

# Influence of Marketing Strategies on Performance of Cultural Heritage Tourism in Kenya

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## Abstract

Adequate information about tourist products and services in a destination can attract tourists and influence performance of tourism business. This study sought to determine the Influence of Marketing Strategies on Performance of Cultural Heritage Tourism in Western Kenya. Descriptive embedded case design and Cross-sectional survey design was adopted for the study. The target population consisted of 6 sites, 18 Focus Group Discussion for respondents, 16 Key informants and 8,014 members of households living within the selected Cultural Heritage sites in Western Kenya. The selected heritage sites were: Kit Mikayi, Crying stone, Sikele Sia Mulia, Thimlich Ohinga, Obama Kogelo Cultural Heritage and Kisumu Museum. A sample size of 357 respondents from 6 heritage sites was sampled for the study using purposive for heritage sites, stratified random sampling for respondents from household heads, and saturated sampling for key informants under the study. Primary data was collected by use of Questionnaires, Focus Group Discussions and Interview Schedule. Quantitative data was analyzed using descriptive and inferential statistical techniques. Statistical tests, Pearson product-moment of correlation were used to investigate the relationship between independent and dependent variables. Statistical package for social sciences (SPSS) version 20 was used to analyze data. Hypothesis was tested at 95% confidence level ( $\alpha = 0.05$ ). Qualitative data was analyzed using thematic framework. The findings of the present study indicated that marketing strategies improved social economic performance of Cultural Heritage Tourism in Western Kenya. Marketing strategies have not been fully exploited in Cultural Heritage sites in Western Kenya. Traditional Marketing Strategies were frequently used than non-traditional marketing strategies to attract potential tourists. The study recommended that both traditional and non-traditional marketing strategies should be employed to reach potential tourists in order to make Cultural Heritage sites in Western Kenya more competitive locally and globally. The Cultural heritage sites should be rebranded and upgraded to make them more attractive and competitive. The Kenya Tourism Board in collaboration with other stakeholders should aggressively market cultural heritage tourism.

**Keywords:** Marketing strategies, Cultural Heritage Tourism, Performance, Tourist products and services, Destination, Western Kenya

## 1.0 Introduction

The concept of performance is core to organizations because the major objective of organizations is to fulfill their goal. Adequate information about tourist products and services in a destination can attract tourists and influence performance of tourism business in terms of tourist arrivals and increased revenue. Marketing strategies are among the strategic drivers that have great influence on performance of organizations. According to Republic of Kenya (2012). Kenya Tourism Board is mandated to develop, implement and co-ordinate a national tourism marketing strategy and market Kenya at local, national, regional and international levels as a premier tourist destination

## 1.1 Marketing Strategies

Adequate information about tourist products and services in a destination can attract tourists and influence performance of tourism business. Marketing strategy has a great influence on performance of organizations as a strategic driver. According to Ajake (2015) the level of attractiveness of a tourism attraction sites is dependent on the effectiveness and quality of marketing strategies. Anderson (2004) viewed strategic marketing as a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future. Dzisi and Oforu (2014) viewed non-traditional marketing strategies as use of modern technological marketing tools such as mobile marketing while traditional marketing strategies are the previous marketing tools like Television, radio, newspapers and magazines, banners, bill boards and branded paraphernalia to attract prospective customers. Taiwo (2010) stated that strategic marketing practices have a significant impact on performance variables and that they interact with the different components to facilitate performance. Cultural Heritage Tourism as an organization requires marketing strategies to make it competitive regionally and globally. Apostolakis (2003) viewed marketing in a heritage context as directed at repackaging the initial product to make the product more appealing and accessible to the mass market.

### 1.2 Cultural Heritage Tourism

Cultural heritage tourism, a branch of tourism organization has received a lot of attention from most academicians. It is considered by many scholars as a rapidly evolving subdivision of global tourism (Smith & Richards, 2013). Cultural tourism incorporates socio-cultural, economic and environment aspects and traditions of societies. In addition to material components, culture can consist of intangible cultural elements such as language, tales, myths and history, music, dances, rituals, customs and lifestyles (UNWTO, 2008). Although cultural tourism has been in existence for a long time, it has been quite recently identified as a new market in developing countries, Kenya included (Hughes & Allen, 2005).

