therefore also applies to actual visitors. Going further and in relation to the process of destination image formation discussed in section 4.3, the intention of question 4 is to identify the age at which interest to visit Kenya was sparked. The age may be different from the age when the respondents first learnt about Kenya. Questions 6 and 7 in section B covered the **motivation** construct. As pointed out in section 3.4.2 individuals are motivated to visit a destination they deem capable of satisfying their needs. By identifying

the motives that led the visitors to choose Kenya for a holiday visit, the researcher aims to find out the attributes that attracted them to the destination. An evaluation of the motives and the attributes was intended to give the researcher a richer perspective of the actual visitor's image of Kenya before visitation as derived from question 1.

Questions 8 and 9 in section C identified respondents' opinion of the destination's functional and psychological attributes and sought to elicit after visitation or more **complex images** of Kenya held by the respondents.

Question 15 in section E also sought to uncover the **complex** or after visitation image. It seeks specifically to establish congruence between media representation of the destination and the perception of Kenya after visitation. Four attributes of the destination were selected for evaluation in relation to media representation and expectations after experiencing the destination. Attractions and activities were selected for evaluation since Kenya is known for her natural attractions and has developed activities around the attractions. A tranquil atmosphere, personal safety and security were selected since, as pointed out in the problem statement, Kenya is perceived as an insecure destination. Information derived from the evaluation led to conclusions as to whether the before visitation image as influenced by the media differed from the after visitation image.

Questions 3 and 6 are discussed under the ensuing section on information sources.

5.7.4 Information sources and Impacts of the media

Potential visitors (PV) questionnaire: Questions 3 and 4 aimed at identifying the information sources that potential visitors came into contact with that might have influenced their construction of an organic image.

Question 5 and 6 sought to confirm the influence of information sources on perceptions of the destination as elicited from potential visitors' responses to question 1.

Question 7 and 8 related to general coverage of Kenya in the media, hence the level of accessibility to information on Kenya that might have influenced the perceptions of the

visitors. The information gathered helped identify information dissemination gaps, and led to some of the recommendations included in the strategic media communication framework.

Questions 12 and 12.2 in Section D are concerned with the level of dependability and usefulness of information sources to potential visitors when making travel decisions. It relates to the aspect of media use, knowledge of which directed selection of appropriate media communication channels in the development of the strategic media communication framework.

Question 13 is a behavioural evaluation of potential visitors' reaction to negative media reporting on a destination. It seeks to identify the influence of negative media reporting on visitation intent. Knowledge of how potential visitors are likely to behave in such situations guided the researcher on strategies for mitigation of negative media reporting on the destination.

Actual visitors' questionnaire: The aim of question 3 is similar to that for potential visitors and the explication given also applies to actual visitors. Question 5 sought to identify the type of the media sources that triggered the interest to visit Kenya. By comparing the responses gathered from questions 2, 3 and 5 the researcher intended to assess the relationship between the media with which the respondents first came into contact and which might have influenced their perception of Kenya, with the media that triggered their interest to visit Kenya. In relation to the process of destination image formation discussed in sections 3.4.2 and 4.3 the premise of these questions is that media use will differ from one social demographic group to the other and that different types of media will have different types of influence.

In Section D questions 10 and 11 also related to media use and the influence of particular media used to seek information about Kenya. They sought to identify the most influential media information sources used by the tourist to seek travel information on Kenya, knowledge of which contributed to the strategies included in the strategic communication framework.

Questions 12 and 12.2 and 13 were similar to those for potential visitors and the explication already given therefore also applies to actual visitors.

Question 14 was similar to 7 and 8 for potential visitors and the explications given therefore also apply to actual visitors.

Question 15 is discussed under the destination image construct.

Questions 16 of the AV questionnaire and 15 of PV questionnaire are control questions. They are for elimination of repeat visitors from the study. Only first time actual and potential visitors were of interest to this study since previous experience at the destination may have influenced perception of the destination and usage of information sources.

Questions 16 and 17 of the PV questionnaire were for measuring intention to visit Kenya while 17 of the AV questionnaire was intended to gauge actual visitors' satisfaction. Positive responses could indicate that the actual visitors enjoyed their experience at the destination and would recommend a visit to others.

Section E of both questionnaires was to measure respondents social demographic variables. In relation to the process of destination image formation discussed in sections 3.4.2 and 4.3, the premise of the questions was that perception and use of the media will differ from one social demographic group to the other.

Although the rationale for all questions in the questionnaires has been explained, the abundance of data that resulted from the survey on both actual and potential visitors to Kenya made it impossible to comprehensively discuss each and every question. The questions that relate directly to the impact of the media on destination image and destination visitation are highlighted.

5.7.5 Procedures

Before the start of data collection:

- The researcher obtained permission from the Kenya Port Authority to enter the airport departure lodge to collect the data (Appendix H).
- Five enumerators were recruited and trained.
- The researcher ensured cooperation from the respondents who were first given the purpose of the survey and assured of the confidentiality of their information.

5.8 DATA ANALYSIS

Before either survey could be processed and analysed the data was first extracted from the questionnaires, edited and validated. The purpose of editing the data was to check for omissions and consistency of responses in order to ensure the integrity of the data and of the questionnaire.

Through SPSS, quantitative data were analysed using both descriptive and inferential analysis techniques. In this study descriptive statistics such as frequency distribution, measures of central tendency (mean, mode and median) and dispersion (standard deviation) were used to organise, describe, summarise and compare the data obtained from both potential and actual visitors to Kenya in a meaningful way (Salkind, 2008:8; Saunders *et al.*, 2007:433).

Inferential statistics were used to draw conclusions about the population to determine the probability that results are not due to random chance (Belli, 2009: 75; Salkind, 2008:168). Inferential statistics allowed the researcher to draw conclusions beyond the descriptive data and to test hypotheses drawn for this study (Lapan & Quartaroli, 2009:75). In inferential statistics both parametric (e.g. t-test) and non-parametric (e.g. chi squared test) tests may be used to examine hypotheses. Parametric tests make assumptions concerning the distribution of the underlying population, often that it follows a normal distribution and that

samples come from distributions with equal means and variances. However non-parametric tests may be used if these requirements might not be met or if the data is categorical.

The data in this study was mostly categorical in nature where the appropriate test was the chi-squared test. However where factor analysis was performed, the resulting scores were on interval scales and were analysed using parametric statistical tests.

5.8.1 Inferential Statistics

While descriptive statistics tend to describe the character of the population under study such as the profile of the sample population, inferential statistics allow the researcher to make inferences about the true characteristics of the population on the basis of the data in a sample. In other words, inferential statistics allows the researcher to make probabilistic statements about whether a particular assumption about the population distribution is true or false (Field, 2009:49). In so doing the researcher is able to rule out the possibility that the results from the sample could have been obtained by chance, thus indicating a causal explanation (Saunders *et al*, 2007:211). In this study the main variables tested were the media and its influence on respondents' perception of the destination, and media and influence on respondents' visitation intent. The two research hypotheses mentioned in section 5.2 were tested and validated using chi-squared tests and T-tests. These tests are discussed in chapter 6.

Statistical inferences in most instances make it possible for numbers, measurements or statistics to be different in a mathematical sense but not to be significantly different in a statistical sense (Leedy & Ormrod, 2005:: 267-273). Statistical differences are therefore expressed in terms of the level of significance. The smaller the chosen level of significance, the smaller the degree of risk the researcher will be willing to accept in the finding. The most common level of significance used when performing statistical tests is 0.05 (95%) or 0.01 (99%) (Veal, 2011:461). For the purpose of this study a 0.05 level of significance was used meaning that the researcher can be 95% certain the findings.

Depending on the type of data, the way in which significance is tested using parametric and non-parametric tests, statistical inference testing can answer one or more of the following questions regarding the strength of relationship, if any between two variables:

- Is the association between two categorical variables statistically significant?
- What is the strength of the relationship, and is it statistically significant?

5.8.2 The chi-squared test

The chi-squared test, a commonly used non-parametric statistical test, was used in this study to determine the likelihood that two categorical data variables are associated.

As mentioned the two research hypotheses stated were tested by means of the chi-squared test, however in cases where the requirement of a minimum expected frequency of 5, was not met Fisher's exact tests were performed (Field, 2009:131). The significance value was set at 0.05. Where a probability below 0.05 was achieved, this indicated a significant association between the variables being tested, that was unlikely to have occurred by chance. In that case the null hypothesis, that there was no association, was rejected. The association was illustrated in a cross tabulation. In each cell of the cross tabulation the variables being tested were given as well as their corresponding percentages, expected frequencies and standard residue, thus indicating the largest contribution to the association. In cases where the standard residue showed a positive value it meant the cell was over-represented (meaning there were more subjects in this category than expected), whereas the standard residual had a negative value meant the cell was under-represented, that is, there were fewer subjects in this category than expected (Field, 2009:131).

5.8.3 Independent t-test

In a quantitative research study an hypothesis can either be directional or non-directional. In a non-directional research hypothesis the difference between the actual and expected frequencies is reflected but the direction of the difference is not specified. Since the hypotheses drawn for this study are non-directional (meaning one factor may affect another positively or negatively) the two-tailed test for independence or association was chosen, instead of a one tailed test (Field 2009:327-343).

The purpose of a t-test is to examine differences between two samples in relation to one or more variables being tested. In the t-tests the mean values of that variable in two different samples are compared to see whether there is a significant difference. In using a t-test, any difference deemed significant between the means will have a probability less than the chosen significance level 0.05 and a correspondingly large t-statistic (Saunders *et al*, 2007:447).

Levene's test for equality of variance, which adopts the null hypothesis that the variances in two groups are equal, was also considered for analysis in this study (Field, 2009:49). As in other tests, the results are considered significant when the probability is less than the chosen significance level 0.05, in which case the null hypothesis is not accepted and the variances are deemed to be significantly different. Levene's test was used to determine if there was a significant difference between the visitors who indicated that the media representation of Kenya corresponded to their expectations at the destination after visitation and those whose expectations were not met.

5.8.4 Factor analysis

Factor analysis is a general term that covers a set of multivariate techniques that investigates the structure of interrelationship or correlations between a set of observed variables or items that share some commonalities (Field 2009: 786). Exploratory factor analysis was used in this study for two purposes. The first purpose was to reduce the 12 items of the destination that represent the cognitive image of Kenya in question 9 for actual visitors so as to detect aspects that have commonality. These items were thus grouped into three factors for further analysis as discussed in section 6.7.2. The second purpose was to gauge reliability. Question 8 of actual visitors' questionnaires was chosen since it required Likert scale evaluation. In performing the Factor analysis on the 12 items, the "not applicable" option was not included. The items were rated on a Likert scale (strongly disagree, disagree, agree, strongly agree). The Principal Axis factoring method of extraction with oblique rotation was used (Field 2009: 636). Three factors were identified where eigenvalues were greater than or equal to 1. Factor loadings in the structure matrix were used to determine the items within each factor (Field 2009: 636). Once the factors were finalised Cronbach alphas were calculated to gauge the reliability of scale. Factor 1 had an

alpha coefficient of .743, while that of factor 2 was .681, both can therefore be considered satisfactory as a gauge for internal reliability. Alpha coefficients range in value from 0 to 1, with values greater than 0.7 being deemed satisfactory for internal reliability. However Kline (1999) quoted in Field (2009: 675) contends that when dealing with psychological constructs, values below 0.7 can realistically be expected because of diversity on the constructs being measured. Some of the 12 items analysed such as tranquil atmosphere, hospitality and friendly people and safety and security have, it can be argued, a psychological dimension in them.

5.9 ANALYSIS OF QUALITATIVE DATA DERIVED FROM THE QUANTITATIVE RESEARCH OPEN ENDED QUESTIONS

Data extracted from the questionnaires was analysed for same word frequencies using the SPSS program. The data was then transferred to an Excel program using the method recommended by Kitchin and Tate (2013:229) to enable it to be classified into similar word groups. Further frequencies were run to reduce the data into manageable groups. From this, connections were made that resulted in five themes that best described the organic image of Kenya. Using this method made it possible to explore and analyse the data systematically and rigorously.

5.10 RELIABILITY AND VALIDITY OF THE SURVEY INSTRUMENTS

5.10.1 Validity

Veal (2011:46) describes validity as the extent to which information presented in the research truly reflects the phenomena that is being investigated. Veal contends that ensuring validity in tourism research presents difficulties in that it deals with attitudes and behaviour that are not constant over time. The researcher also relies on individual responses which may not be a reflection of reality due either to misunderstanding or simply the respondent not telling the truth. For this reasons, the validity of data cannot be assured as it would be in the natural sciences. However several measures to ensure validity have been proposed, although none are perfect.

Construct Validity: is the extent to which a test measures the concept or construct that it is intended to measure. Research findings in this study confirm that the instruments adopted assessed the theoretical constructs from the literature review satisfactorily. It can therefore be assumed that the construct validity for the study was achieved. For example, content analysis of question 1 ascertained construct validity since it revealed aspects of the theory such as affective and cognitive aspects of a destination image.

To increase validity, an extensive literature review was undertaken. This ensured that valid content and constructs were encompassed in the instruments so as to bring out the intended data.

Another way of ensuring validity of instruments for both potential and actual visitors' surveys was to engage in a pilot study. This allowed the researcher to identify errors and areas that could cause misunderstandings and therefore misinformation.

5.10.2 Reliability

Reliability is the extent to which data collection techniques yield consistent findings, similar observations and conclusions by other researchers. Reliability also includes transparency in how sense was made from the raw data (Sanders *et al.*, 2007:610). Similar to validity, reliability in social sciences cannot be completely assured due to the fact that researchers rely on human beings in differing and ever-changing social situations. Even if an individual report of his or her behaviour may be accurate, when the report is grouped with information from other people it presents a snapshot picture of a group of people which is likely to change over time as the composition of the group changes. In addition, the same questions asked to people in one location are likely to produce different results when presented to other people in a different place, because of differing social and physical environments. In social sciences therefore one must be cautious when making general, theoretical statements on the basis of empirical research findings. Any research finding is therefore related only to the subject of the study at the time and place where the research takes place (Veal, 2011:46). That said, for example to achieve reliability of the data collection measures, the researcher used two different questions to assess potential visitors' perception of Kenya. In question 1 they were asked to give three words with which they would describe Kenya. The

description would give an indication of the image that they hold of the destination. In question 10 they were asked to evaluate 12 predetermined aspects of the destination on a Likert scale of agreement. From observation and analysis of the responses, the perceptions in both cases were similar with question 1 descriptors coinciding with the predetermined aspects of the destination in question 10.

5.10.3 Section summary

This section reviewed the research methodology and tools used in the quantitative research phase of this study. A research plan was discussed and justified. The research population was identified and sampling methods highlighted and justified. This was followed by an explanation of the research methods to be followed as well as the identification of measurement tools, namely the questionnaires. A detailed analysis of the tests that were applied in the research then followed. The validity and reliability of the survey instruments were discussed to conclude the section.

The next section focuses on the qualitative phase of this study.

5.11 QUALITATIVE RESEARCH

The aim of the qualitative phase of the research was to: get expert opinion on Kenya's tourism performance; assess the experts' perception of the destination image and products; seek the experts' opinion on impact of the media reporting and representation on the destination image and visitation; and seek deeper understanding of the media communication strategies followed and activities employed within the industry to promote the image of Kenya. As stated previously a comparison between information gathered from the quantitative and qualitative research was intended to help the researcher identify: gaps that exist between the image held by both actual and potential visitors and that held by the host destination; the media channels that the visitors use or come in contact with that may influence their perception of Kenya and decision to visit, and the media channels used by the Kenya tourism industry to disseminate information to potential visitors. The information gathered directed the researcher into the type of communication strategies included in the proposed media communication framework.

A qualitative research approach aims to answer questions about the complex nature of a phenomenon as it occurs in the real world with the purpose of understanding it from the perspective of an individual (Leedy *et al.*, 2005:179; Kumar, 2005:165). Qualitative studies may follow a constructivist or interpretative research philosophy, which holds that there are multiple realities to a single phenomenon (Ponterotto, 2005:126-136). Ponterotto argues that people will construct their own individual realities about the phenomenon, and that their reality is influenced by their knowledge of the phenomenon, their view of the world, and their values. Qualitative research seeks in-depth information so as to discover the what, the how and the why of a phenomenon (Creswell, 2007:17). To be able to understand and explain the phenomenon, the study must be conducted in the natural environment, ‘the lived experience’ (Ponterotto 2005:126-136). Qualitative research calls for interaction between the researcher, the research participant and the research topic. It is only through such interaction that deeper meaning of the phenomenon can be discovered (Ponterotto, 2005:126-136). The research is inductive in nature and the aim of the researcher is to describe, observe, interpret, verify and evaluate a setting or phenomenon while maintaining neutrality (O’Neil, 2009:1-19). Data gathered about the phenomenon are analysed and theoretical constructs are generated or modified.

The phenomenon under investigation in this study is the influence of the media in destination image formation and as mentioned in the introduction the media is presumed to have the power to influence construction of destination image either positively or negatively; and that as a result of negative media representation the image of Kenya is floundering. It was the intention of the researcher to analyse these issues from various dimensions so as to propose a strategic media communication framework that could be applied to influence construction of a positive destination image of Kenya. While quantitative research allowed the researcher to establish relationships between variables such as the relationship between media influence and perception of the destination, the approach would not on its own have provided in-depth exploration of the issues. Qualitative research allowed the researcher to examine the issues from various angles in order to get a deeper understanding and as, Leedy and Ormrod (2005:133) contend, qualitative research makes it possible to study a phenomenon in all its complexity. Furthermore as Ponterotto (2005:126-136) argues there are multiple realities to a single phenomenon. In this study qualitative research using in-depth interviews was deemed suitable to get a wider perspective on the influence of media reporting and

representation on destination image as well as to discover the media strategies followed within the Kenya tourism industry to influence positive destination image. As mentioned Information extracted from both research methods gave the researcher a deeper understanding of the issues and highlighted strategies that were encompassed in the proposed strategic media communication framework.

5.11.1 Sampling

A *purposive* method of sampling was used for the qualitative research. Purposive sampling is a non-probability technique based on the judgement of the researcher that allows him/her to choose individuals likely to provide the most information relating to the research problem (Leedy & Ormrod., 2005:145).

In the case of this study the individuals included experts on Kenyan tourism chosen for their extensive experience in destination marketing, knowledge of the Kenya tourism product, and knowledge of both potential and actual visitors' travel buying behaviour and media information use. They are also familiar with the influence of media reporting and representation on destination image and visitation. The experts therefore have a good understanding of the generating markets for Kenya as well as understanding of the host destination (Saunders *et al*, 2007:230). (See appendix D on details of the sample respondents).

The sample comprised of seven informants including:

- Kenya Tourism Board Director of Marketing
- Managing Director of Somak Travel
- Regional Managing Director for Serena Hotels and Lodges and former chairman of hotel keepers and caterers association
- Chief Executive officer of Kenya Association of Tour Operators
- Chief Tourist Officer in the Department of Tourism, Ministry of Tourism
- Publicity officer in the Department of Tourism, Ministry of Tourism
- International Brand manager for Brand Kenya (who replaced the Chief Executive Officer who was not available at the time of the interview)

The researcher used Tremblay's (1990) criteria for the selection of sample composition which includes the following qualities:

- Position held that exposes them to information required for this study
- Knowledge that they have emanating from the position held
- Length of time in the tourism industry
- Readiness to take part in the interview
- Objectivity and ability to communicate

The sample size of those interviewed consisted of seven informants. According to Tangco (2007:147-158) and Tremblay (1990:18) the validity of the sample depends not so much on the number of cases but on the proper degree of expertise in the domain of inquiry, and a small number of specifically chosen informants can yield more high quality of information than larger groups of general informants. Kuzel (1992:41) recommends a minimum of six informants depending on the heterogeneity of informants and objectives of the interviews. Studies that have used few interviews include that of Beerli and Martin (2004: 623-636) which included 8 tourism expert. Informants selected for this study were heterogonous in that they come from various sectors of the tourism industry, including accommodation, tour operation, destination marketing, country brand marketing and government (tourism public policy planning).

5.12 QUALITATIVE DATA COLLECTION

5.12.1 Interviews

The method of data collection selected was in-depth interviews with Kenya tourism experts. Interviews are purposeful discussions between two or more people. They provide a unique opportunity to gather in-depth information about certain issues through interaction between the interviewer and interviewee and at the same time allow us to understand how issues fit within the wider context of the phenomenon under study (Leedy *et al.*, 2005:145). Furthermore, where ambiguities occur clarification can be made and greater control can be exercised over the progress of the interview (Odendal & Shaw, 2002: 299-316). The objectives of the interviews were to:

- Seek a wider perspective of the media influence on destination image and image formation by exploring how past media reports and representations have affected the image of Kenya either positively or negatively.
- Identify media communication strategies currently (if any) being used to influence the positive image of Kenya.
- Identify the media channels used within the industry to disseminate destination information, as well as to identify the type of media that the tourists use to seek the destination information.
- Assess the state of tourism in Kenya.

The researcher conducted the interviews herself and therefore acted as the data gathering instrument. Validity and reliability of in-depth interviews depend on the extent to which the interviewer is able to extract information from the informants and to decode the meaning inferred. To ensure reliability, control measures were undertaken and included the use of a well-designed interview schedule and prompts throughout the interviews (Saunders et al., 2007:311-316). Discussions were also tape recorded and where necessary applicable notes were made for clarification.

5.12.2 Interview schedule

Saunders et al. (2007:311-316) describe the interview schedule as a list of themes, issues or questions around a topic that the researcher wants to cover during the interview. The themes, issues and questions are based on the findings from the literature survey. Although the interview schedules for this study contained questions related to the topic under discussion, the informants were given the opportunity to talk freely about events, behaviour and beliefs in relation to the topic area. The interview schedules were mainly used as a guide or a prompt to ensure that all issues pertaining to the research problem were discussed, to encourage flow of discussion and to promote clarification of the raised points. Table 5.12.1 below is a presentation of the themes covered in the interview schedules as highlighted in the literature review.

The state of tourism in Kenya:

Covered under this category were questions aimed at extracting the following themes or subcategories:

- Tourism performance: Starting off the discussion with tourism performance was purposely done so as to link the performance, whether positive or negative, to media influence. The information gathered was essential to the formulation of the communication framework.
- Host perception of the destination image and product: An understanding of the experts' opinion of the destination image and product helped the researcher identify aspects that needed to be incorporated in the media communication framework.

The media

Questions under this category were aimed at extracting the following themes or subcategories:

- Media information channels: By comparing the media information channels that the industry uses to disseminate information on Kenya and the sources that the actual and potential visitors refer to or come in contact with, the researcher aimed at identifying congruence between the two. The information was vital to the development of the media communication framework.
- Media influence: The discussion on media influence was aimed at assessing the experts' opinion on the impact of media reporting and representation of Kenya on destination image and visitation.
- The media communication strategy: Understanding the media communication strategy and activities employed within the industry allowed the researcher to identify gaps in the media communication plans that were then included in the proposed communication framework.

Table 5.12.1: Themes covered in the in-depth interviews

THEMES	DESCRIPTION/DEFINITION	RESULTS EXPECTED
State of tourism		
i. Tourism performance	General state of tourism in Kenya including arrivals trends past and present	Information gathered was used to link the performance with the media influence and to direct the flow of the discussion. The information was essential to the formulation of the media communication framework.
ii. Host perception of the destination image and product	How the experts perceive Kenya in terms of image and product.	The purpose of the information gathered was to guide the researcher on types of media strategies to be included in the communication framework.
The Media		
i. Media information channels	Media information networks through which the Kenya tourism industry promotes the destination as well as the media information sources used by visitors to access information on Kenya	A comparison of the media information channels that the industry uses to disseminate information on Kenya and the sources that the visitors refer to or come in contact with, can shed light onto whether there is congruence between the two. The information would assist the researcher in the development of the media communication framework.
ii. Media Influence	Influence of the media representation of Kenya on the destination image and visitation	The purpose of the discussion on media influence is to assess the experts' opinion on the impact of the media representation of Kenya on the destination image and visitation.
ii. Media communication Strategies	Media strategies for influencing positive image of Kenya	Understanding the media communication strategy and activities employed within the industry would allow the researcher to identify gaps in the media communication plans that would then be included in the communication framework.

Included also in the interview schedule was the profile of the informants. Table 5.12.2 below highlights the informants' suitability profile.

Table 5.12-2: Respondents profile criteria

Quality	Purpose
Name and contact details of the informants	Recording and keeping names and contact details of informants is important in case clarification is needed at a later stage
Position held in the company	To ensure that the position held is at a level that exposes the informant to issues regarding destination image, media and marketing and, that through the position they have an adequate understanding of the issues.
Length of time in the tourism industry	To ensure that the work experience of the informants is adequate to qualify his/her opinion as an expert opinion. Their experience and influence in the industry garners reliability and credibility of the data provided.

5.12.3 Procedure

The interviewees selected for the qualitative research were approached through emails with a request to participate; this was followed by telephone calls to highlight the purpose of the interviews and to request the signing of letters of consent to interview as reflected in Appendices I-N.

Interview dates were arranged through emails and followed up by telephone calls.

The interviews were conducted in Nairobi Kenya between October and November 2012.

5.13 DATA ANALYSIS

To organise the mass data that resulted from the interview transcriptions into meaningful and related parts, the researcher applied the data analysis method recommended by Kitchin and Tate (2013:229). The method includes description of data, classification of data and connection of statements. The method makes it possible to explore and analyse the data systematically and rigorously.

Description of data refers to all relevant information regarding the data analysis from the situational context under which the data collection takes place, the intention and meaning of the informants and the process of analysis as impacted by the researcher's thoughts and approach to analysis.

Situational context refers to: (i) information on the social setting where the interviews were held. The interview of the KTB Marketing Director was held in her home while the rest of the interviews were held in the offices of the informants; (ii) the social context which refers to social qualities of informants as those described in the selection of informants (section 5.11.1). As mentioned, the quality of the informants will influence the quality of data collected; (iii) information on the spatial arena includes the place under study which is Kenya and the area where the interviews were conducted which was in Nairobi between October and November 2012; (iv) information on situational context is important because it provides a detailed account for analysis purposes. In section 5.11 description of the situational context is also discussed. Description of the data also includes the intentions and meanings of the informants, which provides contextual information derived from the analysed and interpreted interview data which will be described in section 6.11.

At the classification stage of data analysis the researcher tries to interpret and make sense of the data through a sequence of breaking the transcribed data into chunks or units that could be words or phrases that go together and then assigning them into smaller categories or classes. The process of classification transforms and condenses the data into compressible and manageable forms (Saunders *et al.* 2007: 471). Furthermore it is an interpretative approach to data analysis that allows the researcher after the interviews have taken place to identify factors that are important so as to draw out commonalities and divergences, and create meaning.

The researcher started the process of classification by rereading the transcripts and retrieving data relevant to the objectives of the interview. Through the use of matrices, the chunks of words identified were located within two main categories or themes derived from the interview schedule. The categories were the state of tourism in Kenya and the media. Each category contains subcategories that allowed the researcher to cover issues associated with the research questions. Under the state of tourism in Kenya are the subcategories: tourism performance and the host's perception of the destination image and destination products. Under the media category are media information channels, the influence of the media and media communication strategies. Through further analysis the subcategories were further subdivided into refined categories since, as Kitchin and Tate

(2013:229) contend, creation of data categories is a continual process of development as the researcher refines her/his ideas.

Saunders, et al. (2007: 471) contend that the use of a matrix allows the researcher to identify emergent patterns in the data that give an indication for further action. Furthermore a matrix display allows the researcher to note the development of patterns that might inform the research question or give new insights into the phenomenon being investigated (Yin, 2011:176-229). Table 5.13.2 is an outline example of one of the matrices constructed for classification of data relating to the state of tourism in Kenya. For ease of analysis codes were created for the informants (table 5.13.1). Yin (2011:186) contends that the researcher has the choice to code or not to code the data in the classification process. To start with, a one column matrix was constructed and contained paraphrased comments from informants that related to the subcategory: tourism performance. Appended to each comment were informant's (Respondents) codes. After further analysis the subcategory was then subdivided into poor performance and improved performance subcategories. From further analysis of the new subcategories other categories were created that enhanced the understanding of the data.

Table 5.13-1: Codes for the informants

CODES	INFORMANTS	COMPANY & POSITION HELD
R1	Marketing Director	Kenya Tourism Board (KTB)
R2	Managing Director	Somak Travel
R3	Group Managing Director	Serena hotel & lodges Africa
R4	Chief executive officer	Kenya Association of Tour Operators
R5	Chief Tourist Officer	Department of Tourism
R6	Publicity officer	Department of Tourism
R7	International Brand Manager	Brand Kenya

Table 5.13. 2: Matrix on comments from informants and themes extracts from the comments

Tourism Performance	Poor performance	Improved performance
R3,R1: Leisure market down by 50 %		
R3, R1: Safari market down by 30 %		
R3,R4: Compared to the period 1978-1998 the quality of tourists has gone down		
R4: Sense of insecurity makes the situation depressing		
R1: Unstable performance this year (2012) as a result of Somali crisis.		
RI2,R1: Low growth in main markets, United Kingdom, Germany, France, Italy, Switzerland and the USA		
R6: Arrivals are erratic due to the perceived insecurity emanating from Somali crisis and Euro Zone		
R1: Doing well compared to 2008 which was the worst year Kenyan tourism. A 15.45% growth in 2011 compared to 0% growth in 2008		
R1,R2,R3: High growth in new markets		
R1, R5, R6: Business tourism picking up and new international chains in the country		
RE, RA, RC: Growing MICE market.		
R2: R4: Best tourism performance, 1998, 2006, 2007		

For the purpose of data verification the following were applied in the extraction and classification of the data:

Rules guiding the classification:

- Each informant was given a code; comments relating to particular categories were paraphrased and entered into matrices with their respective code. The code preceded the comments and where several informants expressed the same opinion, all codes were entered. For example for the subcategory: **Poor performance** a comment that described the poor performance would be entered as **R3, R1: leisure market down by 50%** this is **translated** as informants R3 and R1 were of the same opinion that the performance was poor since the leisure market had gone down by 50%.
- The researcher constantly returned to the original data to ensure that as the classification progressed it remained faithful to the original data.

- To ensure validity and understanding of the informants' comments and underlying opinion, the researcher annotated her thoughts, ideas and understanding on the margin of the transcriptions soon after the transcripts were done and the interviews and the transcripts were still fresh in the mind. This ensured that the annotations were fully situated within the context of the data.
- Further codes as in table 5.13.3 were used to reflect the informants' manner.
- Where informants repeated or stressed their comments as a sign of worry or sadness at the situation.
- Where informants' expression and gesture suggested frustration.
- Where informants expression and gesture suggested extreme frustration.
- Where informants' expression and voice pitch reflected excitement for chances of growth or good media coverage.

Table 5.13.3: List of codes for classification

EPP	Informant placed emphasis on an issue by repeating the point more than once,
FEG	Informant facial expression, gesture and voice pitch reflected feelings e.g. worry, sadness, frustrations, excitement,
≥	The sign in front of informant code was an indication that the informant was highly impressive in terms of exceptional knowledge on an issue discussed.

Comments that could not be situated under any of the identified categories but could be important for further analysis were included as general comments.

The next step in data analysis was the linking and connecting of statements. Where a link was identified, data interpretations were made in the light of categorisation and sorting of the data.

5.14 ETHICAL CONSIDERATIONS

The researcher adhered to the research ethical considerations as stipulated by the Ethics Committee of the Faculty of Economic and Management Science, University of Pretoria. Research informants were assured of confidentiality of participation and anonymity of data collected. The In-depth interview participants signed letters of consent indicating their

willingness to participate in the research. The committee reviewed, approved the standards of the research, and granted ethical clearance as reflected in appendix U.

5.15 SUMMARY

In this chapter the research design and methodology used in this study were presented. Both quantitative and qualitative methods were used. The rationale for the use of both methods was explained. The sampling techniques, sample sizes, data collection methods, procedures and data analysis were also discussed for both of the research methods used. Validity and reliability of results were highlighted.

The focus for the next chapter (chapter 6) is on the presentation of the results of the empirical investigation.

CHAPTER 6

RESULTS

6.1. INTRODUCTION

The aim of this chapter is to present, interpret and discuss the findings related to the empirical objectives of the study and hypotheses derived from the objectives, namely:

Objective 3: To empirically analyse the role of the media as a factor in destination image construction.

Objective 4: To analyse the impact of media on visitation.

