Tourism Destination Branding effectiveness in a developing country context

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Introduction

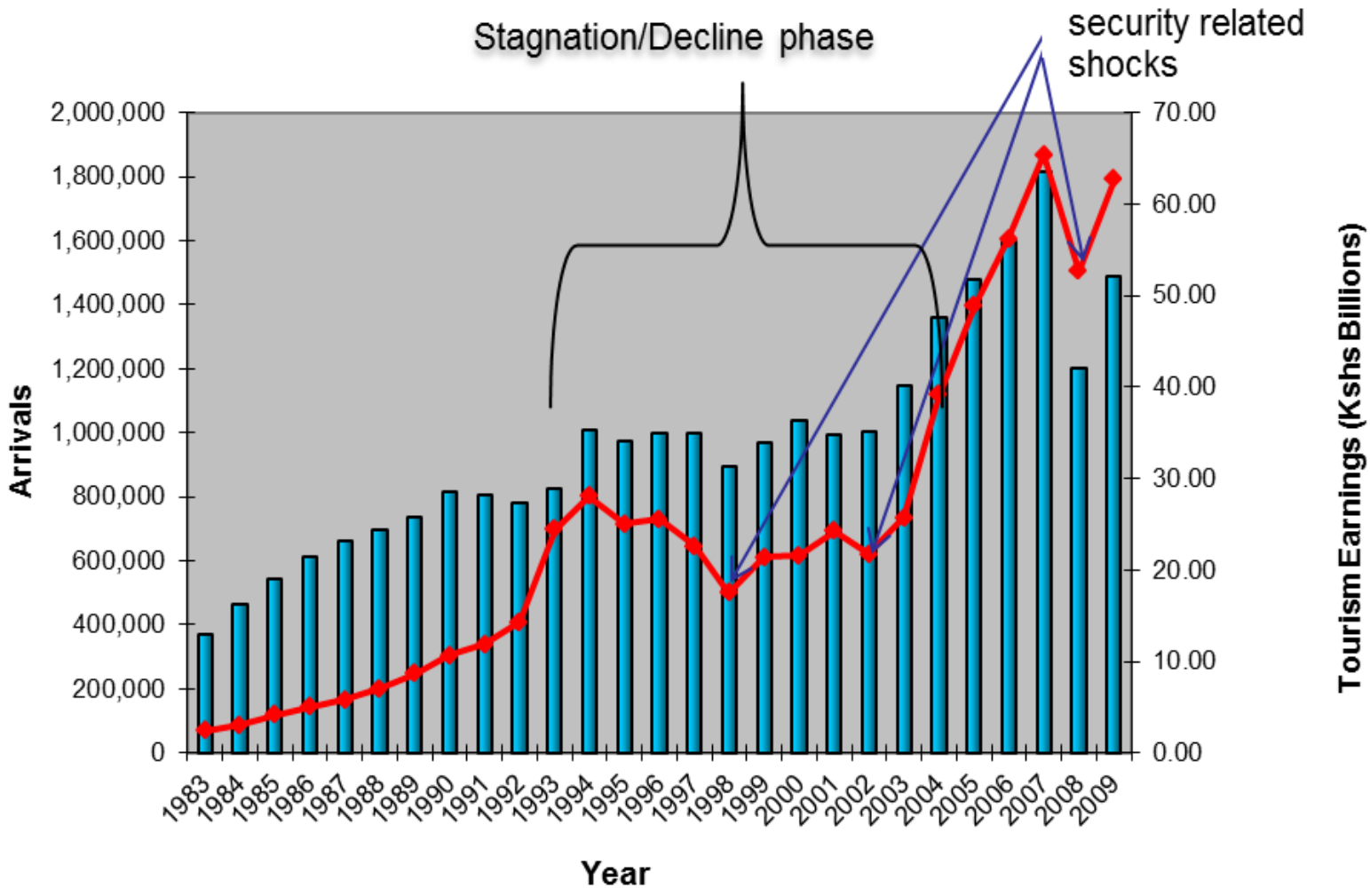
- GoK's Vision 2030 and 2nd MTP (2013 – 2017) spearheaded **Park branding policy initiatives** to reverse the negative impact of a global financial crisis experienced in 2008, as well as national and regional insecurity amongst other challenges (GoK 2009; GoK, 2013).

- The tourism sector **remains relatively underdeveloped**, compared to other destinations, in terms of **number of tourists, yield and diversity of experience**.

- According to the Kenya National Tourism Strategy, about 1.5 million tourists visit Kenya a year, compared to 8.3 million per year in South Africa (GoK, 2013).