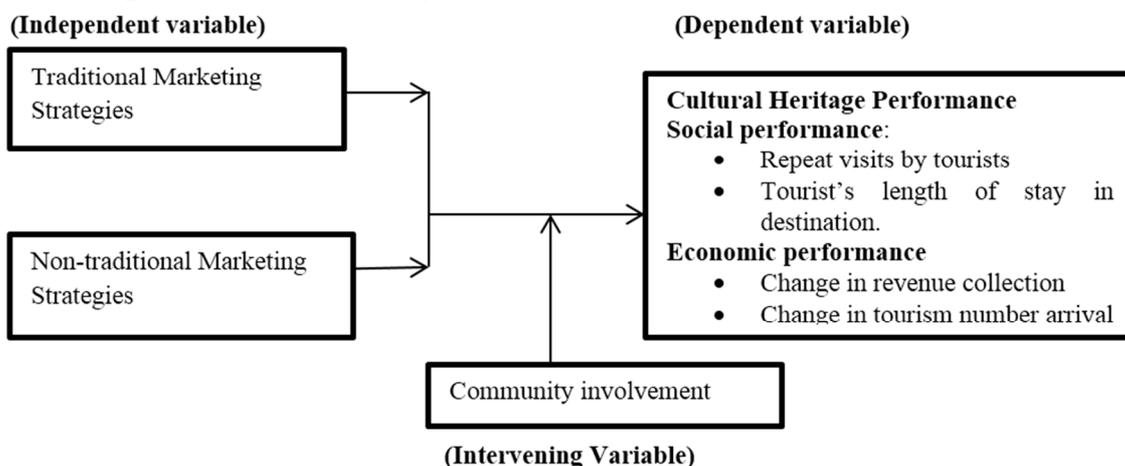
### 1.3 Problem Statement

Cultural heritage destinations are open systems that operate in dynamic environment which is highly competitive. Tourists interests seem to converge globally, they demand value for money as they seek memorable experience. Development of cultural heritage tourism in Western Kenya has not been exploited and is always referred as Kenya's 'best kept secret' yet there are unique cultural resources in these sites (Republic of Kenya, 2014). Their continued existence in provision of tourist products and services necessitates that they consider how their marketing strategies impact on their performance behavior in terms of attracting tourists generating revenue and improving of community livelihood. Despite empirical evidence on the relationship between marketing strategy on performance of various organization, scanty information exist on influence of Marketing Strategies on performance of Cultural Heritage Tourism. This study advances an argument that whereas Cultural Heritage tourism sites may strive to achieve performance through other strategies, marketing strategy can influence performance out come by considering traditional and non-traditional marketing strategies.

### 1.4 Objective of the Study

The broad objective of the study is to determine the influence of Marketing Strategies on Performance of Cultural Heritage Tourism in Western Kenya. Consistent with this broad objective, the specific objectives will include: To establish the influence of Traditional Marketing Strategies on Performance of Cultural Heritage Tourism in Western Kenya and to establish the influence of Non-traditional Marketing Strategies on Performance of Cultural Heritage Tourism in Western Kenya. The study above addressing the two objectives will also seek to test the hypothesis:

$H_{01}$  There is no statistical significant Relationship between Marketing Strategies and Performance of Cultural Heritage Tourism in Western Kenya.



**Figure 1: Conceptual framework**

The conceptual model presents the perceived relationships as formulated. According to the model Cultural heritage performance is the dependent variable (social and economic performance). Independent variable is presented by Marketing strategies (Traditional and non-traditional). Intervening variable is represented by Community involvement since the heritage sites are located within particular community who also provide oral narrations.

### 2.0 Literature Review

In Spain, Samaniego (2007) conducted a study to analyze the different effects of three alternative strategic marketing orientations – market orientation, sales orientation, and product orientation – on non-profit organizations' effectiveness, specifically their economic and social effectiveness. An empirical analysis of 182 Spanish museums was conducted to test the hypothesis. Findings revealed that, product orientation, conservation

and preservation of resources led to achievement of social objectives. Findings also found out that communication and public relations strategies were main factors behind improved economic performance, which was measured in terms of visitor numbers, income, jobs created or image in the market. These results indicated that in the case of cultural activities knowing the consumer and adapting to their needs in order to be able to satisfy the different publics is insufficient for raising income or visitor numbers. The present study filled the knowledge gap by focusing on museum and other cultural heritage sites, the study also collected data from key informants, the community and the officers developing policies and managing cultural heritage nationally and at the County levels.