Hypothesis 1: *The before visitation image of actual visitors to Kenya as influenced by the media is different to their after visitation image.*

Hypothesis 2: *The before visitation image of actual visitors to Kenya and that of potential visitors are differently influenced by the media*

The abundance of data that resulted from the survey on both actual and potential visitors to Kenya made it impossible to comprehensively discuss each and every question covered by the questionnaires. The questions that relate directly to the impact of the media on destination image and destination visitation are highlighted. The sequence in which the results are presented is illustrated in figure 6.1.1 that begins with the profile of the two groups of respondents, actual and potential visitors, with a comparison provided in terms of some of their demographics. Thereafter a brief overview is provided of the organic image of Kenya held by each group, also the cognitive image of the actual visitors is discussed. Organic image, as described in the theoretical overview, is the image held of a destination without physical visitation; it develops over time from an early age and is influenced by several factors including media. Cognitive image results from an evaluation of the destination functional and psychological attributes and may or may not have been derived from previous visits. The impact of the media on the organic image of Kenya is then presented, covering: the first source of information on Kenya; how Kenya is generally covered in the media; media consulted before visitation and respondents “dependency” on the media.

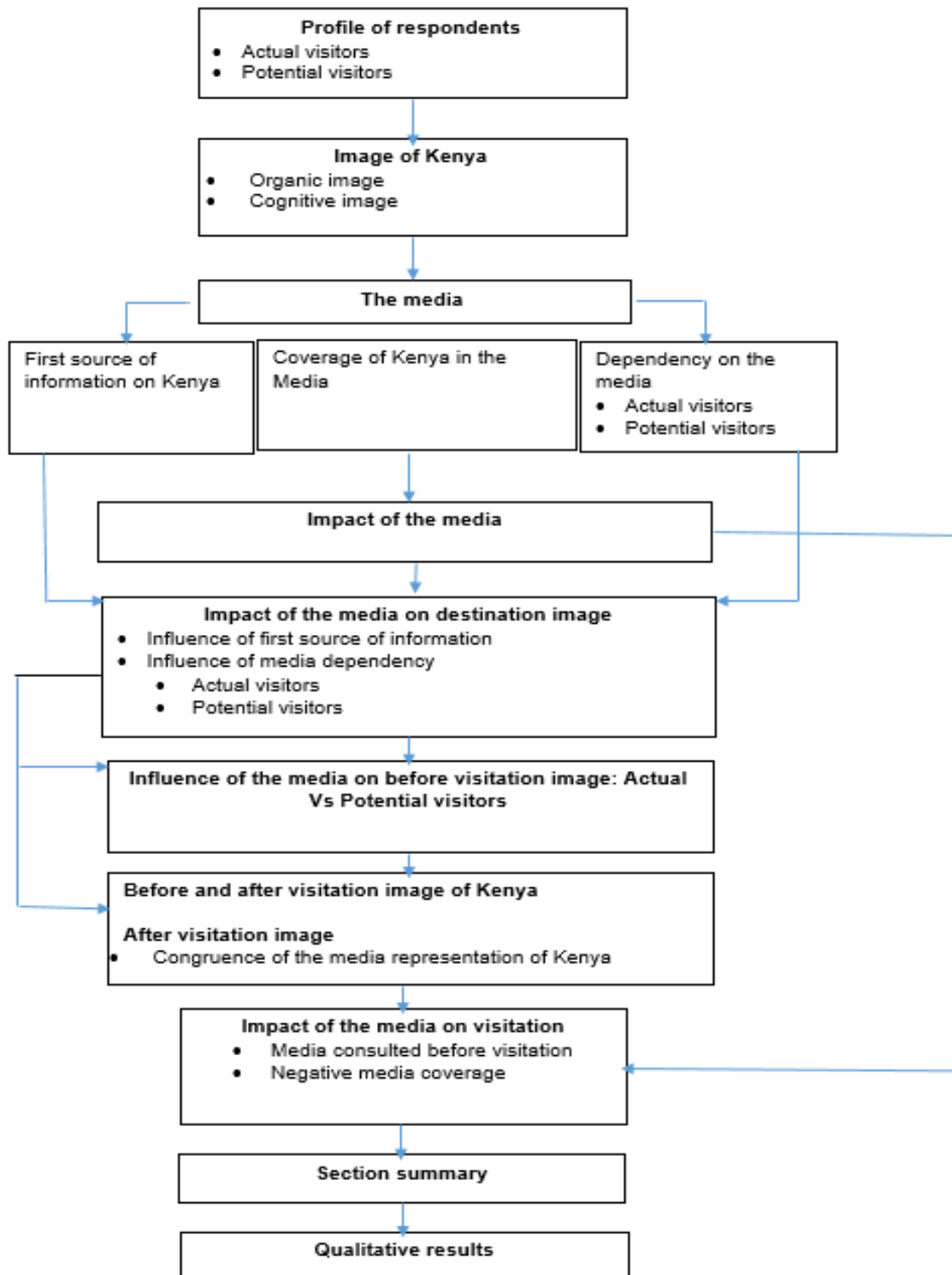
The next section relates to the impact of the media on visitation, both before and after. Throughout the presentation of results, the groups are compared where applicable.

The results of the qualitative analysis are presented in the final section of this chapter which addresses the last research objective, namely:

Objective 5: To propose a media communication framework that can be applied by the Kenya Tourism Board to influence construction of a positive destination image of Kenya in normal times, and to mitigate negative media representations in times of crisis.

These results guide the formulation of the communication strategy in support of the findings of visitors' perceptions of Kenya as a tourist destination.

Figure 6.1.1: Layout of the quantitative results presentation

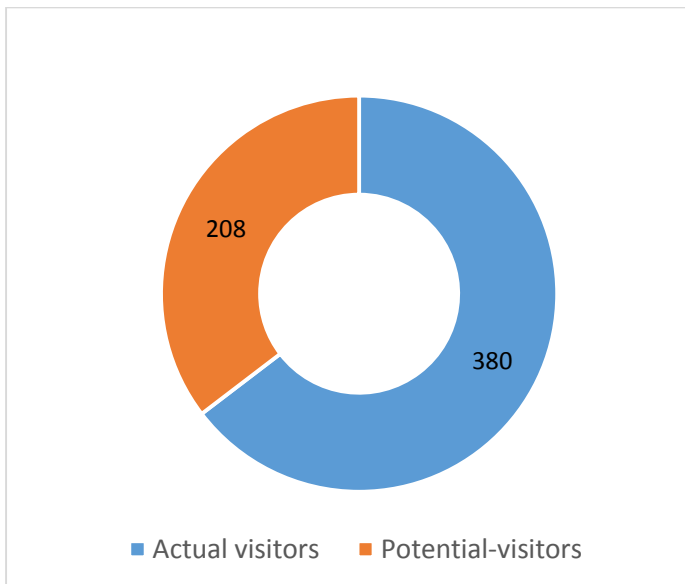


6.2. PROFILE OF RESPONDENTS

Figures 6.2.1 to 6.2.3 provide a comparative presentation of the profiles of actual visitors and potential visitors to Kenya.

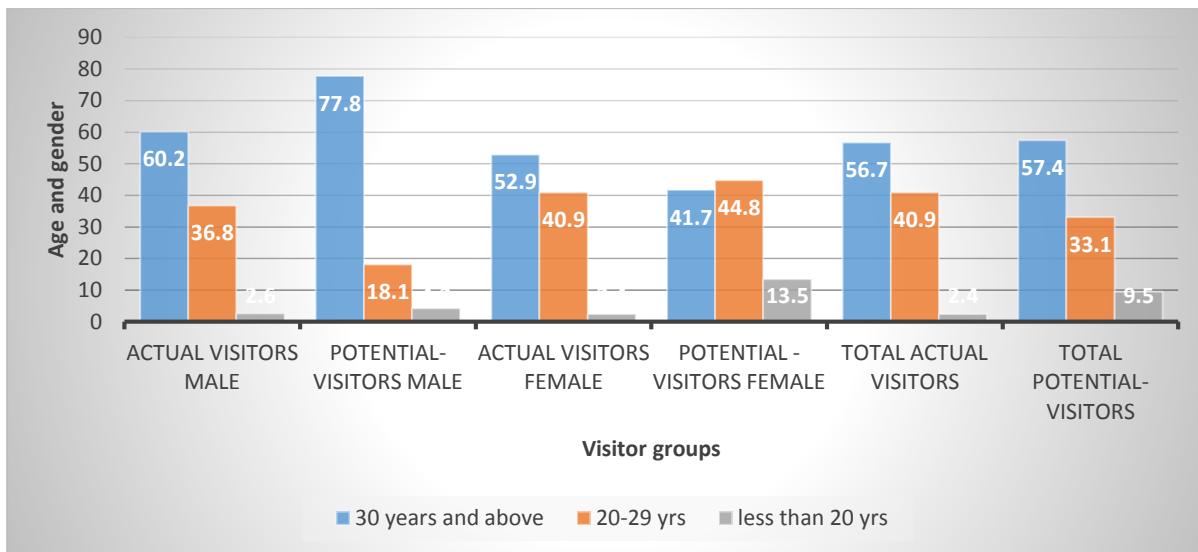
Sample size: The research sample for the actual visitors' survey comprised 380 useable responses as illustrated in figure 6.2.1 out of the 400 questionnaires distributed. In the potential visitors survey a useable sample of 208 was generated out of 227 responses. Nineteen (19) were eliminated since the respondents had already visited Kenya.

Figure 6.2.1: Samples size



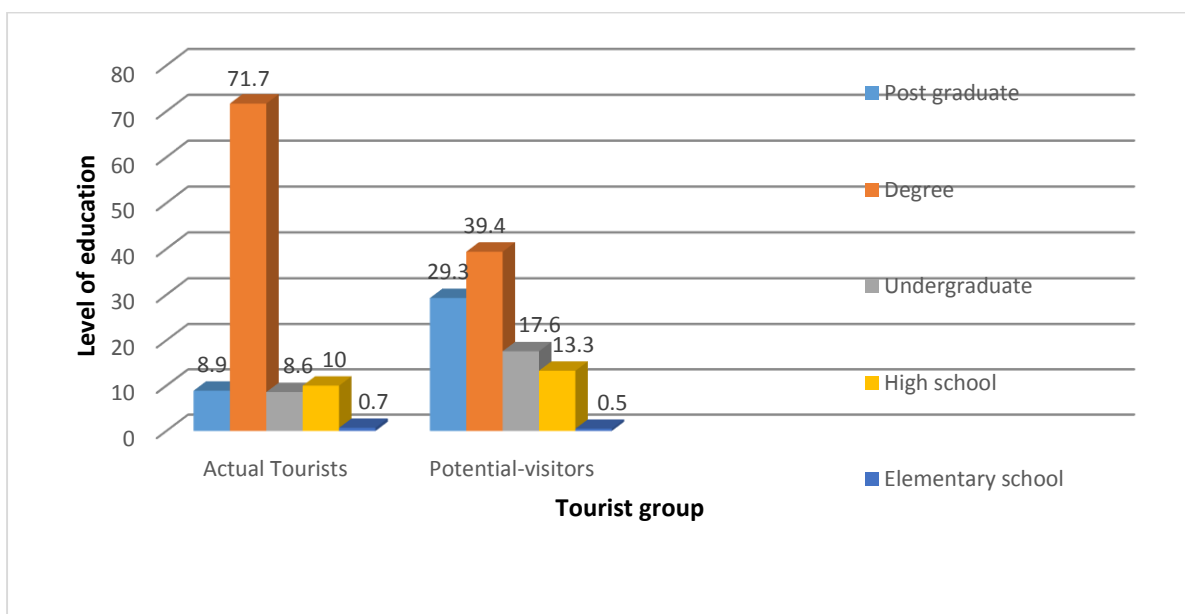
Age and Gender: Figure 6.2.2 illustrates the demographics of the two groups. The findings revealed that the male respondents from 30 years and above were in the majority within the two groups.

Figure 6.2.2: Age and gender of actual and potential visitors



Level of education: Figure 6.2.3 shows that the highest level of education attained by the majority of respondents within the two groups is a tertiary degree with 71.7% being in the actual visitor’s group and 39.4% in the potential-visitors group. The highest level of education attained by 29.3% of the potential-visitors group was a postgraduate degree. The higher percentage of those with a postgraduate degree in the potential visitor group could be ascribed to the snowball sampling method applied to recruit the informants. Among other criteria of selection, the initial informants were selected from those deemed professional by level of education.

Figure 6.2.3: Level of education



6.3. IMAGE OF KENYA

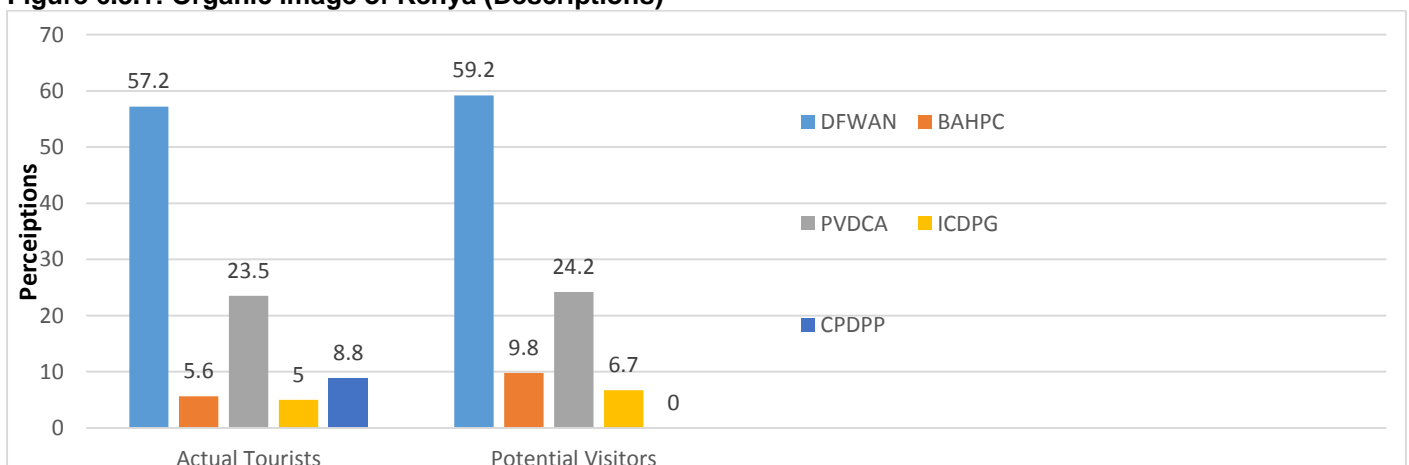
This section aims to answer to research question 1 that sought to establish the image held of Kenya by potential visitors and by actual visitors before and after visitation.

6.3.1 Organic image

In chapter 3 it is argued that destination image is a multi-dimensional overall impression of a place consisting of cognitive-affective and organic-induced-complex dimensions. Figure 6.3.1 is a comparative description of Kenya that reflects the image of potential visitors and that of actual visitors before visitation. Respondents could provide more than one answer; the results are therefore presented in terms of the responses given.

Almost 60% of the responses from both groups described Kenya as a developing country with fascinating wildlife and awesome nature. More than 60% of the responses from the groups indicate positive perceptions of Kenya, supporting the views expressed in Chapter 2 and reinforced by Kenya tourism stakeholders that Kenya has a diversity of attractions that entice tourists to visit. However about 20% of the responses show a negative opinion citing, for example, insecurity and bad governance; this aspect of negativity supports the view expressed in chapter 1 and confirmed by Kenya tourism stakeholders, that Kenya is perceived as an insecure destination.

Figure 6.3.1: Organic image of Kenya (Descriptions)



DFWA: developing country with fascinating wildlife and awesome nature.
 BAHPC: beautiful athletic & hospitable people with interesting culture
 PVDCA: peaceful, vibrant destination with good climate & diverse attractions
 ICDPG: insecure, overcrowded dry country with poor governance
 CPDPP: a country with poor diseased people

6.3.2 Cognitive image

From a cognitive perspective tourists assess destination image on a set of attributes and features that correspond to the destination attractions. Cognitive image can be formed with or without visitation to the destination as mentioned in chapter 3. In relation to the actual visitors respondents, cognitive image in this case reflects their after visitation image. From the literature review, twelve aspects of Kenya were selected for evaluation, including both functional and psychological attributes. A five-point level of agreement Likert scale was used to establish actual visitors' cognitive image. Table 6.3.1 is a presentation of the means as an indication of the rating of the image.

Findings reveal that fascinating wildlife (mean=4.76), beautiful landscape (mean=4.55) and hospitable people (mean=4.51) were among the highly rated aspects. In general the actual visitors had a positive cognitive image of Kenya.

Table 6.3.1: Cognitive image of Kenya held by visitors

Actual Visitors					
	N	Min	Max	Mean	Std. Deviation
V8.3 : Fascinating wildlife	337	2	5	4.76	.512
V8.2 : Beautiful landscape	343	2	5	4.55	.569
V8.9 : Hospitable and friendly people	347	2	5	4.51	.566
V8.5 : Fine weather for outdoor activities	341	2	5	4.37	.551
V8.6 : Interesting cultural activities	321	2	5	4.27	.627
V8.1 : Excellent beaches	181	2	5	4.24	.593
V8.10: Good quality of accommodation	337	2	5	4.13	.692
V8.9 : Good variety of leisure activities	288	2	5	4.09	.638
V8.4 : Tranquil atmosphere	323	2	5	4.02	.678
V8.8 : Good entertainment	272	2	5	3.98	.711
V8.12: Good personal safety and security measures in place	333	2	5	3.77	.799
V8.11: Good quality of transportation network	326	2	5	3.32	.886

Factor analysis: Through exploratory factor analysis, the 12 aspects of the destination were reduced to three factors for further analysis of the image as it relates to after-visitation image as discussed further in section 6.7. The 3 factors include:

Factor 1: Activities, had four items with a loading ranging from .750-.554 for items V8.5-V8.8.

Factor 2: Infrastructure, safety and security with four items and a loading ranging from .797- 622 for items V8.4, V8.10-V12.

Factor 3: Attractions and hospitality had items with a load factor of between .599-.499 for items V8.1, V8.2, V8.3 and V8.9.

Compared to the others, Factor 2, indicates a high interrelationship of the items that makes up the factor, and reflects the aspects of after visitation image that the visitors had positively rated.

6.4. THE MEDIA

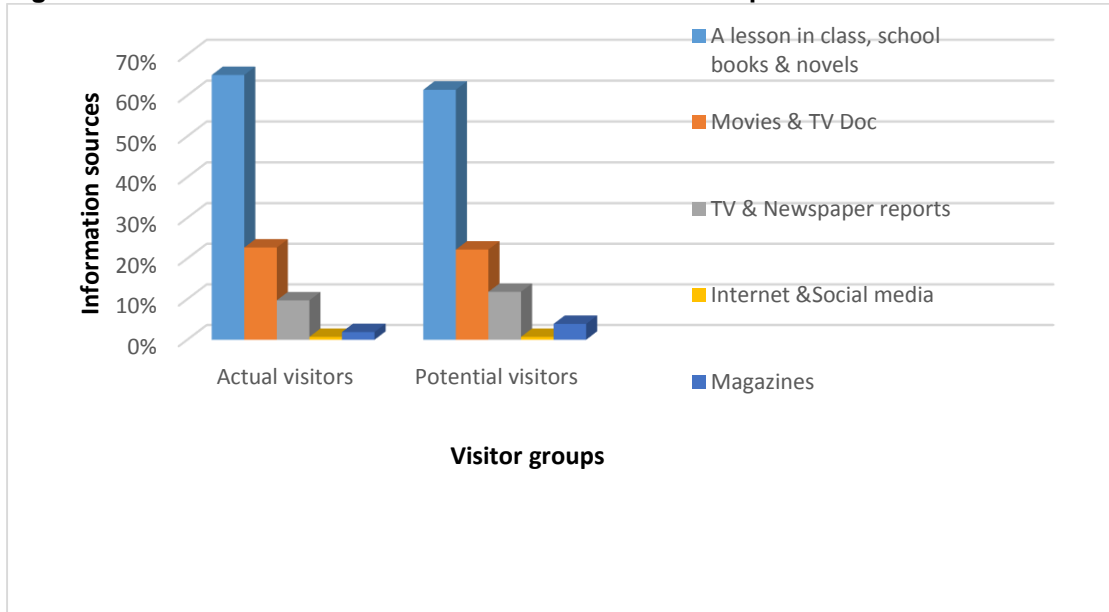
It is stated in sections 3.2 and 4.2 that individuals acquire knowledge of a destination through processing of information delivered by information agents over time. This information, whether gathered intentionally or unintentionally, may influence individual perceptions of that destination and formation of its image. The following section looks at the impact of media representation on respondents' destination image and visitation.

6.4.1. Media information sources from which respondents first learnt about Kenya

Figure 6.4.1 illustrates respondents' choice of media information sources through which they first heard or learnt about Kenya that could have influenced their perception of the destination (some sources are grouped together).

The three main information sources for both groups were firstly, a lesson in class, school books and novels (70%), secondly, movies and television travel documentaries (60%), and thirdly television news and newspaper reports (40%). These three information sources are regarded as organic media information agents. They are considered credible and are critical elements in creating organic images since they serve to mystify places by imbuing them with myth and meaning which generates audience involvement and consumption. This allows meaning to be created from the representation and hence the image of the destination.

Figure 6.4.1: The media information source from which respondents first learnt about Kenya



6.4.2. Coverage of Kenya in the media

To assess the general coverage of Kenya in the media, respondents were asked to indicate how often they hear of Kenya in the media and from which media information sources. Figure 6.4.2 indicates that Kenya is not well covered in the media of the countries of the respondents, with around 66% of both visitor groups receiving information on Kenya on average 1.62 times a month (actual visitor group) and 1.72 (potential visitors). Some of the comments also indicate a lack of information or inadequate coverage of Kenya, for example:

“There is very little information on Kenya in France”.

“We hear very little of Kenya in the USA”.

“In Germany there is not much information on Kenya and the little we hear of Kenya is negative”

Figure 6.4.2: Coverage of Kenya in the media

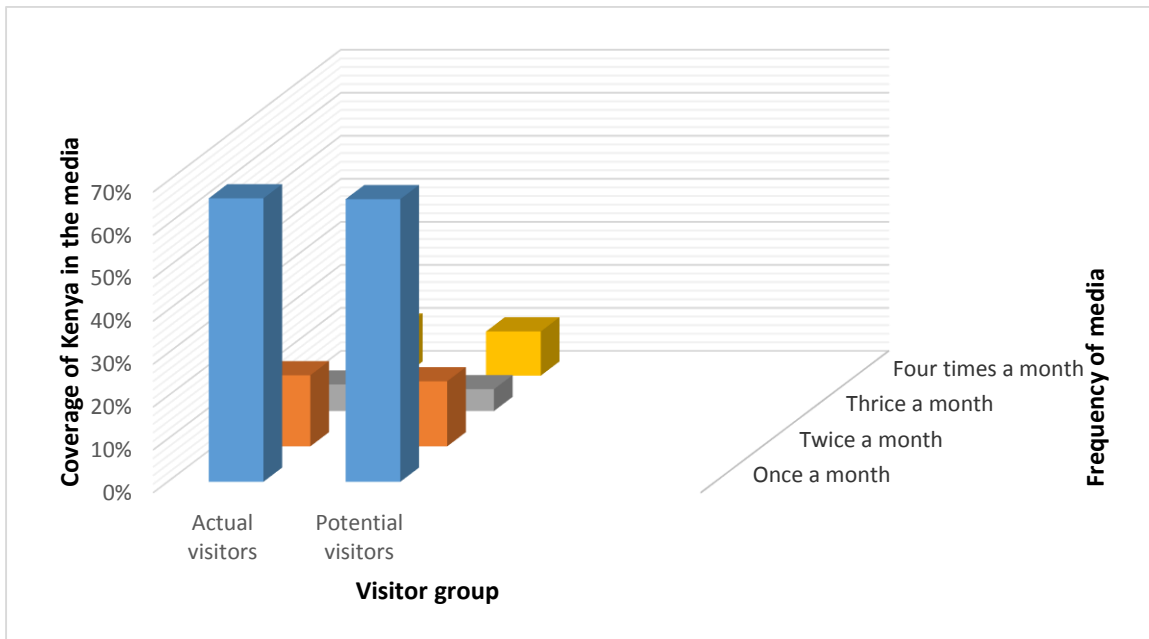
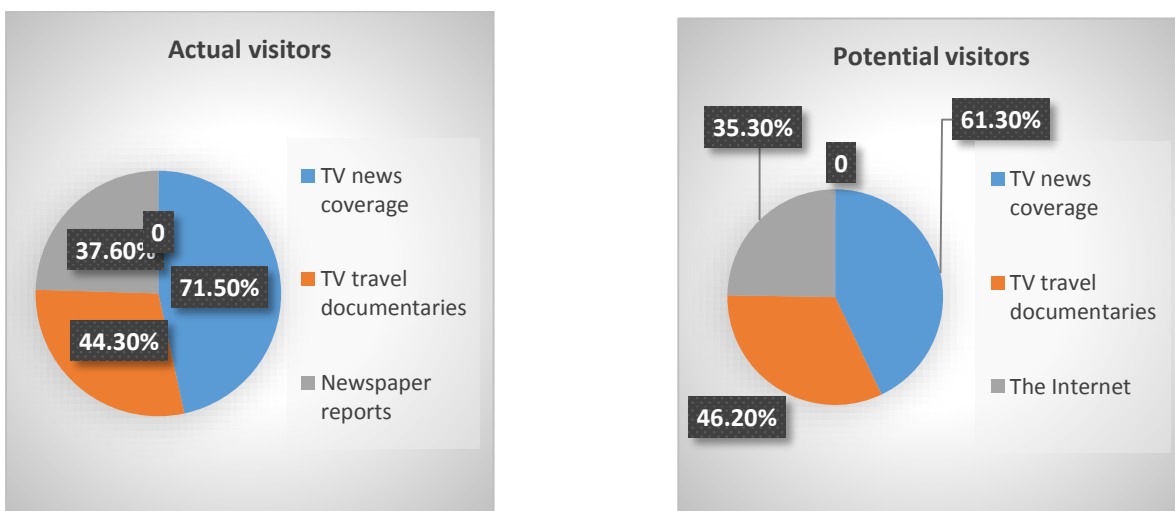


Figure 6.4.3 is an illustration of the media through which respondents receive information on Kenya. The three most important information sources from which the respondents receive information on Kenya are television news and television travel documentaries for both groups, newspaper reports for the actual visitor group, and the Internet for the potential visitor group.

Figure 6.4.3: Media through which respondents receive information on Kenya



6.4.3. Dependency on the media as a source of destination information

It was mentioned in chapters 3 and 4 that because of the intangibility of tourism products, individuals depend heavily on information to help visualise the destination in the process of choosing which to visit. Therefore the aim of this subsection was to find out if the actual and potential visitor respondents had the same view on dependency of the media when making holiday decisions, and if the media they are likely to depend on has the potential to influence their perception in terms of attractions, safety and security. Table 6.4.1 shows that the Internet is the most important media on which both groups depend with a mean of (3.49 AV & 3.54 PV), followed by travel guides (3.12 AV & 3.30 PV). The influence of the rest of the media shows variances between the two groups.

Table 6.4-1: Dependency on the media as a source of destination information: mean scores

Media info. source	Actual visitors						Potential visitors						Chi-Squared		
	Mean	Median	Mode	Range	Min	Max	Mean	Median	Mode	Range	Min	Max	Chi-squared Value	df.	P-value
TVD	2.92	3	3	3	1	4	3.07	3	3	3	1	4	3.555	1	.064
TVN	2.43	3	3	3	1	4	2.84	3	3	3	1	4	19.504	1	.000
INT	3.49	4	4	3	1	4	3.54	3	4	3	1	4	8.224	1	.006
SOM	2.54	3	3	3	1	4	3.08	3	3	3	1	4	37.024	1	.000
NTR	2.81	3	3	3	1	4	3.03	3	3	3	1	4	10.302	1	.001
NPR	2.39	2	2	3	1	4	2.71	3	3	3	1	4	13.097	1	.000
TRG	3.12	3	3	3	1	4	3.30	3	3	3	1	4	9.278	1	.003
TRM	2.80	3	3	3	1	4	3.14	3	3	3	1	4	29.907	1	.000

TVD: Television Travel Documentaries, TVN: Television News, INT: Internet, SOM: Social media (travel blogs), NTR: Newspaper travel guides and reviews, NPR: Newspaper reports, TRG: Travel guides, TRM: Travel Magazines

To further assess if a relationship exists between dependency on the media and visitor groups, cross-tabulations were formed and chi-squared tests were carried out. Significant differences were found between the groups (p-value less than 0.05) in all media sources, except for travel documentaries. This shows that the potential visitor group depend more on information than actual visitors, consequently, more information is needed before visitation. Actual visitors may not have been as dependent on the media as the potential visitors as their decision to visit could have been influenced by word of mouth from friends and relatives living or having visited Kenya. Influence of word of mouth featured in the initial phase of data cleansing.

6.5. IMPACT OF THE MEDIA ON DESTINATION IMAGE

6.5.1. Influence of the media information sources through which potential visitors first learnt about Kenya.

A significant relationship was found to exist between the respondents' description of Kenya and the media information sources through which they first learnt about the destination (p -value = .001), indicating that the media had an influence on the perception of the destination. In the cross-table illustrated in table 6.5.1, the standardised residue value of 2.0 and the expected count indicate that movies and television travel documentaries influenced more respondents than expected. Although the majority (61.4%) of the respondents indicated that they learnt about Kenya from a lesson in class, school books and novels, it is the movies and television documentaries that influenced their organic image of Kenya. This has implications for the media communication strategy in relation to creation of destination awareness.

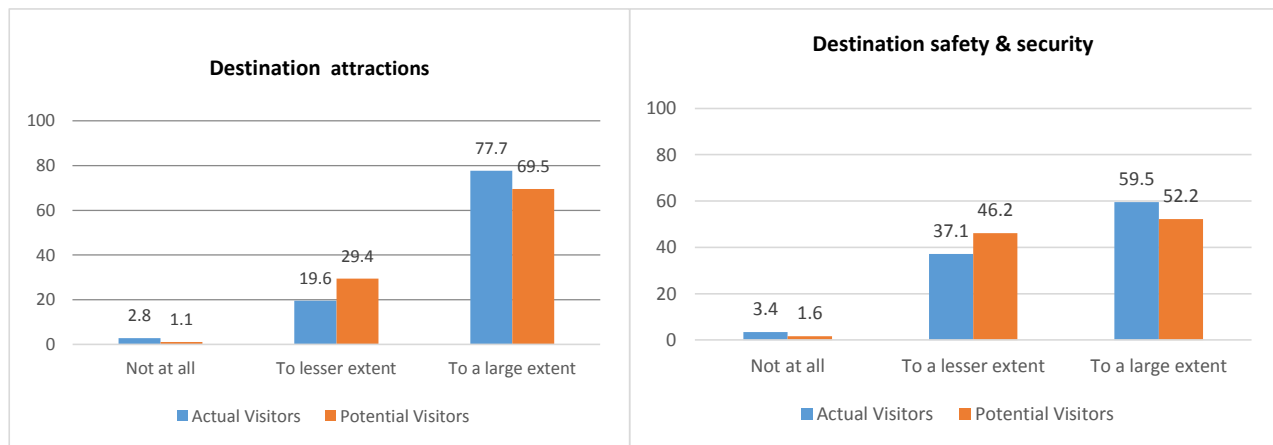
Table 6.5.1: Influence of the information sources from which potential visitors' respondents first learnt about Kenya: descriptive and inferential statistics

	Freq	Percent	Obs	Exp	St. residual	Value	Fisher's Exact Significance (2 sided)
School lessons, textbooks & novels	94	61.4%	35	48.7	-2.0	23.103	.001
Movie & TV travel documentaries	34	22.2%	25	16.8	2.0		
TV news & newspaper reports	18	11.8%	12	8.9	1.0		
Internet & social media	1	0.7%	1	.5	.7		
Magazines	6	3.9%	78	78	1.0		

6.5.2. Influence of the media of dependency on the visitor groups perceptions of destination attractions, and destination safety and security - comparative analysis

Respondents were asked to indicate the extent to which the media was likely to influence their perception of the destination's attractions and destination safety and security. Figure 6.5.1 shows that more than 69% of the respondents from the two visitor groups indicated that their perception of the destination attractions is likely to be influenced by the media to a large extent. Similarly, to a large extent the media is likely to influence their perception of the destination safety and security (actual visitors 60%, potential 52%).

Figure 6.5.1: Influence of the media on perception of destination attractions, safety and security



Cross tabulations were computed across the visitor groups and question 12.1 to assess if the groups' views on the influence of the media on perceptions of the two aspects of the destination differed. Results from the chi-squared test show that the visitor groups have significantly different views on the probable influence of the media on their perceptions; ($p < 0.0005$) for destination attractions and ($p < .0005$) for destination safety and security.