- World Bank report on tourism development in Kenya raised ideal concerns over the **uncompetitiveness of Kenya's traditional tourism products** and **the need to reposition the country's market image** as a premier safari destination (World Bank, 2010)

Tourism performance in Kenya



Research Problem

- Wildlife tourism arrivals in Kenya have been **spatially concentrated** in only six (6) parks which receive 81 per cent of the total number of visitors to the country's 26 wildlife sanctuaries (GoK 2010; GoK 2013).

- Kenya's Tourism Policy of 2008 and National MTP (2008-2012), echoed a need to **expand product choice, quality and diversity** and to address unexploited and underdeveloped products (GoK, 2008)

- Specifically, the Vision 2030 **park branding initiative** was designed with the need to reposition the parks as pivotal to realizing greater value from global tourism activity.

- As a result, there was need to assess **the effectiveness of park branding** as a means of influencing consumer markets positively in premium & under-utilized in Kenya.

Research Objectives and Hypotheses

Objectives	Hypotheses
Specifically, the study sought: 1. To examine how park branding influenced tourists' holiday choices and the antecedent factors influencing their choice; 2. To Explore the influence of brand personalities on behavioural intentions of visitors to Kenyan parks	❑ H_{01}: Kenyan Park brand perceptions do not influence visitor revisit (H_0: $\beta_1 = 0$); ❑ H_{02}: There exists no direct positive relationship between the Brand personalities of Kenyan Parks and tourists park choices (Ho: $\beta_p = 0$);

Literature review: Gaps

Objectives	Literature / Research Gaps
❑ To examine how park branding influenced tourists' holiday choices and the antecedent factors influencing their choice	❑ How place brands connect with consumer choices ❑ Assess the significance of park brand identity, experience and communication in choice behaviour ❑ Destination's brand appeal and its effect on choice ❑ Assess functional, symbolic and experiential aspects of park brands ❑ Contextual influences on choice
❑ To Explore the influence of brand personalities on behavioural intentions of visitors to Kenyan parks	❑ The need to comprehend the role of buyer behaviour and brand attributes on park choice ❑ The need to understand the nexus between brand choice and choice of vacation experience ❑ Relationship between personal holiday choice and the effects of brand personalities

Theoretical Frameworks

Theory	Key Contribution	Source
Bayesian learning process theory	❑ Consumer choice Is based on learning process of– ❑ Individual preferences ❑ Past experiences (state dependance) ❑ Brand perceptions	Shin, Misra & Horsky (2010)
Theory of planned behaviour	❑ Behavioural intentions are a direct lead to behaviour. ❑ They are conditioned by behavioural beliefs and social norms towards the behaviour	Ajzen & Fishbein (1980)
Recall inhibition theory of brands	❑ Recall effect strengthen's brand association in memory between the product and brand	Vieceli & Sharp (2001) Alba & Chattopadya (1989)

Research Methodology

Research design, Population and Sampling unit

- A **descriptive survey design** was adopted as it allowed one to quantify, relate and justify attitudes of greater no. of respondents (Kothari 1999).
- **KWS branded parks** of the Republic of Kenya comprised the Universe from which cluster samples were constituted
- **A Two-stage cluster sampling technique** was adopted in coming up with a representative sample.

- It involves **splitting the population into clusters** and selecting a proportion of these clusters to form a sampling frame.
- The second stage involved **a random selection of a proportion of individuals within each chosen cluster** to participate in the survey (Fienberg, 2003).
- Cluster samples constituted of **branded parks as the primary sampling units (clusters)** and the **second level constituted of the visitor/tourist** visiting branded parks.

Sampling frame

Cluster	Typology	Sub-cluster	Branded National Park
Premium parks	Premium parks	Premium parks	**Lake Nakuru (Branded on August 10, 2005)** Amboselli (Branded on September 23, 2005)
Under-utilized parks	Rural	Wilderness parks	**Aberdares National Park (Branded on Mar 3, 2006)** Tsavo East (Branded on December 9, 2005) Tsavo West (Branded on November 8, 2005) Meru (Branded on July 19, 2007)
	Urban	Urban Safari	**Nairobi National Park (Branded on December 16, 2006)**
	Semi-urban	Scenic and special interest parks	Ol donyo sabuk (Branded on June 21, 2007) **Hell's gate (Branded on September 25, 2009)** Mt. Longonot (Branded on September 25, 2009) Ndere Island (Branded on March 3, 2010) Shimba hills (Branded on April 18, 2011)