Study conducted by Palmer (2008) to analyze influence of tourist brochures on attractions of Northern Peninsula of Newfoundland, using 101 tourist brochures as source of data for attractions, revealed that tourist brochure was a useful tool for both tourists and those who attempted to attract tourists. Findings further established that tourists who sought particular experiences used brochures to make decisions about places for their visit and the residents of an area used brochures to attract tourists to their particular product.

Munar and Ooi, (2012) conducted a study in Athens and Beijing on digitalization of tourists' heritage experience, they analyzed the impact of social media and user generated content on the consumption of heritage sites and discussed new forms of technologically mediated authenticity in tourism. Netnography and a constructive approach were adopted for the examination of online communities and social networks. This study focused on the review genre and examined a purposive sample of data collected from Tripadvisor which, with over 30 million contributions, was the largest online community focusing on tourism and travel. Their findings showed that Visitors' centers provided historical expertise to tourists which could not be found on online reviews. In addition, the tourism experience, through Web 2.0, allowed a virtual community of strangers to share their experiences. What brought them together was that many of them had visited the same tourist attractions or were interested in visiting the same sites. Besides searching for information, tourists were jointly affirming their experiences by sharing them online.

In Romania, a study conducted by Surugiu and Surugiu (2015) on Heritage tourism entrepreneurship and social media. Two of the most well-known museums in Romania were "Dimitrie Gusti" National Village Museum and Romanian Peasant Museum, and together had registered over 40,000 Facebook fans formed the sample size. Findings revealed that social media tools helped Heritage tourism entrepreneurs in the development and promotion of their heritage tourism offers, at a lower cost. In addition, through social media, heritage tourism created and increased their reputation. Findings recommended that heritage tourism businesses should use social media within organization, so that businesses better promote themselves through channels, such as blogs, pages of social networks.

In Cross River State, Nigeria, Ajake (2015) conducted a study on the influence of marketing strategies on tourists' choice of destination area in Cross River State, Nigeria. Survey design was used and the study relied on secondary data from 215 respondents consisting of government tourism organizations (GTOs) and private tourism service providers (PTSPs) who were involved in marketing and promotion of tourism products. Marketing strategies used were media such as: advertising on radio and television, documentary programme on Voice of America TV, 360 Degrees Magazine, African Travel Magazine, Mofinews (a bi-monthly magazine), Executive Travels Nigeria, national dailies, printing of shirts, face caps, outdoor banners in airports, hotels, financial institutions and in other public places, billboards and branding of motor vehicles with destination products. The findings revealed that the level of attractiveness of the tourism attraction sites in the study area was dependent on the effectiveness and quality of marketing strategies. Also, from the findings, the study discovered that the level of influence of tourism marketing strategies affected the tourists' choice of destination to visit. However, the reviewed study leaned towards secondary data and mainly used traditional marketing strategies. The present study filled the gap in literature by looking at the influence of both traditional and non-traditional market strategies on cultural heritage tourism performance.

In Ghana, a survey conducted by Dzisi and Ofori (2014) on the effect of marketing strategies on the performance of Small and medium-sized enterprises (SMEs) in terms of their profitability, brand awareness and market share. Survey research methodology was used. Stratified random sampling was used to sample 363 SMEs from a population of 900. Findings suggested that marketing strategies were drivers of organizational positioning in a dynamic environment, and that it helped to enhance the development of new product or service for existing markets. Results of the study also revealed that the SMEs in Ghana mostly used traditional form of marketing to reach potential customers and also to entrench their brands. Interestingly, only few of them used modern technology in marketing their product and services; Findings suggested that SMEs should thus adopt more modern technological marketing tool such as mobile marketing to improve on their performance. This study however used traditional form of marketing to reach potential customers and also to entrench their brands. The present study filled the gap in literature by assessing the influence of both traditional and non-traditional influence on cultural heritage performance.

In Tanzania, a study by Kaaya (2014) on assessment of marketing strategies tour operators use for

marketing and promotion of tourism products. Descriptive survey research design using quantitative method was used while simple random sampling procedure was employed to select

100 tour operators located within Arusha city. Findings revealed that sufficient information about tourism products and services offered by tour operators motivated customers to engage and purchase. However, poor marketing strategies implementation among tour operators affected the tourism business. Despite the availability of marketing professionals the findings disclosed that some of the tour operator lacked marketing experts to handle all marketing activities. Successful marketing and promotion of Tanzania tourism products required both efforts of tour operators (private sector) and government tourism organizations to work closely in ensuring optimal marketing of tourism products and services at national and international level. This study however did not clearly indicate the effective marketing strategies and was not sector specific. The study also was limited to quantitative method; this did not give in depth information. The present study filled the knowledge gap by assessing the influence of marketing strategies on cultural heritage tourism and gave an in depth analysis of specific market strategies using both qualitative and quantitative methods.