6.5.3. An individual group analysis of the influence of the media of dependency on respondents' perceptions of destination attractions, and destination safety and security

An analysis was then carried out to further establish the influence of particular types of media on respondents' perception of the two aspects of the destination.

Actual Visitors: In reference to table 6.4.1 the internet was found to be the most likely media information source that actual visitor respondents depended on for destination information (mean=3.49). This was followed by travel guides (mean=3.12), and television documentaries (2.92).

Chi-squared tests indicate that although television documentary and travel guides were among the most likely media information sources that actual visitor respondents depend on, they did not influence perception of either destination attractions or safety and security. However television news ($p=0.005$), the internet ($p=0.038$) and the newspaper reports ($p=0.035$) did influence their perception of safety and security (table 6.5.2). No association

between media information sources and perception of destination attractions was found. It can therefore be inferred that some types of media information will influence perception of some aspects of the destination and others will not.

Table 6.5.2: Influence of the media on actual visitors' perception of destination safety and security

Media info. source	Mean	Median	Mode	Range	Min	Max	Value	Fisher's Exact Significance (2-sided)
TVD	2.92	3	3	3	1	4	4.829	.081
TVN	2.43	3	3	3	1	4	10.328	.005
INT	3.49	4	4	3	1	4	6.136	.038
SOM	2.54	3	3	3	1	4	2.564	.266
NTR	2.81	3	3	3	1	4	1.333	.512
NWR	2.39	2	2	3	1	4	6.606	.035
TRG	3.12	3	3	3	1	4	1.256	.470
TRM	2.80	3	3	3	1	4	4.898	.087

TVD: Television Travel Documentaries, TVN: Television News, INT: Internet, SOM: Social media (travel blogs),

NTR: Newspaper travel guides and reviews, NPR: Newspaper reports, NTR: Travel guides, TRM: Travel Magazines

Potential Visitors: Table 6.5.3 shows that there is a significant relationship between television documentaries and their influence on the perception of destination attractions ($p=0.017$). In relation to influence on destination safety and security, only newspaper reports and travel guides showed a significant association with a p-value of 0.027 for newspaper reports and ($p =0.028$) for travel guides (table 6.5.4).

Table 6.5.3: Influence of the media on potential visitors' perception of destination attractions:

	Mean	Median	Mode	Range	Min	Max	Value	Fisher's Exact Significance (2-sided)
TVD	3.07	3	3	3	1	4	8.198	.017
TVN	2.84	3	3	3	1	4	.905	.776
INT	3.54	3	4	3	1	4	1.9571	1.000
SOM	3.08	3	3	3	1	4	3.981	.155
NTR	3.03	3	3	3	1	4	5.243	.066
NPR	2.71	3	3	3	1	4	.592	.911
TRG	3.30	3	3	3	1	4	4.085	.192
TRM	3.14	3	3	3	1	4	4.542	.100

TVD: Television Travel Documentaries, TVN: Television News, INT: Internet, SOM: Social media (travel blogs),

NTR: Newspaper travel guides and reviews, NPR: Newspaper reports, NTR: Travel guides, TRM: Travel Magazines

Table 6.5.4: Influence of the media on potential visitors' perception of Safety and security

	Mean	Median	Mode	Range	Min	Max	Value	Fisher's Exact Significance (2-sided)
TVD	3.07	3	3	3	1	4	2.575	.338
TVN	2.84	3	3	3	1	4	.885	.750
INT	3.54	3	4	3	1	4	1.582	1.000
SOM	3.08	3	3	3	1	4	.224	1.000
NTR	3.03	3	3	3	1	4	1.929	.417
NPR	2.71	3	3	3	1	4	6.051	.027
TRG	3.30	3	3	3	1	4	6.761	.028
TRM	3.14	3	3	3	1	4	2.501	.281

TVD: Television Travel Documentaries, TVN: Television News, INT: Internet, SOM: Social media (travel blogs),

NTR: Newspaper travel guides and reviews, NPR: Newspaper reports, NTR: Travel guides, TRM: Travel Magazines

In summary, while television news, the Internet and newspaper reports are likely to influence actual visitors' perception of a destination image in respect of safety and security, travel guides and newspaper reports will influence that of potential visitors. Interestingly, none of the media information sources are likely to influence actual visitors' perception of destination attractions, while television documentaries will probably influence that of potential visitors. Newspaper reports, television news and television documentaries fall under organic media information agents as mentioned in section 3.3.1. These are the information sources that

the destination has no control over and probably have greater credibility with their audiences or users. Travel guides and the internet fall under induced information agents that disseminate information purposely aimed at influencing perception. It can be argued that the internet could fall under either group. It can therefore be inferred that organic and induced information agents have the capacity to influence destination image, however not all these media information sources will influence perception, and not all aspects of a destination will be influenced. Furthermore the media information sources will influence perception of both potential and actual visitors differently. This has implications for development of media communication strategies.

6.6. INFLUENCE OF MEDIA ON BEFORE VISITATION IMAGE: ACTUAL VS POTENTIAL VISITORS

Further analysis on the organic image held by the actual and potential visitors to Kenya as highlighted in section 6.3.1 is presented here to establish if there is a significant difference between the two groups' perceptions of the destination and the influence of the various media information sources. Two themes from the descriptions that make up the organic image of Kenya were studied. They represent the positive and negative perceptions of Kenya and include "a developing country with fascinating wildlife, awesome nature and good coffee" (positive perceptions), and "an insecure, crowded, dirty and dry country with poor governance" (negative perception).

Cross tabulations were done across the positive and negative descriptions, media information sources and question 12.2 that sought to establish the influence of media information sources on destination image. Following are the findings:

6.6.1. Positive description of Kenya

Actual Visitors:

Television news was the only information source that had significance ($p=0.006$, i.e. unlikely to have been a random effect) indicating an association between television news and perception of Kenya.

Potential Visitors:

A significant value ($p=0.006$, i.e. unlikely to have been a random effect) was found indicating association between television travel documentaries and positive perception of Kenya. No other media information source had a significant p-value.

6.6.2. Negative description of Kenya

Actual visitors:

There was no significant relationship found in the actual visitors group between the negative perception of Kenya and the influence of any media information source.

Potential visitors:

A significant association between the respondents' negative perceptions of Kenya and travel guides was identified ($p=0.030$, i.e. unlikely to have been a chance effect), indicating that this media information source had an influence on the negative perceptions potential visitors had of Kenya.

From the findings it can be inferred that some media information sources have the capacity to influence positive and negative perceptions of the organic image but others do not. In addition the potential and actual visitors appear to be influenced differently.

6.6.3. Description of Kenya in relation to respondents demographics

To assess whether gender, age group and level of education were factors in the perception of the destination as it relates to media influence; a three way cross tabulation was done between the ages of the respondents, the media information sources and question 12.2 that sought to establish the influence of the media on destination image. Similar cross tabulations were repeated for gender and level of education.

It was found that level of education was a factor in the creation of a positive perception of Kenya, as influenced by television news (actual visitors) and television travel documentaries (potential visitors). Gender was a factor when considering the creation of a positive

perception among potential, being influenced by television travel documentaries. No other media had significant influence nor was any other demographic variable influenced.

The findings that gender and level of education are factors in the formation of an organic image resonate with the contention advocated in chapter 3 and 4 that the social demographic characteristics of an individual will influence how they react to and understand media messages and thence their subsequent perception.

Hypothesis 2 states that the before visitation image of actual visitors to Kenya and that of potential visitors are differently influenced by the media. However no consideration is given to whether the difference is associated with positive perceptions or negative. To clarify this hypothesis, the following hypotheses were made and tested.

*Hypothesis 2a: The before visitation **positive** perception held by actual visitors and by potential visitors to Kenya are not similarly influenced by the media. The corresponding null hypothesis would be that they are similarly influenced.*

*Hypothesis 2b: The before visitation **negative** perception held by actual visitors and by potential visitors to Kenya are not similarly influenced by the media. The corresponding null hypothesis would be that they are similarly influenced.*

Cross tabulations were constructed and chi-squared tests performed to establish if there was an association between the visitor groups, the **positive** perception of Kenya and question 12.2 that sought to determine the influence of media information sources on destination image. Conclusions based on the chi-squared test ($p < 0.0005$, i.e. very unlikely to have occurred at random, rejecting the null hypothesis) showed a highly significant association. Hypothesis 2a is accepted; this implies that there is a high probability that the **positive** perceptions of Kenya held by the visitor groups, and that partially represent their organic image, are not similarly influenced by the media.

Similarly a highly significant association is identified between the visitor groups and their **negative** perception of Kenya as an insecure, crowded, dirty and dry country with poor governance. The result from the chi-squared test ($p < 0.0005$, i.e. very unlikely to have occurred by chance, rejecting the null hypothesis) implies that Hypothesis 2b is accepted;

with a probable implication that the **negative** perception of Kenya held by the visitor groups are not similarly influenced by the media. Hypothesis 2 is therefore accepted, the images held are differently influenced by the media.

6.7. BEFORE AND AFTER VISITATION IMAGE OF KENYA

6.7.1. Congruence of the media representation and visitor's expectations at the destination

It is observed in chapter 3 that the after visitation image is a result of an individual's evaluation of his/her before visitation expectations in the light of the visit. Where there is congruence, the before visitation image will not change; however where congruence is absent the image will change. The ensuing presentation is a discussion on congruence between media representation of Kenya and actual visitors' experiences of the destination.

Figure 6.7.1 illustrates the respondents' evaluation of the congruence between media representation of Kenya and their experiences of the destination.

Four aspects of the destination were selected for evaluation. Attractions and activities were selected since Kenya is known for her natural attractions and the activities developed around the attractions to enhance the visitors stay, whereas tranquil atmosphere and personal safety and security were selected because Kenya is perceived as an insecure destination, as is observed in the problem statement.

In all four aspects of the destination, a majority of respondents indicated congruence between the media representation and their experience (attractions N=308, 95%; activities N=233, 88%; tranquil atmosphere N=233, 72%; personal safety and security N=124, 62%). It is observed however that the percentage of those who indicated that tranquil atmosphere and personal safety and security did not correspond to their expectations is higher than with the other aspects.

Figure 6.7.1: Congruence of the media representation of Kenya and actual visitor's expectations

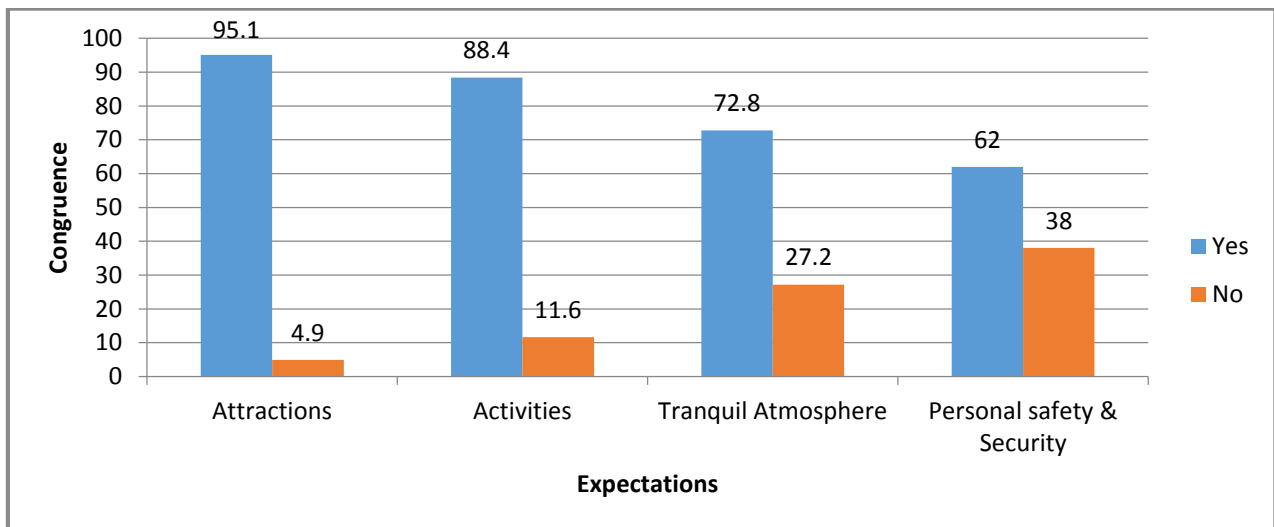


Table 6.7.1 analyses congruence, media by media. A statistically significant association (difference) is found between television travel documentaries and activities ($p=0.003$) and tranquil atmosphere ($p=0.032$). Significant associations are also evident between social media and attractions ($p=0.047$) and between newspaper reports and personal safety and security ($p=0.018$). No other media showed a statistically significant association.

It can be inferred that some aspects of visitors' actual experiences did not correspond fully to representations in television travel documentaries, social media and newspapers. Perceptions and expectations of the destination held before visiting, as influenced by these media, changed on visiting. The difference may have been positive or negative.

Table 6.7.1: Congruence between media representation and visitors expectation at the destination

	Dependency on the media for destination information	Observed	Expected	Std. Residual	Observed	Expected	Std. Residual	Value and method utilised	df	Exact significance (2 sided)
Activities		Yes			No					
TVD	Unlikely	43	49.7	-1.0	13	6.3	2.7	Fisher's Exact test		.003
	Likely	189	180.3	.5	16	22.7	-1.4			
Tranquil atmosphere		Yes			No					
TVD	Unlikely	34	40.7	-1.0	23	16.3	1.6	Pearson's test =4.870	1	.032
	Likely	150	143.3	.6	51	57.7	-9			
Attractions		Yes			No					
SOM	Unlikely	103	99.4	.3	3	6.6	-1.4	Pearson's test =3.952	1	.047
	Likely	108	111.6	-3	11	7.4	1.3			
Personal safety and security		Yes			No					
NPR	Unlikely	74	81	-1.0	59	49.9	1.3	Pearson's test =5.753	1	.018
	Likely	79	69.9	1.1	33	42.1	-1.4			

TVD: Television Travel Documentaries, SOM: Social media (travel blogs), NPR: Newspaper reports

To delve deeper into the associations, the following hypotheses were formulated and tested.

*Hypothesis 3a: There is a difference between media generated before visitation **positive** perceptions of Kenya and the after visitation image of **actual visitors**. The corresponding null hypothesis would be that there is no difference.*

*Hypothesis 3b: There is a difference between media generated before **negative** visitation perceptions of Kenya and the after visitation image of **actual visitors**. The corresponding null hypothesis would be that there is no difference.*

For Hypothesis 3a, a significant p-value (0.028, i.e. unlikely to occur by chance) was identified indicating association between the media representation of Kenya in terms of attractions and the **positive** perception that actual visitors had of the country. A standardised residual of -1.0 shows that there were fewer respondents than expected who described Kenya positively who found that the media representation of Kenya did not correspond to their expectation. This could imply that:

*Implication 1: the media had represented Kenya **positively** in terms of attractions but the respondents found it otherwise. Therefore the representation did not correspond to their*

expectation. The extract below supports this contentious explanation, although not tested further.

“I went on safari and did not see lions or elephants as promised on the net”

“Game parks are overrated, but there is a lot to do”

Implication 2: that the media had represented Kenya **positively** in terms of attractions but the respondents’ experience was even better than expected, meaning that the media under represented the positive aspect of the attractions.

“Wildlife more spectacular than said in the Internet, we enjoyed safari”

“Most of the time all was a little better than information received.

“Overwhelmingly exceeded my expectations “

From a personal observation perspective implication 2 is acceptable, the fact that a significant difference was identified between the **positive** media representation of Kenya and the experiences of actual visitors, means that Hypothesis 3a is accepted.

Cross tabulation and chi-squared tests were performed to identify associations between **negative** perceptions of Kenya as an insecure, crowded, dirty and dry country with poor governance and question 15 that sought to establish congruence between media representation of Kenya and respondents’ actual experience in terms of safety and security. A significant association was found ($p=0.009$, i.e. unlikely to have occurred by chance) between negative perceptions of Kenya and actual experiences of Kenya in terms of personal safety and security. A standardised residue of -1.5 indicated that there were fewer respondents than expected of those who said the media representation corresponded to their expectation at the destination in terms of safety and security. This suggests a forked implication:

Implication 1: that the media had negatively represented Kenya in terms of safety and security but on experiencing the destination the respondents found it otherwise. Therefore

there was no congruence between the media representation and visitors' experience. In support of this conclusion, a sample of extracted responses to question 15.1, that sought clarification on why they felt media representation did not correspond to their actual expectations, are given below:

"The media depicts Kenya as unsafe and the three weeks I was here I felt very safe"

"Personal safety and security was much better than was represented to us"

Implication 2: that the media had represented Kenya positively in terms of safety and security but the respondents found it otherwise on experiencing the destination. Therefore the representation did not correspond to their expectation. The extract below supports this contentious explanation.

"Media promising more safety and security which they do not have"

"We did not find Kenya as tranquil as depicted on internet, we thought it was more insecure"

From a personal observation perspective and as stated in section 1.2.2 implication 1 is acceptable, the existence of significant differences between the **negative** media-induced perceptions and expectations of Kenya and the actual experiences in terms of safety and security (question 15), indicate that hypothesis 3b is accepted.

In section 4.2 the complex image is described as the after visitation image which results from a visit to the actual destination. It is argued that the image is complex since the visit gives the tourist a better comprehension and differentiated outlook of the destination, resulting in modification of both organic and induced images based on first-hand information. It is also posited that a destination image undergoes construction, modification, deconstruction and reconstruction depending on acquired and incoming information according to factors such as an individual's age, education etc. In view of these findings, the fact that some of the respondents indicated that the media representation of Kenya did not correspond to their actual experience, implies that the image they held changed after the visit; in other words what they expected from the media representation is not what they found. Significant associations were identified between the after visitation image of Kenya

and the before visitation image of Kenya as represented by both positive and negative descriptions of the destination. Consequently the hypothesis that the before visitation image of actual visitors to Kenya as influenced by the media is different to their after visitation image, is supported, whether their expectations were positive or negative.

Inferences drawn from discussions in sub-section 6.7 highlight that although media information sources have the capacity to influence a destination image either positively or negatively, they also have the capacity for selective representation. Consequently they may misrepresent, over-represent or under-represent a destination and in so doing a skewed image of the destination may result.

6.7.2. Congruence of the media representation of Kenya and actual visitor's cognitive image

In section 6.3, cognitive image was described as a reflection of the after visitation image that actual visitors hold of Kenya. Three factors were identified from the image: activities; infrastructure, safety and security; and attractions and hospitality. These factors are analysed in the ensuing section to identify whether there is a difference between the respondents who indicated that the media representation of Kenya corresponded to their expectations at the destination and those whose expectations were not met.

The following hypotheses were formulated and tested, one for each of the three factors.

Hypothesis 4: *In terms of **activities**, there is a difference between the respondents who indicated that the media representation of Kenya corresponded to their expectations at the destination and those whose expectations were not met.*

Hypothesis 5: *In terms of **infrastructure; safety and security**, there is a difference between the respondents who indicated that the media representation of Kenya corresponded to their expectations at the destination and those whose expectations were not met.*

Hypothesis 6: *In terms of **attractions and hospitality**, there is a difference between the respondents who indicated that the media representation of Kenya corresponded to their expectations at the destination and those whose expectations were not met.*

Results of the tests on the hypothesis, together with the summaries are given here below.

A t-test for independence was performed for the first factor (**activities**) to determine if there was a significant difference between those who indicated that media representations and their expectations of Kenya corresponded to their experiences (mean=3.24) and those whose did not (mean=2.85). The p-value was found to be below 0.0005, indicating a significant difference, in relation to the activities aspect of complex image. The implication is that the before visitation image and expectations in terms of activities changed for a significant number of visitors. The same applies to the second factor (**infrastructure; safety and security**); with a mean of 2.84 for those whose expectations were met and 2.61 for those whose expectations were not, resulting in a p-value of 0.050. The probabilities for factor 1 and factor 2 indicate that these effects are unlikely to have occurred by chance. No significance was identified for the third factor (attractions and hospitality).

6.8. IMPACT OF THE MEDIA ON VISITATION

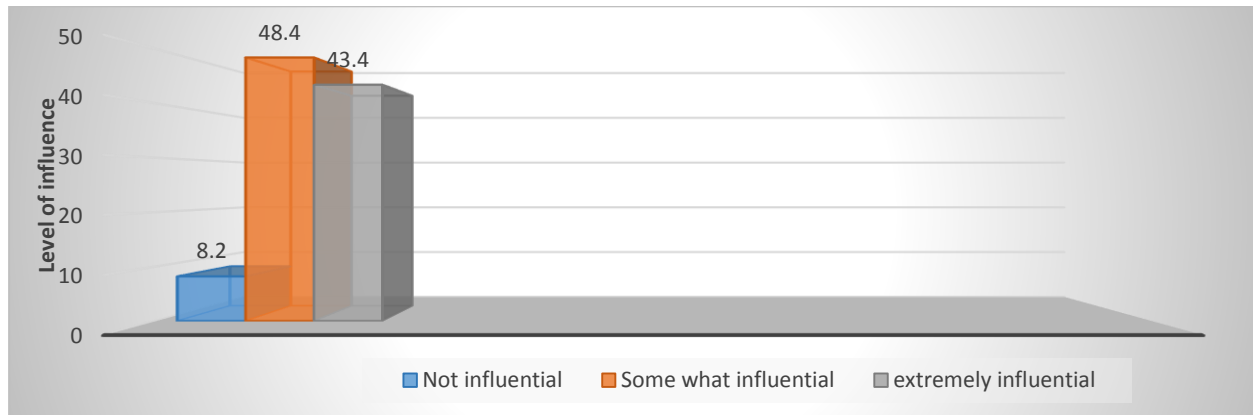
The importance of information in the process of choosing a destination to visit is stated in chapters 3 and 4. The following subsection starts with a discussion on the media information sources consulted by actual visitors' before visiting Kenya and the influence of the sources on their decision to visit. An analysis on the influence of negative media reporting on destination visitation concludes the sub section.

6.8.1. Media consulted before visiting Kenya

Respondents were asked to identify the most influential media information sources they consulted before visiting Kenya. The majority of respondents (51%, N=131) selected the internet and social media as the most influential. Travel guides followed (26%, N=65). The least consulted source was advertising (1.2%, N=3).

With regard to the level of influence on the decision to visit Kenya, findings indicate that with a mean of 2.3 (on a Likert scale of 1–3) most respondents (50%, N=147) indicated that the media information consulted before visiting Kenya was somewhat influential.

Figure 6.8.1: Percentage level of influence of the consulted media information sources



6.8.2. Impact of negative media reporting on destination visitation

In chapter 4 it was stated that negative media representation of a destination is likely to have a negative impact on a destination image and visitation. Respondents from the actual and potential visitor groups were asked to indicate their visitation intention in case of negative media reporting on three pre-determined hypothetical events at a destination. Findings illustrated in figures 6.8.2 to 6.8.4 indicate that negative media reporting on a destination facing political strife would affect the potential visitors' travel decision more negatively than actual visitors.

The survey indicated that 74% of potential visitor respondents would cancel their trip compared to 24.6% of actual visitors, many of whom would rather postpone travel plans (52.5%). Very few (3.0%) potential visitors would ignore reports and travel as planned, in comparison to 22.9% of actual visitors. In regard to negative reports on a natural disaster, 82% of potential visitors would rather cancel their travel plans than postpone, as would a large majority of actual visitors (71.3%). Most respondents from both groups seemed most sensitive to reports on terror attacks and would rather cancel trips than travel as planned.

Figure 6.8.2: Influence of negative media reporting on Political Strife

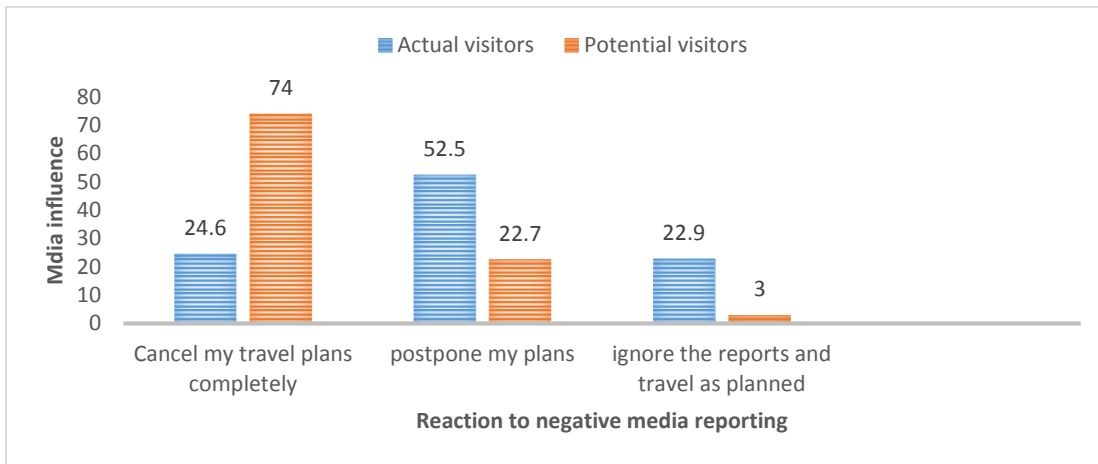


Figure 6.8.3: Influence of negative media reporting on Natural disaster

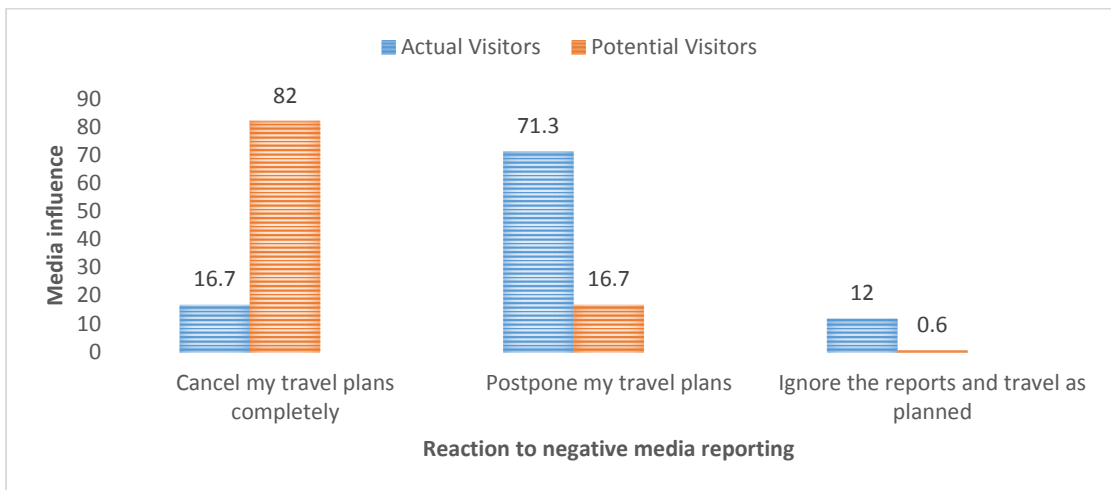
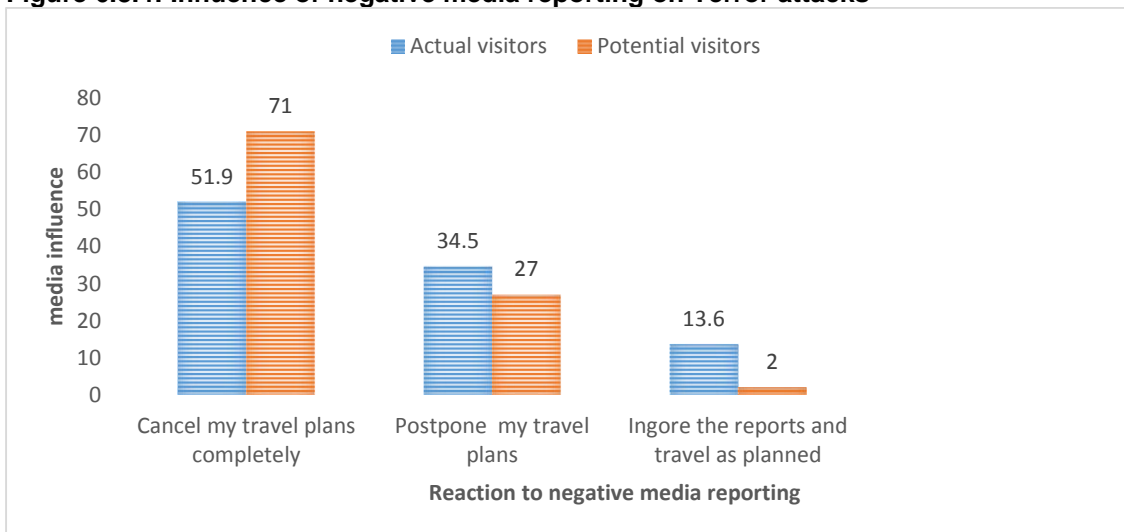


Figure 6.8.4: Influence of negative media reporting on Terror attacks



In all three events (table 6.8.1), a significant relationship was found to exist between visitor groups' reaction and negative media reporting. The p-values observed are all significant (in fact below 0.005) for political strife, natural disaster and terror attacks. In all the events, under the null hypothesis of no association, respondents from the potential visitor group indicated that more would cancel their trip completely, compared to those within the actual visitor group, indicating that the groups would react differently to negative media reporting.

The highly significant association in all three cases leads to the conclusion that there is an association between reaction to negative media reporting and visitor groups. The visitation intent of the potential visitor respondents is more likely to be influenced by negative media reporting than the actual visitors respondents, who know the country. The questions responded to (Q14 for potential visitor and Q13 for actual visitor) did not specifically refer to Kenya; the difference within the groups therefore may be related to behavioural characteristics in the actual visitor group who are not perhaps as risk averse. This has implications for destination media communications strategies aimed at restoring the image and confidence in the destination as a result of negative publicity.

Table 6.8.1: Comparative Influence of negative media reporting on destination visitation

Events	Visitation intent	Actual visitors			Potential visitors			Chi-squared tests	Df.	Exact Significance (2-sided)
		Observed	Expected	Std. Residual	Observed	Expected	Std. Residual	Value		
Political Strife	Cancel my travel plans completely	84	131.2	-4.1	98	50.8	6.6	101.6	2	<0.0005
	Postpone my travel plans	179	150.0	2.3	30	58.3	-3.7			
	Ignore the reports and travel as planned	78	59.1	2.5	4	22.9	-3.9			
Natural disaster	Cancel my travel plans completely	57	123.3	-6.0	118	51.7	9.2	189.7	2	<0.0005
	Postpone my travel plans	243	188.1	4.0	24	78.9	-6.2			
	Ignore the reports and travel as planned	41	29.0	2.1	1	12.4	-3.2			
Terrorist attack	Cancel my travel plans completely	176	190.0	-1.1	71	56.3	2.0	15.8	2	<0.0005
	Postpone my travel plans	117	111.2	.6	27	32.8	-1.0			
	Ignore the reports and travel as planned	46	37.1	1.5	2	10.9	-2.7			

6.8.3. An individual visitor group analysis of the impact of negative media reporting

To further establish the influence of negative media reporting on visitation, an individual group analysis was carried out in relation to the media information sources they indicated they are likely to depend on.

Potential Visitors: Of the media sources that respondents depend on (table 6.8.2) only television news and travel guides showed significance p-values below 0.05, indicating a consequent association between negative media reporting and destination visitation intent. Negative reports on political strife at a destination emanating from television news would deter respondents from visiting ($p=0.029$). Negative reports on natural disaster ($p=0.050$) and terror attacks ($p=0.009$) from the same media will affect visitation intent. Respondents are likely to cancel travel plans completely. Likewise, negative reports from travel guides with regard to natural disaster ($p=0.002$) will cause respondents to cancel travel plans.