Sample size

Cochran (1963); Madansky (2011)

$$\frac{Z^2(PQ)}{E^2} = \frac{1.96^2(0.5*0.5)}{0.05^2} = 385$$

Sample Size for Given Precision		
Confidence Level (C.L)	Estimation	95%
Z-score		1.96
Precision +/-	5%	
Infinite Popln Size	9,999,999	
Assumed P	90%	139
Conservative P	50%	**385**

National Park	Number of respondents (tourists)			
	Estimated proportion of population (2009)*	Estimated sample size	Collected sample	Response rate
L.Nakuru National Park	0.35	135	103	76%
Aberdare National Park	0.16	62	88	101%
Nairobi National Park	0.25	96	91	95%
Hells Gate National Park	0.24	92	76	96%
TOTAL	1.00	385	358	93%

Reliability and Validity

- Content validity was demonstrated through expert opinions and pre-testing of the measurement scales (Cronbach and Meehl 1955; Nunnally 1967)
- Specifically, the inter-rater reliability method was used.

$\rho = \frac{\sigma_s^2}{\sigma_s^2 + \sigma_e^2}$	Intra-class Correlation[b]	95% Confidence Interval		F Test with True Value 0			F Test with True Value 0[b]
		Lower Bound	Upper Bound	Value	df1	df2	Sig
Single Measures	.783[a]	.704	.938	31.321	7	7	.000[a]
Average Measures	.896[c]	.879	.973	31.321	7	7	.000[c]

Two-way mixed effects model where people effects are random and measures effects are fixed.

a. The estimator is the same, whether the interaction effect is present or not.

b. Type A intra-class correlation coefficients using an absolute agreement definition.

c. This estimate is computed assuming the interaction effect is absent, because it is not estimatable otherwise.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Variables
.744	.809	67

Findings on Objective One

To examine how park branding influences tourists' holiday choices and the antecedent factors influencing their choice

Effects	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	643.176	5.687	3	.128
Destination Image	642.392	4.903	3	.179
Roads and Infrastructure	670.157	32.669	3	.000*
Safety and security	639.032	1.544	3	.672
Travel agency recommendation	647.375	9.886	3	.020*
Information on the Web	643.558	6.069	3	.108
Destination's attractions	640.547	3.058	3	.383
Local Culture	652.119	14.630	3	.002*
Sponsored events	640.297	2.808	3	.422
Cost of Holiday	642.232	4.744	3	.192
Promotion	640.213	2.724	3	.436
Reference from Tour Operator	642.832	5.343	3	.148
Service Quality	653.012	15.523	3	.001**
Activity at the destination	647.774	10.285	3	.016*
Previous travel experience	639.507	2.019	3	.569
Accommodation quality	657.657	20.168	3	.000**
Market presence of the park	638.035	.546	3	.909

The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.

*p<.05; **p<.001

Factors influencing Choice of Nairobi National Park

$$Y = 1.269 + 1.035\xi_2 - .524\xi_4 + .575\xi_7 - .430\xi_{11} - .715\xi_{15} + \varepsilon$$

- Parameter estimates indicated that for Nairobi National Park, **roads & infrastructure** (x_2), **travel agency recommendation** (x_4), **local culture** (x_7), **reference from tour operators** (x_{11}) , and **accommodation quality** (x_{15}) were significant in distinguishing choice of Nairobi National Park from the reference category ie Aberdares National Park

- These findings were indicative of significance of access and amenity factors as well as institutional references in influencing choice of Nairobi National Park

National Park[a]		B	Std. Error	df	Sig.	Exp(B)
Nairobi National Park	Intercept	1.269	1.691	1	.453	
	Destination Image	.242	.274	1	.378	1.274
	Roads and Infrastructure	1.035	.214	1	.000*	2.816
	Safety and security	-.232	.200	1	.246	.793
	Travel agency recommendation	-.524	.203	1	.010*	.592
	Information on the Web	.122	.215	1	.570	1.130
	Destination's attractions	-.367	.244	1	.132	.692
	Local Culture	.575	.248	1	.020*	1.777
	Sponsored events	.013	.174	1	.941	1.013
	Cost of Holiday	.338	.195	1	.083	1.402
	Promotion	-.064	.202	1	.752	.938
	Reference from Tour Operator	-.430	.205	1	.036*	.650
	Service Quality	.376	.238	1	.114	1.457
	Activity at the destination	-.356	.251	1	.156	.700
	Previous travel experience	.164	.207	1	.428	1.179
	Accommodation quality	.715	.237	1	.003*	.489
	Market presence of the park	.146	.208	1	.483	1.157

The reference category is: Aberdares National Park. Note. *p < .05

Factors influencing Choice of Hell's Gate National Park

$$Y = 0.108 + .715\xi_2 - .391\xi_{11} + .624\xi_{15} + \varepsilon$$

- As for Hell's gate National Park, **roads and infrastructure** (x_2), **references from tour operators** (x_{11}) and **accommodation quality** (x_{15}) were significant in distinguishing choice of Hell's gate National Park

- The findings were similarly indicative of the importance of access and amenity factors in influencing choice of Hell's gate National Park vis-à-vis Aberdares National Park.