A study by Wamalwa (2014) in Kenya on the influence of marketing strategies on attraction of international customers in the hotel industry using descriptive design targeted 52 hotels in Nairobi County, with respondents being marketing managers or equivalent. The study established that marketing strategies (Broadcast communication, Social Media, Billboards, Verbal and Print) are vital to every hotel's performance and that there was a direct relationship between their applications with performance in terms of revenue as well as customer base.

Findings further revealed that, Social media made the hotels widely known all over the world and therefore improved the occupancy rate. Promotional offers enticed customers to seek services immediately, Verbal communication also spread really fast and people visited hotels that had been attended by somebody else. The study findings however did not address the effect of marketing strategies on domestic tourist therefore the study cannot be generalized. This current study seeks to fill this gap by focusing on international and local visitors.

### **3.0 Research Methodology**

#### **3.1 Research Design**

The study employed descriptive embedded case design and Cross sectional survey design to carry out the research in the five selected units of analysis in Western Kenya. An embedded case study is a case with more than one sub-unit of analysis (Yin, 2003) An embedded case study methodology provided means of integrating quantitative and qualitative methods into a single research study (Scholz & Tietje, 2002; Yin 2003). Survey design enhanced collection of data from a number of cases at a single point in time in the area of study.

#### **3.2 Study Area**

Western Kenya comprised of 13 counties: Kisumu, Siaya, Migori, Homabay, Kisii, Nyamira, Kericho, Kakamega, Bungoma, Busia, Vihiga, Bomet and Transzoia. These counties presented wide, rich and varied cultural ethnicity.

The extent of the Western Kenya circuit was defined by latitudes  $1^{\circ}20' 37''$  N and  $1^{\circ} 3' 13''$  S and longitudes  $33^{\circ} 55' 10''$ E and  $30 35^{\circ}25' 13''$  E and occupies an estimated area of  $26,301\text{Km}^2$  (4.04 %) of Kenya's total land mass ( $582, 650\text{Km}^2$ ). (Republic of Kenya, 2014). Western Kenya was chosen because it was described as the best kept secret that is least explored by both domestic and international tourists. In addition, very little was known and exploited about the diverse natural and cultural attractions. According to the Lake Basin Blue print report in Western Kenya, Kisumu Museum, Kit Mikayi and Kogelo Cultural Heritage are moderately utilized cultural sites in Western Kenya. Yet Thimlich Ohinga, The Crying Stone and Sikele Sia Mulia have unique cultural features but are minimally utilized (Republic of Kenya, 2014).

#### **3.3 Target Population**

The study was conducted among the household heads and key informants around the six selected cultural heritage sites and among tourism organization officers in County government in the department of Culture and Tourism and in National Museum of Kenya. Target population was 8014.

#### **3.4 Sample Size and Sampling Procedure**

A purposive sampling technique was used to settle on the six sites of study. The sites were selected by virtue of being rich in cultural history and were moderately utilized within the Western Kenya circuit. Stratified random sampling technique was used to sample the respondents because of the subgroups (strata) of different respondents that the study endeavored to investigate. Stratified sampling gave a fair representation between different genders whose livelihood was influenced by cultural heritage. Saturated sampling was used for key informants in the study area. Krejcie and Morgan's (1970) were used to determine the sample size of 367 from

target population of 8014.

### 3.5 Research Instruments

Primary data was collected using interviews, questionnaires and focus group discussions. Interviews were used to collect qualitative data from the Tourism management organizations; County Tourism officer, County Cultural officer, National Museum of Kenya officer from each of the counties of study and the C.E.O National Museum of Kenya, a total of 16 interviews were conducted. Three focus group discussions were conducted to generate qualitative data at each of the six selected sites. Each group had between 6 to 10 participants. Questionnaires were used to collect quantitative data from the 200 household heads in the six selected study sites. Secondary data was collected through critical examination of public and private recorded documents that are related to the study.