Table 6.8.2: Impact of negative media reporting on destination visitation – Potential visitors

Event	Media information sources	Likelihood of depending on the media	Influence of negative media reporting									Chi Square tests		
			Cancel my travel plans completely			Postpone my travel plans			Ignore my plans and travel as planned					
			Observed	Expected	Std. Residual	Observed	Expected	Std. Residual	Observed	Expected	Std. Residual	Value	df	Exact significance (2-sided)
Political strife	TVN	Unlikely	22	27.0	-1.0	12	8.8	1.1	3	1.2	1.6	Fisher's Exact test = 6.779		0.029
		Likely	67	62.3	.6	17	20.2	-7	1	2.8	-1.1			
Natural disaster	TVN	Unlikely	30	34.1	-7	11	6.6	1.7	0	0.3	-6	Fisher's Exact test = 5.519		0.050
		Likely	79	74.9	.5	10	14.4	-1.2	1	0.7	.4			
Natural disaster	TRG	Unlikely	13	6.5	2.5	21	30.2	-1.7	8	5.3	1.2	Pearson's test = 12.452	2	0.002
		Likely	31	37.5	-1.1	183	173.0	.7	28	30.7	-5			
Terror attack	TVN	Unlikely	53	62.5	-1.2	49	47.0	.3	25	17.5	1.8	Pearson's test = 9.487	2	0.009
		Likely	72	62.5	1.2	45	47.0	-3	10	17.5	-1.8			

TVN: television news, TRG: travel guides

Actual Visitors: Similar to the potential visitor group, significant associations were identified between respondents' visitation intent and travel guides and also with television news. Travel guides reporting negatively on a destination faced with a natural disaster will influence respondents into cancelling their travel plans completely ($p=0.002$) while negative television reports on terror attacks will also affect respondents travel plans. ($p=0.009$).

Table 6.8-3: Influence of negative media reporting on destination visitation – Actual visitors

Event	Media information sources	Likelihood of depending on the media	Influence of negative media reporting									Chi-squared tests		
			Cancel my travel plans completely			Postpone my travel plans			Ignore my plans and travel as planned			Value	df	Exact significance (2-sided)
			Observed	Expected	Std. Residual	Observed	Expected	Std. Residual	Observed	Expected	Std. Residual			
Natural disaster	TRG	Unlikely	13	6.5	2.5	21	30.2	-1.7	8	5.3	1.2	Pearson's test =12.452	2	0.002
		Likely	31	37.5	-1.1	183	173	.7	28	30.7	-5			
Terror attacks	TVN	Unlikely	53	62.5	-1.2	49	47.0	.3	25	17.5	1.8	Pearson's test =9.487	2	0.009
		Likely	72	62.5	1.2	45	47.0	-3	10	17.5	-1.8			

TVN: television news; TRG Travel guides

In conclusion, television news and travel guides were identified as the most influential media information sources in regard to visitation intent. Of the two, television news reporting was singled out as the most influential among respondents from the potential visitor group. This is the group that is more susceptible to negative media reports and is more likely to postpone or cancel visitation plans. It can be inferred therefore that negative media reports on the destination will influence visitation intent of potential and actual visitors differently. The kind of influence will depend on the nature of the calamity and the media information source. This has implications for the media communication strategy that is formulated in the final chapter.

6.9. SUMMARY OF THE QUANTITATIVE RESULTS PRESENTATION

In this section the framework for interpretation and presentation of data was described. The image held of Kenya was identified from organic, cognitive and complex (after visitation) dimensions of destination image. The media information sources from which potential visitors first heard about Kenya and their influence on the organic image were identified. It was revealed that the organic image held by potential visitor respondents and that held by actual visitor respondents before visitation are both influenced by the media although differently. On the other hand, the organic image or the before visitation image of actual

visitors as influenced by the media and that of their after visitation, are different. The media information sources that the respondents depend on for destination information when making travel decisions and their influence on perception of a destination in general were uncovered. Although television news, travel documentaries and travel guides were identified as the most influential in destination image formation, television news seemed the most prominent among the three. It was disclosed that negative reporting emanating from television news and travel guides on certain events taking place at a destination has the probability of influencing visitation intent negatively. Analysis of media coverage about Kenya indicated inadequate coverage of the destination. The results from the analysis were presented in such a way that the conclusion could be used as a recommendation and guideline in the formulation of a media communication strategy. The next section is the analysis and presentation of the qualitative data.

6.10. QUALITATIVE ANALYSIS AND PRESENTATION

The purpose of the qualitative phase of this study is to create a wider perspective on the influence of the media on Kenya's destination image and to analyse media communication strategies followed within the Kenya tourism industry to influence positive constructions of the destination image. As stated, in section 5.11 six in-depth interviews were conducted with 7 experts from the Kenya tourism industry. Informants R5 and R6 were interviewed at the same time. The general information on the informants is provided in sections 5.11 and in Appendix D. The transcribed interviews are presented in Appendices O to T.

As stated in section 5.12 data was analysed in relation to two main preconceived categories, illustrated in table 6.10.1. These include the state of tourism in Kenya and the media. Further subcategories allowed the researcher to probe the influence of the media on destination image and to analyse the media communication strategies followed by the Kenya tourism industry. Under the state of tourism in Kenya category are two subcategories, tourism performance and host perception of the destination image and destination products. The media category includes three subcategories: media information channels, influence of the media on destination image and media communication strategy. Information from the interpreted data was compared with the quantitative study, so as to direct the researcher into the type of communication strategies that should be included in the proposed media

communication framework for influencing positive construction of Kenya's destination image.

Table 6.10.1: Layout of the themes

<p>STATE OF TOURISM IN KENYA</p> <ul style="list-style-type: none"> • Tourism performance <ul style="list-style-type: none"> • Negative performance • Positive performance • Host perception of image and product <ul style="list-style-type: none"> • Host self-image • Image of others as perceived by the host 	<p>THE MEDIA</p> <ul style="list-style-type: none"> • Media information channels • Media information sources that potential tourists use • Influence of the media on destination image <ul style="list-style-type: none"> • Negative information • Positive information • Media communication strategies <ul style="list-style-type: none"> • Media strategy for crisis management • Normal times media strategy
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The first step in data analysis was to scan the data so as to extract main themes or categories, and other relevant opinions that may not fall within the pre-determined initial themes but may be important for further analysis.

The second step was to review the distribution of comments and opinions to verify the initial themes. The intent was to ascertain reliability, importance and context of the data through use of the indicators described in section 5.13. Where responses were deemed reliable, additional weight was attached to the particular opinion. An opinion would be considered reliable if:

- The informant placed emphasis on a point by repeating it more than once, indicating the importance of the point he/she was making.
- The informant has a long experience in the tourism industry that exposed/exposes him to issues under consideration.
- Informant created favourable impression with researcher through his/her objectivity to the issues discussed.

As stated in section 5.13 the following codes were used to reflect the informants (respondents) predisposition.

EPP: Informant placed emphasis on an issue by repeating the point more than once.

FEG: Informant facial expression, gesture and voice pitch reflected feelings e.g. worry, sadness, frustrations, excitement.

≥: The sign in front of informant code was an indication that the informant was highly impressive in terms of exceptional knowledge on an issue discussed.

As the analysis progressed or where clarification was needed, constant returns to the transcripts were made to ensure contextual reliability.

The third step was to review the data for items that may support or oppose the initial conclusion reached in the first and second steps or to identify other relevant data.

The data analysis is presented in the ensuing sections.

6.11. STATE OF TOURISM IN KENYA

6.11.1 Tourism performance

In chapter 1, section 1.1 it was indicated that tourism in Kenya has been declining and the arrivals trend is very erratic as a result of negative media publicity. In chapter 4 it was noted that the media, through their communication function in society, provide connectivity with society by providing information about events and conditions in society and the world. Consequently in informing society about crisis events the way journalists frame narratives and choose visual presentations may generate panic and fear; when people feel shocked and afraid their scepticism about the place increases. This affects not only the image of the place depicted but crucially the choices of destinations to visit. By assessing tourism performance in Kenya the researcher was seeking to establish a link between performance and media influence.

The performance can be viewed from both negative performance and positive performance perspectives.

Negative performance category: Factors that emerged under this category are that:

- There is a decrease in arrivals from both leisure and safari markets (I1-I5, I3). The dire arrival performance is best expressed by informants R3 (*FEG*) sad facial expression and the comment that *“it’s pretty bad, the leisure market is not performing well; Mombasa is 50-40% down than last year and the safari market is down by 30%”*.
- There is a decline in growth in the main markets for Kenya namely United Kingdom, Germany, France, Italy, Switzerland and the USA (R1 & R2).
- The number of high paying tourists for the leisure product has declined over the years (R3 & R4). Informant R3 (*FEG/2*), with 35 years experiences in the Kenya tourism industry, *lamented that the quality of tourists has been going down; in terms of dollars, the period between 1978 -1998 the hotels in Mombasa used to get higher value in tourism than they do today.*
- 2008 was the worst year in terms of arrivals (R1 to R6).
- Arrival figures are erratic (R1 & R6).

Positive performance category: Factors that emerged are that:

- Kenya is doing well compared to 2008 (R1, *EPP*); the informant emphasised this by repeating that in 2011 there was 15.45% growth in arrivals compared to 0% in 2008.
- There is high growth in new markets such as India and China (R1-R3).
- Business and MICE (Meetings, Incentives Conference and Exhibitions) markets are picking up (R1, R3, R4, R5, and R6). Informant R5 (*FEG*) commented excitedly that *‘the destination is attracting new international investors especially in the hospitality sector; and Nairobi is now lumped 3rd in Africa as a MICE destination.*
- Best tourism performance were in years 1998 and 2006 (R2, R4) and 2007 (R1, R2, R4, R5, R6).

From further analysis, two categories emerged that illustrate the reasons for specific performance:

Reasons for negative performance: factors that emerged from this category are:

- Sense of insecurity emanating from negative publicity (R1-R7): The researcher observed that perception of insecurity is a worrying issue for the informants; this was best expressed by the worried facial expression of Informant R4 (*FEP*) and the subsequent comment that the '*sense of insecurity makes the situation depressing*'. Informant R3 (*EPP*) stressed that Kenya has had tremendous negative publicity whether terrorist or security related and this has not helped the situation. The negative publicity is a result of:
 - War in Somalia and the tourist kidnapping (R1-R7);
 - Post-election violence of 2007 and constant terrorism related activities (R1-R6)
 - Travel advisories from the main tourist markets for Kenya (R1-R7)
- Leisure market performing poorly as a result of over reliance on European charter traffic (R1, R3, R4, & R5). Informants R1 (≥) and R4 (≥) observed that charter market is very susceptible to political, economic and social environments, thus when there are instability or insecurity reports on the media, charter operators are likely to withdraw operations. The downward trend in arrivals was therefore felt more in Mombasa because of its heavy reliance on charter businesses.

Other factors that are not associated with media influence but should be considered in the formulation of the proposed strategic media communication framework include;

- Poor quality of leisure products (R1-R5): general poor infrastructure of Mombasa and poor delivery of service in the beach hotels (R1, R4, R5).
- Lack of international hotel chain investors at the leisure destination (R1)
- General insecurity caused by harassment of tourists by beach peddlers (R1, R4, R5)
- Perception that the safari product is overcrowded and over used (R1, R3, R4)
- Perception that Kenya is a mass market (R1, R3, R4).
- The Euro crisis (R1-R6) with attendant currency issues.
- Lack of effective government policy planning for tourism products and infrastructure development (R2-R4, *FEG*). The researcher observed from the informants' facial expression and sighs that this was a frustrating issue.

- Lack of government commitment in enforcing the few policies that exist (R12-R4).
- Insufficient government funding for marketing (R1- R6). Informant R4 (*EPP*) stressed that because of insufficient funding for marketing, the Kenya Tourism Board cannot do proper segmentation and niche marketing and this has led to perceptions that Kenya is a mass market with the safari product being viewed as overused and overcrowded.

Reasons for positive performance:

- Marketing efforts of the Kenya Tourism Board (R1, R3, R4, R5, & R6). Informant R1 \geq explained that after the 2001 September 11 terrorist attack in the USA, tourism arrivals went down tremendously. In 2003 the Government put in place an economic recovery strategy that provided funding to KTB to revive tourism (R1, R4, R5 and R6). The ensuing marketing activities started to bear fruit in 2006 and actualised in 2007, thus the good performance for the 2006 and 2007 years (R4 \geq).
- Marketing efforts by private sector (R2)
- Entry of a new democratically elected government in 2003 and the good publicity it created led to high performance in 2007 (R5, R6). Informant R6 (*FEG*) commented that the publicity resulting from the peaceful election of the new government brought hope and confidence for Kenya that enhanced the image of the country, thereby improving the tourist arrivals.

6.11.2 Host perception of the destination image and destination product

The purpose of analysing host perception of the destination image and destination products is to identify aspects that could be incorporated in the strategic media communication framework and also to make recommendations as to what KTB could do before developing such a strategy.

A destination product is viewed as a composition of various elements that must be synthesised to deliver a memorable tourist experience and, as discussed in chapter 2, the primary element of a destination product is the attractions which create appeal for the destination and motivate tourists to visit. Other elements include: the political stability of a country which provides a peaceful, safe and secure environment conducive to tourism; the social element which relates to friendliness of the people and their ability to deliver quality

service; the economic element which refers to favourable economic conditions that gives the tourist spending power at the destination and allows them to engage more in tourist activities; good infrastructure that facilitates accessibility to and within the destination and the tourism organisations and businesses that plan, develop and deliver the tourist product in a way that enhances the tourist experience at the destination. It is on these product elements that a tourist destination is evaluated, assessment of which results in the creation of a destination image. In chapter 3 destination image is described as the sum of beliefs, ideas and impressions that a person has about a place. Image is perceived as having both functional and psychological characteristics where functional relates to attributes that can be directly observed such as attractions, quality of accommodation, infrastructure, and price level among others. Psychological characteristics consist of intangible elements such as general feeling of safety and security, atmosphere, hospitality and friendliness of the people.

In analysing data for the subcategory host perception of the destination image and destination products, two refined categories emerged, namely host self-image and image of others as perceived by the host. Host self-image is concerned with what the experts think of the destination and its products while image of others refers to what the experts perceive the image of Kenya held by others to be. Others, in this case, refers to potential and actual visitors, tour operators in source markets *etc.*

Host self-image: The host self-image ranges from positive to negative. Factors covered under the positive image are:

- A wildlife destination with a good safari product (I1-I7).
- A coastal destination endowed with pristine beaches, great marine life; rich in culture, history, architecture; culinary delights; adventure (I1). Informant (I1, FEG/≥) who has a long experience in the tourism industry excitedly explained that the coast should not be marketed as a leisure destination only but should be seen as a destination offering the visitor a coastal experience: a combination of 'pristine beaches, great marine life; rich in culture, history and architecture; culinary delights; and full of adventure'.
- Destination with untapped opportunities (R1-R7). Informant R3, EPP/≥ stressed that Kenya has a lot more untapped attractions that could be developed to ease the already

over-crowded and over-developed safari circuits, as well as to enhance the visitors' experience.

- Destination with mixed quality of service, ranging from exclusive beach resorts, to all-inclusive hotels with poor service and from exclusive game lodges to basic camping sites (R4). Informant R4 \geq pointed out that Kenya has different service qualities for different types of tourists; it is only a matter of bringing out all the various niches and pointing visitors to the right product.
- Great beach areas (R1, R3, R4, R5).

Factors covered under the negative image are:

- Great beach areas but suffers from beach peddler menace (R1, R3-R5). This image was best expressed by informant R4 (FEG) who commented in a frustrated tone that *“you go to the beach and then suddenly you are surrounded by 50 people trying to sell you merchandise”, that is not why you went there; and this has chased away a lot of people especially the repeat visitors’*.
- Leisure destination with poor infrastructure, lacking quality service (R1, R3, R4, R5, R7).
- Mass leisure destination that does not attract international hotel chain investors (R3 \geq , R4). Informant R3 \geq commented that lack of international hotel chain investors at the coast for the last 35 years is an indication of a lack of confidence in the leisure destination, since the investors perceive it as a cheap charter destination.
- Mombasa town, the gateway to the pristine beautiful beaches, lacks infrastructure and is disorganised (R3, R4). Informant R4 (FEG/ \geq) best expressed the situation with a comment that *“If you look at the layout of the town it is filthy and chaotic... You do not think you ought to do a city tour; the town is not conducive to tourism especially when you think of competing beach destinations”*.
- A stagnant leisure destination that needs rejuvenation (R1, R3, R4, R5).
- Overused, overdeveloped, overcrowded main safari circuits (R1, R2 (FEG), R3, I4).

Image of others as perceived by the host category: positive factors include;

- A wildlife destination with a good safari product (R1-R7).
- Nice beach areas but suffering from beach peddler menace R1, R3, R4, and R5).

Factors falling under negative image include:

- Poor image of Mombasa: cheap, insecure leisure destination lacking in quality service and infrastructure ((R1-R7).
- Insecure destination (R3 & R4).
- Expensive destination (R4).
- Overcrowded safari circuits (R1 - I4).

6.11.1.1. Issues emergent from the analysis:

- The destination Kenya offers two main products, namely the leisure product which is beach based and the wildlife based safari product.
- Although the state of tourism has slightly improved in terms of arrival figures compared to the situation in 2008, the situation remains critical especially for the leisure product. The perception of an insecure destination prevails.
- The wildlife safari product is good but there is a need to diversity.
- Reliance on charter business has given the impression that Kenya is a cheap mass market destination with a low quality of service; in actuality the destination has diverse products and levels of services on offer depending on the visitors' budget and reasons for travel.
- There is a need for niche marketing and communication strategies in order to create awareness of niche products and to curb misinformation that Kenya is a mass destination.
- There is a need for an effective tourism policy planning and implementation.
- There is a need for proper and continuous funding for effective marketing.

6.12. THE MEDIA

Information sources that potential and actual visitors come in contact with either deliberately or unintentionally may influence perceptions of a destination and their eventual decision to visit or not. In chapter 3 it was noted that because of the intangibility of tourism products and in the absence of previous visits, individuals rely heavily on information sources to bring the destination to life in the buying decision-making process. In so doing, the information sources may influence their perception of the destination and decision to visit. In chapter 3 two types of information sources were identified. Induced information sources are used by destination marketers to deliberately influence perception of the destination and to stimulate travel decisions. Induced information sources such as travel brochures, company websites and advertising are used by potential visitors to seek more information on a destination and to reassure themselves that they have made the right choice of a destination in the buying process. Organic information sources are those that destination marketers have no control over such as television and newspaper reports. As stated in section 5.12 the purpose of analysing the media was to identify the channels used by the informants to disseminate information to potential visitors, media information sources used by potential visitors to Kenya, the influence of the media on the destination image and to discover media communication strategies and activities followed within the Kenya tourism industry to influence the construction of a positive destination image.

The following are the factors that emerged from the media information channels subcategory.

6.12.1. Media information channels

From the analysis of this subcategory, two refined categories emerged;

Channels for dissemination of information: the channels identified include;

- Internet (R1-R5): the internet allows dissemination of information through company websites. The websites are linked to social media such as Facebook, Twitter and YouTube that allow interaction between the company and potential visitors as well as past visitors. Private sector websites are informative and well-designed however the KTB one needs improvement to make it more interactive and user friendly (R3≥).
- Travel brochures or travel guides(R1-R5)

In reference to telecommunications systems, Kenya is very well connected to the rest of the world to allow efficient dissemination of information and online bookings (R1, R3, and R4).

6.12.2. Media information sources that potential visitors refer to for travel information

Included are:

- The internet (R1) through travel websites such as Trip Advisor, Lonely Planet and other travel forums. The Internet was the most popular and the most influential on destination selection and holiday bookings. Websites more oriented to destination information such as Lonely Planet are popular among potential visitors to Kenya, while Trip Advisor has been a key influence on holiday makers in the recent years with opinions and experiences shared among online communities (R1≥).
- Tour operators' websites (R1-R5).
- Newspapers and magazines articles are also popular with travellers as they provide information on destinations and activities on offer (R1≥).

6.12.2.1. Issues emergent from the analysis:

- Kenya is well connected telecommunication-wise to allow effective dissemination of information to potential visitors.
- The private sector informants and the KTB use mainly the internet (company websites) and company brochures to disseminate information. The KTB website needs improvement.
- Potential tourists to Kenya use both organic and induced information sources with generic travel websites like Lonely planet being the most popular.

6.12.3. Influence of the media on destination image

In section 4.2 it is noted that narratives and visuals that communicate bad news, threats and irritation can generate worldwide panic and fear and, irrespective of whether the media is

communicating a factual or sensationalised picture of events, the result is that such communication can negatively transform the reputation, image and marketability of the most popular tourism destination overnight. Equally, positive media reporting on events that have a positive appeal can influence perceptions.

In analysing data for factors that relate to media influence, two categories were identified: Negative media influence and positive media influence.

Negative media influence category

- The Media ruined the image through negative reporting (R1-R7). The local media showed no professionalism in reporting and whatever they reported was picked up by international media, of which around 200 have bases in Nairobi (R2 and R7 **(FEG)**).
- Travel advisories given from main markets as a result of terror attacks and the post-election violence of 2007 led to a halt in tourism to Kenya (R1≥).

Other comments of note that reflect the negative influence of the media are:

Informant R3(FEG≥): *“Negative media is a big problem that we have to contend with ...”We cannot stop negative social media reports and this has big impact on the destination;”In case of negative media reporting it is the potential tourist whom we do not know that is most affected. However those who have booked through tour operators can be reassured not to cancel the trip since incidents reported are not happening in the tourist area”*

Informant R4 (≥): *“Reports on war in Somalia and kidnappings do not invoke holiday sentiments”*

Positive media influence category

- The movie Out of Africa increased tourist arrivals by 30 %(R1).
- Media coverage of Prince William’s engagement in Kenya created good publicity for Kenya, especially in the United Kingdom market (R3).

6.12.3.1. Issues emergent from the analysis

- Negative media reporting and representation has impacted and continues to impact negatively on the destination, creating perceptions of an insecure destination and a reduction in the flow of tourists to Kenya
- Events with positive appeal can create positive publicity for Kenya
- Movies have in the past created exposure and interest for travel to Kenya

6.12.4 Media communication strategy

Strategic communication can be seen as a means of influencing an identified behaviour, which in this study is the construction of a positive destination image and mitigation of negative images. Achievement of such behaviour may be attained through implementation of programmes to communicate aspects of the intended image and key messages to the target market segment or potential tourists. In the context of this study, strategic media communication refers to a systematic series of sustained and coherent activities conducted across strategic, operational and tactical levels.

In analysing the data, two categories of strategies were identified namely media strategies for crisis management and for normal times.

Media strategies for crisis management category: In section 2.5 it was highlighted that the Kenya Tourism Board is the destination marketing arm of the Department of Tourism and is responsible for destination marketing as well the link between the various elements of the destination involved in creating the tourist experience. Managing the image of the destination is therefore its mandate. From the responses obtained from informants the board had a crisis management strategy that was established after the post-election violence of 2007. The strategy had a media communication aspect in it that included the following elements:

- Establishment of a crisis committee that disseminated information to tour operators through Marketing Destinations Representative (MDRs) on a daily basis (R1, R5 & R7).

- Consumer programs that involved advertising on Cable News Network (CNN), British Broadcasting Corporation (BBC) and Euro-sport (R1 & R5).
- Media briefings and workshops for local media, teaching them to report in context and not to trivialise issues (R1, R2, R4, R5 & R7).
- Hosting local media on familiarisation tours to appreciate their country and understand why tourists get attracted to it (R1& R7).
- Hosting international media (daily news media, lifestyle, trade media etc.) on familiarisation to Kenya tours (R1- R3).
- Press conferences (R1& R5).
- Visit to media houses (R1).

Informants R3≥, R4≥ and R7≥ pointed out shortcomings of the strategies and made recommendations.

- The strategies are more reactive than proactive and are therefore not sustainable. The government should accept that there will always be insecurity and should develop long term media communication strategies that would instil tourists and private investors' with confidence in the destination.
- Engagement with the media only takes place when there is a problem. There is a need for continuous engagement that should include training workshops and briefings for the local media to instil in them a sense of patriotism and balanced reporting, especially in times of crisis. A media communication regulation could be prescribed that encourages the 200 international journalists based in Nairobi to cover a certain percentage of positive local news internationally instead of covering only the negative.

Normal time media communication strategies category: identified activities implemented by KTB include:

- Media briefing during international trade exhibitions and road shows (R1, R5).

- Participating in special events that attract media and create positive publicity to showcase the Kenya tourism product (I1). Such participation is seldom (R1).
- Inviting international media to interview KTB while on road shows and other promotional activities (R1).

Identified activities implemented by the informants from the private industry include:

- Advertising (R2)
- Hosting TV crew in collaboration with local hotels and Kenya Airways (R2)
- Education tours for the media, travel agencies and tour operators (R2-R4)

6.12.4.1. Issues emergent from the analysis:

- KTB has in the past used media strategies for crisis management, the strategies are reactive rather than proactive and therefore not sustainable and not integrated in the overall marketing strategy. The media strategies used in normal times are minimal and infrequent. There is therefore a need for a long term media communication strategy that encompasses activities for influencing positive destination image in normal times and mitigating negative image in times of crisis.
- The involvement of the private sector in the media activities revolves around occasional advertising and hosting of journalists on familiarization tours.

6.13 SUMMARY

In this chapter the framework for analysis of the data was described and the techniques used to analyse the data were explained. In the presentation of both quantitative and qualitative results, reference was made to the relevant literature to substantiate results and validate findings. The quantitative surveys provided data that answered the questions relating to the current image of Kenya and the impact of the media representation on the image of Kenya and on visitation decisions. The qualitative data highlighted the issues of tourism performance in Kenya. Also highlighted were the media communication strategies

followed by the Kenya travel trade to influence construction of a positive image in normal times and to mitigate negative images in times of crisis. The results from both studies provided information that was used to formulate a media communication framework for influencing construction of a positive image of destination Kenya.

The next chapter focuses on the conclusion to the study and recommendations.

CHAPTER 7

CONCLUSION AND RECOMMENDATION

7.1. INTRODUCTION

This chapter gives an overview of the conclusions reached in this study. The discussion is in relation to the objectives that were formulated for the study. The chapter also provides recommendations that are aimed at the development of a media communication framework

for influencing construction of a positive destination image of Kenya. The chapter concludes with a brief overview of the areas that need further research as identified in the course of the study.

7.2. REVISITING THE OBJECTIVES OF THE STUDY

The overall aim of the study was to investigate the role of the media in constructing a destination image in order to develop a media communication framework that could be used strategically to influence construction of a positive destination image of Kenya in normal times, and to mitigate negative media representations in times of crisis.

The objectives were articulated as follows:

Objective 1: To analyse the concepts of a tourist destination, destination image and destination image formation.

Objective 2: To describe the social function role of the media in the society as it relates to construction of a destination image.

Objective 3: To quantitatively and qualitatively analyse the role of the media as a factor in destination image construction.

Objective 4: To analyse the impact of media on visitation.

Objective 5: To propose a strategic media communication framework that can be applied by the Kenya Tourism Board to influence construction of a positive destination image of Kenya in normal times, and to mitigate negative media representations in times of crisis.

7.3. KENYA AS A DESTINATION PRODUCT AND ITS IMAGE

In section 2.4 it was explained that a tourist destination product is not a single element but rather a combination of different elements that come into play to produce a total tourist product or tourist experience. A total tourist product is a combination of environment, service infrastructure and the tourist's experience within the destination. At the base of the destination product concept is the destination environment within which physical, political, technological, social-cultural, cultural and economic elements are found.

It is further noted that *the physical element consists* of attractions which are the primary features that create appeal for a destination, influences construction of a positive destination image that eventually motivates a destination visit (Chapter 1 & Chapter 2). The quantitative results show that the image of Kenya is that of a country with fascinating wildlife, awesome nature and unique culture among other attributes and attractions that create the motivation to visit. The qualitative research findings show that several products are packaged around the attractions to enhance the attractiveness of the destination and to entice visitation. These include wildlife safari products, beach leisure products, mountain climbing, bird watching etc.

However because of the lack of an effective communication strategy there is a perception that Kenya is a mass market because of its over-reliance on charter business and the overselling of particular wildlife parks that offer safari products, rendering them over-used. In relation to quality and delivery of service that enhances product attractiveness, the finding from the Kenyan tourism experts is that there are different levels of services on offer in Kenya from high to low quality depending on the budget of the visitor. The main challenge is that there is no segmented media communication strategy to communicate niche products and services. The end result is that there is a lot of misinformation about the destination, its products and services. A media communication strategy that communicates product and service diversity is therefore necessary.

The political element of the product concept comprises the political stability of the destination, friendly foreign policy, good governance and responsiveness to tourism and the treatment of tourists, among others. In chapter 1 it was explained that the political stability of Kenya has been shaken and, as reaffirmed by the Kenya tourism experts, the destination is considered unstable and insecure as a result of negative media representation. The aspects of insecurity and poor governance also emerged in the quantitative analysis from the negative descriptions given of Kenya by the actual and potential visitor respondents. The issue of safety and security has been a challenge for the destination. Qualitative findings indicate that while it is true that events which cause feelings of insecurity have taken place and are likely to happen again, they are, contrary to media publicity, normally contained within particular areas and do not occur throughout the destination. Quantitative data

revealed that the media has the capacity to misrepresent a destination through negative or positive representation (Section 6.7). The view of the qualitative informants is that since the issue of terrorism will remain as long as neighbouring Somalia is unstable, the tourism industry should accept that there is likely to be insecurity for a long time. Hence the need for a long term media communication strategy comprising of media strategies that will reassure the visitors and investors and create confidence in the destination, thereby improving the image. Another challenge for Kenya that relates to the perception of insecurity is that because of the lack of proper product and market segmentation, the country is branded and marketed as a single destination. It is noted in Chapter 2 that Kenya is made up of several areas that are destinations in their own right. It becomes difficult therefore to isolate troubled areas from the rest of the country when negative events occur, the result being that the whole country is branded insecure. A segmented communication strategy that allows brand area communication is therefore necessary.

From the foregoing discussion it is evident that although destination Kenya is endowed with rich natural attractions, it has quite a number of challenges:

- Perceptions of insecurity; resulting from negative media representation
- Perceptions of poor quality products;
- Perceptions of a mass market or cheap destination.

If Kenya is to improve its tourism performance it needs to change these perceptions. This can only be done by improving the image of the destination through a well-founded media communication strategy. Such a strategy can be developed and implemented with media strategies that aim to influence the construction of a positive image of Kenya in the long run and to mitigate negative media representation in times of crisis that affect the image and visitation negatively.

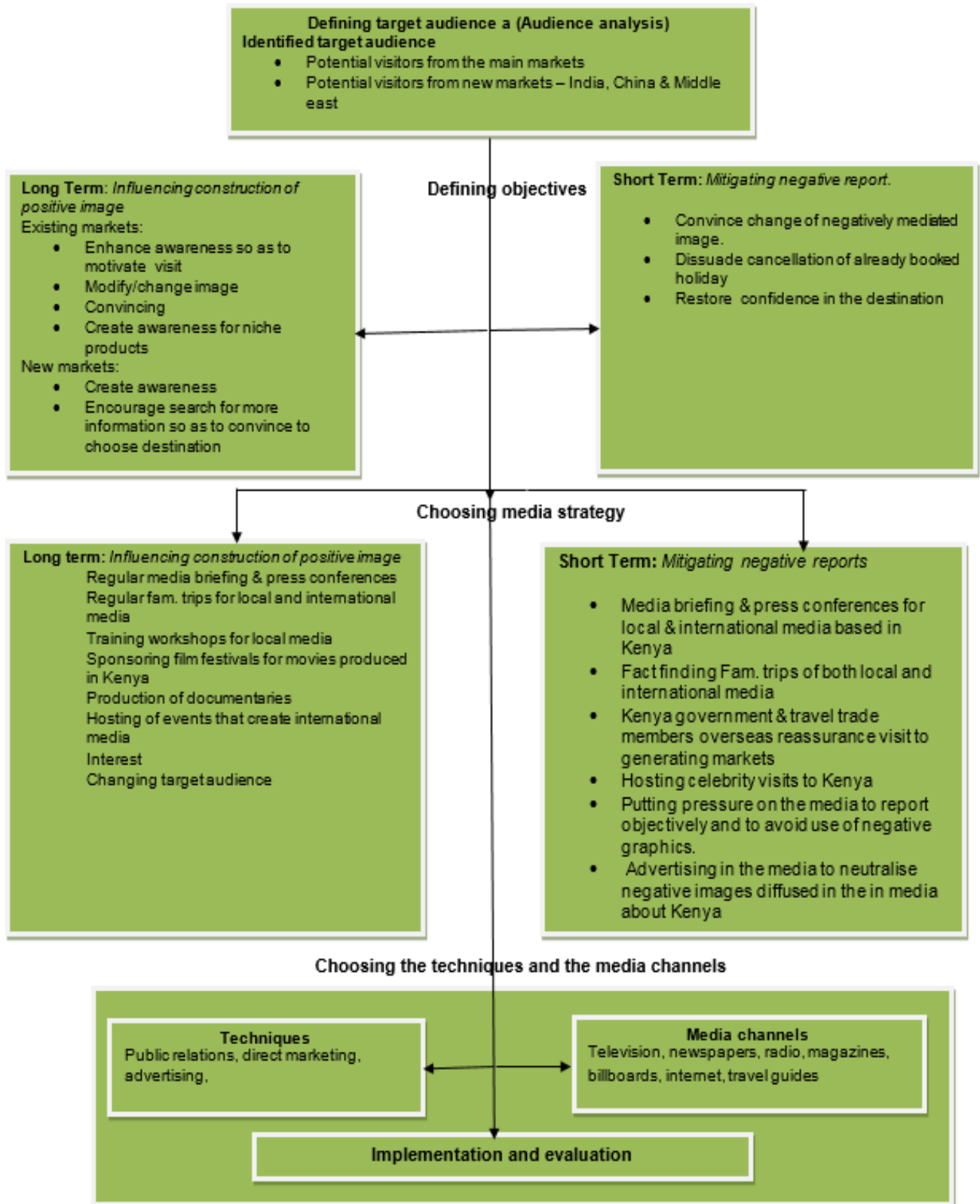
7.4. PROPOSED STRATEGIC MEDIA COMMUNICATION FRAMEWORK FOR INFLUENCING CONSTRUCTION OF A POSITIVE DESTINATION IMAGE

The main objective of this study was to develop a strategic media communication framework for influencing construction of a positive destination image of Kenya. A basic model was suggested in chapter 4 consisting of several elements namely: defining the target audience; defining the objectives of communication; choosing the media strategies; deciding on the

techniques and channels to be used to deliver the campaign; implementation and evaluation of the campaign.