National Park[a]		B	Std. Error	df	Sig.	Exp(B)
Hell's gate National Park	Intercept	.108	1.566	1	.945	
	Destination Image	.495	.258	1	.055	1.640
	Roads and Infrastructure	.715	.197	1	.000*	2.044
	Safety and security	-.200	.197	1	.310	.818
	Travel agency recommendation	-.197	.197	1	.318	.821
	Information on the Web	.031	.204	1	.880	1.031
	Destination's attractions	-.153	.230	1	.506	.858
	Local Culture	-.078	.212	1	.715	.925
	Sponsored events	-.103	.170	1	.545	.902
	Cost of Holiday	.351	.193	1	.069	1.421
	Promotion	.185	.193	1	.339	1.203
	Reference from Tour Operator	-.391	.198	1	.048*	.677
	Service Quality	-.350	.224	1	.119	.705
	Activity at the destination	-.036	.247	1	.884	.965
	Previous travel experience	.281	.201	1	.162	1.325
	Accommodation quality	.624	.226	1	.006*	.536
	Market presence of the park	.121	.202	1	.548	1.129

The reference category is: Aberdares National Park. Note. *p < .05

Factors influencing Choice of Lake Nakuru National Park

$$Y = 2.202 - .475\xi_4 + .412\xi_5 + .392\xi_9 - .926\xi_{15} + \varepsilon$$

- As for Lake Nakuru National Park, **travel agency recommendation** (x_4), **information on the web** (x_4), **cost of holiday** (x_9) and **accommodation quality** (x_{15}) were significant in distinguishing choice of Lake Nakuru National Park from the reference category i.e. Aberdares National Park

- The findings were quite evident on the importance of web content as well as accommodation quality on influencing choice of Lake Nakuru National Park

National Park[a]		B	Std. Error	df	Sig.	Exp(B)
Nakuru National Park	Intercept	2.202	1.479	1	.136	
	Destination Image	.090	.245	1	.714	1.094
	Roads and Infrastructure	.317	.195	1	.104	1.373
	Safety and security	-.122	.206	1	.553	.885
	Travel agency recommendation	-.475	.199	1	.017*	.622
	Information on the Web	.412	.210	1	.040*	1.509
	Destination's attractions	-.310	.235	1	.186	.733
	Local Culture	-.191	.213	1	.369	.826
	Sponsored events	.158	.179	1	.378	1.171
	Cost of Holiday	.392	.193	1	.043*	1.480
	Promotion	-.064	.203	1	.751	.938
	Reference from Tour Operator	-.290	.205	1	.158	.748
	Service Quality	-.252	.229	1	.270	.777
	Activity at the destination	.390	.256	1	.128	1.477
	Previous travel experience	.163	.198	1	.411	1.177
	Accommodation quality	-.926	.228	1	.000*	.396
	Market presence of the park	.082	.207	1	.690	1.086

The reference category is: Aberdares National Park. Note. *p < .05

Findings on Objective Two: To examine how park branding influences tourists' holiday choices and the antecedent factors influencing their choice

Model Goodness of fit indices

Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	775.492			
Final	637.489	138.004	48	.000

The Likelihood ratio chi-square test as well as the Pearson Chi-square test indicated that the model fit was significant = 138.004; df = 48, $p<.05$ and = 750.425; df= 606; $p<.05$ respectively.

	Chi-Square	df	Sig.
Pearson	750.425	606	.000
Deviance	601.235	606	.547

Cox and Snell	.760
Nagelkerke	.685
McFadden	.662

Pseudo R-square correlation measures to assess significance of the relationships indicated that the level of association were significantly high ie Cox and Snell R^2= .760; Nagelkerke R^2= .685 and Mc Fadden R^2= .662

Hypothesis test: There exists no differences in visitor post-behavioral choice

ANOVA test

		Sum of Squares	df	Mean Square	F	Sig.
Revisit the park	Between Groups	.114	3	.038	.785	.503
	Within Groups	11.281	234	.048		
	Total	11.395	237			
Recommendation to friends and family	Between Groups	.016	3	.005	.155	.926
	Within Groups	8.802	264	.033		
	Total	8.817	267			
Park differentiation	Between Groups	.575	3	.192	1.122	.341
	Within Groups	41.667	244	.171		
	Total	42.242	247			

