

**FACILITY UTILIZATION AND CHALLENGES FACED IN
SATISFYING CONSUMER NEEDS: A CASE STUDY OF
KITALE MUSEUM, KENYA**

BY

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DECLARATION

DECLARATION BY THE CANDIDATE

I declare that this thesis is my original work and has never been presented for a degree in any college, institution or university for a similar or any other award. No part of this thesis should be reproduced without prior permission of the author and/ or Moi University.

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DEDICATION

This thesis is dedicated to my parents,
the Late Venerable David Mwangi Kariuki
and Victoria Wanjiru Mwangi
who taught me the value of education.

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This study was accomplished through God's help and protection and so special thanks goes to the almighty God for making it possible for me to complete this study. I acknowledge my beloved husband J.G. Munyua and my children David and Martha who tirelessly gave me moral support and coped up with my busy and demanding schedule during the study.

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ABSTRACT

Visitors' travel needs are diverse and they keep changing ranging from recreation, business, education, visiting friends and relatives, health treatment, cultural events, sports, meetings, incentive travel and tourists in transit. Kenya has many recreation facilities and attractions such as wildlife reserves, parks, beaches, hotels, spas and museums. However the number of visitors to historical sites and museums is very low compared to those visiting wildlife and beach attractions. Museums are very traditional and passive in presentation of their products and these are uniform regardless of the visitor's demographic characteristics. Furthermore the trends in today's tourism are focused more on adventurous activities that are well interpreted. This study was conducted in Kitale Museum in Kenya and the main objective of this study was to assess the utilization of Kenya's regional museums in order to establish whether the museums meet the needs and expectations of its visitors from the product it offers, interpretation of those products and service delivery. The patterns and trends of visitors to museums and factors influencing their visit were also analyzed. The study was carried out in Kitale Museum and adopted an explanatory research design by interviewing 176 visitors and 6 museum workers using structured questionnaires and face to face interview with the museum curator. Secondary data was collected from the museum registry, newspapers, journals and the internet. Data collected was then analyzed using descriptive and inferential statistics. Study findings revealed that majority of the visitors (97%) were local visitors from different parts of Kenya whose main purpose of visit was education (66.5%), fun (26.1%) and visiting friends and relatives (7.4%). The study revealed a significant association between income level and the visitor's expectation ($\chi^2=77.781$, $df=12$, $p<0.000$). Majority of the visitors learnt about the museum through word of mouth and visitation patterns are unpredictable. From the findings, it can be concluded that the museum is underutilized by non student local and international visitors. The study recommends that the Museum increase tourism facilities and products to cater for all visitor types. It should also establish effective and modern ways of developing and interpreting its products by the museum staff and by involving the local communities. It should embrace aggressive marketing techniques, establish its market and segment it so as to serve each visitor type effectively. The study recommends that museum should develop spaces for communities to air their views on ethnic clashes and violence in Kenya and reinforce security in museums so that facilities are not vandalized or the visitors harassed. The study further recommends that the Kenyan government in collaboration with the National Museums of Kenya and the Ministry of Tourism should develop, implement, monitor and evaluate existing and new policies about museums so that all stake holders are involved, operate profitably to the benefit of its visitors, and that the policies are in line with the National Tourism Policy and Vision 2030.

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LIST OF ABBREVIATIONS

ICOM	:	International Council of Museums
KIE	:	Kenya Institute of Education
KTB	:	Kenya Tourism Board
KWS	:	Kenya Wildlife Services
NMK	:	National Museums of Kenya
OALD	:	Oxford Advanced Learners Dictionary
UNESCO	:	United Nations Educational Scientific and Cultural Organization
WTO	:	World Tourism Organization

DEFINITION OF TERMS

- Consumer** is a visitor to museum who pays for the services and products offered in museums.
- Curator** is an administrator in charge of a museum, who cares for a collection of objects, works of art and other exhibits in a museum or gallery (Oxford Advanced Learners Dictionary OALD, 2006)
- Diversify** means to give variety or to develop a wide range of products, interests, skills and investments among other in order to be more successful, competitive or reduce risks. (OALD, 2006)
- Domestic tourism** is the temporary intra country movement of people to destinations away from their places of residence or work (Akama, 1996).
- Entomology** Branch of zoology dealing with the study of insects. (Microsoft Corporation, 2008).
- Facility** refers to the Museum and all the products and services it offers (Researcher).
- Heritage** is that which is inherited or acquired from the past (David, 2006)
- Image** is the result of actual visitation to a destination where experiences have been encountered altering the preconceived perceptions of a destination (Buhalis, 2000)
- Regional museum** These are Museums found within a country distributed in regional administrative units or areas (Researcher).
- Museum** is any permanent institution, which displays, documents, conserves, preserves, exhibits and interprets material evidence and associated information for public

benefit (Yale. 1998 and Greg 2001) or a non-profit institution essentially educational and aesthetic in purpose with professional staff that cares for the items and exhibits them to the public on regular basis (OALD, 2006)

Ornithology is the scientific study of birds, a branch of zoology. (Microsoft Corporation, 2008).

Satisfaction is the good feeling that one has when he/she achieves something that is wanted or something that gives such feeling (David, 2006). Consumer satisfaction or dissatisfaction is the outcome of comparison between the expectations and the real experience in a destination (Clemons and Woodruff, 1992).

Tourist products refer to tourism sites, which attract visitors to a destination such as museums, wildlife, sunny beaches, scenery, climate, festivals sports, trade fairs, historical sites, mountains, the Great Rift Valley, National Parks etc.

Tourism is the temporary short term movement of people to destinations outside the normal places of work or habitation where they normally live or work and activities undertaken during their stay at these destinations. Tourism is also defined as the business of providing travel, accommodation, food and entertainment for tourists (David, 2006).

Utilization refers to the use of services offered by the museum to satisfying visitors' needs and expectations (Researcher).

Visitors refer to all tourists or publics interested in viewing and learning from exhibits as well as from the museum staff (Researcher).

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter gives an overview of the study based on background information (section 1.1), Statement of the problem (section 1.2), the Objectives and Research questions (section 1.3), Justification and Significance of study (section 1.4), the Scope of the study (section 1.5), Assumptions of the study (section 1.6) and Limitations of the study (section 1.7).

1.1 Background information

With the rising number of tourists seeking heritage, culture, history and adventure every year, many museums all over the world are moving from information and learning to a distinctive environment that gives consumers a greater participation, quality service and experience. Many cities in the world have restructured their museums to raise their standards so as to attract tourists interested with heritage. The Louvre Art gallery and museum in Paris, one of the top museums in the world, has considerable investments such as the pyramid in its courtyard offering tourist services in the museum (Law, 2002). In USA's town of Minneapolis in the State of Minnesota, the Walker Art Center has diverse activities ranging from working the art on fabrics and other materials, musical performance to storytelling which are regularly organized and attract a large number of visitors to the museum (Kotler and Kotler, 1998). We also have open air museums, with live interpretation, such as Old Sturbridge Village, the Plymouth Plantation, and The Mystic Seaport in New England USA (Swarbrooke and Horner, 2001).

In developed countries, museums have been diversifying their services and programs with the aim of improving their image and attracting more tourists. The museums are moving away from their former traditional set up to become a more inclusive and attractive destination. This shift is positioning them to meet the changing tourist needs and expectations and challenges of the present generation (Law, 2002). Major museums in the UK attract a high number of international visitors with the Exhibitions and special events as the prime motivators. In 2008/09 14 million visits were made by visitors from overseas to 17 UK museums (National Museums Directors Conference, 2010). The Liverpool European Capital of Culture 2008 events program, which included exhibitions at museums and art events, attracted 5.2 million people out of which 3.5 million were first time visitors to the city. This event generated £176 million in tourism expenditures (NMDC, 2010).

African countries like Senegal and Mali have museums acting as platforms for expressing community's feelings and expectations. This has made museums in these countries more interactive than passive (ICOM, 2002). The National Museums of Botswana through the Desert Zebra Outreach Program have popularized museums at rural level by taking museums to people while at the same time carrying out research on local community's oral traditions. This has made museums to receive good funding from the government because it helps to preserve their culture. It has also made museums in Botswana to become more innovative, interactive and adventurous (ICOM, 2002). In Dar-es salaam, Tanzania, there is a village museum which is a venue for different ethnic groups who recreate their rich traditions through traditional practices, food preparation, storytelling and dancing. It gives people the opportunity to enjoy and also to identify their roles in the

community which is a strategy employed to reach out the local communities and their needs (ICOM, 2002).

Tourism in Kenya is recognized in Vision 2030 as a key sector in the transformation of the country. To achieve this objective, the tourism industry must expand her global and African market share by offering new products, make the tourists expenditure to increase and also improve her international marketing strategies. The Tourism Goal in Vision 2030 is for Kenya to become a top-ten long haul destination in the world offering a high-end, diverse, and distinctive visitor experience. Vision 2030 will also encourage domestic and regional tourism in order to even out fluctuations occasioned by the decline of visitors during the traditional low seasons (Kenya Vision 2030). The Vision 2030 backs the National Tourism Policy (2005) and the Heritage and cultural policy (2009) which recommended the improvement of design, marketing and packaging skills of tourism products especially those related with culture.