In the ensuing sections, a multi-step communication framework based on the detailed theoretical one suggested in section 4.5 that encompasses the results of the findings is provided. Figure 7.4.1 illustrates the framework.

Figure 7.4.1: A multi-step media communication framework for influencing positive image of Kenya



7.4.1. Defining the target audience

Research findings from qualitative research indicate that one of the reasons for the dismal tourist flow to Kenya is over-reliance on the traditional generating markets. When negative media reporting takes place the flow of tourism from these markets is hard hit. The Kenyan tourism experts suggested that venturing into new emerging markets such as India, China, and Middle East would be a solution to the decreased flow of tourism. The respondents were of the opinion that these markets are not as susceptible to negative media reports. The target audience for the strategic media communication therefore would be potential tourists from the current generating markets identified in chapter 2 as well as those from the emerging markets. Once KTB has decided on the target audience they need carry out a target audience analysis in order to determine the audience social demographics, use of media and level of destination awareness among other factors that relate to destination image construction as discussed in chapters 2 and 3. As stated in section 4.5 the information gathered will determine the type of media channels to be used to disseminate information, the messages to be communicated and the message sender among others.

7.4.2. Defining the objectives of the communication

With regard to the research findings the objectives the media communication are identified as follows:

Long term Objectives

Existing markets:

- Where an organic image of Kenya already exists the objective will be to enhance the awareness of Kenya as a safe and fascinating place to be in order to motivate the potential visitors in the existing markets to visit.
- To create awareness of existing niche products that are not well known. Knowledge of the niche products might eliminate the perception that Kenya is a mass market and will eventually diversify the type of visitors to the destination.

New markets:

- To create awareness of the destination attractions and attributes in the construction of an organic image of Kenya.
- Where an organic image already exists the objective would be to encourage a search for more information that would eventually convince them to choose Kenya for a visit.

Short term Objectives

Existing markets:

- To change the negatively mediated image for those already motivated to travel but hesitant to choose the destination because of negative information filtering in from the media.
- To restore confidence in the destination

7.4.3. Choosing the media strategies

The media strategies that KTB could put in place include both long term and short term strategies.

Table 7.4.1 illustrates the media strategies for influencing positive construction of destination image in normal times and in times of crisis.

Table 7.4.1: Media strategies for influencing positive image of Kenya

MEDIA COMMUNICATION STRATEGIES	
<p>Short term strategies: aimed at mitigating negative media reporting</p> <ul style="list-style-type: none"> • Regular familiarization tours for both local and international journalists based in Kenya and form the main generating markets for Kenya. The tours should include not only the tourist areas but also the troubled areas. The media should include travel writers, special interest media and those from main stream media i.e. news media • Hosting celebrity visits to the destination with the objective of convincing those already motivated to visit despite happenings that are causing negative publicity. • Putting pressure on the media to report objectively and to avoid the use of misleading graphics when covering issues that might create negative perceptions 	<p>Long-term strategies: aimed at influencing construction of a positive image of Kenya</p> <ul style="list-style-type: none"> • Holding training workshops for local journalists on a regular basis to encourage them to report objectively and from the perspective of a sense of nationalism and patriotism for their country. • Hosting film festivals on movies produced in the country to a targeted audience in the hope that the film content will present a different perspective of the destination and create awareness of the destination. IN addition, incentivising movie producers to use Kenya as a film location. • Producing documentaries showing the diversity of the Kenyan people, Kenyan attractions, history of the destination and concern for the environment. Internationally known celebrities and opinion leaders should be used to narrate the documentaries. The documentaries should be used as promotional material in the existing main and also I emerging markets; this approach can be applied to both long term and short term strategies. • Changing the target audience to those that are sympathetic towards Kenya and creating themes that resonate with common goals and beliefs.
Strategies common to both short and long term phases	
<ul style="list-style-type: none"> • Regular media briefings and press conferences for local and international media based in Kenya and in the generating markets so as to maintain rapport with them. • Mission visits by Kenyan government officials and travel trade members to the main markets for reassurance of the safe situation, and to discourage detrimental travel bans emanating from governments in the generating markets. • Buying space in the media of television and newspapers to run themed advertising campaigns focusing on: the multi-cultural diversity of the people and their hospitality; sporting achievements; concern for the environment; culture and the community self-help activities for which Kenya is know. Such a campaign would be aimed at challenging negative mediated images of Kenya. • Hosting events that crate media interest such as sporting and cultural activities. 	

7.4.4. Choosing techniques and media channels for implementation of the media strategies.

Having decided on the media strategies to be followed, the techniques and the media channels to be used must then be decided. The choice of media channels to communicate the media messages will depend on the media strategy chosen, the media preference of the target audience, the genre of the message to be communicated and the most influential media information source.

Some of the media channels that could be used to disseminate destination messages include television, the Internet and its social media websites, magazines (travel and non-travel based), travel guides (general and DMO specific), newspapers and film media. McQuail 2010: 25-42 contend that television has the advantage of wide geographical coverage and appeals to most demographics, it offers both audio and visual channels that allows diverse types of content, and it has a perceived accountability with well accepted audience especially in the aspect of news reporting. The internet with its social media connectivity provides a very wide global reach, its instantaneous capability means it is accessible any time, it provides a possibility for diverse types of content, and linkage with different websites which means wide dissemination of information. Through social media connectivity the internet allows creation of social groups with common interest that can be target groups for KTB, for example people interested in travel such as the Thorn Tree forum of the Lonely Planet travel guide. Magazines offer a high degree of selective targeting based on demographics and product affinity and provides opportunity for both visual and verbal content. Travel guides are good for dissemination of functional information on a destination and like magazines they provide opportunity for presentation of verbal and visual content. Film media has extensive appeal and provides both audio and visual opportunity for direct or indirect dissemination information depending on the genre (McQuail 2010: 25-42).

Findings from the quantitative research indicate that organic image is mostly influenced by television news and television travel documentaries. Television could therefore be the most suitable channel for disseminating messages aimed at creating awareness of the destination in the new markets. The messages could be communicated through airing documentaries on the destination as well as themed advertisements.

In regard to destination image in general and particularly on the issues of safety and security, perception of the potential visitors are likely to be influenced by newspaper reports and travel guides while their perception of attractions will be influenced by travel documentaries.

The media channels that were found to be influential in creating destination perceptions are television, travel guides and newspapers. Within these channels, television news and travel documentary content is likely to be the most influential in construction of a positive destination image. In relation to the influence of negative media reporting on destination visitation, television news reports will influence visitation intent negatively.

Potential visitors will depend on television news, social media, travel magazines and newspaper reports for destination information, while internet and social media were found to be the sources most used for information on Kenya from the perspective of the Kenyan tourism experts.

Although not tested, some of the techniques to implement the strategy may include public relations activities, direct marketing and advertising. The technique to be decided upon will also depend on the media strategy chosen.

Once implementation of the media communication campaign has been effected, it should be followed by evaluation to assess if the expected response was attained.

7.5. RECOMMENDATIONS DERIVED FROM THIS STUDY

7.5.1. Destination image

Two perspectives of the destination image were identified from the qualitative findings; product quality and destination security.

Product quality

- Findings indicate that Kenya is perceived as a cheap mass market destination while in reality it has a range of quality products and services to suit different levels of budgets. The challenge is to disseminate this information across different market segments.

Niche market communication strategies must be put in place to create awareness of the niche products and to overcome the misconception.

- The other misconception is that the safari product is over-crowded and over-used. While it is true that one of the wildlife parks is more popular than the others because of the annual animal migration and may well have been over-marketed, there are other less known areas with equally good safari products.

Overcoming this misconception calls for a segmented communication strategy.

Destination security

In relation to the issue of security, findings from both quantitative and qualitative research indicate that the perception of Kenya as an insecure destination prevails and has been to a large extent responsible for the erratic arrivals performance. The issue of insecurity in Kenya is a big problem and may remain so for a while as long as the Islamist terror threat prevails and neighbouring Somalia, which is the home of many fundamental Islamists, remains unstable.

While immediate media communication strategies are needed to mitigate negative reporting during crisis events, acceptance of the possible continued threat is necessary. Sustainable communication strategies as recommended in the proposed communication framework should be implemented. Reactive measures are less effective.

Recommended sustainable communication strategies include:

- Regular media briefings and conferences for both local and international journalists so as to maintain rapport with them.

- Regular familiarization tours of both local and international journalists to keep them updated on the situation in Kenya as well as to educate them on tourist attractions of the destination.
- Holding training workshops for local journalists on a regular basis to encourage them to report objectively and from the perspective of a sense of patriotism and loyalty to their country.
- Hosting film festivals on movies produced in the country to a targeted audience in the hope that the film content will present a different perspective of the destination and also create awareness of the destination. In addition, incentivising movie producers to use Kenya as a film location.
- Producing documentaries showing the diversity of the Kenyan people, Kenyan attractions, history of the destination and concern for the environment. Internationally known celebrities and opinion leaders could be used to narrate the documentaries. The documentaries should be used as promotional material in the existing main and emerging markets; this approach can be applied to both long term and short term strategies.
- Hosting events that create media interest such as sporting and cultural activities.
- Regular mission visits by Kenyan government officials and travel trade members to the main markets for reassurance of the safe situation, and to discourage detrimental travel bans emanating from governments in the generating markets.
- Hosting celebrity visits to the destination with the objective of creating awareness of the destination attractions.
- Changing the target audience to those that are sympathetic towards Kenya and creating themes that resonate with common goals and beliefs

7.5.2. Communication strategy

Guidelines to formulating the overall communication strategy

The guidelines include aspects covered in this study as well as others not included but which are relevant.

Aspects covered in the study

- Before the strategies can be formulated, destination image research in specific markets must be carried out. The importance of destination image analysis was highlighted in section 3.5. Knowledge derived from the research provided a basis for destination promotion strategies. Destination image research could encompass target audience analysis which would allow identification of audience media use and social demographics since, as quantitative findings indicated, gender and level of education are factors that influence perception in constructing a destination image. It is only with such information that KTB can have clear objectives for the communication strategies, types of media strategies to be implemented, messages to be communicated and channels to be used.
- Communication campaigns developed should be aimed at particular target audiences, as one campaign for all will not work. Qualitative research findings indicate that KTB has no segmented communication strategies.
- In section 2 it is indicated that KTB is the marketing arm of the DMO; while development of communication strategies for the destination is its (KTB) mandate, collaboration and coordination with the stakeholders is necessary to ensure that all communicate unified themed messages about the destination. From the findings, such collaboration is lacking.
- Although KTB uses the internet to communicate information about the destination, the website is not very informative as it has very few links to other sites that may be of interest to a potential tourist. The website should therefore be improved.

- Findings from the quantitative research indicates that there is not much information on Kenya in some of the main markets. It is recommended that KTB ensures sufficient coverage of Kenya for effective awareness creation.

Aspects not covered in the study but are relevant to the communication strategy

- *Incorporation of communication strategy into overall destination marketing plans*
Communication strategies are part of a destination's marketing efforts. Crisis media communication strategies and long term image construction or media modification strategies must therefore be integrated within the overall marketing strategies of the destination. For effectiveness, media communication plans must be tailored to complement and support the vision, goals and the overall direction of a destination strategy. The brand or image that a destination wishes to create must be reflected in all messages and in all promotional activities.
- *Segmented communication strategy for attraction areas*
Destination Kenya is made up of several attractions that are well established destinations in their own right. The new Kenyan constitution has divided the country into regions and allowed them to each develop and manage their own resources. KTB should therefore take advantage, and together with the regional governments, brand the regions with attractions as separate destinations from the rest of the country. This calls for separate communication strategies to create awareness and develop separate brands for these destinations, so that when crises arise, potential visitors or those already booked could be informed of secure alternative places within the destination Kenya.
- *Role of government*
Findings indicate that insufficient funding has held back the development of effective marketing strategies that would allow niche marketing and diversification of products and services. If KTB is to succeed in implementing the suggested communication strategies and to improve the image of Kenya, sufficient funds must be made available.
- *Implementation of the new tourism policy plan*

The new tourism policy plan that encompasses issues of product and market development, infrastructure and superstructure development, safety and security must be implemented to allow changes to be made that will influence construction of a positive image of Kenya. Without this the KTB will be communicating messages to the target audience that conflict with what is on the ground and this will only worsen the image.

7.6. LIMITATIONS OF THE STUDY

A number of issues presented challenges to this study and are regarded as limitations within which the results have to be interpreted.

The first limitation is the problem of measuring the organic image amongst a sample of people who have already decided to visit a destination. This is because by the time they decide to visit, the image has already evolved from organic to induced image and eventually to conative image. The aspect of recall therefore comes to play. It is suggested that in studies of this nature measurement of organic image should be restricted to potential visitors or non-visitors to a destination.

The second limitation is the difficulty in accessing the actual visitors for the survey before arrival. Due to logistic and financial constraints the researcher could only conduct the survey on actual visitors after they experienced the destination. The fact that the respondents had to evaluate aspects of the destination after visitation meant that their responses could have been influenced by their experience at the destination. Although measures were taken to reduce the bias, it cannot completely be ruled out. It is recommended that in case of studies of this nature, surveys should be conducted on arrival or on the flight to the destination.

It would have been more effective if the same respondents were interviewed on arrival and on departure. However it is not easy to access the same people for the same survey and this was further complicated because there was no secondary data about the visitors that could have been used to make advance contact with respondents before arrival. Similar

research could be done, perhaps more reliably, using the same sample group before and after visitation.

The third limitation is in comparing respondents who have never been to Kenya with those who have been. In the absence of data on extent to which the potential visitors would visit Kenya and the reason they have never been, the results of the comparison should be taken with caution. However the result highlights the place of the media in destination image formation and destination visitation and provides opportunity for further research on the subject.

The fourth limitation is that although theoretically it is easy to describe image from various dimensions, it is problematic to measure it. Organic image, although theoretically influenced by autonomous information sources that are said to be without the influence of destination promotion efforts, can be influenced indirectly by destination marketing efforts, for example in the sponsorship of documentary productions. This means that the organic image will have an aspect of induced image to it. In measuring organic image therefore, there is no complete certainty that the image is purely organic.

The fifth limitation is the absence of a question that directly measured the influence of the media on the organic image (before visitation image) of the actual tourist, although it was provided for the potential visitors. Such a question should be included in similar studies.

The sixth limitation is that accessing potential visitors was rather difficult. It would have been more appropriate to access them from social media such as the Lonely Planet's Thorn Tree Forum or the Royal Geographic User Forum, however this proved impossible. The researcher used the snowball sampling method which, although used in other aspects of tourism research, appears not to have been used in destination image studies.

The seventh limitation is the limited amount of literature on tourism media communication strategy which could guide the formulation of a communication strategy for Kenya's destination image construction.

The eighth limitation is that not all media channels were studied that may influence the image. Channels such as radio broadcast were omitted.

In spite of these limitations, the findings of this study have important contributions and implications for future research.

7.7. CONTRIBUTION OF THE STUDY

The premise of this study is that media is a powerful force in destination image formation as it influences peoples' thinking and decision-making. Findings confirm that the media has an influence on destination perception although not all aspects of the destination image will be similarly influenced and not all media information sources have the capacity to influence. Similarly the media will also influence destination visitation but as with the influence on perception, not all media has the capacity to influence potential and actual visitors who will be influenced differently. This study shows that the influence of the media in the construction of a destination's image cannot be generalised across media or destinations and that strategies must be tailored based on the influence of different media on different audiences, both before and after visitation or decisions to visit. In relation to the influence on destination image construction, other aspects of influence apart from media come into play. Of note is influence of friends and relatives and although not discussed in this study, it occurred in the initial data cleansing phase. Equally, the quality of the total product will also influence the image. From a social-function perspective of the role of the media in society, this study analysed media effect theories that are concerned with how audiences read, relate and use the media. An understanding of these theories is essential to destination marketers, as they have implications on destination image formation. By drawing upon the social-function role of the media in society, this study has enriched the already existing body of knowledge on effects and influence of the media on destination image and image formation. Articles that specifically deal with the role of media in the destination image of Kenya will be produced as a result of this thesis.

This study has introduced the use of snowball sampling into image and image construction studies and has shown that it can be used, although with some limitations. Since there is a dearth of literature in tourism research on this method, the researcher seeks to begin a discussion on this seldom debated method which could be useful, especially in accessing potential tourists.

Other than crisis media communication strategies, there is a dearth of literature on holistic strategic media communication for influencing construction of positive destination images. This study has suggested a holistic approach and opened up an area for further research.

Significance in the industry

The media communication framework suggested for influencing construction of a positive destination image of Kenya in normal times and for mitigating negative impacts of media in times of crisis can be adopted by any destination experiencing similar circumstances to Kenya. The framework will be important to tourism marketers and planners and will contribute to tourism marketing best practice for developing countries and destination faced with constant negative image.

7.8. AREA FOR FURTHER RESEARCH

While this study has concentrated on the influence of the media on destination image formation and visitation, there is a need for further deeper research on cause and effect analysis of negative and positive media representation on a destination.

In addition, there is a dearth of literature in tourism research on the snowball sampling method used in this study. There is a need for research on the use of this method especially in the analysis of potential visitors who are not easy to reach.

The dearth of literature on holistic strategic media communication for influencing construction of positive destination images also calls for further research in the area.

7.9. SUMMARY

In this final chapter the theory and practical aspect of this study were integrated to show the role of the media as a factor in destination image formation. The media communication framework that was proposed emanated from both the theoretical review and the empirical investigation.

The final implication of the study is that the media has the power to influence the image of a destination and its construction to some extent. Therefore the Kenya Tourism Board could, through well considered and designed communication plan, use the media to influence the construction of a positive image of Kenya and to mitigate negative impacts of media reporting on the destination in times of crisis.

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APPENDIX A

List of pilot studies participants

Web survey questionnaire

Lecturers

1. Sandra Tjirimanga - Austrian
2. Jerry Beukes - Namibian
3. Margaret Burnet - British
4. Stephan Schultz - German
5. Steve Hyford - British

Airport survey Questionnaire

Lecturers

1. Ralf Herrgot - German
2. Erling Kavita - Namibian
3. Helmi Hitula - Namibian
4. Krishna Sarala - Indian
5. Cerial Ogboko - Nigerian

Students

1. Biatrice Agbor - Nigerian
2. Michelle Magaya - Zimbabwean
3. Laimi Andreas - Namibian
4. Elsye Sanyi - Indonesia
5. Prosper Mageza - Zimbabwean

APPENDIX B

A SURVEY ON THE IMAGE OF KENYA AS A TOURIST DESTINATION

Good day,

My name is Paschalia Muhoho-Minni, a Doctoral student from the department of Tourism Management at the University of Pretoria. I am conducting an academic research to determine the role that the media plays in influencing tourists' perception of a tourist destination with specific reference to Kenya. I will appreciate if you participate in this study; your opinion and input are very important to us. Please note that there is no correct or incorrect answer to the different questions. The information you supply is anonymous and the feedback from all respondents will be pooled together for analysis. You can be assure that the data collected for this study is for academic purpose only, the outcome of which is the attainment of a doctoral degree and the publishing of articles in accredited scientific journals. It will take you 15 minutes at most to complete the questionnaire; however you can withdraw your participation at any time.

Please feel free to contact my study supervisor, Prof Berendien Lubbe at

Tel: +27 12 420-4102, Fax: +27 12 420-3349 Cell: +27 824521743, Email: Berendien.Lubbe@up.ac.za if you have any questions or comments regarding the study.

Wpmmuhoho

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A SURVEY ON THE IMAGE OF KENYA AS A TOURIST DESTINATION

Questionnaire for potential visitors to Kenya

Please fill or mark the appropriate space.

Section A: Organic Image

1. What three words would you use to describe Kenya?

1-----2-----3-----

2. Approximately at what age did you first learn/hear about Kenya? -----

3. The first time I heard about Kenya was from: *(please indicate the **single** most appropriate option from the drop down list below).*

1	A lesson in class	
2	School books	
3	Movie	
4	Novel	
5	Television news coverage(please mention the channels) -----	
6	Television travel documentaries(please mention the channels) -----	
7	Magazines(please mention) -----	
8	Newspaper reports	
9	Internet (please mention the websites) -----	
10	Social media , i.e. travel blogs(please mention) -----	
11	Friends and relatives	
12	Others(please specify) -----	

4. With reference to your answer to question 3, if your choice is a movie, a novel, school books or internet; please specify the particular movie, novel, school books or website.

5. The three words you used to describe Kenya in question 3 reflect your perception about Kenya. Would you say this perception was influenced by the source of information you chose in question 3?

Yes	No	Not sure

6. Please explain your answer-----

7. Approximately how often do you read/hear /view information on Kenya within a period of one month? (*Please click on the **single** most appropriate option from the drop down menu provided below*).

Once a month	
Twice a month	
Thrice a month	
Four times a month	
Other (please mention)	

8. With reference to your answer to question 7 from which information sources do you mostly read/hear /view information on Kenya? (*please select the top three sources from the list below and rank them from 1 to 3. 1 is the most important*)

Television news coverage	
Television travel documentary	
Newspaper reports	
Travel magazine(please mention)	
Internet(if yes please mention the website)	
Social media i.e. travel blogs(please mention)	
Tour brochure	
Others media (please indicate)	

Section B: Motivation to visit Kenya

9. I would like to visit Kenya in order to: *(please select the top three motives from the list below and rank them from 1 to 3. Where 1 is the most important, 2 the second most important and 3 the third most important motive).*

Rest and relax	
Seek adventure and pleasure	
Discover new places	
Experience the Wildlife splendour	
Experience the natural beauty of the country	
Explore historical and cultural heritage	
Meet and interact with the local people	
Visit friends or relatives	
Go places where friends have not been before	
Others(please specify) -----	

Section C: Cognitive Image

10. For each of the following statements; please indicate your agreement or disagreement by clicking on the appropriate option.

Kenya has:

	1 Not applicable	2 Strongly disagree	3 Disagree	4 Agree	5 Strongly agree
a) Excellent beaches					
b) Beautiful landscape					
c) Fascinating wildlife					
d) Tranquil atmosphere					
e) Fine weather for outdoor activities					
f) Interesting cultural activities					
g) Good variety of leisure activities					
h) Good entertainment					
i) Hospitable and friendly people					

j) Good quality of accommodation					
k) Good quality of transportation network					
l) Good personal safety and security measures in place					

11. How would you describe the atmosphere or mood that you are likely to experience while visiting Kenya?

	1 Not sure	2 Strongly disagree	3 Disagree	4 Agree	5 Strongly agree
Pleasant					
Relaxing					
Arousing					
Exciting					

Section D: Impact of the media

12. When making any holiday travel decisions I generally will rely on the media listed below for information on the holiday destination. *(Please evaluate the usefulness of each one of the sources listed below)*

	1 Not sure	2 Not at all useful	3 Not useful	4 Useful	5 Extremely useful
Television Travel Documentaries					
Television News					
Internet					
Social media i.e. travel blogs					
Newspaper travel guides and reviews					
Newspaper reports					
Travel guides					
Travel magazines					
Others(please specify)					

13 In reference to my answer in question 12; the media I that am extremely likely to depend on when making a holiday decision will probably influence my perception of the:

	1 Not at all	2 To a lesser extent	3 A bit	4 To a large extent
Destination's attractions				
Destination's safety and security				

14 In the event of negative media reporting on a destination experiencing incidents such as the ones listed below, (please refer to the list below); I will most likely:

	1 Not sure	2 Cancel my travel plans to the destination completely	3 Postpone my travel plans	4 Ignore the reports and travel as planned
Political strife				
Natural disaster e.g. floods				
Terrorist attacks				

15 Have you ever visited Kenya?

Yes	No

16 If your answer to question 15 is no; would you choose Kenya for a holiday visit?

Yes	No

17 Please give reason(s) for your answer to question 16

Reason:

Section E: Biographical Information

18. What is your gender?

 Male Female

19. What is your age?-----years

20. What is your citizenship? -----

21. What is the Highest level of education you have completed-----

Thanks you very much for completing this questionnaire

APPENDIX C

Actual visitors' questionnaire

Questionnaire for Actual tourists

Please mark with an "x" or write in the appropriate space.

For office use only

Questionnaire number	<table border="1" style="width: 100%; height: 20px;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> </table>																																									
Section A: Organic Image																																										
1. Before visiting Kenya what three words would you have used to describe Kenya? 1-----2-----3-----	<table border="1" style="width: 100%; height: 30px;"> <tr> <td style="width: 80%;">V1.1</td> <td style="width: 20%;"></td> </tr> <tr> <td>V1.2</td> <td></td> </tr> <tr> <td>V1.3</td> <td></td> </tr> </table>	V1.1		V1.2		V1.3																																				
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V1.3																																										
2. If you can remember, approximately at what age did you first learn/hear about Kenya? -----	<table border="1" style="width: 100%; height: 20px;"> <tr> <td style="width: 80%;">V2</td> <td style="width: 20%;"></td> </tr> </table>	V2																																								
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3. The first time I heard about Kenya was from: <i>(please indicate the single most appropriate option from the list below).</i>																																										
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12.1	-----																																									
V3																																										

4. At what age was your interest to visit Kenya sparked? -----

V4		
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5. What sparked your interest to visit Kenya? (please select the **single** most appropriate option from the list below)

1	A lesson in class	
2	A movie (please mention) -----	
3	A novel (please mention) -----	
4	Television news coverage (please mention the channels) -----	
5	Television travel documentaries (please mention the channels) -----	
6	Newspaper reports	
7	Travel magazine (please mention) -----	
8	Tour brochure	
9	Internet (please mention websites) -----	
10	Social media i.e. travel blog	
11	An advertisement on Kenya	
12	Travel trade fair	
13	Tour operator/travel agent	
14	Others(please specify) -----	

V5		
----	--	--

Section B: Motivation to visit Kenya

6. What made you choose Kenya for your holiday visit among other destinations offering similar attractions?

Reason 1:-----

Reason 2:-----

Reason 3:-----

V6.1		
V6.2		
V6.3		

7. I visited Kenya to: (please select the top three motives from the list below and rank them from 1 to 3 where, **1** is the most important motive, **2** the second most important motive and **3** is the least important motive.)

7.1	Rest and relax	
7.2	Seek adventure and pleasure	
7.3	Discover new places	
7.4	Experience the Wildlife splendor	
7.5	Experience the natural beauty of the country	
7.6	Explore historical and cultural heritage	

V7.1	
V7.2	
V7.3	
V7.4	
V7.5	
V7.6	

7.7	Meet and interact with the local people	
7.8	Visit friends or relatives	
7.9	Go places where friends have not been before	
7.10	Attend meeting	
7.11	Others(please specify)	

V7.7	
V7.8	
V7.9	
V7.10	
V7.11	

Section C: Cognitive Image

8. For each of the following statements; please indicate your agreement or disagreement by placing an X in the appropriate box.

Kenya has:

	1 Not applicable	2 Strongly disagree	3 Disagree	4 Agree	5 Strongly agree
1. Excellent beaches					
2. Beautiful landscape					
3. Fascinating wildlife					
4. Tranquil atmosphere					
5. Fine weather for outdoor activities					
m) Interesting cultural activities					
n) Good variety of leisure activities					
o) Good entertainment					
p) Hospitable and friendly people					
q) Good quality of accommodation					
r) Good quality of transportation network					
s) Good personal safety and security measures in place					

V8.1	
V8.2	
V8.3	
V8.4	
V8.5	
V8.6	
V8.7	
V8.8	
V8.9	
V8.10	
V8.11	
V8.12	

9. How would you describe the atmosphere or mood you experienced while visiting Kenya?(please evaluate on a scale of 1 to 5 as shown below)

	1	2	3	4	5
9.1	Pleasant				Unpleasant
9.2	Relaxing				Distressing
9.3	Arousing				Sleepy
9.4	Exciting				Boring

V9.1	
V9.2	
V9.3	
V9.4	

Section D: Impact of the media

10. Which media information source did you consult when making your travel decision to visit Kenya? (please mark the **single** most **(influential)** option from the sources listed below)

1	Television Travel documentaries (please mention) -----	
2	Television News	
3	Advertisements	
4	Internet (please mention the websites) -----	
5	Social media i.e. travel blogs (please mention) -----	
6	Newspaper travel guides and reviews	
7	Newspaper reports	
8	Travel guides (please mention) -----	
9	Travel magazines (please mention) -----	
10	Others (please specify) -----	

V10	
-----	--

11. Please refer to question 10: Would you say that the information you received from your choice of the media was influential to your decision to visit Kenya? (please evaluate on the following scale)

1. Not applicable	2. Not at all influential	3. <i>Slightly influential</i>	4. <i>Somewhat influential</i>	5. Extremely influential

V11	
-----	--

12. When making holiday travel decisions which media are you likely to depend on as a source of information on the destination. (Please evaluate each one of the sources listed below)

	1 Not applicable	2 Extremely unlikely	3 Unlikely	4 Likely	5 Extremely likely
1. Television Travel Documentaries					
2. Television News					
3. Internet					
4. Social media i.e. travel blogs					
5. Newspaper travel guides and reviews					
6. Newspaper reports					
7. Travel guides					
8. Travel magazines					

V12.1	
V12.2	
V12.3	
V12.4	
V12.5	
V12.6	
V12.7	
V12.8	

9. Others (please specify) -----						V12.9																																				
<p style="text-align: center;">12.1. Please refer to question 12; give the three main reasons why it is extremely likely that you will depend on the media you have chosen for information on a destination.</p> <p>Reason 1</p> <p>Reason 2</p> <p>Reason 3</p> <p style="text-align: center;">12.2. Please refer to question 12: The media that I am extremely likely to depend on when making holiday decision will influence my perception of: (Please evaluate)</p> <table border="1" style="width: 100%; border-collapse: collapse; margin: 10px 0;"> <thead> <tr> <th style="width: 70%;"></th> <th style="width: 10%;">1 To a large extent</th> <th style="width: 10%;">2 To a lesser extent</th> <th style="width: 10%;">3 A bit</th> <th style="width: 10%;">4 Not at all</th> </tr> </thead> <tbody> <tr> <td>a) Destination attractions</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>b) Destination safety and security</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>								1 To a large extent	2 To a lesser extent	3 A bit	4 Not at all	a) Destination attractions					b) Destination safety and security					<table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 20px;"> <tr><td style="width: 50%;">V12.1.1</td><td style="width: 20%;"></td><td style="width: 20%;"></td><td style="width: 20%;"></td></tr> <tr><td>V12.1.2</td><td></td><td></td><td></td></tr> <tr><td>V12.1.3</td><td></td><td></td><td></td></tr> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 50%;">V12.2a</td><td style="width: 20%;"></td><td style="width: 20%;"></td><td style="width: 20%;"></td></tr> <tr><td>V12.2b</td><td></td><td></td><td></td></tr> </table>	V12.1.1				V12.1.2				V12.1.3				V12.2a				V12.2b			
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V12.2a																																										
V12.2b																																										
13. In the event of negative media reporting on a destination experiencing incidents such as the ones listed below; I am most likely to:																																										
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V13.2																																										
V13.3																																										
14. Approximately how often do you read/hear /view information on Kenya within a period of one month? (Please indicate the single most appropriate option from the list below).																																										
<table border="1" style="width: 100%; border-collapse: collapse; margin: 10px 0;"> <tbody> <tr><td style="width: 10%; text-align: center;">1</td><td>Once a month</td></tr> <tr><td style="text-align: center;">2</td><td>Twice a month</td></tr> <tr><td style="text-align: center;">3</td><td>Thrice a month</td></tr> <tr><td style="text-align: center;">4</td><td>Four times a month</td></tr> <tr><td style="text-align: center;">5</td><td>Other (please mention)</td></tr> <tr><td></td><td>-----</td></tr> </tbody> </table>							1	Once a month	2	Twice a month	3	Thrice a month	4	Four times a month	5	Other (please mention)		-----	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 50%;">V14</td><td style="width: 20%;"></td><td style="width: 20%;"></td><td style="width: 20%;"></td></tr> </table>	V14																						
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3	Thrice a month																																									
4	Four times a month																																									
5	Other (please mention)																																									

V14																																										

14.1. With reference to your answer to question 14: From which information sources do you read/hear/view information on Kenya? (Please select the top three sources from the list below and rank them from 1 to 3. Where, 1 is the most important source; 2 the second most important source and 3 the third most important source)

1	Television news coverage	
2	Television travel documentary	
3	Newspaper reports	
4	Travel magazine(please mention) -----	
5	Internet(please mention the website) -----	
6	Social media i.e. travel blogs(please mention) -----	
7	Tour brochure	
8	Others(please indicate) -----	

V14.1	
V14.2	
V14.3	
V14.4	
V14.5	
V14.6	
V14.7	
V14.8	

15. Now that you have visited Kenya; does the media representation of Kenya correspond to your expectations of Kenya in terms of : (please evaluate each one of the following)

		1 Yes	2 No
1	Attractions		
2	Activities		
3	Tranquil atmosphere		
4	Personal Safety and security		

V15.1	
V15.2	
V15.3	
V15.4	

Please explain your answer

5)-----
6)-----

V15.5	
V15.6	

16. Is this your first visit to Kenya?

1 Yes	2 No

V16	
-----	--

17. Would you recommend a visit to Kenya to your friends/family?

1 Yes	2 No

V17	
-----	--

Section E: Biographical information

18. Gender :

1. Male	2. Female

V18	
-----	--

19. What is your age?-----years

V19		
-----	--	--

<p>20. Country where you hold citizenship-----</p> <p>21. Highest level of education completed-----</p> <p style="text-align: center;">Thank you very much for completing this questionnaire</p>	<table border="1"><tr><td data-bbox="1295 224 1375 264">V20</td><td data-bbox="1375 224 1439 264"></td></tr><tr><td data-bbox="1295 331 1359 371">V21</td><td data-bbox="1359 331 1391 398"></td><td data-bbox="1391 331 1423 398"></td><td data-bbox="1423 331 1455 398"></td><td data-bbox="1455 331 1487 398"></td><td data-bbox="1487 331 1519 398"></td></tr></table>	V20		V21					
V20									
V21									

APPENDIX D

In-depth interview sample composition

CODES	INFORMANTS	COMPANY & POSITION HELD	YEARS OF EXPERIENCE
RA	Marketing Director	Kenya Tourism Board	Over 11 years
RB	Managing Director	Somak Travel	Over 20 years
RC	Regional Managing Director	Serena hotel & lodges Africa	Over 20 years
RD	Chief executive officer	Kenya Association of Tour Operators	9 years
RE	Chief Tourist Officer	Department of Tourism	10years
RF	International Brand	Manager Brand Kenya	5 years

APPENDIX E

Interview schedule for former Marketing Director - Kenya Tourism Board

Group A: Personal details

1. What is your current position in the company?
2. How long have you been working in this position?
3. How long have you worked in the tourism industry?