Validity was tested by making clear statements and by use of expert judgement by university lecturers. Reliability of the instruments was ascertained through a pilot study of two sites and 15 respondents that did not participate in the final study. Internal consistency was obtained by computing Cronbach's Alpha coefficient, which was valued at 0.777.

## 4.0 ANALYSIS AND RESULTS

### 4.1 Views of the household heads on Marketing Strategies on Performance of Cultural Heritage Tourism.

The views of the household heads on Marketing Strategies as, as summarized on Table 1, showed that although some of the Cultural Heritage Tourism sites in Kenya employed Marketing Strategies as a way of improving Performance, many of the sites did not actively apply marketing strategies competitively.

Table 1: Response on Marketing Strategies

Item	Very Frequently	Frequently	Occasionally	Rarely	Very rarely
<b>Traditional Marketing Strategies</b>					
Signage, brochures and exhibitions	45 (24.1%)	55 (29.4%)	30 (16.0%)	42 (22.5%)	15 (8.0%)
Newspaper and magazine	22 (11.8%)	20 (10.7%)	11 (5.9%)	97 (51.9%)	37 (19.8%)
Television and radio	14 (7.5)	21 (11.2%)	31 (16.6%)	59 (31.6%)	62 (33.2%)
Banners and Billboards	40 (21.4)	29 (15.5%)	63 (33.7%)	55 (29.4%)	0 (0.0%)
Referrals	69(36.9)	48 (25.7%)	32 (17.1%)	28 (15.0%)	10(5.3%)
<b>Non-Traditional Marketing Strategies</b>					
Social Media (Facebook/Whatsup/ Twitter)	12 (6.4%)	21 (11.2%)	27 (14.4%)	50 (26.7%)	77 (41.2%)
Emails	21 (11.2%)	25 (13.4%)	26 (13.9%)	55 (29.4%)	60 (32.1%)
Websites	29 (15.5%)	11 (5.9%)	50 (26.7%)	36(19.2%)	61 (32.6%)
Mobile Technologies (sms)	18 (9.6%)	13 (7.0%)	75 (40.1%)	30 (16.0%)	51 (27.3%)

Source: Survey Data (2016)

The findings from the present study revealed that Cultural Heritage sites in Western Kenya region had not done adequate Strategic Marketing for their products. For instance, Traditional Marketing Strategies were frequently used. For example signage, brochures and referrals were the most frequently used strategies as 100 (53.5%) and 117 (62.6%) respectively. In 69 (36.9%) of the cases, banners and Billboards were used as a Marketing Strategies for the Cultural Heritage sites. Comparatively majority of respondents 134 (71.7%) affirmed that newspapers and magazines were rarely used as Marketing Strategies in Cultural Heritage Tourism in Western Kenya. Furthermore use of television and radio in creating awareness on the existence of Cultural Heritage sites was found to be quite low in Western Kenya as was indicated by household heads as 35 (18.7%).

In regard to Non-traditional Marketing Strategies, the present study findings established that their usage was extremely low compared to Traditional Marketing Strategies. For instance, majority of the household heads who were sampled for the survey observed that, social media and Emails were occasionally or never ever used at all, as was indicated by 33(17.6%) and 46 (24.6%) of the respondents, respectively.

Similarly, use of websites and mobile technology was established not to be widely spread as a Marketing Strategy in Cultural Heritage Tourism; only 40 (21.4%) and 31 (16.6%) of the household heads who took part in the study indicated that websites and mobile technology Marketing Strategies were often used by some communities residing around the Cultural Heritage to advertise their products, respectively.

Therefore, from the present findings it was clearly revealed that both traditional and non-traditional methods of marketing strategies had not been fully utilized as a way of creating awareness and interest among the possible tourists to cultural heritage sites in Western Kenya.

#### 4.2 Statistical Influence of Marketing Strategies on Performance of Cultural Heritage Tourism

The statistical relationship between marketing strategies on Performance of Cultural Heritage Tourism was investigated using Pearson product-moment correlation coefficient. The findings are presented on Table 2.

Table 2: Correlation between Marketing Strategies on Performance of Cultural Heritage Tourism

		Cultural Heritage Tourism Performance
Marketing Strategies	Pearson Correlation	.518**
	Sig. (2-tailed)	.000
	N	187

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

The present study findings revealed that there was statistical significant positive correlation between Marketing Strategies and Cultural Heritage Tourism Performance (N=187,  $r = .518$ ,  $p < .05$ ), so the null hypothesis was rejected and therefore a conclusion was reached that there was statistically significant relationship between the two variables.