Although tourism contributed 5% of Kenya's gross domestic product and was among the major earner of foreign exchange in Kenya in 2002, the number of external tourists visiting historical sites between 1999 and 2002 declined significantly with some sites having zero visitors compared to those visiting wildlife and beach attractions (Irandu, 2004). The National Museums of Kenya (NMK) is an important public institution in the country's tourism industry charged with the responsibility of the management and conservation of monuments, antiquities, and historical resources in general. NMK museums are initiating strategies such as renovating their facilities like the Nairobi National museum to make them attractive. The NMK have school outreach programmes and open days in the regions as a way of reaching out to the community. NMK regional

museums have also started collaborating with local communities through offering employment in archaeological excavations and talks with community elders as a way of learning more about their culture (Nyangilia, 2006). Like many public institutions in the country, NMK's role in tourism has however been constrained by inadequate resources that cannot finance all the museum projects. In addition, interpretation and explanation of the artifacts, monuments and other heritage resources to tourists are inadequate and this makes museums not attractive enough for tourists (Ikiara, 2001).

1.2: Statement of the Problem

Kenya has very rich culture, diverse heritage and history that have not been utilized fully in tourism sector as a source of revenue (Irindu, 2004). Much emphasis in tourism marketing has been on beach, wildlife and sports tourism giving very little attention to museums as a tourist attraction (SNV, 2010). The Tourism industry is changing in terms of products offered and strategies used in satisfying customer needs. This change may be attributed to an increase in concern with the world's environment, the globalization of tourism, the de-regulation and removal of barriers to travel, the increased sophistication and expectations of visitors, the creation of new tourism partnership, commissioning and impacts of new technology especially information technology (Morrison and Mills, 1998).

Visitors to Kenya museums have high expectations of meeting their educational needs as they learn about culture, history and traditions and are entertained in a safe and secure environment. They also expect to access information and transport to the museum with ease. Regional museums are very conservative and display artifacts in glass cases, keep wildlife trophies and dried animal bodies placed in walls high above the visitors reach.

The traditional huts are usually empty and visitors cannot easily link the artifacts found in the gallery and their use in the traditional huts. This makes the visitors to be passive observers of what is displayed and may not easily distinguish artifacts' of one community from another. There is limited interaction between the visitors and the museum staff on the interpretation of the artifacts and cultural heritage. Cultural artifacts', history and traditions preserved in museums are very few compared to what is found in the communities and so the visitors receive very little information compared to what they expect.

The liberalization of the telecommunication sector in 2004 eased the regulatory restrictions leading to development of Information Technology infrastructures in Kenya. However, regional museums have been slow in adoption of modern information technology and are not connected to the World Wide Web individually nor do they have cyber cafés. None has tourist facilities such as restaurants, recreation halls, cafeterias, or even shopping malls. Play accessories for children and adults are very few. Also the museums have not segmented their market nor developed facilities that cater for different consumers according to age, gender, income, tastes and preferences. In addition, infrastructures in most parts of Kenya remain underdeveloped and the insecurity in the country remains a significant hindrance to the development of the tourism sector (World Economic Forum, 2009).

Private Eco- museums like Poa Place in Eldoret have diversified products combining culture, wildlife and recreation. It has traditional huts, artifacts, lions in cages, reptiles, birds and modern tourist services, swings and merry go rounds for children and a swimming pool. It also has modern restaurants and hotels and offers accommodation to visitors who wish to spend more time there. Modern hall and conferencing facilities are also offered. The lawns and flower gardens are well kept, the facility is fenced and security inside the resort guaranteed to visitors. However regional museums in Kenya have not developed such products and support facilities. Consequently, visitor numbers to these Museums have remained low and the potential of the facilities remains unexploited.

The number of local and international visitors to museums has been declining and is seasonal compared to those visiting wildlife and beach resorts (Irandu, 2004). Kenya's budgetary allocation of US\$ 5.4 million for tourism marketing is small compared to other major destinations such as Malaysia (US\$ 117.9 million), Singapore (US\$ 89.5 million), South Africa (US\$ 70.2 million), Egypt (US\$ 48.0 million) and Tunisia (US\$ 43.1 million) Kenya Economic Report (2009). Likewise, Kenya's marketing spending per tourist is among the lowest which may be an explanation for the low visitation (Odunga, 2005).

The NMK has attempted to popularize museums by marketing and developing various strategies to achieve its mission. It has involved local communities in various activities ranging from employment in regional museums, archaeological excavation, building conservation, to community projects aimed at eradicating poverty (Abungu, 1998). NMK

museums have initiated outreach programmes for schools and have also started renovating their structures to make them more attractive. According to the senior curator of Kitale museum, every year during the celebration of the International Museum Day, there is free admission to all Regional Museums, and this is aimed at encouraging the public and local communities to participate in museum activities.

However, these efforts have yielded low returns and there is still need for more work to be done to make museums ably communicate and satisfy the needs of its diverse visitors. Although the tourism policy as well as the Heritage and cultural tourism policies have been finalized and formalized, they have not been fully and effectively implemented. Policies on community involvement have not been developed so as to involve them in the development and interpretation of cultural artifacts, cultural dances and traditions. Museums services' audit has not been conducted to provide an understanding of the consumer needs, their expectations and gaps that exist between what visitors expect and what a museum is actually offering. The museums continue to offer a uniform package to all visitors regardless of age, income, tastes or purpose of visit. The museums also lack tourism support facilities and spaces that can meet the diverse needs of the visitors. As a result, this motivated the need for this study to generate information to fill the existing gap.

In spite of the foregoing scenario, there is no systematic study carried out to establish the needs and expectations of visitors to museums and consequently the cause of the low number of visitors to museums. This scenario has implications on the utilization of

museums as heritage, culture, information and recreation centre. By understanding the expenditure patterns and activities of tourists during their visits to particular destinations, the strategic planning of facilities, amenities and resources used in marketing and other promotional activities can be enhanced (Odunga, 2005). Majority of scholars in the tourism industry in Kenya have concentrated their studies on beach (Chepkwony, 2009), wildlife (Kieti, 2007, Mugo, 2007, Kiprop, 2007) and visitor related studies (Odunga, 2005). No comprehensive and conclusive studies have been done in museums to determine their touristic, recreation, education and conservation value yet literature reviewed shows that if well marketed museums can be areas of high visitation due to the unique services they offer. This study was designed to establish the utilization level of Kitale museum in a bid to generate information on product development and improvement; and establish the demographic characteristics of visitors, trends in visitation patterns their influence on museum visitation; and visitors' satisfaction. The study is instrumental in identifying challenges facing museums in addressing the current tourists' needs and expectations. The study has offered suggestions on how best the visitor's needs could be met and their expectations realized thus making museums efficiently utilized.

1.3 Overall objective

This study aimed at establishing the facility utilization of regional Museums and the challenges museums face in satisfying consumer needs and suggest possible solutions.

1.3.1 Specific Objectives

- I. To investigate the methods used in product development and improvement of facilities in Kitale museum.
- II. To determine the demographic characteristics of visitors to Kitale Museum.
- III. To examine the patterns and trends in visitations and the marketing strategies used by Kitale museum.
- IV. To assess the overall satisfaction of visitors who visit Kitale Museum.

1.3.2 Research Questions

- I. To investigate the products offered, methods used to develop and improve on facilities in Kitale museum, the following questions were used;
 - a) Which products does Kitale Museum offer?
 - b) How are the products acquired?
 - c) What is the cost of the services in Kitale Museum?
 - d) Who finances the projects in Kitale museum?
 - e) How are the visitors received and treated at Kitale Museum?
 - f) How are the products interpreted?
- II. To examine the demographic characteristics of visitors to Kitale Museum, the following questions were asked;
 - a) What is the origin of the tourists who visit Kitale Museums?
 - b) What is the distribution of the visitors in terms of age, gender and occupation?
 - c) What is the income level of the visitors who visit Kitale Museum?

d) What is the education level of the visitors?

III. To examine the patterns and trends in visitations and the marketing strategies used by Kitale museum, the questions below were used;

a) Which year and month records the highest number of the visitors?

b) How do the tourists learn about the Kitale Museum?

c) What was the purpose of visit by the visitors to Kitale museum?

d) What is the influence of income levels on expectations of the visitors to Kitale Museum?

e) What is the influence of awareness of visitors compared to their expectations on Kitale museum?

f) What challenges does the Kitale Museum face in addressing the needs of the tourists?

IV. To assess the overall satisfaction of visitors to Kitale Museum, the following questions were asked;

a) What is the overall view of the museum visit?

b) What is the status of visits by visitors to Kitale Museum?

c) Does the satisfaction of a visitor influence the visitors revisit?

d) Are the Museum workers motivated to work in the Museum?

e) What is the relationship between previous visits on re visit?

f) What is the relationship between visitors satisfaction on their expectations?

g) What is the relationship between visitors satisfaction on their visitors on age?

1.4 Justification and Significance of the Study

This study is important because Museums are very important heritage and cultural products yet they very little attention in the tourism industry. It assessed the products offered and interpretation thereof to establish if museums are contributing to its low number of visitors. The findings of this study provide information on Kitale Museum products and services that other regional museums could use to develop new strategies that would lead to a deliberate change and improvement in services delivery and interpretation. The study provides an in-depth analysis of the existing facilities, products and tourist environment of a typical Kenyan Museum, and suggests ways of improving, adding new products and tourist support services to meet the diverse needs of tourists. The thesis will be a reference for students, academicians and researchers undertaking similar or related studies.

The findings and recommendations of the study will be useful to the Kitale Museum and other regional museums as it provides a basis for development, implementation and assessment of policies guiding stakeholders and local communities in museum activities. The policy formulation process should engage all the stakeholders involved in museums and ensure laws on tourism and environment sustainability are enforced. The findings will also act as a basis for research and development of policy on market segmentation, consumer needs and expectations in museums. The findings will therefore provide a basis for legal framework that enables the government and tourism industry to focus on regional museums as niche tourism products playing a key role in cultural tourism because in the Vision 2030 museums have not been mentioned.