Group B: Current tourism situation in Kenya

4. How is Kenya performing in terms of tourist arrivals?
5. Which is the biggest market for Kenya?
6. In your opinion what makes Kenya popular in your biggest markets?
7. Which are the competing destinations for Kenya and how well do they do in comparison?
8. What makes these destinations more popular than Kenya?

Group C: Marketing and Media

9. The period between 2001 to 2007 tourist arrivals increased tremendously; what would you say attributed to the rise?
10. What promotion activities did you put into effect then?
11. What means do you use to disseminate information on tourism to Kenya to potential tourists overseas?
12. How do you choose the channels for information communication?
13. Among the sources of information, which would you say is the most popular among tourist to Kenya?
14. Would you say that Kenya is well promoted in your main markets?
15. Do you have an idea what marketing strategy your biggest competitors use?
16. What is your opinion on effects of media reporting on a destination?
17. In the recent years Kenya has experienced acts of terrorism, civil and political strife; has these had any effect on tourism arrivals?
18. If the effect has been negative, what steps you taking to alleviate the situation?

19. Do you collaborate or do you have partnership with the media in terms of tourism promotion or in an effort to create a positive environment for tourist arrivals?
20. In your opinion how can the media be managed to project a positive image of a destination?
21. What is the KTB's way forward in terms of media communication strategies aimed at mitigating negative media reporting and influencing construction of positive destination image?
22. In terms of access to media communication channels, would you say that Kenya is well connected to the outside world to allow smooth dissemination of destination information to potential tourists?

APPENDIX F

Interview schedule for Kenyan Tourism Experts

Accommodation and Tour operators

Group A: Personal details

1. What is current position in the company?
2. How long have you been in the position?
3. How long have you worked in the tourism industry?

Group B: State of tourism in Kenya

4. How is Kenya performing in terms of tourist arrivals?
5. Which are the main markets for Kenya?
6. In your opinion what makes Kenya popular in these markets?
7. Which are the competing destinations for Kenya and how well do they do in comparison?
8. What makes these destinations more popular than Kenya?
9. Where do you get most of your business?
10. What percentage of your business comes through overseas tour operators?
11. Do you get overseas customers booking directly with you?

Group C: Marketing and Media

Which would you say was the best period for your business in the period between 2001 and 2009?

12. What would you say attributed to the rise in business?
13. What promotion activities did you put into effect then?
14. What means do you use to disseminate information on your products to potential tourists overseas?
15. How do you choose your marketing communication channels?
16. Among the sources of tourist information, which would you say is the most popular among tourist to Kenya?
17. Would you say that Kenya is well promoted in your main markets?

18. Do you have an idea what marketing communication strategy the biggest competing destination for Kenya is using?
19. From your experience do media reporting (both negative and positive) have effect on the image of Kenya?
20. In the recent years Kenya has experienced acts of terrorism, civil and political strife; has these had any effect on tourist arrivals?
21. If the effect has been negative, what steps have you taken to alleviate the situation?
22. Do you collaborate or do you have partnership with the media in terms of your business promotion or in an effort to create a positive environment for tourist arrivals?
23. In your opinion how can the media be managed to project a positive image of a destination?
24. Do you collaborate with Kenya Tourism Board in terms of media communication strategies or do you go at it alone.
25. In terms of access to media communication channels, would you say that Kenya is well connected to the outside world to allow smooth dissemination of destination information to potential tourists?

APPENDIX G

Interview schedule for International Brand Manager - Brand Kenya

1. Personal details
2. Mandate of Brand Kenya
3. Country image – overseas and within Kenya
4. Strategies for developing country image within and outside of Kenya
5. Working relationship between Brand Kenya and Kenya Tourism Board
6. Working relationship between Brand Kenya and the media

APPENDIX H

Permit to conduct interviews at the airport

From: Tauhida Gitau [<mailto:tauhida.gitau@kenyaairports.co.ke>]

Sent: 22 December 2010 9:19 AM

To: cmcm@iafrica.com.na

Cc: Simon Githaiga

Subject: Request to carry out a Survey from JKIA for the Purpose of an Academic Research Study

Tel. +254 -020- 822111 Ext 5287


Direct Line + 254-020-827867

Mobile No.0732459887




APPENDIX I

Letter of Consent to interview Ms J. Opondo- Former Director of Marketing - KTB


Jennifer Opondo
Director of Marketing

KENYA TOURIST BOARD
Kenya Re Towers,
Rigati Road, Upper Hill
P.O.Box 30630 - 00100
Nairobi, Kenya
Tel: 254-20-2711262
DL: +254 20-2749126
Fax: 254-20-2719925
Cell: 0720601262, 0735267030
Email: jennifer@kenyatourism.org
www.magicalkenya.com

APPENDIX B
Informed consent form -


UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
UNIBESITHI YA PRETORIA
Faculty of Economic and
Management Sciences

Informed consent for participation in an academic
research study

Dept. of Tourism Management

TITLE OF THE STUDY
THE STRATEGIC ROLE OF THE MEDIA IN THE CONSTRUCTION OF A DESTINATION IMAGE IN ORDER
TO POSITION A TOURISM DESTINATION: THE KENYAN EXPERIENCE

Research conducted by
Mrs P.W. Muhoho-Minni (29601135)
Cell: 264 8011284705

FOR THE ATTENTION OF →

Dear Ms. Jennifer Opondo

You are invited to participate in an academic research study conducted by Paschalia Wanjiru Muhoho Minni, a Doctoral student from the Department Tourism Management at the University of Pretoria.

The purpose of the study is to explore the role that the media plays in influencing potential tourist perception of a tourist destination. The study will also examine how the media could be used strategically by Destination Marketing Organisations to influence construction of positive image of a destination.

Please note the following:

- This study involves in-depth face to face interview. Your responses to the telephone interview will be treated as strictly confidential. You cannot be identified in person based on the response to the interview.
- Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.
- Please discuss openly and honestly to issues that will be presented to you. The interviews should not take more than 45 minutes of your time.
- The results of the study will be used for academic purposes only and may be published in an academic journal. They will be stored at the university library. We will provide you with a summary of our findings on request.
- The proposed dates of the interview will be communicated to you at a later date.
- Please contact my supervisor, Prof Berendien Luobe Tel: +27 12 420-4102 Fax: +27 12 420-3349 Cell: +27 824521743. Email: Berendien.Luobe@up.ac.za if you have any questions or comments regarding the study.

Please sign the form to indicate that:

- You have read and understand the information provided above
- You give your consent to participate in the study on a voluntary basis


Respondent's signature _____ Date *03/06/2010*

APPENDIX J

Letter of Consent to interview Mr Joash Olum- Managing Director Somak Travel

Joash Olum
Managing Director

SOMAK TRAVEL LIMITED
SOMAK HOUSE, MOMBASA ROAD
P.O BOX 48495-00100, NAIROBI, KENYA
TEL: (254-020) 4971000
FAX: (254-020) 6535175
E-mail: admin@somak-nairobi.com
Website: www.somaksafaris.co.ke



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA
Faculty of Economic and
Management Sciences

Informed consent form -

Informed consent for participation in an academic
research study

Dept. of Tourism Management

TITLE OF THE STUDY
THE STRATEGIC ROLE OF THE MEDIA IN THE CONSTRUCTION OF A DESTINATION IMAGE IN ORDER
TO POSITION A TOURISM DESTINATION: THE KENYAN EXPERIENCE

Research conducted by:
Mrs. P. W. Muhohe-Minni (29601135)
Cell: +264 8011284705
Fax: +264 - 61- 228000

Dear Respondent

You are invited to participate in an academic research study conducted by Paschalia Wanjiru Muhohe-Minni, a Doctoral student from the Department Tourism Management at the University of Pretoria.

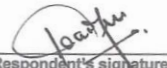
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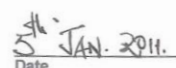
Please note the following:


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- Please contact my study leader, Prof Berendien Lubbe Tel: +27 12 420-4102, Fax: +27 12 420-3349 Cell: +27 824521743, Email: Berendien.Lubbe@up.ac.za if you have any questions or comments regarding the study.

Please sign the form to indicate that:

- You have read and understand the information provided above.
- You give your consent to participate in the study on a voluntary basis.

Respondent's signature: 


Date: 



APPENDIX K

Letter of Consent to interview Mr Jan Mohamed – Group Regional Director Serena hotel and lodges

- Informed consent form -



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA
Faculty of Economic and
Management Sciences

**Informed consent for participation in an academic
research study**

Dept. of Tourism Management

TITLE OF THE STUDY
**THE STRATEGIC ROLE OF THE MEDIA IN THE CONSTRUCTION OF A DESTINATION IMAGE IN ORDER
TO POSITION A TOURISM DESTINATION: THE KENYAN EXPERIENCE**

Research conducted by:
Mrs. P. W. Muhoho-Minni (29601135)
Cell: +264 8011284705
Fax: +264 – 61- 228000

Dear Respondent

You are invited to participate in an academic research study conducted by Paschalia Wanjiru Muhoho-Minni, a Doctoral student from the Department Tourism Management at the University of Pretoria.


The purpose of the study is to explore the role that the media plays in influencing potential tourist perception of a tourist destination. The study will also examine how the media could be used strategically by Destination Marketing Organisations to influence construction of positive image of a destination.

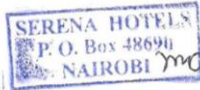
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Respondent's signature




6/1/2011
Date

APPENDIX L

Letter of Consent to interview Mr Fred Kaigwa-Chief Executive Officer Kenya Association of Tour Operators

- Informed consent form -



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA
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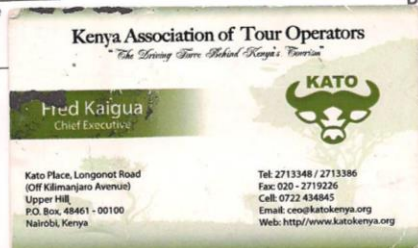
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Respondent's signature

20.12.12.

Date



APPENDIX M

Letter of Consent to interview Mr Kiaria – Chief Tourist Officer Department of Tourism

- Informed consent form -



UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA

Faculty of Economic and
Management Sciences

Informed consent for participation in an academic
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Dept. of Tourism Management

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Respondent's signature

Oct. 16. 2017

Date

 **Ministry of Tourism**



SIMON W. KIARIE
Chief Tourist Officer

Research & statistics

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Fax: +254 020 217604
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wathigo@yahoo.com
Web: www.tourism.go.ke


APPENDIX N

Letter of Consent to interview Ms Jacquie Lukiri - International Brand manager – Brand Kenya (Standing in for the Chief Executive)

Mary W. Kimonye
CEO

NHIF Building 4th Floor, Ragati Road
P.O. Box 40500 - 00100 Nairobi, Kenya
Tel: +254 - 20 - 2715236/7
Mobile: +254722 - 702488
Email: ceo@brandkenya.go.ke
www.brandkenya.go.ke

consent form -

 UNIVERSITEIT VAN PRETORIA
UNIVERSITY OF PRETORIA
YUNIBESITHI YA PRETORIA
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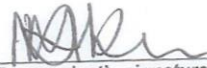
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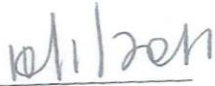
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Respondent's signature


Date

APPENDIX O

Interview transcript

INTERVIEW WITH FORMER DIRECTOR OF MARKETING, KENYA TOURISM BOARD

Date: 14th October 2012
Venue: At the home of the Director of Marketing – Nairobi
Present: Miss Jennifer Opondo (JO) Director of Marketing – Kenya Tourism Board
Mrs Paschalia Muhoho-Minni (PM) – Interviewer

PM: Thank you for agreeing to participate in this interview and welcoming me into your home.

JO: My pleasure

PM: Would you like to start by introducing yourself and your role in KTB

JO: I have been with been with KTB for close to 11 years after having worked or with the Ministry of Tourism for 22 years. I left KTB only two days ago having retired early as the Director of Marketing of the organisation

PM: What did your job entail?

JO: As the director of marketing you are responsible for the entire marketing of the department. That involves determining strategies for marketing, overseeing execution of all marketing strategies, plans and activities and that involves overseeing execution of those activities in overseas markets as well as the domestic markets and managing a team of very able and exciting and professional team at head office as well as 19 satellite offices in our markets abroad,

PM: Where are the satellite offices?

JO: They are in 18 countries. In Europe we have offices in UK that look after UK and Ireland; an office in Paris that looks after France and Portugal, an office in Scandinavia that looks after the entire Scandinavian market an office in Netherlands that looks after the Benelux, another in Spain, Czech republic that also looks after Poland and in Russia. In the US we have an office in Los Angeles with satellite offices in New York and Miami. We also have one in Canada is an upcoming market. Then we move to the Asian market, where we have offices in Delhi India, which is also another very interesting market, an office in Hong Kong in Mainland China, Japan and one in Australia and finally in South Africa based in Sandston.

PM: How do they work? Do they represent a lot of destinations or how does it work?

JO: We call them MDR that's the acronym for marketing development representation, they are marketing representation companies and above all they are professional private sector destination marketing organisations. MDR is a concept we started way back in 2001 when we began the marketing department in KTB in earnest. We decided that we should have representation organisations by companies that are professionals, that are of those markets, that understand the psyche, the needs, the expectations and the dynamic of the industry with its changing face all the time, have an understating of what is going on in the industry and also in Kenya, Coming to your questions, yes some of them represent other destinations, some of them represent hotels, some would represent other destinations but our contract requires that they may not represent a destination that in our view is a competition to Kenya

PM: Tell me now about the tourism situation in Kenya, how it fairing in terms of arrivals, in terms of the product?

JO: Let talks about arrivals first. One thing that one needs to say first is that we have been doing extremely well but we have been going through phases. We are happy with how tourism has been going but currently have our challenges are the Al shabab issue, the problem we had in last year September as a result of Al Shabab activities in Kenya, and occasionally things happening in Tana river; and Nairobi but normally in areas where tourist do not visit. This together with the Euro zone crisis that happened last year dampened the upward trend of our tourism arrivals last year. Then we have the issue of our elections coming up. However know it is blip and we will get over it. Our first year results show not a brilliant increase but an increase though of 2.9% but if you look at that against last year 2011, as against 2010 we actually posted a 15.4% increase in tourism. So that was a brilliant recovery for us from the position that we were in after the election and the aftermath of the results in 2008. So we were in a good position, we strongly believe that once the elections are over in 2013 there is every indication that everything is poised to shoot up.

What are the indicators that we really hope for a brilliant future in tourism? If you look at the investments that are going on in the tourism industry it is phenomenon. New hotels and lodges are coming up everywhere; the Kempinski, the crown, Radisson blue. We are looking into that and it is always such a good endorsement when you have such international brands in. For us we are looking at it as an opportunity not just for improving or rather of breathing more life into our tourism brand but we are looking at it in terms of being able to tap into the MICE market for major meeting and conferences. When you have these hotels it is great and also like I said the safari sector has been really good. Last year I believe at international arrivals we did about 1.3 million international arrivals against 97 billion shillings receipts. Which was pretty good, the receipts are much higher in percentage in receipt than in arrivals.

PM: Let's talk about products; what is the situation in Mombasa?

JO: Mombasa has taken a hit, and every time anything happens in the country or outside in a manner that that affects tourism the first place that suffers is coast because it depends heavily on charter flights; and charter flights are from our major market in Europe. They are controlled by European tour operators and when events that threaten tourism happen the tour operators will cancel the operations. That is what happened to the coast destination. This began to happen way back since the attack in Kikambala, Paradise beach, the Israel issue, and then followed by election results; when things go that low, Mombasa did pick up again. At another level, you know that every product need to be revamped; hotels used to have a particular time of the year to refurbish, both small and major hotels so you can image the numbers are not there and you need to refurbish, where will you get your money? Of course from the bank and you know how much the banks charges?, a lot of this people were caught with heavy loans and could not service the them. But you will realise things have started to pick up really well with a number of hotels refurbishing, and new hotels coming up especially at the south coast, there are fabulous hotels coming up both boutique and otherwise.

So that is basically what happened to Mombasa and the situation was aggregated after September last year with the Lamu issues which then promoted the governments in the markets we depend on to issue advisories against Kenya.

Some of the other issues that Mombasa has had to deal with is the beach peddlers which the ministry is really working pretty hard on to try to ensure that there are zones created for those wares.

The other issue is the need for more proper regulation of the industry in terms of growth especially in proliferation of properties within certain areas and we are quite confident in the new tourism act that came into being on the first of September will take care of all this. It has one particular new creation which is tourism regulatory authority and that is going to be in charge of making sure that we have a clean and good tourist product. But as far as KTB is concerned in our marketing our message has always been its not just the beach we are selling, beaches are all over and everybody can reach them, it is the coastal experience we are selling. It is about experiential tourism, experiential travel, it is a wholesome experience together with culture, culinary delights, architecture, and history and adventure that you can do along the coast. All kinds of adventures that you can do on land, on water and the fact that compared to many other countries that also have a beach particularly in Africa the fact that we have 400 and some coral reef protecting our coastline which not only provide a rich under water wildlife product but also insures that our tourists are able to swim in safety of those warm waters without the fear of shark attacks. Not to forget that if you are at the coast of Kenya, within one hour you can easily reach wildlife parks and great sanctuaries for elephants, birdlife and forests. And within two hours you can reach the Tsavo national park and there is nothing you cannot see in Tsavo. You know unlike before when the Germans come on charter and baked at the beaches for two weeks and nothing else, this has changed now and they are going on safaris. So the coast is great and you have those opportunities too.

PM: That sounds great you know when you listen to the private sector you think tourism in Kenya is dying.

JO: Well it is understandable, the private sector wants its money today and you can understand that but we want economic gains for prosperity of the nation. So whichever the situation we will still work to ensure that the future is brighter.

PM: So tell me about the recovery program, I remember reading somewhere it. How it started what it involves because I think it touches on the media.

JO: The first recovery program actually started when we started the marketing department at KTB. I should even be talking about recovery program because we recovered.

PM: Sorry when was the first recovery program?

JO: In 2004

PM: Was it a general recovery because tourism was going down?

JO: Tourism took a big hit after September 11 so at that time we had had funding from two sources, the Kenya government which is still our main source of funding and some funding from EU to set up the marketing development representation programs. So that when this happened we called on them to help in more funds. PR was of course a huge part of all that. Then the second one was as a result of the election in 2007. At the time we had the experience and we decided the first thing we had to do was PR, first is media. So within two weeks we had our program together but little funding. So we decided with the little money we attack the media so we put together a plan for the media, we brought in journalists from abroad from all the countries, we worked with the local journalists from here about ensuring that we gave the right message out; but before then we had the crisis committee on gear, which is a national committee. So every single day we had a status report to our MDRs. The status report

had two elements one the truth, as it is on the ground, the facts and to just a little analysis of the facts, the facts had to be right remember no tourist was ever touched or threatened, so we would get information from the ground, that is the Kenya tourism federation KTF which has a safety and communication centre and which had links to every area in the country where vehicles were going so they would receive feedback. By morning we would be told of the status, by then we had one person who was collecting the information and working with the KTF and communicating with us. So every morning we would have this media release information to the MDRs advising them on what happened the day before, this is what we are going to do, the safe routes to take etc. Then they send to tour operators and to the media. Then we share that information with our media here so that our media would be able to call us on what is new and they would talk about that. So this is what we did daily and feedback from the market was very positive, and tour operators said they saved their bookings because of receiving the truth on a daily basis because they knew how to handle things. That helped us quite a bit, but we brought in media from overseas and I remember we brought journalist from the main markets and we took them all over the country so that they go back and tell the story from their own eyes. It was not enough that we tell people our own stories because we are Kenyans, we needed to let the media tell their story from their angle; the truth as they saw it.

Then the next thing was the travel agent. We brought the travel agents on a mega fam. tour. 160 travel agents from all over the world and we sent them on 13 different itineraries all over Kenya; and when they come back we said guys did you feel threatened. They said forget about that, let's tell you about the products that we saw and they went back and we recovered within one and half years. We had come back from a global branding strategy that we did with CNN so we then got that funding together and come up with market specific activities but we also tried to enhance the image by working on BBC and Euro spot including Euro Sport. But if you come back to the local perspective; people out there pick a lot from Kenyan newspapers, but also remember that we have over 200 media foreign media houses seating in Nairobi. So they have to generate work. But another thing that I have to say about the local media, we worked with them and they were even part of our crisis committee.

PM: Which is the biggest market for Kenya?

JO: UK is still our biggest market, but you will not believe that the guys who had the biggest travel advisory, the US are now catching up. Americans are now at number 2 when we started the marketing department in 2001, Americans were a distant number 5. Between number 4 and 5 there was space. German used to be number 2 but it has been replaced. Germany has been having charter issues, but one of German biggest problems is that there was a very strong hold on the market by African Safari club then when it collapsed in German, Austria, Switzerland, France and the UK; so when that happened we lost a big chunk of that market and then it was a low yield market so that's OK, we changed strategy in the German market, and we noticed the German tourist arrivals at the Jomo Kenyatta Airport was now moving up even as the Mombasa arrivals was getting down. So with higher yield, what else do you want; more money less foot prints.

Italy is now number three followed by Germany, France took over from Germany, and then come India; which has now shifted Germany and France. India is doing extremely well, which means the Eastern market. India and China are doing extremely well, is so is the Gulf.

PM: What do you attribute the rise of the American market to, what brought it up? Was it the Obama factor?

JO: No I wouldn't say that, even before Obama America was slowly rising. You know like in any other markets our presence was not felt and it was not really our fault. It was simply that we did not have the funding and America is really a big market. What happened is that when we started with MDRs we had to assess where we were and what we realised was that the awareness level in the USA was nowhere near the Europe and distribution was also an issue, we had strong tour operators selling Kenya but this were operators that had started in Kenya so they were Kenya based, we are talking Micato Safaris, Abercrombie and Kent. While they were good tour operators we needed to work with travel agents because the structure of the US market is very retail. We needed to work up travel agents, building blocks and relationships; so we took about a year building relationship with new tour operators on the ground. And then we started training programs for the travel agents online and on site, which we call KATS (Kenya Authorised Travel Specialists), which we revamped, with a new program what we call the Jambo travel agents program. The revamping was only in July this year. The KATS program did very well.

PM: How does the KATS program work?

JO: It is an online program that you create, you have the data base of the travel agents and then apart from your own data base you look up for travel agencies who would be interested in selling Kenya. Then you get online and on learn about the country and take exams online and they get certified. If they are certified they become KATS members and can display the membership on their walls. Then they can move a notch higher and become master specialists. To become a master specialist we insist that they come to Kenya; because seeing is believing. The coming can be on a fam. trip organised by us. We used to organise mega fam trips every year of 160 or so agents but now narrowed it to niche groups of agents. For them to be master specialist they must come to Kenya for a minimum number of seven days and that can be through KTB or tour operator who then certifies the itinerary that the agents went through. Then when they become masters they have added advantage because when you are a KAT specialist you have access to that website, you have information on a monthly basis from Kenya, you have access to our tools, you can request for our tools etc. then you have access to which fam. trips are coming up and what promotion is coming up, when road shows are taking place etc. However when you become a master specialist you have added advantage because you can get referrals from consumers. So that is the incentive for becoming master specialist. Now we have revamped that master program we are not handling it now as KTB; we are letting it be handled by a specialist company that does such things particularly for the US market and they have other channels apart from master programs. They run specialist magazines, travel agency magazines, travel training universities etc.. Then we simplified the program and made it more user friendly, easier and much more interactive. We have travel-learning program for most of our markets, the UK, German, and France they are in various languages.

PM: Let's take the UK market, how do you go about the marketing aspect?

JO: There are issues that are general in marketing then there are those that are particular to a specific market. To start with, you as KTB you must have a strategic plan that runs for a specific period, right now ours is for 3 years. We are just doing the new one. Then as Kenyans we have other issues such as vision 2030, which has its targets. You then have to know where you want to go every year because when it

comes to MDRs it is an annual review. We agree on the strategies and objectives for the next year, how they are aligned with our strategic plans, to the government midyear plans, how are they aligned to the whole vision 2030 goal for the country. Most of the times it works and those are our references. We work on overall objective for the year. After agreeing on the objectives, then from there we go individual markets, each markets has its own objectives. Then the way we are structured, each office is divided into clusters so you have the UK structure composing of UK and Ireland, within that structure you have a different countries that fall under such cluster managed by one regional marketing manager with people under them.. From there you will have discussion with Regional managers and each cluster team will take over activities for their clusters. They will then work with the MDRs to come up with their own market strategies, objective and the programs of activities. However the most important is the expected outcome .Once the Regional manager are in agreement with the MDRs then the strategies come back to the department and is taken through the process with the board and all. Then the MDRs take over the execution. There is a lot of involvement of the tour operators in our marketing programs for the purpose of not only stretching the dollar but for building and maintaining that relationship, so we help them a lot and they help us too. We have programs that we call TOPS (tour operator partnership scheme); and that takes identifying promotional programs that would be run by the tour operators and ourselves and co-funded at 50-50. So the tour operator can say this year I will do such an such activity for Kenya, they send the proposal to the MDRs and from MDR to us, but it is the responsibility of the MDRs to see that the program has added value for us.

PM: How do you collaborate with brand Kenya? Or how do you relate?

JO: The role of brand Kenya is to ensure that the Country Brand is not just created, also but promoted, and the country brand comprises a lot of things, it is coffee, tea, infrastructure, ICT, its communication, our runners it's everything. It is an overall country brand; as well as other sectors will be running their own brand. Tourism then is the tourism brand for the country and our brand is "Magical Kenya". But what is a fact is that Kenya is known a lot more for tourism, a safari destination than any other thing project other brands to an extent. But theirs is the main thing. So for me yes we need that big country brand which if it is developed to a stage where it is healthy it helps the other sub brands to grow much faster and thrive. So if you have a healthy country brand, the other smaller brands also survive a lot easier. The tourism is a strong brand and has been the main brand for Kenya and the general agreement has been that even with vision 2030 tourism brand should take the international front because that is what the country is best known for. Yes we do collaborate to some extent and that collaboration should be much stronger and I believe it will grow. So that is basically the differences or similarities without saying too much about it.

PM: Do they join you especially when you go for your marketing?

JO: We occasionally have invited them to come and talk to our people so that our people understand; we have collaborated very strongly in recent times specifically at the Olympics, where Brand Kenya was the real driver. So we do work with Brand Kenya.

PM: Tell me more on what you did for the Olympics

JO: KTB Nairobi was part and parcel of the committee that was organising the Kenya house; and we drew from ideas that were coming out from London and we put down a proposal for the promotion of Kenya at the Olympics working with our MDR. However a lot of execution of that work was going to go beyond KTB but we had our own budget and plans for projecting Kenya during and after the Olympics. . MDR

was picked by the national committee to make sure or to prepare and brand the Kenya house bring up the media and facilitate all the press conferences and meetings.

PM: How well was it covered in the media?

JO: Kenya house was well covered I must say. The only thing is that the athletes did not do well. The other thing that happened that was really good is that it was about the athletes about Olympics and also about Kenya in general. So that our history and what we are was all depicted. We had a day for every major sector, if it was agriculture, education and trade, vision 2030 as the overall body and the tourism week and it run on like that and we created a platform for the diaspora who would come and ask a lot of questions and we engaged them. Bu also we created a platform a home for the athlete, it was also open to the public. So it was really good.

PM: Did you make use of the queens' birthday to hyper tourism in Kenya

JO: Absolutely, how were we going to miss that? First of all when Prince William got engaged in Kenya at Rutundu that was good and big. But eventually we took the foreign media all the way to Rutundu so that they could see where it all happened. It was all-beautiful and it was covered everywhere; and of course we did our spin so that now Kenya is seen as a romance destination. And then that was Prince William and the queen who is his grandmother who happened to have ascended the throne when she was in Kenya. The Tree tops did a lot of work to refurbish we sent the local media and tried to explain to them how this was important to tourism etc. In the UK we had a choir that went to perform at the celebration invited by the organisers, but for us we did the famous thing that we do. We distributed roses all over every subway station, on the ground etc. we had Maasais all over distributing roses, our MDRs were also distributing roses, and we were also there distributing roses with messages'. We also did a congratulatory massage and we did our advertising as well. We couldn't miss the opportunity.

JO: When the choir arrived in London, our MDR took the advantage and informed the airport that they were inviting the UK media. When the media arrived the choir was performing at the baggage hall, while collecting the baggage they were singing and as they pushed the trolleys they were singing and people were asking what the hell is going on here. It was a choir of very young kids and it was fun.

PM: What is KTBs way forward in terms of media communication strategies aimed at mitigating negative media reporting, influencing construction of positive destination image?