Table 3: Model Summary on Regression Analysis of Influence of Marketing Strategies on performance in Cultural Heritage Tourism

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.518 <sup>a</sup>	.268	.264	.37954

a. Predictors: (Constant), Marketing Strategies

b. Dependent Variable: Cultural Heritage Performance

The regression analysis model indicated that 26.8% ( $R^2 = .268$ ) of variability on level of Performance in Cultural Heritage Tourism was explained by the variation of Marketing Strategies. In other words, 26.8% of the variance in respondents' scored on Performance sub-scale in the questionnaire for household heads who took part in the survey was as a result of their perception in variation on Marketing Strategies. However, to establish whether a Marketing Strategy was a significant predictor of Performance of Cultural Heritage Tourism, Analysis of Variance (ANOVA) was conducted, as shown on Table 4.

Table 4 : ANOVA –Influence of Marketing Strategies on Performance of Cultural Heritage Tourism

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.774	1	9.774	67.853	.000 <sup>b</sup>
	Residual	26.650	185	.144		
	Total	36.424	186			

a. Dependent Variable: Cultural Heritage Performance

b. Predictors: (Constant), Marketing Strategies

#### 4.3 Discussion

The present study findings revealed that there was statistical significant positive correlation between Marketing Strategies and Cultural Heritage Tourism Performance (N=187,  $r = .518$ ,  $p < .05$ ), so the null hypothesis was rejected and therefore a conclusion was reached that there was statistically significant relationship between the two variables.

The findings of the present study showed that Marketing Strategies was a significant predictor of Cultural Heritage Tourism Performance [ $F(1, 185) = 67.85$ ,  $p < .05$ ,  $R^2 = .274$ ]. Therefore, it was concluded that Marketing Strategy significantly accounted for variance in the level of performance in cultural heritage tourism. The findings meant that more appropriate and aggressive Marketing Strategies was associated with higher levels of Performance at Cultural Heritage Tourism sites Performance was in terms of social (repeat visits by tourists, tourist's length of stay in destination, benefits to the community, level of public-private partnership) and economic (Change in revenue collection, Change in tourism number arrival and Job creation). Qualitative findings also revealed a positive relationship between Marketing Strategies and the performance of cultural heritage tourism. Wamalwa (2014) agreed that marketing strategies (Broadcast communication, Social Media, Billboards, Verbal and Print) were vital to every hotel's performance and that there was a direct relationship between their applications with performance in terms of revenue as well as customer base.

##### 4.3.1 Traditional Marketing Strategies

Traditional marketing strategies involved the use of signage and brochures; Newspapers and magazines; television and radio; Banners and billboards and referrals to attract potential tourists.

Traditional Marketing Strategies were frequently used. For example signage, brochures and referrals were the most frequently used strategies as 100 (53.5%) and 117 (62.6%) respectively. In 69 (36.9%) of the cases, banners and Billboards were used as a Marketing Strategies for the Cultural Heritage sites. Palmer (2008) affirmed that tourists used brochures to make decisions about places for their visit and residents around sites



## 5.0 Conclusion

The study concludes that Marketing Strategies improves social economic performance of Cultural Heritage Tourism. However, Marketing strategies have not been fully exploited in Western Kenya therefore performance of Cultural Heritage tourism is below potential. Traditional marketing strategies (signage, brochures, and referrals) were frequently used and attracted more tourists than non - traditional marketing strategies. Only a few Cultural Heritage sites used Non-traditional Marketing Strategies (social media, emails, mobile technologies and websites). Poor marketing strategies affected Cultural Heritage Tourism Performance in Western Kenya.

Community involvement has enhance performance where the community is actively involved in heritage activities like oral narrations, cultural dance and songs there has been higher social economic performance.

## 5.1 Recommendation

Both traditional and Non-traditional marketing strategies should be employed to reach potential tourists make the sites competitive locally and globally. The heritage sites should be rebranded and upgraded to make them more attractive and competitive. Cultural heritage tourism businesses should consider creating sections of comments and questions, for developing ideas and opinions, responses to questions or requests concerning Culture and Heritage products and services using social media. Finally, Kenya Tourism Board which is the main marketing agency should aggressively implement its marketing strategies for Cultural heritage tourism in Western Kenya in collaboration with other stakeholders to enhance performance.