1.5 Scope of the Study

The study focused on investigating facility utilization of regional museums by local and international tourists and the challenges faced by these museums to meet the changing needs of tourists. Data was collected between August and November 2007. The target population for the study consisted of all visitors that the museum receives annually and the museum staff among them the museum curator and workers. Primary data was obtained using questionnaires and interview schedules. Secondary data was obtained from the museum registry, newspapers, journals and government reports. The focus of the study was Kitale museum.

1.6 Assumptions of the study

The following assumptions were conceptualized for this study:

- i. Kitale Museum is a representative of regional museums in Kenya.
- ii. The information collected was true and accurately represented the views of all visitors and workers in the museum.
- iii. The experiences of visitors can be generalized to other museums in Kenya.
- iv. The visitors' satisfaction was influenced by the presentation and interpretation of products and services rendered in the museums.

1.7 Limitations of the Study

- a) The study used the questionnaire survey which posed language challenges because all the questionnaires were in English and some visitors could not understand English. This was however addressed by the researcher through interpreting the questions for them in Kiswahili.

- b) Some visitors instead of filling and handing in the questionnaires went away with them while others returned them blank or partially filled. The researcher addressed this by giving out more questionnaires to meet the targeted sample size.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, a review of related literature is made with the discussions guided by the research objectives. The review starts by looking at the origin and history of museums, the different types of museums, role of museums and products offered describing how the museums have evolved over time in different parts of the world and also in Kenya. Further, the chapter presents a review of tourist needs and motive to travel, tourist expectations and satisfaction in a destination. Besides, strategies used to meet the visitors needs were reviewed to enable the researcher understand what has been done in other destination and what needs to be done to increase the visitors level of satisfaction after they visit a destination. Lastly, the theoretical and conceptual frameworks are presented.

2.1 Origin and History of Museums

A Museum is a permanent institution, which displays, documents, conserves, preserves exhibits and interprets material evidence and associated information for public benefit (Yale, 1998; Kotler and Kotler, 1998). It is also defined as a non-profit making permanent institution in the service of the society and of its development, open to the public, which acquires, conserves, researches and communicates, for purposes of study, education and enjoyment; material and immaterial evidence of people and their environment (ICOM, 2002). American Association of museums defines a museum as institution that is organized as a public or private non-profit making institution existing on permanent basis for essentially educational and aesthetic purpose, which cares for and

owns objects whether animate or in-animate and exhibits them on regular basis and has professional staff taking care of the artifacts.

Museums originated among the ancient Greeks prior to the Christian era as scholarly, religious, and spiritual as well as recreation centers. The word museum is from a Greek word (Mouseion) a temple of the muses, a goddess of inspiration, learning and art. Ptolemy II Philadelphus therefore built the earliest museum in Alexandria “Egypt” in the 3rd century BC because it was the city of learning. Later in the 2nd century the center of Rome became a museum filled with objects subdued from Nations (Ripley, 1978) with other museums of the world in different parts of the world opening up with time.

Museums as they are known today were first established in Europe in the 18th century. In 1750 the French government began to admit members of the public, mostly artists and students, two days a week, to see some 100 pictures hung in the Luxembourg Palace, Paris; this collection was later transferred to the Louvre. The British Museum in London was founded as a public institution in 1753, but prospective visitors had to apply in writing for admission and would have to wait two weeks for an admission ticket and were only limited to stays of two hours (Microsoft Corporation, 2008). Among other museums founded at this time were the National Museum in Naples (1738); the Uffizi in Florence (1743); the Museo Sacro (1756) and the Museo Pio Clementino (1770-1774), parts of the Vatican Museum complex; and the National Science Museum in Madrid (1771). Royal collections were opened to public view in Vienna (1700), Dresden, (1746), and at the Hermitage in St Petersburg (1765). Some museums although popular with the

public, did not last such as the museums founded in Philadelphia in 1782 and Charles Wilson Peale in 1786. Museums that have remained to the present day are the Massachusetts Historical Society, in Boston (1791); the Smithsonian Institution, Washington, D.C. (1846); and the first historic-house museum, Washington's headquarters in Newburgh, New York State (opened in 1850) Microsoft Corporation (2008).

In Africa, the Egyptian Museum was founded in 1858 and located in Cairo since 1902. It contains the world's largest collection of ancient Egyptian artifacts. It also administers other museums in Egypt and controls excavations in the country. Lagos is the home of the National Museum established in 1957. It has a collection of archaeology, ethnography, and traditional art.

National Museum of Tanzania established in 1956 has notable collections dealing with east African ethnography, archaeology, and history. Kenya has a single museum system and the National Museum of Kenya located in Nairobi city oversees the running of all regional and site museums. Regional museums include: Fort Jesus in Mombasa, Kisumu Museum, Meru Museum, Kitale Museum, Kapenguria Museum, Hyrax Museum in Nakuru and Lamu Museum. The NMK is in charge of the central administrative and public relations duties (Ondimu, 1994). The first museum in Kenya the Nairobi National Museum of Kenya was established in 1910 under the East Africa Uganda Natural History Society with the aim of housing Kenyan cultural collections (Musyoki, 2000). Regional

Museums are spread throughout the country and are developed to cater for specific needs of various communities and visitors.

2.2 Types of museums and products offered

Museums are organizations with diverse collections, missions and objectives leading to formation of different types of museums. These include art, history, natural history and anthropological museums, science, zoological and botanical gardens as well as community museums.

Art museums are museums or institutions that have collections on fine art, prints, sculpture drawings, decorative art and craft, drawings, ceramics, metal work, architecture and photography. They reflect artistic accomplishment, both historic and contemporary which enhance visitor understanding, appreciation and enjoyment of art. Examples of art museums include the Metropolitan Museum of Art in New York, The Louvre in France, Vatican Museum in Rome and National Gallery in London (Microsoft Corporation, 2008). Most regional museums in Kenya have an art gallery.

History museums are more popular compared to Art museums. These museums are dedicated to promoting a greater appreciation and knowledge of history and its importance to understanding the present and anticipating the future. Historical museums usually collect a wide range of objects such as fine art furniture, clothing, documents, and other materials. They include historic houses such as the Mount Vernon and Monticello, Homes or birthplaces of presidents in USA among others.

Science museums are educational centers and training grounds for skills building supplementing limited resources in schools. Greg (1996) asserts that the increase in museum attendance in the recent years reflects the strengthening of education in many societies. These museums are dedicated to enhance public understanding of science and scientific achievements. The common exhibits are aquariums, planetariums, robots, machines, small zoos and botanical gardens. Examples of science museums are the Discovery Center Museum in Illinois USA Boston Museum and the National Museums of Kenya, Nairobi.

Natural History, Anthropological and Ethnographic museums encompasses majority of the regional museums in Kenya. They are devoted to sharing knowledge about the natural world in all its aspects and have collections and exhibits such as dinosaurs, gems, rocks, minerals, native cultures and ancient cultures, biodiversity aspects, ecology, plants, birds and insects. The American Museum of Natural History in New York is the world's leading natural history museum with the worlds' largest and diverse vertebrate fossils collections (Microsoft Corporation, 2008).

Zoological parks and Botanical gardens are museums most frequently visited and their collection consists of fine and rare animals, and endangered species. They integrate and develop holistically animal collections, paintings, botanical species and ecological systems on which they exist. These museums also design programs on environmental conservation (Microsoft Corporation, 2008).

Community and Ethnic Museums are museums that represent the local cultures in positive ways to the society. They seek to enhance community ties by furnishing through artifacts, artwork, ideas, and symbols that strengthen cultural identities. These museums give its visitors the necessary cultural capital and appreciation (Bourdieu, 1984; Gregs, 1996). They may have few visitors but are variable tourist resources and attractions. Examples include the cultural villages in Maasai Mara in Kenya.

Other Museums include specialist museums, general museums, encyclopedic museums, sports museums and halls of fame, music arenas and children's museums. The National Baseball Hall of Fame and museum in Cooperstown, New York is one of them. It holds exhibitions saluting World Series champions. The rock and roll hall of fame in Cleveland, Ohio is another example of a music museum. Children's museums add flavor to the museum community and they focus on participatory learning. For example Massachusetts Boston children's museum has exhibits, educational materials and community programs for children.

2.3 Role of Museums

Museums are viewed as the first in the move towards sustainable tourism because over the years they have been valued for the care and preservation of their rare collections, traditions and heritage. Museums offer many benefits to their visitors, communities, society countries and world at large. The museum's chief role is education and offering public oriented services. Its programs and operations aims at inclusiveness, accessibility and be of use to a broad and diverse range of people (Kotler and Kotler 1998). Musyoki

(2000) also views the museum's role as educational, besides performing visual art and celebration of cultural heritage. This is because, as educational institutions, they offer unparalleled opportunities for self directed learning and exploration by people of diverse ages, interests, background and abilities. Bourdieu (1984) argues that education gives the visitors to museums the necessary cultural capital to appreciate museums.

Museums collect objects of scientific, aesthetic or historical importance, study, preserve, interpret and exhibit them for the purpose of public education and advancement of knowledge. The materials can be acquired from the community and can include items such as paintings, precious stones or sculptures, household and regalia. Sometimes museums buy particular items to fill gaps in an exhibit. They are public gathering places where visitors are entertained, inspired and introduced to new ideas. The Louver Art gallery and museum is an example of a museum that has improved its museum image through construction of a pyramid that provides visitor services and entertainment. The museum has attracted visitors not only from Paris but also from the rest of the world (Law, 2002). Museums enrich local cultural life and make communities more appealing places to live and to visit by creating tourist markets in the community which facilitates preservation of culture which would otherwise have been lost. Cohen and Atieno (1992) argues that commoditization of culture may preserve traditions by generating demand for or attributing value to them. Folk art and craft many of which are declining in third world countries due to penetration of industrial goods and western consumer tastes may be salvaged or revived through demand by tourists visiting museums.