JO: That is not an easy one, first and fore most we have the advantage and disadvantage because most international media houses reporting for the region sit here. Because if the truth be told it's the most comfortable place to live in; so any little thing will be reported things that will never make the back page in other countries will make the front page when it comes to Kenya. Then there is a big interest in what happens in Kenya from major countries that have interest here; that there is nothing we can do about. So it has its positive and negatives but I think the positive outweighs. Basically `I think engaging the media is very important not when things have happened and gone wrong but as your partner on an on-going daily basis to an extent that you have media calling and saying hey two weeks have gone and we have not heard anything from you, to an extent that you get media saying we are about to file this story can we get your angle first before we file the story? Of course we can't influence what they say but it is good when they hear your side of the story before it goes in. I am not saying it happens all the time but it happens but they are very good friends with

KTB. What we did in the past with the media is that every quarter we called the media; now the structure has changed slightly. We called the media to our office every quota we released the statistics for the quota; informed them about our challenges and achievement for the quota and the way forward. After that we had lunch and generally engaged with them and become friends so that if something goes wrong they will remember. We try to make them understand that they can make or break the industry they really try although they must still be media and report on facts but we are not enemies. We involve them in what we are doing; we take them on trips so that they understand the product. Occasionally we take them with us, to travel exhibitions like WTM, ITB so that they understand what we do, when they come back they file beautiful stories and then they understand the product well and interact with other trade, and then they have the opportunity to file stories from outside Kenya. So media is important, it can make you or break you.

That is from the local scene, when it comes to the international scene you always start with the media. When we go to a new market the most important thing for us is to get the media on board first. If you look at our work plan the first item is always PR and media; and in there you have fam. We bring in lifestyle media, weekly daily media, and trade media to sample our products and tell the story. When we go out we also make sure that we visit the media. So when we do sales calls, road shows, media have a section with us they always come to interview us, we also have the regular press conferences.

PM: Let's talk about the films that have been done in Kenya, can you name a few apart from Out of Africa which could have helped create awareness of Kenya?

JO: Out of Africa was one of the greatest, immediately it was out the arrivals from USA short by 30%. Currently we have the Kenya film commission to coordinate things; we do work with Kenya film commission but most of the times we ourselves do our bit in promoting Kenya as a film location. When we travel especially in India, we go to see film directors in Bollywood, when we go to LA we do visit this people and try and see how they are doing and try to promote Kenya as a filming location destination. That is what we are trying to work on Africa as a strategy Nollywood and Bollywood are our targets. Other films that have come and gone some that have been successful and other not include Constant Gardner, which was partly done here, nowhere in Africa, which did very well in Germany, and was produced by a German. It did quite a good Job as a destination in German. Nairobi life style done by a Kenya has also done well and right now it is running in German in fourteen cities. It has been nominated for the Oscars. We are working hard together with the film commission to promote Kenya as a film destination. But nothing has ever done what out of Africa did.

PM: Let's talk about your competitors, who are they.

JO: I would call South Africa competition especially because we tend to have similar products, regional competition and very well grounded when it comes to issues such as infrastructures and in also certain market segments.. When it comes to products and facilities, South Africa and its three stars product is very strong and then of course they have from my view other products that are different from ours e.g. the garden route, wine country etc. they are a competition to the extent that they have been able to command a large chunk of market for Africa especially for the safari product but if you ask me we have decided we are not worried about south Africa, yes they have all that but we just need to work harder at what we do and not worry about South Africa. But if you ask me the South African experience aspires to be East African like,

and East Africa is Kenya. The Kenya safari and South African safari is totally different in terms quantity and diversity. Natural authentic attributes are what we have which they do not have. When you come to the beach one time had started to fly to Mombasa, but they have issues and are planning to resume. Why are they doing Mombasa, because of our beach? Warm calm safe and sandy beaches compared to the South African ones. Cape Town beaches are stormy, cold, rocky, and shark infested. So if people attribute Africa to safaris and beach, then we are not in competition and we will not sit back and mourn.

Tanzania rightly has a stake in our safari product but TZ has also reaped a lot from our sweat our MDRs and marketing; our tour operators also sell a lot of Tanzania. At the end of the day we will realise is that we should do things the way we did before and sell as East Africa and not fight over little things.

PM: Would you say most of the tourist come through tour operators and not direct bookings?

JO: You do have a lot of FIT as well but number 1 unlike a few other destinations like Namibia and South Africa where self-drive is easy. It is not as easy in Kenya and therefore the need for tour operators. But there are people who book hotels directly and organise their tour while they are here but mostly it will be through tour operators. Most visitors to Kenya are not necessary group tours, FIT are also common where individual go to tour operators to construct a tour itinerary for them and take care of all the arrangements.

PM: How are the roads in the Mara; are they as horrible as they used to be?

JO: Actually the roads have improved a part from a small portion in the Mara, which is a challenge. But there is heavy construction of roads as you have seen and by next year we will have superhighways making travel throughout Kenya easy and comfortable for the tourist.

PM: What media channels do the travel trade use to disseminate product information to potential tourist?

JO: Of course all of them have brochures which they mostly normally use for trade shows. However the easiest is the internet, I think all of them have websites linked to the social media. The websites are also used for direct booking.

PM: To your knowledge, what is the most popular media information source of used by potential tourist for information on Kenya?

JO: The internet and social media are the most popular especially lonely planet for destination information and trip adviser for when tourist need opinion form other.

PM: Thank you very much Jennifer for a very informative discussion and for welcoming me to your home.

APPENDIX P

Interview Transcript – Jan Mohammad- Regional Director Serena Hotels and lodges

Date: 11th October 2012

Venue: At the office of the Regional Managing Director - Nairobi

Present: Mr. Jan Mohammad (JM) – Regional Managing Director Serena Hotels Africa

Mrs. Paschalia Muhoho-
Minni (PM) – Interviewer

- PM: Thank you for agreeing to participate in this interview.
You are Jan Mohammad I believe and your position is Managing Director of Serena hotels Africa.
- JM: That's right. A position I have held for the more than 10 years, before then I was the Managing Director for Serena hotels Nairobi for close to 15 years.
- PM: What's your general opinion of the situation of tourism in Kenya today?
- JM: It's pretty bad the leisure market is not performing well, I recon Mombasa is 50-40 % down than last year and the safari market is 30% down than last year.
- PM: What do you attribute this to?
- JM: I think there are a couple of factors, the crisis in Europe for sure, has contributed to the situation we are in and the reason why Mombasa is badly hit is because we have a heavy reliance in the European market.
The other reason is that the business from Europe to Mombasa is reliant on charter traffic. If you look at Mombasa these days after more than 30 years there is no international flight that flies to Mombasa. So we are totally reliant on charter flights and charter business is very sensitive because tour operators in the UK and the rest of Europe have to make commitments on charter in advance and they will not make commitment to buy charter seats if they lack confidence in the destination.
The other factor is that Kenya as a destination has had tremendous negative publicity whether it is terrorist related or security related; I think that the negative image has not helped the situation.
The third issue is that the product in Mombasa has not moved forward. I have always asked why Mombasa which has been a destination for over 30 years has not attracted not even one international investor. There is no quality international investor that has come to Mombasa and I think the reason that they do not is that they have seen that the product there is very much geared towards the cheap charter market. We as a company would like to invest money in our hotel in Mombasa and make it a real gem but if we did that we would not get returns on our investments. I think issues of security and beach harassment by beach boys has not necessarily helped with the repeat clients because big clientele get bored with destinations if the product is not evolving.
On the safari market while we have a good product, we have seen over development and I think in the tourism industry with the exception of Nairobi hotels we do have international chains here that practice good governance. So I think there are a number of facts; if you look at the coast, people like destinations where they can walk, where they can take self-drive cars go to other restaurants, go to other attractions. In Mombasa you couldn't do it. You cannot have a situation where guest are idle in the hotel, they want to go and see things.
- PM: Let's say, if you were the minister of tourism, or director of tourism, what would you do best for the country for tourism?
- JM: First we need to have a clear strategy in terms of what is it that we want? I think that we have management plans; we have had paper management plans for Masai Mara, Samburu and other sensitive areas but we have not been adhering to what is in the management. So what is the point of having a plan, which is not adhered to? I hear what they say about vision 2030 but if you cannot improve things here and today vision 2030 is a pie in the sky.

So I would say the first thing we have to ask ourselves is where is it that we want to go? How do get there? What actions do we need to take us there? To be able to say in the current climate there are people who will drop out, if a hotel closes do we want somebody to come buy it and redo it without any plans?. I am not saying that a destination should only have five star hotels but on one hand there should be two star, three star four star and five star, deluxe, boutique hotels; but we need to be clear on how much is the balance between all these factors. The business of beach boys, rubbish collection, water and electric supplies, roads, the arrival experience from the airport has to be addressed.

The government keeps talking of investment, development, and lack of rooms. If you look at development of rooms, all developments are going where there are already excess rooms. So if you want to develop tourism you got to have some strategy in place. There are enough rooms available in Kenya we should just have clear policy; that is where the challenge is. The other issue is the business of corruption lack and of transparency within the government,

PM: Yesterday I sat with Brand Kenya and they were all excited about the branding of Kenya and where tourism is coming in, and now this coming from you takes me back and am asking myself if they are aware of all this or do they work just as an entity by themselves or do they consult with you.

JM: I even seat in the Kenya Tourism Board, and all the time I keep telling them that all the figures they are flagging are totally incorrect because the reality on the ground is different from what they say. A good example, 30 or so % of the tourist who go to Tanzania go via Kenya because of connecting flights to Kilimanjaro, KLM has announced 2 more flights per week. These people spend one night in Nairobi and they are marked as tourist to Kenya. If you look at the Chinese, Indians, they are marketed as tourists, there is a big number of expatriates here, even when my children come to visit and they have British passport and they are asked the purpose of visit, they say holiday, but they are coming to visit family. I go to KTB and I insist on getting the figures because we give them our figures, but recently they have been complaining that they getting serious problems from the industry because some businesses are refusing to give the figures. The reason is that some of them do not run the business transparently. So they do not want to give them the correct figure. On one hand I have sympathy with KTB because on the other hand they appraised on how the industry performs, if they say we are 80% or 20% down that is how they are judged. It is such a mess.

Brand Kenya and all those talk how successful they are; the bottom line is now in Masaai Mara for the first time in 10 years in October you can get rooms anywhere, at one point I thought we were losing the market share but checking from our competitors booking are down everywhere. Yesterday when I got back from Kampala I was reading in the papers that Mombasa hotels were running at 15 -20% but they had been at that figure for the last three or four months. That is how bad the situation is.

So when you talk about the media, yes sometimes we blame them for highlighting negative things about Kenya. To be honest in my opinion if today in the social media even if our main media does not carry negative news, such news will spread. So I have said to the industry all those negative reports we cannot stop and it has a big impact. On the other hand players in the tourism industry are not doing their part; I gave up on the Tourism Federation, which I formed long time ago, they keep saying if we say we are empty people will say they will not come because of insecurity. I

think what the tourist want and the industry want is to accept that there will be insecurity, what we want is confidence that action has been taken. Now when you have in Tana River 50 people killed and another the following day that does not instil confidence? Another thing that we forget the situation is bad today because of the incidents that took place in the quota of last year. Because if you booked a holiday in Kenya cancellation is not a big issue, you just call your agency and tell them I have just seen a negative thing in the media about Kenya, are you sure I am going to the right destination. The agent will most likely say this issue is isolated it is not happening where you are going; even today I have 50 -60 going around Kenya and enjoying their holiday. Where the damage is done is where you have seen an incident in Tana river, you have seen a class room where they show you room full of blood on the floor and they say 9 school children were hacked to death and you are just planning on a holiday, you will immediately be turned off from visiting Kenya because in your mind there is trouble in Kenya. We do not have record of that person because he never booked so there the media does have a huge impact. On the other hand the ministry, Brand Kenya, KTB etc. what we are not releasing is the fact that in the last forty years is the number of tourists that were actually killed through such attacks is minimal. If you look at Paradise beach, a part from that, touch wood Kenya's record is actually excellent even during the 2008 problem, how many tourist were killed in the attack and I think it is this that need to be brought up so that people look at it and say yes this is on balance and it is not so bad.

The other thing is that the tourism authorities do not realise is that when you have charters and are reliant on them which is very sad; you do not spend money on advertising a poor product. What you need to do is put that money helping these tour operators and relook at landing fees, relook at visa fees, tell them that please you must continue to fly and in some cases we have to compensate for loss of seats. That is what one needs to do because then they will push the destination.

Yes really the impact of the media putting things on the negative and in the front pages does not help, and to be honest now with the social media there is a problem here, you do not need to buy the nation newspaper to read negative news, you can get to know it through the social media.

PM: From your side as Serena how have you handled the bad publicity? How do you handle the media?

JM: I think we can only do what is relevant to us, we try to help the destination in a number of ways, for example we sponsor a number of famtrips, bring travel writers, we bring agents who will support Kenya Tourism Board. For example in 2008 when the lodges were running at 20% I would have lost less money if I had closed the lodges for two to three months, but the tour operators begged us not to because if Serena closed the properties then we were sending a very strong message in the market that the destination was not secure. So we remained open and lost a lot of money. We have a lot of people who will consult us when there are incidents of insecurity and we tell them, look we have a very strong policy of the safety of our guests and staff and if we have not closed down we feel that we have a safe environment for our clients. Sometimes we do it at a price like you will see the hotel in Mombasa will close down during the low season. For us we remain open and spend money with our overseas agents and try to promote the destination, which is an uphill battle. So it's time Kenya decided where on we want to go and what we need to do to get there. It is time to take solid actions toward these.

- PM: Let's go back to KTB, you were taking of education tours of journalists' do they contribute or you go at it alone?
- JM: They do contribute, the MDRs come together and put up packages we give free accommodation, tour operators give free transport and we do a number of them. The problem with KTB and the industry is that when things are going well we do nothing but as soon as trouble starts we start and that is not how you make things sustainable, the time to invest is the time when the destination is doing well and it's not done proactively or in a sustainable manner, it all very reactive it's all so ninja. KTB also has challenges when it comes to their budgets sometimes I say ask myself and I even said to the Managing director when you make such a big deal about how many tourists are coming are you not working against getting higher allocation in terms of budget. Because it is a pleasure to say tourism is doing well but it's a mess, one hand if KTB says tourism is a disaster their appraisals are impacted on the other hand if they say things are going well they do not get enough budget. The other point that I keep on making and nobody listens is that our key performance criteria for years have been insisting on tourist arrivals and I keep saying you do not take tourist to the bank. When I go to the bank to borrow money I do not say I accommodated so many arrivals, they want to know what my bottom line is. The quality of tourist to Kenya has been going down. In 1978 – 1998 in dollar terms Mombasa hotels used to get higher value in tourism in than we do today. So if you ask me the tourism industry is really in a mess and if we do not take action now we will be in much more trouble. I am in Tanzania and my lodge in the Serengeti which is no different from the lodge in the Mara we charge 30% more for a room because Serengeti is not over developed and we don't get a situation where 25 vehicles are surrounding a family of cheater. In fact in South Africa publicly say if you want to see tour buses go to Kenya but if you want to see animals come to South Africa.
- PM: From the marketing perspective, where do you get most of your business?
- JM: Up until the recent past our biggest market was Europe, from UK followed by Germany, French. We still have a fair share of the US market and are now slowly building on some of the emerging markets like China, India and one other business that is doing well is Africa, we are really growing in that area.
- PM: Where in Africa do you particularly get the business from?
- JM: Kenya tops the list, we are slowly building business out of Uganda even Tanzania, West Africa, and we are doing quite well there. I think Africa is a growing market and has a huge potential and should not be ignored. The fact that we are present in Uganda, Tanzania and Mozambique, Rwanda helps us. We are trying to diversify as much as possible, but Eastern Europe is challenging because it is very price conscious. We also have to put in meetings and conference facilities in a number of our leisure properties to try and diversify.
- PM: Do most of your business from tour operators or you get people booking directly?
- JM: Unfortunately because of the nature of the destination Kenya is very reliant of tour operators for the simple reason that you cannot just arrive in Nairobi and book a self-drive car and take a safari. With the kind of road structure that we have one does not encourage it. So there is that heavy reliance on tour operators. However we continue to grow our direct business that comes online we will still recommend, and will arrange with a friendly tour operator so then we will build together a safari. But to say that we will reduce our reliance with the tour operators is a long way away.
- PM: How much a percentage of individuals do you get?

- JM: I think in the recent past like last year, if we look at what our retail department did which deals with direct business, I would say is 6% of our business. If you look at our city hotels it is high. It could be up to 12%. In our resorts 6-8% and it is slowly building.
- PM: In general would you say Kenya is well-connected communication wise for example Internet.
- JM: I think we had challenges before in terms of being online but we have overcome that. For individual companies we are doing well. However in terms of KTB, if you want to book a holiday to Kenya you will not say Serena you say Kenya, so I think there we are slow and more needs to be done, things need to be updated, and their magical Kenya website has information but it is not updated and needs more links to other tourism product providers.
- PW: In a nutshell what would you say about KTB? What is their success, what is their failure especially when there is so much bad publicity?
- JM: Like I said I am in the board, and to be fair before I got to the board I always had question marks, I think under the circumstances with the limited budget that they have to be fair to KTB I think have done a reasonably good job. For example in terms of the industry participation at tourism fairs; when we look at what KTB has achieved their initiative of the stand it's really commendable. What is actually satisfying is that you see a lot of young Kenyans companies there who would otherwise not been able to afford to participate. On that front they have actually done a good job. In terms of bring up fam. trips here I think they can manage it better, but they also have done some good job. I think the areas of development are obviously making sure that we keep up with technology releasing figures that have reality on the ground and there I can understand because not all companies give the statistics or genuine ones at that. So never knowing how much they will get is challenging. So I think to be fair to them under the circumstances they do a very pretty good job.
- PM: Thank you very much Jan.

APPENDIX Q

Interview transcript

Mr Fred Kaigwa- CEO Kenya Association of Tour Operators

- Date:** 16th October 2012
Venue: At the office of the Chief Executive Office Nairobi
Present: Mr Fred Kaigwa (FK) Chief Executive Officer
Mrs. Paschalia Muhoho-Minni (PM) – Interviewer

PM: Thank you for agreeing to participate in this interview. May be we could start with an introduction followed by short description of the role of the KATO in the tourism industry

FK: My name is Fred Kaigwa; I am the CEO of KATO which I joined more than 9 years ago. Before I joined KATO I was working with the Ministry of tourism in the planning department.

KATO is a private sector organisation; it's a membership organisation that you have to apply to join and our principle task is lobbying. It's a pressure group; we lobby on behalf of our members and try to apply to what is conducive to a business environment. Anything that would come up that would affect the smooth running of the business is brought us as a lobby issue. It could be technical, political, infrastructure, social, business etc. As long as the members cannot sort out issues on their own it lands on our desk.

The flip side of this is that we do not just lobby we also set standards, which the members must follow, so that when we are talking about the association you would then be able to distinguish between the association and any other members.

PM: From your perspective what is your take on current tourism situation i.e. arrivals and the tourism product.

FD: Those two very different issues, let me start with arrivals, the right now the situation is depressing considering that we have been at war for the last one-year. Yeah call it what you want but we have been at war with terrorist across within borders. That is not a situation that invokes holiday sentiments; and that of course has hampered the volume of business and even the image of the country as a viable place to be at this time. Unfortunately it was an issue that was not avoidable, it was forced on us, the kidnapping and the incursion into Kenya was setting a precedence that was going to hurt us badly in the long term so we opted for short term pain in exchange for long term gains. However the short-term pain is here with us and the numbers are down. Enquiries are not very good; the actual numbers are down over last year's and to compound it all we have elections next year, so as soon as the war was over and everybody wanted to come then the campaigns start. Then noise starts and people start telling you last time during the elections you did so and so convince me that the same will not happen. We are not in a good set up until April. Or else we have to work extra hard to convince somebody it ok to come; so that caters for the environment.

As for the tourist product we have two schools of thought for that. In terms of product as you know it we have two very different outlooks. There is a new range of products coming up, new hotels, new investors, such like crown plaza, Radisson etc. and new entrants coming in. Other hotels are renovating and upgrading their properties. However there is long list of those who have not done any refurbishing.

There is a mixed view that Kenya is too expensive, and if you look at park fee as compared to Tanzania, it's too expensive. Then there is a view that we have a mass tourism destination. So I think what we are having is a management challenge. You have to reach the various the niches and point them in the right direction where they are supposed to be, so the person who feels it's too expensive is probably looking at the wrong niche and needs to be guided. The one who says its mass market needs to be guided to Laikipia, Naivasha and up the north, where you pay an arm and a leg and you are all alone. It is a matter of bringing out all the various niches and then pointing them to the right product.

Unfortunately our marketing has not been well funded enough to be able to set this segmentation and do niche marketing campaigns. Instead we use a one fit all

approach to marketing. We do not have enough money to do what our competitors are doing so there is a lot of miss information or lack of information out there that will work against us.

However over and above that we do have some tired products let's call a spade a spade. But that can easily be left out to those who want cheap products. The ideal situation is that we put information out that there for those who want niche products we have them available but very expensive; we have this products they are not very expensive but not very good so you choose. So that basically this is how I would look at those two.

PM: What's your take on Mombasa as a tourist destination?

FK: Mombasa has milliard of problems; the first problem I would identify is the general structure and planning of the town. You look and you can see there was no clearly defined order in the way Mombasa has been developed. If you look at the layout of the town it is dirty and filthy it doesn't even have a sewage system. You drive out to the airport everything is chaotic. You do not think you ought to do a city tour. So that is the first problem. So the town is almost a right off and not conducive to tourism especially when you think of competing beach destinations. Then come to the beach area that is quite nice, there are really nice places especially the North coasts, where KWS has taken the beach management and are keeping the place secure. However the beach trading has been a very negative aspect to everybody; "you go to the beach and then suddenly you are surrounded by 50 people trying to sell you merchandised", that is not why you came there and that has chased a lot of people. Then you have lot of hotels that have not done much, you know when you walk into a tired hotel, you see it immediately, and you are not travelling for the first time you have been in lot of places so you can clearly see the hotel is not nice

Then you have the problem of client- market, some hotels got to all-inclusive or charter reliance, what happens to that; it is said that one, the yield is very low, you will get yourself running out of cash flow but you do not get much to plough in to put back and the product is wearing out. So are you better than one who has closed for a period? or one who is handily breaking even. So when something happens, unlike the scheduled flights where people are still decided to fly, with charter it is only one person who decided and then you are left high and dry. Then Mombasa is not segmented. If you decided to fly to Casablanca or Marrakesh they two are segmented, if there is a problem in Casablanca you are told or don't go to Casablanca let go to Marrakesh but what you do not realise the two towns are in Morocco. Here we do not have that segmented market where we say let's go to Mara, let's go Lamu lets go to Mombasa without necessarily saying Kenya. So we have not branded those products where they have their own life and they market themselves so, so that when something wrong happening in Lamu you do not get a warning on Kenya because it is in Kenya but you are getting a warning on Lamu. That is why we must do a destination profiling. However Mombasa has a lot of potential all is needed is just to sort out the a few things, sort out the cleanliness, the governance, let things run properly and then address the product. There are very good hotels in Mombasa but all you need is somebody saying bad things about one product and everyone assumes all is not well. So we have to be careful word of mouth is very effective positively and negatively.

PM: How do you collaborate with KTB?

FK: KTB is the marketing arm of the country, what are they marketing? They do have a product of their own, and when they have marketed they do not do delivery. So this

brings the aspect of where do they get the product from that they market and where does the delivery come in. That is where we match well with KTB because we have the product we probably do not know where to sell and they can. Between the two of us we market what needs to be sold and we do it together, when there is a trade fare we pay for half the cost and they pay the other half. The industry pays half and KTB the other half. What that does is that it doubles their budget because the trade pays the rest and for us it subsidises our participation so it is a win win situation. Number two; the KTB board has always been composed of the members of the industry.

PM: What is new act? Has it been effected?

FK: It has been gazetted and is now supposed to be a law; however there is a big difference between having the law and the government structures to implement it. So now we are at the implementation stage, which they are now crafting.

PM: Let's now look at the media issues, the worst and the best of Kenya. Which was the best period for tourism in Kenya?

FK: 2007 was a very very good year; in fact January 2008 the head of many people was where to get rooms for their guests.

PM: What do you attribute that to?

FK: Concerted marketing at tourism board level. Marketing is delayed process, marketing and marketing and then after sometime may be the year after you start getting the results. The marketing program was executed in 2005 and then in 2006 it started bearing fruits, and then actualising 2007 because we started seeing the results. 2008 was even looking better then hit the elections and everything came to a halt there and then. That was the worst of Kenya. Then there were the Likon crashes on 1997, which also brought us to a halt. The recovery was in 2007, and then come the election we are just hoping with the next election it does not repeat itself.

PM: What do you think was the contribution of the media to the whole problem?

FK: I think media is perhaps one of the least understood entities and they also do not understand a lot of what they engage with. We had a program called Kenya media federation program, we used to seat with the senior editors and we would discuss our concern and our problems. They would discuss their constrains and our constrains you need to understand the mind of a media person, the editor wants to see copies, reprints of papers, he wants to see news. Now I have often felt the media is a reflection of the society. So we can blame the media as much as we want but every time they have a silly and sensational story in the front page, everybody runs for the paper and by 10.00 am there is no paper available. However if they print on the front page that the shilling gained against the dollar you will have those papers until evening nobody is interested in buying them. So what they have said is that bad news sells; that is why they will always be looking for bad news. Their take is that we are running a business, we are here to make money, we need to get viewership and get numbers and how do we get numbers; by giving people what they want to read. Our challenge is that when you go and sell your papers for one day, you have gone and killed 50 safaris for holidaymaker and lost the country more than what you made in one day. So that is now the dynamic that they do not get --- until you engage the media and explain to them and give them an alternative it would be premature to go back and condemn them because you have not engaged them. The time we were engaging with them, the stories were going to the inner pages. So that is where we tried to get them to shift the negative stories to the inner pages. We were urging them not to kill their stories but take them somewhere in the inner pages. That is what we were trying to tell them, because if you look at the USA, you will never see the pictures

of American in some dire state. Even when there was Catherina there were no images posted abroad, even with 911 we never saw any dead bodies posted in the news yet 5,000 people died, had it been here those images would have been splashed in front pages. I think the media has a way of selling news without looking at the impact but they are just a reflection of the society. We have shown them that is what we want to see.

PM: So how do you engage with the media is it only in times of crisis?

FK: Tourism has one weakness and this is something we know of and we have not been able to address; when all is good well and we are busy with clients we say live and let live I will get to do it next week. So the industry has this thing of seeking redress when things have gone wrong which is too late. What we need to address is a system of engagement, regular engagement to maintain things. That kind of regular engagement is our weakness we do not engage regularly. We engage mainly at the point of trouble, if there is no trouble we do not engage. So when you work with the media like that they forget so fast then when you come complaining they ask you where you have been? we are hearing from you the first time.

PM: Tell me what's your take on the work of Brand Kenya?

FK: At first they did not understand what they were doing, we thought they were a waste of time and resources; we said close them and give the money to KTB. But that was their fault, they knew they had money but they did not know how to communicate; finally they did and people started saying ah now we understand, that is what you meant. KTB markets tourism to the preferred markets out there to bring people here period. You will not find them marketing flowers, you will not find them marketing coffee or whatever. They may mention and carry some coffee to the stand but all that is in an effort to market tourism. Now brand Kenya, the way we finally understood it was coming out to bring a country identity, which all the other entities would use to standardise their products. So when KTB was marketing Maasai Mara they would have that sign of Brand Kenya, if you are selling coffee made in Kenya then there would have that sign of proudly Kenyan. So they were creating the umbrella brand that said this is Kenyan, and this comes from Kenya. When that came through, we all realised yes, we do not have a Kenyan brand, everyone does their own things, and we do not have a national image. It took a while to get themselves understood, they had not managed to capture their passion of what they were doing and communicate it to the rest of Kenyans but they are getting there.

PM: Do you feel that Kenya is well connected media wise, communication wise to be able to disseminate information to the rest of the world.

FK: Kenya has everything they need, what lacks are two things, one is it profitable? Every time we have been talking about starting a tourism column in the papers in a tourism series but it has to make money but if that is not making money that is why you see programs are of no value to the society but they attract advertisers. Sometimes we are our own enemies, because they're some things that may not necessarily make money but are necessarily to generate the flow of money, for example health may not make money and security consumes money, but you have to spend to protect the investment. I think we just have to look at it and prioritise our generating sectors. Because you will always have consuming sectors and generating sectors what the government has never been able to understand and communicate is that we should invest in the generating sectors then you get enough money to go and distribute to the consumers. But now we see them pumping money into the consumption and we

are left with nothing and we left are wondering you guys you have economists on board, what are you doing?

I think our media is very well equipped, we have outdoor equipment, and they have a lot of links with external agencies; the question is will it make money for them? So if we found a way of making it profitable then we will have killed two birds with one stone. If we do not, then we appeal to their good nature.

PM: Do your members get their business mainly from tour operators overseas or do they get individual tourist direct booking or are they entirely dependent on foreign tour operators?.

FK: There are a number of successful tour operators with primary source of business; the first source is the ones who have established a relationship with an agent out there that is number two. Number one, the ones who have really got it well made, are the ones who have their own offices out there like Somak, Abercrombie and Kent etc. that kind of cadre generate the business out there, they generate the business they are the agents out there so they are sending to their local agencies in various countries. You have it made if you have agencies in the source markets and here so you are good. Number two is the ones who have strong relationship with an agent out there, and that is what most people do. What happens, the agent out there knows the market, they trust they know where they want to go but they cannot execute a safari out here. My constraints out there are their constraints out here. When they hook up with me and we have partnership so you get them there and I will take care of them here, give you the cost of a safari you add your mark up, give me what is due to me and keep your mark up. For example Kuoni is not here but they have stuck deals with ground handlers or what they call destination management companies that are number two, which works very well. Then we have number three, which uses their own contacts like websites, and referrals from word of mouth, and then there are other websites through which people manage to get a trickle of clients without using agents. Those are also fortunate but it is a bit harder but it is stable. Then there is another group that tries to grab those that are already here. A lot of tourists arrive without any arrangement, so they have brochures, fliers or an airport office or town or they have guys going round in streets looking for clients, which is touting and today its illegal. So they go around like that and are paid commission for every client they bring, your bus is full and off you go. Then there is another lot that consolidates clients. They do not have enough to execute a safari so they had them over to those who are known to purchase such clients regularly. Then there are others who get walk in and try to do some form of marketing. There are a lot of people who do struggle to business because a lot of them do not have defined marketing plans or do not know how to get clients.

PM: I was told in the beginning there were about 30 charter flights coming into Mombasa

FK: They can be quite a number if things are looking good but they can even go down to five or four. Charters are cyclical by the way, there are times when they are very high and times they are very low and when there is a problem you need to understand that you as an individual traveller you make a decision whether to travel somewhere in troubles or not but for charters companies, they are the ones selling the destination and if they make a mess and sell destinations in trouble they have to go there and get their clients at their own cost and pay compensation for a lot of things; so they are very quick to be better safe than sorry and will always pull out if they think there is a problem; it is not therefore a reliable market and you are always advised not to put your eggs in one basket.

PM: In your own opinion has KTB done the best they can

FK: Within the circumstances absolutely; if you compare what they have done with a budget of 8million including salaries, overheads, per Diem and the travelling, it ridiculous, even less than what South Africa is spending on UK market alone. When you look at what they have at their disposal they are trying to juggle between overheads and what they are mandated to do so at the end of the day what they have on marketing is very little.

PM. How do your members market themselves overseas?

FK: Like said before, we participate in fares and exhibition together with KTB, sometimes we join them on road shows, other times we do individual sales trip. The bigger companies have representative abroad who do the marketing for them. Most of the members use travel guides and internet to disseminate information and have their own websites, which are also used for making bookings.

PM: Thank you very much for your time and a very informant discussion.

APPENDIX R

Interview transcript

Mr Kiarie-Chief Tourist Officer Department of Tourism

Date: 17th October 2012
Venue: Office of the Chief Tourism Officer- Nairobi
Present: Mr. Simon Kiarie - Chief Tourism Officer
Mr. Moses Karanja - Publicity Relations
Mrs. Paschalia Muhoho-Minni (PM) – Interviewer

PM: Thank you for accepting to be interviewed. As discussed with your colleague I am carrying out a study on the role of the media in constructing a tourist destination image. So basically my aim for the interview is to assess the state of Kenya tourism today from the government perspective.

So what is your take on the current tourism situation of?

SK: We have come from far and the ministry is trying to develop the industry in line with vision 2030 because we have envisaged having 2 million tourists by 2020 but currently we have 1.8million international tourist. The main markets are still UK, Germany, Italy and the Far East is coming up, and from the US we get also quite a lot tourist but I do not have the number right now.

What the ministry is trying to do right now is improve on service delivery, what we came up with is a criterion, a classification criteria not only for Kenya but for East African Community; where we all have the same quality of service, if you go to Uganda or Rwanda the same hotel service will be the same as here, training criteria will also be the same. Then we come to infrastructure; you have already seen what the government is doing the roads construction is underway so that mobility from one destination to the other is smooth running. Even when it comes to air transport, the airstrips facilities have also improved

When it comes to policy issues, the government has passed the tourism act which is a combination of two acts, regulatory act and catering and tourism development act and funds have been made available to implement the act.