## 5.2 Areas for Further Research

High performance in any organization is determined by many factors, strategic choice being one of them. The study explored marketing strategy in Cultural Heritage Tourism. A similar study can be conducted in other organizations.

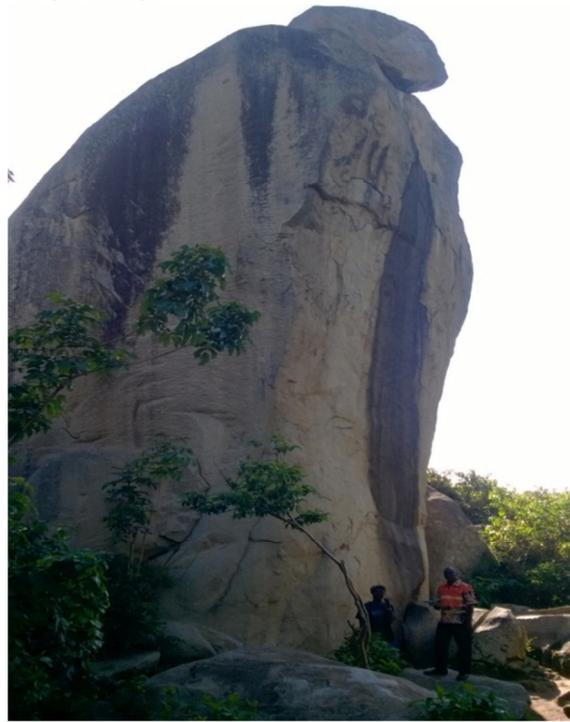
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*CRYING STONE OF ILESI*



Crying Stone



Crying Stone



Cultural dance performed by African Genre Shield at Kisumu Museum, Kisumu County.



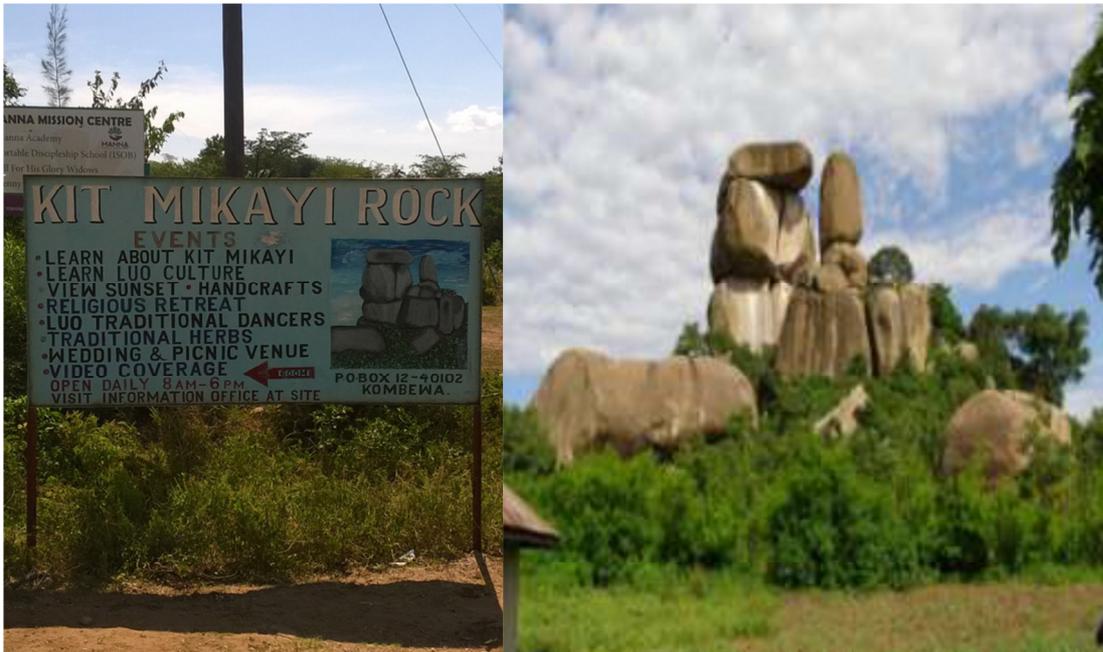
Part of Sikele Sia Mulia rock in Bungoma County.



Kisumu Museum Gallery with artifacts



Part of Thimlich Ohinga, Inset is the entrance to the fortress. Migori County



Kit Mikayi

**MAP OF COUNTIES IN THE WESTERN TOURISM CIRCUIT**