Cultural heritage is closely tied up to the identity and continuity of local communities and the museum's collections. Museums are conventionally concerned with tangible cultural heritage; and their raison is the communities they serve whose identities are bound up in complex ways with the museum collections (UNESCO, 2003). Museums also provide valuable intangible benefits as sources of National, Regional and Local identity. Museums have the capacity to reflect continuity, change, and preservation, protect cultural and natural heritage as well as vividly illustrating the progression of human imagination and natural world.

Museums act as a catalyst in the regeneration and re -imaging of a city contributing to the city's growing role in tourism. They act as economic stimulus not only through the spending power of visitors but also through an increase in demand for goods and services in a city. Museum in the current world are becoming more consumer friendly, more interactive and they are using advanced technology to create exciting displays.

2.4 Tourists Needs and Motives for Travel

In an era in which the public's or visitors to museums have become more demanding of their museological experiences, visual "interpretation" has emerged as a new framework for both museum curators and their scholarly critics (Miles, 2002). This trend towards a more relevant and interactive museum pedagogy has become so transformative that some have posited the "post-museum" as a successor form to the 19th century institution (Crouch *et al.* 2004). The education level of most people rose during the mid 1900's and interest in cultural activities also increased. Additional leisure time has given more

people an opportunity to visit museums as well as other attractions. In recent decades, the USA has pioneered a number of new forms of visitor attractions which have been adopted elsewhere in the world. These include: theme parks, beginning with Disneyland in California which opened over forty years ago, leisure shopping, open air museums, with live interpretation, such as Old Sturbridge Village, the Plymouth Plantation, and Mystic Seaport in New England, waterfront redevelopment projects, for example, those of Baltimore, Boston and San Francisco (Swarbrooke and Horner, 2001).

The foregoing has arisen because visitors have diverse needs and expectations to be met by the destination. The consumer expects a fascinating, eventful and pristine environment. Visitors may travel to a destination to escape from hard and tiring working conditions and the motive behind the travel decision is to find a place where they can relax. For such a visitor, travel to a destination that offers relaxed schedule of activity and entertainment with no hectic traveling would be ideal. There are other visitors who seek cultural enrichment and so a broad range of cultural activities, facilities, attractions and events is of paramount interest. Other visitor's chief purpose of travel is education and quest for knowledge.

Visitors also prefer to travel to an attractive place for relaxation, for self examination and realization, for emotional discharge, companionship especially when one travels to meet and be with friends and relatives and for an aesthetic experience in the destination. Travel needs such as accommodation; food and safety in a destination motivate and also enriched the travel experience (Radnic, 2006). There is a broad spectrum of tourist needs

as well as large differences concerning origin and social stratum for these needs. These needs are inserted in the historical, geographical, political, economic and technological environment of the time (Schmidhauser, 2006). Schmidhauser also argues that no trip can satisfy all the tourism needs of a person but may only cover part of the needs.

Expedia Travel Trend Watch (2008) carried out an on-line survey on customers from United Kingdom and Europe and discovered a very different breed of tourists emerging. Some of the tourists preferred to use economical travel air lines to reach a destination but spend their money on four or five star accommodation and vice versa. Some tourists preferred short trips and others long trips. All had different reasons for travel such as to experience new culture, search for creativity, to learn a new skill or hobby, escape, education and trade. The visitors no longer wanted to spend a week in one destination but used one destination as a base from where they could explore destinations close to it.

Changes in tourist demographics, values, and lifestyles are creating increasing demand for activities such as picnicking, nature trail walks, hiking and mountaineering which are characterized by an element of thrill seeking and being out door. Also, computer support services, retail services, financial services, specialized consulting services and tourism educators all make an important and unique contribution to the effective tourism experience in a destination (Goeldner *et al.* 2000).

The tourism industry plays a major role in effecting the determinants of tourist behavior. For example, it develops products specifically to match the determinants of some tourist

behavior; it can offer packages designed for tourists who have particular health problems such as mobility difficulties and provides information to the prospective tourists on everything from health problems to visa requirements; information on the destination climate and destination's cultural attractions. It designs its promotional messages to fit the key determinants of the behavior of different groups of tourists. This might include emphasis on discount deals for those with limited incomes or those who like to search for bargains, reassurance about the safety of a destination or selling the resort as one which has good facilities for children, influences determinants such as offering people with limited budgets the opportunity to purchase tourism products on credit with repayments over a period of time (Swarbrooke and Horner, 2001).

According to Ryan (1995) information provided about a destination becomes part of the information that determines a holiday-maker's expectations. The travel agent or destination marketers therefore possess the means to create the antecedents of success or failure of the holiday. Poor or inappropriate advice from a travel agent that leads to the tourist having an unsatisfactory holiday may affect the visitor's future behavior. It might make them avoid using the same agent in the future, decide not to buy the products of the same tourism organization again and also make the tourist to give a negative view of their holiday destination to friends and relatives.

Gunn (1988) suggests that destination images fall on a continuum beginning with the organic image followed by the induced image and ending in the complex image. Organic image is derived from exposures to print and electronic media, popular culture, literature

and education, and other non-tourism information such as word of mouth, history and geography books, magazine articles, and television reports that were not intended as tourism-specific (Gunn, 1988). A tourist who intends to visit the destination builds a right kind of image of a destination based on previous experience, word of mouth, press reports, advertising, and common beliefs. Gunn (1988) suggests that induced image is the product of organic image but influenced by conscious efforts directed by government agencies, tourism organizations and destination management organizations' concerted marketing efforts through advertisement and travel brochures. Complex image is the result of actual visitation to the destination where tourists encounter various experiences (Buhalis, 2000) and alter the image of the preconceived image of the destination. Buhalis (2000) argues that repeat visitors to a destination have complex image than those who never visited it before. In the process of image construction, a tourist has a wish list of expectations before consuming tourism services in the destination. During holidays, tourists consume destination as a brand comprising of collection of suppliers and services (Buhalis, 2000). In other words, destination is a service industry, comprehensively consumed by a tourist where each product is produced and managed by service providers mainly through a variety of tourism investments. The conventional view of destinations holds that a destination is well-defined in geographical areas, such as a country, an island or a village as well as the focus of facilities and services designed to meet the needs of the tourists (Buhalis, 2000). Tourists overall needs and travel motives affects their experience in a destination and future revisit. Therefore, the image of a destination plays an important role in determining the traveler's choice of a destination.

2.5 Tourists Expectations and Satisfaction

Tourism brochures, magazines, books, films and television, are media that create images that fashion desire, wants and needs. They also create anticipation and a way for tourists to envisage themselves in place and action of the destination being advertised (Coulter, 2001; Ateljevic and Doorne, 2002, Kim and Richardson, 2003; Trauer, 2006). Media pervades every intimate human space and can influence value creation, beliefs and attitudes (Trauer 2002, 2006). Media heightens the expectations of tourists by triggering the imagination of a destination and perceives it as ideal for visiting.

Previous knowledge of a destination by visitors generates a possible cognitive and affective response, knowledge of, and familiarity with the activity and places within which it occurs, and an emotive response to those activities (Jun *et. al*, 2001). Tourists come to a destination therefore with preconceived images with which they have allocated a role to themselves (Ryan, 1995). The tourist tries to understand and relive these images by mirroring the representation during the holidays. Tourist images are therefore ideas or conceptions held individually or collectively of a destination. Tourism therefore provides for a ritual or sacred journey to a destination with meanings imbued by the media industry (Rojec and Urry, 1997; Trauer, 2006). The sacred journey either concurs with the preconceived images or differs. On the other hand, these images are exposed to radical image change as new ones are being invented, disseminated and accepted through differentiation and accessibility which are not only born of authenticity but enriched by “irrelevant” stimuli through entertainment and spectacle and thrills and magic of nature (Rojec and Urry, 1997; Cloke and Perkins, 1998; Urry, 2000). The images may be in form of a brand that is invented by a destination that helps consumers to make travel decisions

depending on it offers. The brand is then interpreted and reinterpreted and this generates perceived authenticity of place and action.

Looking from the competitive angle, a destination has two major components: image and experiences, constructed through tourism marketing and encountered in a destination. According to Gilbert and Terrata (2001) the destination's image may be based upon "ideas and impressions that a prospective traveler holds about a destination and therefore may influence tourist motivation as a pull factors". A destination image is composed of the product, the behavior and attitude of the individual player who come in direct or indirect contact with the tourists, and the environment. The images held by tourists' are prime motivators to travel. Therefore, destination's image is the most important criterion for selecting to visit (Buhalis, 2000). Image has been defined as a combination of knowledge, feelings and opinions or a total of all beliefs, ideas, expectations and impressions a person has of a destination. Therefore consumers first form the expectation of products or service performance prior to purchase or use. Subsequent purchase and use convey to the consumer beliefs about the actual or perceived performance of the product or service. Consumers then compare the perceived performance to the prior expectations.

Tourist satisfaction therefore is the result of interaction between a tourists experience at the destination area and the expectations he had of the destination. When the weighted sum total of experiences compared to the expectations results in feelings of gratification, the tourist is satisfied; when the tourist's actual experiences compared with his expectations result in displeasure, he is dissatisfied (Pizam and Milman, 1993). Consumer

satisfaction or dissatisfaction is therefore seen as the outcome of this comparison between the expectations and the real experience (Clemons and Woodruff, 1992).