PM: What is the government perspective on the leisure product?

MK: There has been a major shift in tourism, and leisure was the major product of a holiday. Mombasa has been a leisure tourism destination. If you look at the product life cycle a destination, Mombasa grew tremendously as a leisure destination in the 80's and early 90s, and then it started stagnating. But then when we did the new policy which we started working on in in 2002 the idea was rejuvenation and under the economic recovery strategy which started in 2003-2007 a lot was done. That is when we started talking of product diversification and we were diversifying mainly from dependency on leisure. We started business, conferencing and, safaris which is quite a good product; we now have a competitive edge.

So you find that dependency on charter has been a challenge cause if you look at the hotels at the coast, the way they were in the nineties they have never changed, if you look at the hotels in Nairobi there are new facilities and it looks like the business segment is growing but Mombasa has remained the same. The former minister of tourism was of the opinion that the whole of Mombasa needed a face lift if it has to

remain competitive. The leisure business now is going down as Mombasa loses to competing beach destinations such as Zanzibar and Mauritius. While business tourism goes up in Nairobi, in fact Nairobi it is now lumped 3rd in Africa as a MICE destination the other ones being Cape Town and Cairo. KICC has been revamped for conferences and they are also going to build one in Mombasa.

PM: I was surprised at all the international hotel chains coming up in Nairobi, and I said if they are coming to invest then Nairobi is being seen from another perspective.

MK: Yes international chains are coming like Kempinski and the Crown Plaza which are already here and business is good.

The other factor is the uncertainty of the leisure holiday business, and you know they depend on charters, if something happens the charters are stopped and arrivals suddenly goes down. But if its business they depend on scheduled flights that is why business tourism is better.

PM: So you could say the policy of the government is to change the product and stop reliance on leisure market?

MK: we also talked of Nana convention centre coming up in Mombasa; the plans are underway to build a mega convention with an envisaged capacity of 5,000 delegates. It is a partnership of the government and Bamburi cement and will be built next to mamba village. KTDC have taken up the development of the facility with funding from international development bank.

They say with that facility it is like taking the MICE Market to Mombasa and MICE markets like to combine business with leisure. So they will use the conference facilities while staying in beach hotels.

PM: Which were the best years for Kenya tourism?

MK: 2007

PM: Why, what brought about it?

MK: To me I would say two points. One the entry of a new government in 2003 that created hope for everyone, there was a change, and there was media everywhere in the world talking about Kenya; this kind of created optimism. We were seen as a destination in a very positive light. Then the other thing the government came up with an economic recovery strategy. To me that governised everybody and tourism was identified as important economic sector. I believe those two were the driving factors. In 2007 tourism was 1.8 million arrivals with an income of 65.2 billion shillings that was an equivalent of 1 billion US\$

SK: and there was aggressive marketing and a move towards diversifying the market especially to Eastern Europe. KTB did a market diversification program for Far East and Eastern Europe markets market, and then there was another program called Tourism marketing diversification program under the European Union it was supposed to run from 2002-2007. There was a lot of positivity and positive image, Then in 2008, the worst year ever; tourism dropped by 30 % because of the post-election violence and bad publicity.

PM: How did the government try to avert the bad publicity or improve on bad publicity? What would you say were the measures taken?

SK: there was a task force formed between the ministry and the private sector to mitigate the bad publicity. The government employed the services of a consultant in the UK where we would send out the real time information about what was happening in the country. Because the international media were blowing issues out of proportion and were not giving out the right information for instance if there something happening in Nairobi, they would say it is the whole country, and not all parts of the rift valley were

burning, there were no problems in Mombasa, Maasai Mara and other tourism places but they were not telling the tourist that if you go to Mombasa it is secure but depicted as if the whole country was burning.

Even the local media they were portraying images that exacerbated the whole issue. As a ministry we tried a lot to mitigate to show the world we were doing the right thing, we were putting security in the right places and the tourists are still coming and were secure. And then there is the issue of Somali, just because we are neighbours they think what is happening in the country will also Kenya. The ministry was really doing a lot but what we understood is that over reliance on the traditional markets was our undoing. That is why we started looking to India, china and Japan and we have seen the fruits.

MK: To add on to that, like I said there was a tourism recovery program that was crafted between the private sector and the government and then it was suggested that a high powered delegation led by the minister of tourism undertake a reassurance missions abroad. The delegation was composed of ministers from key ministries like foreign affairs and private sector. The delegation visited key main countries and traditional markets to reassure them that Kenya was still a safe country and that the post-election violence was a once off affair, but we are still a destination with a competitive product, a premium product. So they visited some of the markets like Switzerland, German, Spain, France, Sweden, UK and USA. This objective of the reassurance missions was to reposition Kenya abroad. The minister had meeting with travel agents, media, governments, investors to reassure the market. Then government gave extra funds for marketing.

There was another program funded by European Union to do a direct consumer campaign, so they did some adverts through BBC and CNN. There was a major campaign called "Jambo Kenya". So the presentation of Kenya as a premier destination restored the confidence of the destination.

But then there was another challenge, the global financial crisis, it came after the post-election violence so this was like two major challenges for Kenya. This one we had to come up with a stimulus package to increase the tourism demand. The way things were done, apart from aggressive marketing, there was a reduction of visa fees, there was a waiver for children under sixteen and that reduced the cost of package especially for families and this made Kenya comparatively cheaper than competing destinations. The result was that by 2011 tourism had recovered by 100% because by 2011 we received 1.82million tourist as compared to 1.8 million of 2007 and if you look at earning it was 97.9 billion Kenya shillings as compared to 65.2billion in 2007 which was the highest, so it was over 1.billion US\$. But then other challenges like Euro zone crisis and Al Shahab come but if these challenges were not there with the stimulus package we could have reached 2 million tourists.

But now there is a drop of about 2.6% and this can be attributed to two things, the incursion of Kenya into Somali and the Euro zone. You find that most tourist especially in western Europe like travelling to destinations closer to home such as Morocco, Tunisia Egypt. Some markets have dropped compared to 2011.

PM: is it likely to go down further with the elections coming?

SK: Not likely it all depends on the outcome of the election and I do not see it turning like the last one.

MK: But it is usual for tourist arrivals to drop during elections in most destinations by about 4% and that has to be substantiated statistically.

PM: Do you work together with Brand Kenya.

- SK: Yes but as Kenya Tourism Board, but they are not well funded and have not found their footing as yet.
- PM: This 3 million tourists are you looking for numbers or yield.
- MK: Both

Thank you very much gentlemen for your time and very informative discussion.

APPENDIX S

Interview transcript

Mr Joash Olum – MD Somak Travel

Date: 19th October 2012
Venue: At the office of the Managing Director - Nairobi
Present: Mr. Joash Olum (JO) - Managing Director Somak Travel LTD
Ms Paschalia Muhoho-Minni (PM) – Interviewer

PM: Thanks Joash for availing your time for this interview. So you are still the managing director of Somak, a position you have held since I met you more than 15 years ago

JO: Yes I still am it's my pleasure to see you again

PM: What I am generally looking for and I have talked to KTB, Brand Kenya, Serena etc. are issues relating to the tourism situation in Kenya, the aspect of arrivals performance, image, marketing strategies and Somak contribution to the tourism industry.

So maybe we can start with the performance of Kenya in your perspective as a member of the private industry.

JO: The performance of tourism Kenya in, I will put it from two perspectives, from the perspective of private industry and from the government.

The private sector has played their role; the government has not played their role. Why I say that is because for us we have to survive, weather the govt is there or not we have to cope; where the government is failing is they do not allocate enough money for KTB to be able to do their work so they are handicapped. Although we might blame them, I think the government structure is at fault; and the fault lies within the strategy planning. I believe the govt has not understood what tourism is, they expect to get the money where they have not sowed, and until they understand KTB will be very ineffective. Number two KTB is the marketing arm and can only market when given a product to market and they do not have products from Kenyans. Why I say that is because a government body that is supposed to do the development is ineffective or non-existent (the Kenya Tourism Development Corporation) in performance. So any investment in tourism is foreign based. So the government does not see the need to put money in development since the industry is still growing with foreign investors' money. To add to that the ministry has been totally very weak in policymaking, after about five years, it is only now that the tourism policy has gone through parliament, it was ready more than five years ago and has finally gone through, now that might bring changes because as you know the new constitution does not allow politicians to be in charge of ministries. We hope that the person who comes will be somebody vetted by the related industry and the authorities and if he takes that document and implements it properly then we have a bright future; but until then it is just you, yourself and your God.

PM: That is basically what I heard from Serena. How about the tourist arrivals, has the market been doing?

JO: Let's say the first 6 months of this year was negative especially on the source markets, UK, Germany and USA the figures were absolutely down. It was definitely negative there was no growth. The growth that we have seen significantly is from two

areas, India and china. India has grown by more than 30% and china by 53%. Which is a good thing but in my opinion we are not prepared for that kind of growth if the source market produce, if the UK, Germany and USA produced a marginal increase in the previous years then the Chinese would have no place. The reason being that people would not prefer the Chinese because they are seasonal travellers, the Europeans are all year round travellers. This year it was ok but if things start to go well I can see a major problem; because up to now the Chinese have come with very little marketing initiative, but now the marketing has been driven up and most of us have gone to china. Kenya airways has expended into china and airlines are sending Chinese into Africa, if all that materialises then we will be caught up in a very bad situation if the European business comes.

PM: What kind of a market is china low paying?

JO: Its medium, it is not low, I think the operators are crooks in this market in that we have very affluent Chinese. There are two types of China the Hong Kong and mainland - Thailand that are different and far apart. The Hong Kong Chinese are very affluent and are seasoned travellers and some of them pay very good dollars. However the mainland Chinese (Thailand) are less affluent, first time travellers who go by wind, e.g. you are going there so will I, they are different in culture, food etc. and we are not prepared for this market.

PM: Which is your biggest market?

JO: UK because we have our parent company there.

PM: and you basically a charter business?

JO: No we stopped that 10 years ago

PM: Was Monarch your company?

JO: No we just leased from the airline, for about 5 years. You see when Kenya Airways and KLM went into co-sharing there were extra seats, and although slightly premium it was better and safer in that even if it lost 20\$ per seat , you are still safer but with a charter if you have not sold seats you go empty and you still have to pay 200\$ per seat. We are very strong with Kenya airways and then emirates started direct flights from Manchester with only one-hour connection in Dubai with a lot of seats. So the airspace became open and it was easier for us and there was no use of charter flights.

PM: In a given year how much business do you get?

JO: Our best year so far has been 35,000. The best year was 1998.

PM: What would you have contributed that to?

JO: I think I would say that was the time the Eurozone was doing well, there was a lot of money being injected. So there was more employment and a lot of stability.

PM: So you wouldn't have credited it to aggressive marketing of Kenya?

LO: No, I wouldn't say so, let's put it this way even if you do aggressive marketing in UK, who does not know Kenya in the UK. Take Kuoni and us for example. Whether KTB goes marketing in the UK or not we will still put a bit of money in marketing since this is our source market.

PM: So how do you go about marketing?

JO: What have appointed an international marketing company, who have offices all over the world, so they go to every country and do all our appointments? When I go from here all my appointments are already made, and since our head office is in London all our promotional materials are produced there. So they dispatch the material to the offices I am going to, but I do not go blind folded there branch companies that does all appointments wherever I am going. It is an expensive venture but it's easier and more effective.

- PM: So apart from going on road shows how else do you market, do you advertise to reach the public.
- JO: We do a lot of media advertising; we also sponsor media, like we sponsored one of the most widely watch television in china, they come and shot here and did a program on Kenya. It is an expensive venture but they also featured Somak.
- PM: Did you do it jointly with hotels?
- JM: We pick hotels we use to give us free accommodation, so the hotels gained, we also gained so did Kenya airways. We got featured in the program.
- PM: Which was your worst year?
- JO: Sorry let me correct you, our best year was 2006; one day before the 2007 elections we had been busy for 12 months none stop
- PM: and you attribute it to what?
- JO: I think it was economics
- PM: Ok let's talk about 2007
- JO: Come 2007 and the whole world broke a part. But to be fair the government played a big role. If it were an ordinary African government, it would have taken 5 years to recover. Then number two the Kenya people are very resilient and they forget very quickly, by May we were already back in business although the government did quite a bit in public relations that paid very well especially in the USA. The government spent a lot of money and for the first time we were very happy they were spending money in the right direction. Because you cannot go marketing if there is no image and they did very well by appointing a company in the USA and in the UK and it paid back. They did very well and they brought us back into the scene within 5-6 months. Which really surprised us because if you saw this country in January 2008; you would have said in the next 10 years no tourist would come.
- PM: Ok you said in 5-6 months' time tourism had recovered some normalcy, obviously when there is fear there is always an aspect of media to it; so would you say that to start with the media ruined it and the media brought it back?
- JO: Correct, the media ruined it and out of deeds they brought it back. You see the whole world have problems, Egypt has problems, Israel has problems, but you handily see these things in the paper. Even if we have international media here, the local media has to exhibit professionalism in their reporting; you cannot kill your own country. For example, we are now heading for election next year, when the media is reporting there is no need to put a caption of the violence that took place during the last election and that is why we had truth and reconciliation panel to stop reminding people of these things. We all know what happened and do not need to be reminded, and believe me when in BBC or CNN start to talking about the coming election they will still show of what happened during the last elections and somebody who did not know about it will get to know. So this is the biggest problem we have to contend with.
- PM: How would you deal with the media as a businessman? What relationship do you have with the media, how do you think they should improve on themselves. Let's start from here.
- JO: You see media is to there to tell people what is happening, they do not have to remind us what happened. If they report objectively we do not mind. That is the only way the media can do us a favour, report objectively and report correctly but do not refer to us our past.
- The way I see it the school of journalism has not been very professional in this country, people who are used by newspapers are just people who have left school without any experience. And they have not gone through turmoil and they think such

things are easier to sell. Professional journalists do not go that way; they look for a real backup story. But these are not the kind of journalists we have today and there the school of journalism has failed us. You look at issues that are being aired on TV and radios have no moral or value to the society and will not help this country. You know they should show things that are of value to the society like tourism but nobody is interested.

PM: What do you think of Brand Kenya?

JO: I do not know what they do or stand for? Let me put it this way, I have been in the industry for a long time, Somak is one of the biggest tour operator, and nobody has ever come to me to seek my views on tourism. That is not good. I do not think it will work because of the way they have made the structure. It should be inclusive of all Kenyans or its just rhetoric, there is also lot of excitement about it. Only 50% of potential for tourism in this country have even been tapped; if they were serious about it the first issue they should have tackled is tourism. We are talking of three million tourists but we do not know how to count tourists. There various ways of how to count tourists, either by receipts, where they stay. E.g. a good example is Tanzanian. When I go there, when I am leaving, they want to know where I stayed and it is recorded. They want to know the last hotel you stayed in. Brand Kenya talks of 3 million tourists, what will they do with three million tourists if they cannot accommodate 1 million tourists? If they are talking of 3million tourists, as part of achieving vision 2030 by now there should have been 2 more new Maasai Maras in Kenya. You cannot talk about expanding a product if you do not know where to take that product. Right now the current products are so over stretched if you take the month of August when the migration is there, the congestion that is there is very harmful for the industry; it is the downfall of many companies. For the three months you are overstressed, over worked and then suddenly there is no business. This people must first of all start opening up the country so that we get more rooms to circulate the tourists. If you start with a circuit in Samburu, start another in the Mara and vice-versa. There are not enough beds, if you look since independent the same parks we had are the same parks we have. So you see there is no progress so if we are not careful the parks will start deteriorating.

Sadly one of them is Maasai Mara and the other is Amboseli. What the govt must do is come up with private sanctuaries to filter tourist in all directions.

PM: Who are the competitors for Kenya?

JO: In Africa there are three people, our biggest competitor is South Africa, followed by Egypt and Tanzania however, South Africa is losing a bit because the wildlife management is in pieces but they are good marketer. If you go to Egypt apart from pyramids and beach they do have much to offer, but they are very resilient, the government listens to people. When I was in London there was an attack on tourist, and the government acted immediately. The first people to be sacked were the minister to tourism the minister of internal security and the chief of police, just to bring order back, and after that the Government reduced landing fee and oil prices and tightened the security; after that Egypt was back in business in a record of 15 days. The other threat is Tanzania; they seem to gain out of our misfortune. Tanzanians are laid back people but they thrive out of default not because they promote their destination; they piggyback on or marketing efforts.

PM: How about their product?

JO: The product is good but their service level is Zero.

PM: How is South African marketing compared to what we do?

- JO: Where we go wrong is our structure; the structure is wrong right from the minister down in line, and also because of money constrains, we always look for the cheapest and cheapest is not always the best. That is why South Africa is successful; they spend a lot of money. Even today if you go to KTB here you will not get the material you want. They cannot afford to produce and that's not good. Second when you get the money you look for whoever wants the job, this is not somebody who is dedicated to you, it's somebody who wants to survive. South Africa has dedicated MRDs. However when you have somebody who is also managing ten other destinations they give priority to those that are easy to market.
- PM: How do you foresee the future of tourism?
- JO: The future is very good, the way I see it Nairobi is becoming a centre for conferences, two things conference organisers go for location and professionalism; location because of Nairobi is flight hub and the airport is soon to be expanded. The industry is also experienced in handling conferences of whichever magnitude. The potential for tourism growth is very high, and is important for this country when you consider its multiplying factor. However the government is not doing much about its development.
- PM: What kind of partnership would you like to see between the ministry of tourism and the private sector in areas of development and marketing of tourism?
- JO: A percentage of the money that tourism earns should be ploughed back to tourism instead of all of it going to treasury. That all the government should do. Give us back some money that we create for the country for our marketing and development as simple as that.
- PM: I understand Mombasa is doing very poorly in terms of business. What do you attribute this to?
- JO: It's doing very poorly, even in this the government made a mistake of the industry, they over expended it; and you see when you have over supply you become desperate, and since you need to make a return on investment you become desperate. Some hotels are charging as little as 20 \$ per night. Then Mombasa become a more of a charter destination and charter are periodical. Then because of the Muslim issues we have periodically; a lot of charters have shyed off. Mombasa used to have 35 charters a week, I think now there are only three. It is very bad; now tell me how many jobs are lost. It's very sad. I do not think Mombasa will ever recover. They should stop selling and most of the hotels should be converted into holiday clubs or holiday homes. Some of those could also be turned into training grounds for students so that they reduce the workforce expenses.
- PW: Thanks Joash that was really an enlightening discussion.

APPENDIX T

Interview transcript

Ms Jacquie Lukiri- International Brand Manager for Brand Kenya

Participants: PM: Paschalia Muhoho
JL: Jacquie Lukiri
Venue: Brand Kenya office in Nairobi
Date: 10th October 2012

PM: Good morning and thank you for agreeing to participate in the interview.

JL: My pleasure and thank for coming to Brand Kenya (BK)

PM: May be we can start with introductions and your role in Brand Kenya

JL: My name is Jacquie; I am the international brand manager for Brand Kenya. My role is to ensure that the image of the country especially to the outside world is what we want it to be. We have a National Brand Manager and an International Brand Manager and I look after the international market.

PM: What can you tell me about the mandate of Brand Kenya?

JL: BK has been in operation since 2009, I think just after the post-election violence. There was a need to create a body that would try and quickly rectify that image we had created of ourselves. Before that Kenya always had that image that had been created for us by virtual of being a former British colony and by virtual of being a slightly advanced nation in Africa. But after whatever happened people started asking Oh! Oh! Hung on but who are exactly those people?

The board was created after careful deliberation that went into the formulation of vision 2030 because there a need to understand that as much as the vision was looking at the physical elements that would make the country better at the infrastructural side; there was a need to get people to believe and support the vision. There was a need to work with peoples mind and attitude so that they buy into this story and vision that would change this country.

Essentially the mandate is to make sure as an economy by 2030 we get where we are getting to and by focusing on making sure that we improve on the three indexes that measures a countries brand worthiness, that is investability, liveability and visitability. We wanted to have a coordinating mechanism that would ensure Kenya is positioned in a way that would encourage visitors and investors; and of course make Kenyans proud of who they are.

We are a coordinating agency. From the nation branding perspective you have the mother brand here and all the various agencies that touches on marketing Kenya. So our role is to make sure that all this agencies are aligned to the country strategy and they are marketing and positioning the country as is intended. The KTB, KCB, Vision 2030, and Kenya investment authority are all the agencies that we need to align so that they are projecting the image of the country as an entity.

PM: So how closely do you work with these organisations especially KTB?

JK: It is not how closely we work with them, it's like they are literally our babies. We are the mother brand and tourism is only one element of what Kenya is. Our strategy focuses on four pillars; citizens, foreign direct investments, tourism and exports. Citizens as in people, they need to understand the role they play in creating the character of this country. If I as Jacky do not understand that the way I speak, behave and everything that I do will define the bigger picture of Kenya then it is useless of us to go out and tell investors to come and invest; because for example by the time an investor lands and gets to immigration and the immigration officer does not

understand that he has to be efficient and do his job professionally; then the investor gets into the taxi and the taxi driver does not understand that whatever words he utter will either break or make this country; then the taxi driver drops the investor at a hotel and as long as the hotelier does not understand that the services he provides and the way he provides them speak volumes about this country then we will be doing a horrible job of telling the world that 'look it's all rosy and nice' then they come here and they experience something totally different. So it just deflates and totally messes up the situation. So citizens are very critical.

Then we have the exports. Exports heavily influence perception that people create of the quality and products and what we are able to produce as a country. So we have good tea and coffee and a lot of people in the world know that. So it is about ensuring that we are producing products that are of the same quality and level that will then give you that stamp of recognition and acceptability. For example when somebody talks of Mercedes and superb engineering you instantly think Germany. So your exports have the ability to ensure that they create a certain perception or impression of who you are. You think Switzerland you think time precision; you think fashion you think Milano, Paris. So exports are critical in that they will heavily have influence on the image.

The tourists, business, leisure; tourism is one of those that Africa cannot escape. So as a nation you kind of know that you will always have tourist because we are still a growing nation and a lot business opportunities will come in; then God has given us fantastic natural resources that makes us the dream destination for anybody. Like I said how all these people who come here are treated by each and every person in the chain heavily influences whether they will tell others if it is a great place to visit, whether they will tell other people it's a great place to invest, whether they will even look at the investment opportunities themselves and take them.

Then you have direct foreign investments, it goes without saying that without having a climate that investors feel is right enough for (1) right human capital, (2) right investment policies, (3) the right infrastructure in place to ensure that my bottom line is actually returned; without all these things in place FDA does not work. So those are the four main pillars we are trying to concentrate on make sure that it also represent the country much more holistically both to the Kenyans and internationally. It is important to note that we have deliberately decided to start with the internal first. Nation building is about citizens because at each stage somebody has a role to play and if this people do not buy it and you are busy marketing out there with all the glossy adverts, the foreign investors and visitors will come and find out what you have been saying is not true.

PM: This is quite interesting for me because it touches on what I am interested in, and something I had not thought of. The exports create primary image of a destination. Before somebody thinks of going to Kenya, they have already heard about the exports from Kenya, great tea, great coffee. So you start developing the interest and your own image; so mentally you start thinking of those coffee café, those nice tea places.

PM: Have you succeeded in creating national image?

JL: We have started; it is important to know that it is a long process and there are other external forces that come into effect that may slow or accelerate it. But after what happened in 2007 people have realised that they had better make things work at home since they have nowhere else to go. So from an attitude point of view a lot has been happening. Results from a research carried out by Infortell shows that level of

patriotism has gone up. So you start to see that people are starting to get the gist of things and are realising they actually have a role to play. That coupled with education programs people are starting to understand that you cannot fight corruption without you understanding the role you play in corruption because essentially corruption is what you and me do. So people are slowly starting to see things and understand that this is how I contribute to this. Then something that has started to happen is that during national celebrations, sports or events that bring us together; Kenyans have started wearing the national colours. Whenever they travel they bring something Kenyan, I want that as soon as I get there somebody will look at me as a Kenyan without feeling that I want to be seen as an American. So this goes to show that from a national perspective things are actually picking. From a physical perspective, things are starting to pick up, look at the Thika highway, all you need is for Kenyan's to go out there and have a look and say ok so the vision is becoming a reality. It gives people a boost of confidence; a feeling that may be we are getting somewhere may be something is going to come out of it.

We have done a lot of work with the media where we try to sensitise them that ultimately what they disseminate out there will affect the image of the country and will only harm us. Until the media understands that it is up to us to actually tell our stories the way we want to tell them we create the image of this country ourselves because the international media pick on our stories. So there has been a bit of change, not a lot but its picking and even noticeable, there are some media houses that will tell you that there some channels that will not carry out any negative stories. Little by little we have seen few changes but will take a bit of time. It will be even more pronounced after the elections because of external factors anything can happen. We are teaching them to learn not to trivialise issues, but report in context.

We normally have meeting and trainings with the media every quota and we try to emphasise and even try to appeal to them that at the end of the day this people did not get the stories from nowhere, we gave it to them. So what happens if you give them positive stories, you help create image. We are not saying we do not have negative things happening we are just saying be balanced in reporting them.

PM: What strategies have you followed for developing the image and what are your future plans.

JL: For any country before you come up with a strategy you have to understand what the situation is on the ground. A year ago we did a serious research with an international firm just to establish the current or the then position of the country. Where are we, who are we seen us, when you talk to a foreigner, a tourist or an investor, who do they think Kenya is? We wanted to understand what we are seen to be and then look at where we want to be and where the gap is and try to close it. We did a research, both nationally and internationally then we come up with a grand master plan. We did a country branding strategy that completely defined who we are as a people and defined the character of the country. After we did a country diagnostics we went through a process to assess where we are and where we want to be.

What come out was completely interesting. We had both positive and negative association. The rest of the world sees us as a tourist destination; the majority of the positive association were leaning towards tourism. However in reality if you look at where Kenya wants to go as a country; vision 2030 wants to place us as a middle-income nation. So how do you become a middle-income nation? We had a country diagnostic and then we had a brand analysis that is looking at the people, the place and the product and then the culture and the geography. All those interesting factors

that will help you identify where the opportunity model is and of course we had positive association where, when people were asked “when you think about Kenya what do you think”?; and the answer is still the stereotypical safari destination (when I think Kenya, I think wildlife, I think safari); and then the negative when you think Kenya what do you think (political instability, poverty, corruption, poor infrastructure). This then shows you that, as much as we are advanced in some aspects as a country; we are still heavily seen from a bigger image of Africa. Which is an image of poverty, famine; but that not the reality. I think Kenya is far much better than `Ukraine and other places.

After looking at all those things we then you come with the brand proposition, which helps you come up with the desired image. So the desired image we come up with is a good destination hub, good destination to live in; however the overall perceptions which were very interesting were: the stronger perceptions were; a beautiful country, a land of safaris, a country with great potential; a country with friendly people. The weak association were; a good destination for investors, an investment hub, a country with high cost of living, a modern country, a country ahead in technology.

Now vision 2030 wants us to be associated with this weak association so the challenge here is to flip the situation because tourism is already developed and all you need is to concentrate on quality and new products. Now our work is to ensure that we are talking about Kenya as a technologically advanced nation, innovative country, when we talk about the products we have a lot of investment opportunities for foreign investors.

We then came up with brand proposition for each of the four pillars: FDI, tourism, people and exports, and a country proposition. What we come out with was that with a brand vision we need to balance Kenya’s ambition towards modernity to ensure that we are actually maintaining our heritage while moving forward. So Kenya was surprising positioned as a familiar destination with high economic impact, where people and nature live in harmony. Then from that we came up with brand proposition **“Kenya bursting with generosity rewarding beyond imagination.** This was after a vigorous process that we went through. Bursting: meaning in relation to the four pillar, as a Kenyan we are bursting with generosity, we are this happy people ready to accommodate, we have Gardab, we are hosting refugees, we are the home of media houses and all the journalists who are in exile, solders and others; so as a people that is how we are bursting. As a country you are busting with generosity by offering the world all this natural products, teas, coffees; for an investor busting with generosity when you bring your money here there the return are so much more than you expected. So bursting in generosity had to fit into the four pillars.

Then we had to look into the visual side, we had to look at the old shield we needed to create a new identity for the country. A new shield was created from the old shield; people felt the old shield was very combative, so there was a need to modify it. So we kept the shape but modified the rest. This Kenya has a story, it is technologically influenced world so every time you type the arch on your laptop within the next two years, Kenya is automatically picked up and hence the technological arch. The arch also represents protection. The whole issue of bursting into generosity was also applied in the shield and that is why it is open on both ends unlike the old shield.

Endorsement levels of using the brand; Kenya is the parent, this is mother board, then you have all other organisations, the siblings, KTB, KQ, people who touch on marketing the country people who need to make sure that their strategies are aligned with where the country need to be. Then we have cousins, the ministries, and then

we have the strong brands, strong corporate brands that will also give boast to the national brand, so the Safariscom, M-pesa, KCB, Java, Kenya Airways all these brands that when you talk about people think Kenya.

Then in terms of application; all government websites will carry the logo, immigration passport arrival and departure stamp will have a new identity with welcome to Kenya with a smile; and when you are leaving you will have: you have just experienced a touch of Kenya and this is essentially to mean there is more to Kenya than one thing. So if you come here as a visitor you can come back as an investor. If you are just advertising you can use the new logo, however the government does not use since it is a proud supporter of Kenya and will only use the crest. For business cards and letter heads the slogan "a touch of Kenya can be used at a cost."

PM: So tell me how do you work with KTB

JL: KTB is the marketing body in charge of tourism; they know what needs to be done for tourism we let them work on what they are supposed to do. We work with them a lot especially with me since tourism impact on image and that is where my docket lies, we work jointly. We let them do their job since they are the tourism marketing experts; we just make sure that what they do is aligned with the national strategy. With all the other institutions we let them work on their own we just make sure their strategies are aligned with the national strategies. We consulted with the other institution and have shown them that the brand master plan has a proposition specific for the tourism sector which is " **a step out of the usual filled with mysticism** so it is for KTB to then take that proposition and bring it to life. So the products that they are thinking about in the future, the positioning needs to be aligned with that.

PM: How do you handle the international media?

JL: We do have media briefing with the international media and I think the proposal is to have a media council similar to that of South Africa but ours will be a notch higher because as you realise a lot of media houses have offices here. The proposal we are trying to finalise is to have a media council and this means we have a selection of different media people whose mandate is to ensure production of positive content about the country. While we are waiting for that, there is an act that is coming into place where (right now they are required to produce 40% of the content as Kenyan) but we are also pushing to have a certain % of content they are channelling out as positive content. That is the only way that we will start having positive stories.

Another important thing to mention is that when you look at developed nations positioning especially from a national branding perspective; the developed countries pick one element they think will either quickly help them rejuvenate their economy or give a different impression. For example India and Malaysia have picked on tourism, but for Kenya we have tried to consolidate because tourism alone is a very volatile industry and all you need is one attack from Al-Shabab and all the flights and accommodation are cancelled. We took all this into consideration, we are trying to give an impression that we are a country stable enough to be attacked and still function at a business level. That is more important and a stronger message to give to the international world. When the USA was attacked why was it that nobody thought it was going to collapse yet when they are crushed in Tana River before you know it the hotel industry is on its knees. So our approach is that not to focus on one pillar but to make use of all four pillars because investors will not run away simply because there are crushes in Tana River; they will want to stay the longer. If you look at Europe and even Australia, they pick an element and they seem to focus tourism. But then they are

developed nations, they already have the infrastructure but for us we do not have and therefore we have to be a bit more encompassing than they are.

PM: Great! That was one very interesting and enlightening discussion Jacquie, good luck with the image building we need it.

APPENDIX U

Approval of Ethical Clearance



UNIVERSITEIT VAN PRETORIA
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FACULTY OF ECONOMIC AND
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31 October 2011

Prof BA Lubbe
Department of Tourism Management

Dear Professor Lubbe

Project: *The strategic role of the media in constructing a destination image: the Kenyan experience*
Researcher: PW Muhoho-Minni
Student No: 29601135
Supervisor: Prof BA Lubbe
Department: Tourism Management

The Committee's letter dated 8 June 2011 granting conditional approval for the above research refers.

We acknowledge receipt of the outstanding written permission from the relevant companies for Mrs Muhoho-Minni to conduct the research and have pleasure in informing you that final approval is therefore granted for the above study.

The Committee requests you to convey this approval to Mrs Muhoho-Minni.

Sincerely

PROF AF GROBLER
CHAIR: COMMITTEE FOR RESEARCH ETHICS

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