Note. *p < .05, **p < .01, ***p < .001

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Revisit the park	3.050	3	234	.029
Recommendation to friends and family	1.773	3	264	.153
Park differentiation	5.202	3	244	.002

Note. *p < .05, **p < .01, ***p < .001

Findings on Objective Two: To explore the influence of brand personalities on behavioural intentions of visitors to Kenyan Parks

Structural model regression results for Lake Nakuru National Park

Regression Weights Structural relationships			Estimate	S.E.	t-value	P	R^2
Brand differentiation	<-	Brand personality	-.131	.071	-1.852	.024	.960
Recommendation	<-	Brand personality	-.026	.036	-.706	.480	-.094
Revisit/recall	<-	Brand personality	-.018	.035	-.508	.612	-.071

Note. *p < .05, **p < .01, ***p < .001

Structural model regression results for Nairobi National Park

Regression Weights Structural relationships			Estimate	S.E.	t-value	P	R^2
Brand differentiation	<-	Brand personality	1.581	.304	5.200	***	.544
Recommendation	<-	Brand personality	.142	.030	4.773	***	.622
Revisit	<-	Brand personality	.189	.039	4.839	***	.653

Note. *p < .05, **p < .01, ***p < .001

Findings on Objective Two: To explore the influence of brand personalities on behavioural intentions of visitors to Kenyan Parks

Structural model regression results for Hell's Gate National Park

Regression Weights Structural relationships			Estimate	S.E.	t-value	P	R^2
Brand differentiation	<-	Brand personality	0.035	0.082	.424	.671	.061
Recommendation	<-	Brand personality	-0.037	0.020	-1.862	.063	-.214
Revisit	<-	Brand personality	-0.003	0.033	-.098	.922	-.014

Note. *p < .05, **p < .01, ***p < .001

Structural model regression results for Aberdares National Park

Regression Weights Structural relationships			Estimate	S.E.	t-value	P	R^2
Brand differentiation	<-	Brand Personality	.015	.112	.132	.895	.021
Recommendation	<-	Brand Personality	-.065	.034	-1.899	.058	-.270
Revisit	<-	Brand Personality	-.121	.071	-1.715	.086	-.247

Note. *p < .05, **p < .01, ***p < .001

Conclusions

Objectives	Conclusions based on findings
❑ To examine how park branding influenced tourists' holiday choices and the antecedent factors influencing their choice	❑ Focus on infrastructure development and enhance cross-sectoral interlinkages. ❑ Regression tests further showed that, four local aspects of the brand that were critical in determining choice i.e. the contextual factors/ brand environment, internal park brand personality, external park brand perception as well as the cognitive brand awareness.
❑ To Explore the influence of brand personalities on behavioural intentions of visitors to Kenyan parks	❑ There was need to enhance the nature of their brand expectations, experiences and post-visit intentions by responding with a branding strategy that differentiates the parks and enhances the brand identity as well as association.

Recommendations

Objectives	Recommendations based on Conclusions
❑ To profile tourists based on their brand preference and behavioural intentions	❑ Park Marketing & promotion ought to **design, package and promote the brand differently** to meet the targeted needs of identified segments. ❑ The **essence of the park brand needs to be identified, felt and perceived positively** from the target market
❑ To examine the antecedent factors influencing their choice	❑ **Build strategic partnerships** to position the park brand as a high-value park brand. ❑ **Infrastructure development strategy** between public sector investment and private sector investment ❑ Maintanance of **Facility and service standards** and **infrastructure**.
❑ To Evaluate visitor perceptions of park brands in Kenya, therefore examining post behavioural intentions of these visitors	❑ Ensure that the **park brand image** is well enhanced. ❑ Develop the **park's online brand proposition** to enhance the value of the brand in the market. ❑ **Targeted park brand communication policy** to the segments and adopt different pricing, image, character, communication and distribution to the segment ❑ **Tourism policy** addresses the need to develop coherent, targeted and sustained information promotion of KWS park brands
❑ To Explore the influence of brand personalities on behavioural intentions of visitors to Kenyan parks	❑ Park brand's personality and (or) uniqueness be revealed better by **linking to historical, ecological, socio-cultural values of the park** ❑ Focus branding on the nature of **visitor experiences and post-visit intentions** by responding with a branding strategy that differentiates the parks

THE END

THANK YOU