Satisfaction is very important in business success in today's competitive landscape (Morgan *et al.* 1996). Past research has analyzed both the nature of this judgment (Giese and Cote, 2000) and its consequences (Oliver and Westbrook 1993; Coulter, 2001) and has established that when visitors derive satisfaction in a destination, profits are made. It has been established that it's not only expectations and disconfirmation that are important, but also emotions play an important role in satisfaction formation (Oliver and Westbrook, 1993; Wirtz *et al.* 2000; Jun *et.al.*, 2001; Yu and Dean, 2001).

Swan and Combs (1976) suggested that satisfaction with a product performance should occur in two independent dimensions namely instrumental and the expressive. Instrumental corresponds to the physical or actual appearance of a product while expressive relates to the psychological or the images held in the mind about a product. The consumer attaches weights to each of these dimensions with varying value and thus satisfaction results from the interaction of the two factors. If the level of performance of a product is as good as expected, the buyer will be satisfied but if the performance is less than expected, the buyer will be dissatisfied (Pizam *et al.*, 1978; Engel *et al.*, 1993).

According to (Ferdnandez *et al.* 2001), life satisfaction is related to an individual's satisfaction with other attributes such as health, work, family or even leisure. Satisfaction with tourist experience contributes significantly to life's satisfaction (Neal *et al.* 1999),

which is one of the central concepts of an individual's well being (Oishi, 2006). Two main approaches to defining the individuals well being is used: the hedonic and eudemonic views (Ryan and Deci, 2001). The hedonic well being is the momentary pleasure achieved through satisfaction of subjective or basic needs *i.e.* short term satisfaction. The eudemonic well being refers to the self realization through the satisfaction of deeply held needs or values such as long term satisfaction. Tourist experiences may contribute to both states namely hedonic (satisfying the need to relax) and eudemonic satisfying the basic need of competence and relatedness through experiences over time.

Tourist satisfaction is therefore based on the tourist experience of a destination compared to the expectations held prior to the visit. When the sum total of experiences compared to the expectations results in feelings of gratification, the tourist is satisfied. When the tourist actual experience compared to the expectation results in feelings of displeasure, the tourist is dissatisfied. Satisfaction therefore is not the pleasure derived from the experience but the evaluation desired from the experience that was good as it was supposed to be. Consequently, museums in Kenya have not established the travel needs of its visitors and the activities in the destination that would address those needs.

2.6 Strategies Used to Meet Tourist Needs

The success of tourism depends on the competence and ability of all tourism operating sectors to deliver a quality experience to each tourist. Planning, development, promotion and catalyst organizations in all the operating systems are very important. Policy makers have to make destinations offer the kind of travel experiences that are most appropriate to

the visitors. Effective planning is essential once the experiences have been identified to ensure that plans are translated into facilities, events and programs that provide the visitor with the given experiences on the destination. Organizations responsible for providing the insight and leadership involves the stake holders among them the public and private sector (Goeldner *et al.*, 2000). Both the public and private sectors control an important percentage of tourism facilities, events and programs. For example, tourists to Marine National Parks in Kenya are accommodated in privately owned beach hotels like White Sands and Diani Reef hotels. It is important that policy, planning and development efforts involve both public and private sector in a cooperative and collaborative organization framework.

The Tourism philosophy of a destination helps to formulate policy, visions and strategies that provide direction and guidance for detailed planning and development initiatives which will ultimately determine the nature and quality of experiences the destination is capable of offering. It helps policy makers to establish the kind of architectural designs to be used in a destination, conference, facilities to be provided and the entertainment schedules. Tourism policy in Kenya recognizes that the community plays a major role in promotion of a favorable tourism image (National Tourism Policy, 2005).

Community participation or involvement is encouraged by the government through development of community based organizations that can manage viable tourism enterprises and perform effective lobbying to advance tourism interests of their communities. Community involvement is a process where members of the community

participate directly in decision making, programs, development of products and participation in various activities. Museums play an important role as custodians of cultural heritage. Community involvement enables the museum to get access to the community (Nyangila, 2006). One way of involving the community in museum activities is through heritage conservation and management programs. Nyangila (2006) asserts that the community can be involved by the museum taking the initiative to move closer to the people on the ground and work together with them in the heritage programs. The local community can also come to the museum space and display their heritage through exhibitions, cultural fares, dances and performing arts. The advantages of such initiatives and participatory approaches is that communities are involved in decision making, interpretation of culture and can claim ownership of their heritage ensuring sustainability of museum programs. The local communities can be trained with management skills and they are made aware of the importance and value of their culture. Unfortunately in developing countries like Kenya, tourism has developed in isolation of the local community (Chepkwony, 2009) which is one of the gaps this study aims at addressing.

Marketing professionals have developed models aimed at guiding their activities, and establish links between them and the technique for enhancing market segmentation. Market segmentation has been defined by Dibb *et al.* (2001) as the process of dividing a total market into groups of people with relatively similar product needs, for the purpose of designing a marketing mix that precisely matches the needs of individuals in a segment. This technique represents an attempt to explain purchase decisions in reference to various characteristics of the tourist. The segment splits the population into subgroups

who share the same purchase characteristics. It suggests that the decision of everyone in the subgroup is primarily determined by one set of influences. These influences, in classic marketing theory, are divided into four criteria: Demographic such as age, sex, race, stage in the family life cycle; Geographical, where the tourist lives; Psychographical, which includes the personality and lifestyle of the tourist, and Behaviouristic, which implies, the relationship of the tourist to the product, for example the benefits they expect to receive from the purchase and whether or not they are first-time purchasers or regular purchasers of the product. Market segmentation is very important because it identifies products that are appropriate and suitable for each segment and the best way to present and interpret them. The Wild Waters Adventure Park in Mombasa Kenya is a classic example of market segmentation where different needs of visitors are addressed in one setup.

Branding of tourism products is another strategy that is used to help consumers who may have more product choices but less decision making time. A brand is a distinguishing name and/or symbol (such as a logo, trademark, or package design) intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods from those of competitors. A brand also involves an “image or type of association that comes to mind when consumers think about a brand” (Belch and Belch, 2004:14). A brand helps to simplify decisions, reduce purchase risk, create and deliver expectations is invaluable (Keller 2003). Brands incite beliefs, evoke emotions and prompt behaviors, speed up consumers’ information processing and learning. Brands have the ability to add or subtract from the perceived value of a product (Kotler and Gertner, 2002).

It is the creation and interpretation of images (brands) that are purchased, anticipated and consumed by the “experience hungry “tourists of the 21st century (Schultz *et al*, 1993; Trauer, 2006) that help the consumers satisfy their needs. Other tourism investors such as Disney World use brand names like the once used in business enterprises such as Coca Cola, Microsoft, Nokia and McDonalds. A brand represents an identity for the producer and an image for the consumer. An effective brand strategy can provide a means for successful differentiation. In commodity categories “something” must make a greater difference to a consumer’s thinking about the competing products, offer features of a similar quality, and that something is the symbol or brand it presents to the consumer (Gardner and Levy, 1955). Every museum has its unique qualities and giving every museum a brand name will send a positive image to its consumers. The hospitality industry has partially embraced branding an example being the “ Sarova” group of hotels.

Aaker (1996) developed a model to distinguish separate components of a brand as the brand identity, brand positioning and brand image as represented in the figure 2.1 below.

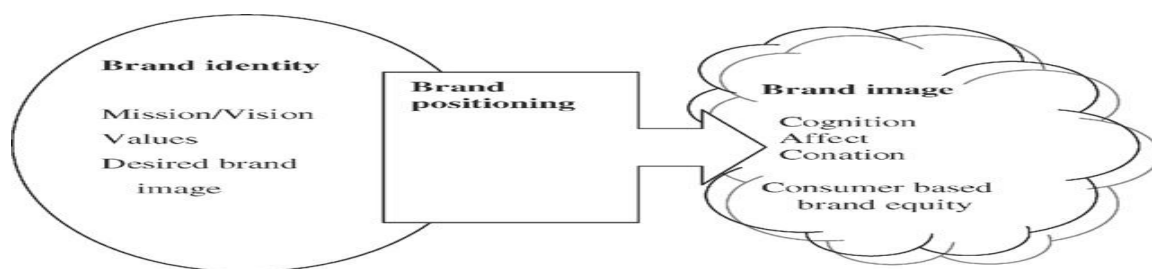


Figure 2. 1: Model on Brand identity, brand positioning and brand image.

Source: Aaker (1996)

Brand identity is the internal organization orientation, representing self-image and aspired market image. Brand identity represents the values and essence of the destination community, as well as the self-image aspired in the market place, which has an internal focus on motivating and guiding stakeholders. Brand image is the external market orientation of the actual image held by consumers. The concept of consumer-based brand equity was highlighted as the real measure of a brand's success. The model in Figure 2.1 highlights these two distinctive components, along with a third overlapping element, which is brand positioning. It is proposed brand positioning is the interface between brand identity and brand image, over which the destination management organizations has some control. Effective positioning can be a source of competitive advantage for organizations in any industry consisting of close substitutes (Porter, 1980). In most tourism markets competing destinations are indeed close substitutes. Therefore, the successful positioning of a destination into a consumer's evoked decision set represents a source of competitive advantage over the majority of competing places. Effective positioning also offers the customer benefits tailored to solve a problem, in a way that is different to competitors (Chacko, 1997; DiMingo, 1988). Destinations that effectively position themselves well in the market will ably communicate what they offer, propose benefits to be accrued by potential consumer. Though museums offer products that are close substitutes, effective branding and positioning of a museum will make it stand out above the others.

Consumers based brand is another strategy that is adopted by destinations. Aaker's (1991) developed a model of consumer-based brand equity supporting this strategy. The model proposed that brand equity comprised four major assets: brand loyalty, brand

awareness, perceived quality and brand associations. Brand loyalty is ultimately measured by repeat and referral custom. Given the increasing substitutability of destinations, the key advantages of brand loyalty for destinations include lower marketing costs, increased travel trade leverage, and word of mouth referrals. Destination loyalty is an important avenue of research given suggestions that in many cases travelers are initially selecting a holiday type before considering the destination choice. The ability to create customer loyalty is the main benefit of branding (Gilmore, 2002), since consumers have favorites', and they perceive them more favourably than lesser known rivals. Brand awareness is the foundation of all sales activity. Awareness represents the strength of the brand's presence in the mind of the target with the goal not being to achieve general awareness, but to be remembered for the reasons intended (Aaker, 1996). Perceived quality is the perception of superiority in a product class, and is a significant contributor to financial performance due to the ability to set higher prices. Market perceptions of quality may be quite different to actual quality for a number of reasons, including: the experience of previous poor quality, quality being achieved on attributes not deemed important, or a lack of information processing by the consumer. In other words the aim should be to increase familiarity with the brand through repeated exposure and strong associations with the product category (Keller 2003). This study aims at assessing brand loyalty through establishing the number of visitors who intend to or are revisiting the museum and may therefore be loyal to the museum.

Brand associations held in the mind about a product aid consumer information processing: "A brand association is anything 'linked' in memory to a brand" (Aaker

1991). For destinations, associations are a combination of functional and affective attributes, of which some will represent key buying criteria. The traditional view has been that brand positioning should focus on only one or a few associations as the focus of the reason to buy other. Snow World at Australia's Surfer's Paradise seems incongruent with the image of a sub-tropical beach resort, and yet fits the Gold Coast's "Coast with the most" brand theme that implies the benefit of lots to see and do. Disneyland Resort Paris is another renowned brand (Pike, 2004).

Creativity has become a more important element in regional development strategies (Richards and Wilson, 2006). Destinations have to assess their resources to establish how they compete with others. Culture is important for tourism and for the attractiveness and competitiveness of destinations. The most successful destinations are those that can create a positive synergy between culture and tourism. But this synergy does not happen automatically: it has to be created, developed and managed. From the analysis of competitiveness models, the organizational capacity of a place, its governance and management of the relationship between tourism and culture are vital. This realization has led some destinations which may not seem to have obvious cultural assets to develop policies of culture-led regeneration as a means of stimulating economic development and improving their image. Museums in Kenya already have developed cultural assets and attractions but policy on community involvement in the development and interpretation of the same are lacking. If such policies are developed by museums, it will lead to development of more cultural related products, proper interpretation and an overall improved image of museums.

Potential visitors must be made aware of the availability of “experience offering” destinations through effective marketing. Marketing can involve highly visible promotion efforts as well as less glamorous dimensions such as pricing and distribution of travel products so as to attract a broad range of visitors. Successful marketing will systematically monitor the level and quality of visitation as well as satisfaction regarding experiences and the destination as well as that tourism does not destroy the natural environment. Museums in Kenya rely on the NMK to market it to prospective customers. This type of marketing generalizes all museums in Kenya. Pricing of the products is also uniform in all museums which deny museum both comparative and competitive advantage (figure 2.2) illustrated below that would lead to price differentiation in products offered. Understanding the needs of the consumer and marketing the museum in line with the market segment is a gap that this study aims at filling.

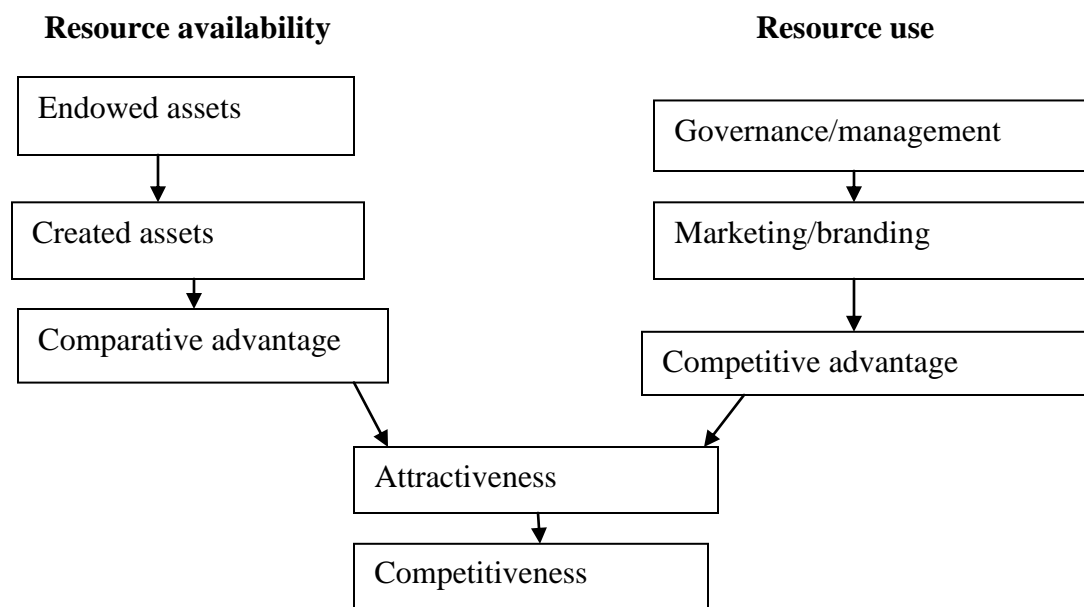


Figure 2. 2: A model of culture, tourism, attractiveness and competitiveness

Source: Richards and Wilson, (2006).

Evaluation of a destination is important because it assesses the appropriateness, effectiveness, efficiency and overall performance of all sectors in the system (Goeldner *et al*, 2000). It helps the management to establish whether the destination meets the needs of the visitors. Figure 2.4 shows the factors that determine decisions by visitors to travel and are considered as consumer's side. The model of culture, tourism, attractiveness and competitiveness also illustrate a destinations appraisal. A destination adopting such a model is likely to be placed above its competitors. The visitors will confirm views about the destination which determine the outcome of the visit as either positive or negative. Visitors are given the opportunity to give their views to the management in an open forum or in a suggestion box or fill in forms that assess the satisfaction levels of the products in a destination versus their expectations. This provides critical source of information on going phases of policy formulation, visioning and strategic planning, improvement and development of products in a destination. Museums have suggestion boxes where visitors are asked to drop their views but they are not strategically placed nor are the visitors sensitized in advance about the significance of giving their views.

Crouch and Ritchie (1999) conceptual model of destination competitiveness is a strategy that can be adopted by destinations. Crouch and Ritchie asserts that the most competitive destination, on a sustainable basis, produces the best lifestyles and societal prosperity and it is believed that destination competitiveness should be measured not only by capability to enhance lifestyles and societal prosperity but also by efficiency in resource allocation, which produces long-term economic prosperity. Since a tourist needs to travel to a destination to experience the destination service, the fundamental product in tourism is

the destination experience and competition should focus on the tourism destination (Wei, 2008).

Although competition occurs among airlines, hotels, facilitates and other tourism services, this inter-industry competition is dependent upon and derived from the choices made by tourists between alternative destinations. Consequently, countries, cities and regions now take their roles as tourist destinations very seriously, and expend considerable effort and funds towards improving their touristic image and attractiveness (Wei, 2008). Crouch and Ritchie (1999) model is structured in two layers. The external layer represents comparative advantages (resource endowments) and competitive advantages (resource deployment). The internal layer represents several major elements such as Competitive environment, Global (macro) environment, Core resources and attractors (including physiographic, culture and history, market ties, mix of activities, special events, and tourism superstructure), Supporting factors and resources (e.g., infrastructure, accessibility, facilitating resources, and enterprise), Destination management (such as marketing, service, information, organization, and resource stewardship) and Qualifying determinants (e.g., cost, safety, location, and dependencies).

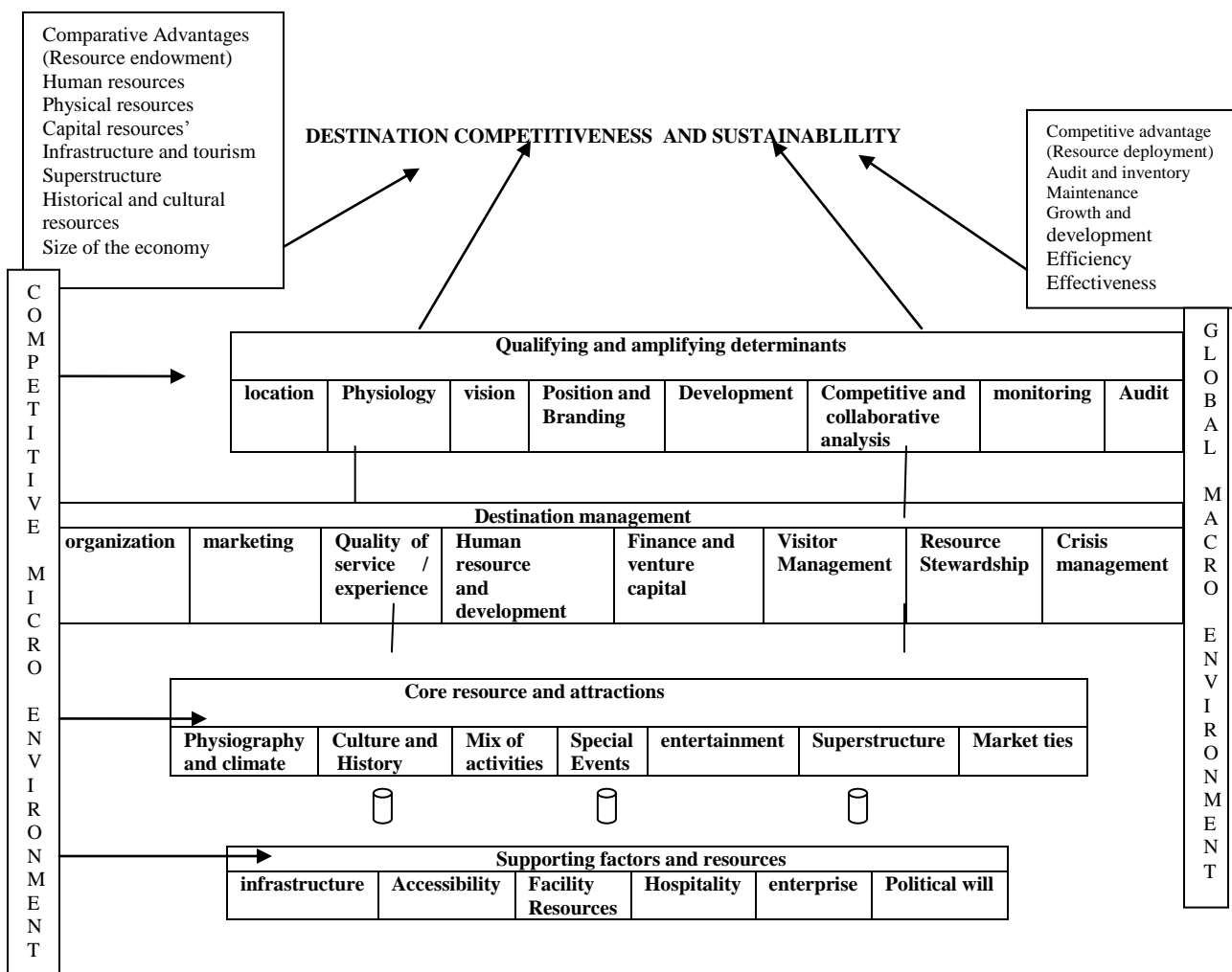


Figure 2. 3: Conceptual model of destination competitiveness
 Source: Crouch and Ritchie (1999).

This model presented in fig 2.3 provides a feasible and accurate model for competitiveness analysis of tourism destinations because it is comprehensive and looks at all aspects of a destination as well as stakeholders involved and if it is used by destination planners and managers would employ it, the destinations would provide their best and quality and sustainable experiences in the destinations achieved.

Poon (1993), the pioneer scholar in tourism competitiveness issues, listed four key principles that any destination should follow if it is to be competitive. They should put the environment first, make tourism a leading sector, strengthen the distribution channels in the market place and build a dynamic private sector. If destinations such as museums are aware of the individual needs of the visitors that keep changing with time and use the competitive strategy, then destinations will constantly be ready and equipped to offer quality services and products diversified to maintain satisfaction as well as alter previously held negative attitudes. Museums can be competitive through adoption of strategies illustrated in fig 2.3 such as the qualifying and amplifying determinants as well as effective destination management envisaging to have quality core attractions and support factors.

After a given cultural product, like ethnic art or an indigenous dance performance has been developed for tourism, one of the remaining strategies which has to be addressed is the manner in which to provide appropriate interpretation of the cultural elements to prospective visitors; particularly, how to reconstruct those past historical and cultural elements to tourist through interpretation (Akama and Kemboi, 2000). Appropriate interpretation information on the various ethnic artifacts and homesteads that are represented in museums needs to be provided to visitors. Akama and Kemboi,(2000) contend that in order to meet visitor needs and expectations, cultural presentations and interpretation should involve much more than the exchange of mere information and should inspire and even provoke the visitor to be able to experience and probably to relive a given cultural experience or cultural phenomenon. They assert that like in the

case of Bomas of Kenya, although most visitors feel that, overall, they enjoyed watching the traditional dance performances and other cultural presentations they felt that more background information and interpretation should have been provided so as to enable them to have clear understanding of the role and significance of the various cultural performances or cultural presentations as they relate to the Kenyan ethnic communities where the performances were derived from. In this regard, since most of the traditional dances and art performances were usually undertaken during particular occasions and events such as wedding, circumcision, commemoration of good harvest, thanks giving and spiritual songs and dance. The provision of appropriate interpretation by museums should provide clear meaning of the underlying messages of the performances easy to understand by all types of audience.

Cultural presentation and interpretation is an art that combines many forms of art, whether the cultural materials that are being presented are scientific, historical or architectural and should be provocation, should aim at presenting a whole or holistic picture rather than a part, and must address itself to the whole picture rather than any phase (Akama and Kemboi, 2000). Cultural presentation and interpretation therefore should be based on the different tourist segments because each segment has its own uniqueness and their needs and expectations of a destination are also different. Therefore development, presentation and interpretation of products by museums would be tailored for the different tourist segments and will enrich satisfaction of its visitors.

According to the UN's International Telecommunication Union, about 400 million travelers worldwide are expected to book tickets online in the fiscal year 2006-07. The average online

booking in the world is 49% while in Asia Pacific it is 42%. Dynamic packaging has become another new phenomenon in the tourism sector whereby travelers, often using the Internet create their own packages by booking flights, hotels and transfers independently, posing threat to tour operators based on traditional business model (EIU, 2006). Improvement in communication networks bring online information access to online travelers giving greater exposure, heightened awareness and an increased urge to explore newer destinations. The new IT tools enable smaller players, to compete on an equal footing with larger players thereby increasing their competitiveness (Dwyer and Kim, 2003). With new technology and communications, operational costs are reduced and flexibility, interactivity, efficiency, productivity, and competitiveness are enhanced (WTTC, 2001, Dwyer and Kim, 2003). Use of IT and online services is very crucial and relevant to museums because it opens up museums internally, regionally as well as internationally. On line advertisement, booking and learning if embraced by visitors will increase museum competitiveness.

2.7 Theoretical Framework

Consumer behavior in market demand emphasizes the internal and external influences on status, time, class business and season (Morrison and Mill, 1998). Pearce (1989) developed a travel needs model which looked at tourist and their motives for travel. According to Pearce, there are some internal stimuli in every individual that drives or make the individual crave for certain activities. These factors inform the types of needs a tourist may want to seek for and that the older people seek for self actualization needs, love and belongingness as compared to young who seek physiological needs from holiday destination (Pearce, 1989). The internal stimuli are further enhanced by external stimuli which sensitize the individual on possible ways of meeting the need. The external

stimuli have two factors. The first factor is knowledge of products, information sources of the products, the cost of the products and their accessibility. The second factor is seasons, past experiences, level of awareness, security and travel arrangement. The individual may start forming perceptions of a destination partly from information sources and also from prior experiences in other destination. These perceptions are further reinforced by information from adverts or from people who have been to the destination which confirms the internal stimuli. Decisions to travel will then be made; putting into consideration time, occupation and income. The internal and external stimuli identify and confirm the ladders of the needs that a tourist may want to seek from a destination.

The travel needs model by Pearce is built on Maslow's hierarchy of needs. By expanding and extending the range of specific needs at each ladder level, which fits with Maslow's original formula, a very comprehensive and rich catalogue of many different psychological needs and motivation can be realized. It retains the idea by Maslow that lower level needs have to be satisfied before higher levels on the ladder. Maslow describes the stages in hierarchy starting from physiological, safety, belongingness and love, esteem, self actualization and transcendence that human motivation goes through. He further explains that these needs are inter related and one may depend on the other. A visitor addressing his or her physiological needs will be driven by the need of food, drinking, escape, excitement, arousal and stimulation. Safety needs will be addressed by need for security, need to reduce anxiety while relationship needs are driven by the need to give love, affection and affiliation. The higher ladder needs of self esteem, development and self fulfillment portray multiple motives patterns.

Therefore people have a range of motives for setting out holiday experiences. Several levels of travel need work together to provide a rich multi motive picture of travel motivation. In travel needs model, traveler's motives influence what they seek from a destination though destinations vary in their capacity to provide a range of holiday experiences. They journey to locate where selected activities and holiday experiences are offered to suit their personal, psychological and motivational profile (Pearce, 1989). The motivation may change overtime and across situations. Travel needs model was formulated so that a dynamic multi motive account of travel behavior could enhance understanding of tourism. It acts as a blue print for assessing visitors' motives and needs. If visitors are strongly motivated by the need to enhance their understanding in art and history, a visit to a well managed high quality cultural attraction will satisfy that need.

2.8 Conceptual Framework

Figure 2.4 describes gives an overview of this study's approach to understanding the facility utilization and the challenges faced in satisfying consumer needs in Kitale museum, Kenya. Pearce also asserts that people have a life cycle in their travel behavior, which reflects a hierarchy of their travel motives which may start at lower levels and are likely to change during their life cycle.

Visitors to Kitale museum are presumed to be the consumers of the facility. The choice by visitors to the destination is influenced by the travel needs of the visitor. Travel needs and expectations are fewer for first time visitors to destination but they get complicated as he travels and the ladder of needs is also higher as Pearce travel model theory illustrates. A repeat visitor to a similar destination will seek higher level needs than those

of the first visit and his perceptions and expectations will also be higher than those of the first visit. When consumers' expectations are met or exceeded by the museum, satisfaction is attained as well as positive advertisement and word of mouth and if not, vice versa.

Promotion, price, education and age determine the travel decision and motivation. Promotion creates product awareness and enhances the perceptions and expectations of the visitor to a destination. It has an influence on the number of new visits to the destination. Tourism brochures, magazines, books, films and television, are media that create images that fashion desire, wants and needs. They also create anticipation and a way for tourists to envisage themselves in place and action of the destination being advertised (Coulter, 2001; Ateljevic and Doorne, 2002, Kim and Richardson, 2003; Trauer, 2006). Media pervades every intimate human space and can influence value creation, beliefs, and attitudes which heighten the expectations of tourists by triggering the imagination of a destination and perceives it as ideal for visiting (Trauer 2002, 2006). Based on the above scenario, this study sought to establish the promotional strategies used to market Kitale museum.

The visitors confirms the perceptions about the product depending on the reception given, information on the product and the way it is communicated, accessibility or restrictions, scenery, recreation facilities, pricing and educational services. The visit is further enriched by diversity of products, interactive scenery, security, accommodation, entertainment and quality services. Satisfaction from the visit is derived when visitor is pleased with the visit with higher likelihood of a repeat visit. Conversely, if

disappointment, the visitor will be dissatisfied with the visit and there will be no repeat visit and will make similar generalizations about the disappointment to other museums. Therefore the individual tourist do not make visits to destinations just to relax and have fun, experience another culture or educate themselves and their children but in the hope and belief that these visits will either wholly or partially meet their needs or wants (Morrison and Mills, 1998).

Pearson's Chi square Test was used to establish the relationship between different variables in this study. The study sought to find out if whether income level of visitor is related to expectations (purpose) of visit. The results showed a significant contribution of income to purposes (expectations) of the visitor ($\chi^2=77.781$, $df=12$ $p<0.000$) while the purpose of visit (expectations) has no significant contribution to overall satisfaction of the visitors ($\chi^2=8.528$, $df=4$, $p=0.74$) since $p>0.74$. Association between awareness of the museum on the expectations visitors was calculated and the results indicated no significant contribution of awareness on the purpose (expectation) of the visit ($\chi^2=0.8908$, $df=10$ $p>0.541$). Overall satisfaction of the visitors on the decision to revisit Kitale Museum test was done and the result showed that satisfaction of the visitors significantly affects the decisions of the visitors to want to come back ($\chi^2=149.961$, $df<4$, $p=0.000$). Previous visit as against return visit tests carried out showed that previous visit has significant influence on the return visit ($\chi^2=6.789$, $df=2$ $p<0.031$). Facility utilization, business success and other benefits from the product will be assured when it meets the expectations and perceptions of its consumers therefore streamlining policies regarding financial and managerial inputs will be necessary.

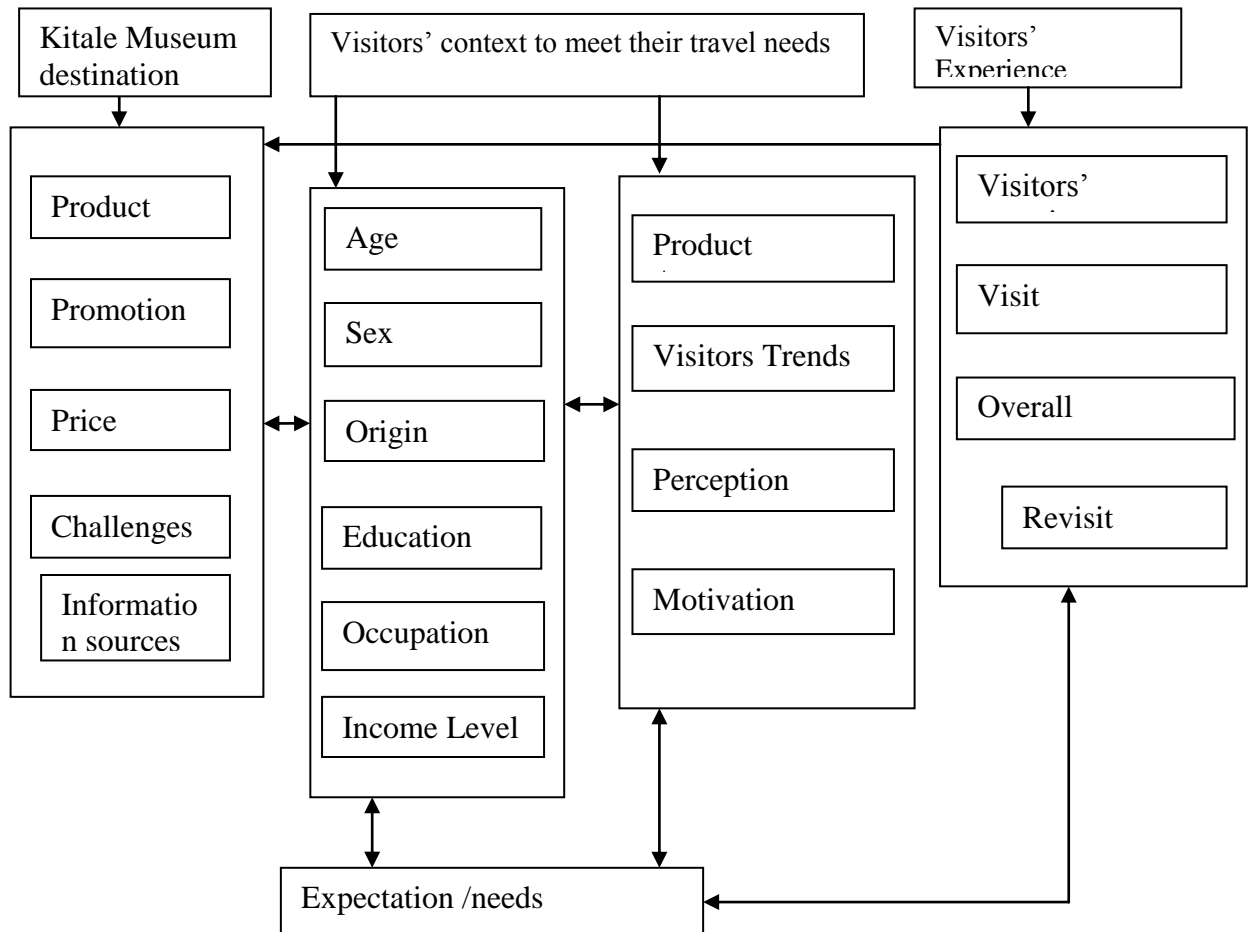


Figure 2.4: Conceptual Framework on effects of facility utilization in satisfying consumer needs.

Source: Researcher.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter explains step by step how the research was done. It discusses the study area, research design, target population, sample and sampling techniques. This chapter also describes the data collection methods, tools used, validity and reliability of research tools and data analysis procedures and techniques used to present results.

3.1 Study Area

Kitale Museum is located at the entry of Kitale town along Eldoret – Kitale main road. It is on the left hand side opposite the Kitale - Kapenguria junction. It is 35°E of the prime meridian and 1°2' N of the equator (www.map.ke). Its altitude is 6620ft above sea level (Fig 3.1).

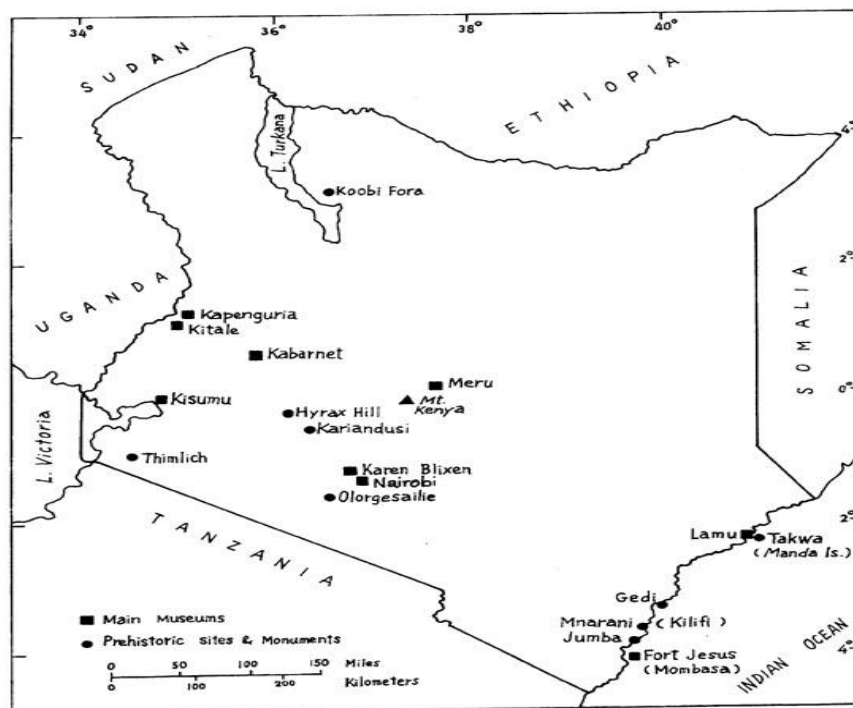


Figure 3. 1: Map showing the main regional museums and pre historic sites in Kenya

Kitale has a tropical highland type of climate and therefore experiences cool temperatures and high rainfall all year round. The surroundings are quiet due to its proximity some distant away from the town center.

Kitale is the western Kenya regional museum that represents communities such as the Abaluhya, Teso, Sabaot, Kalenjin, Marakwet and Pokot. Kitale town where the Kitale Museum is located is the district headquarters of Trans Nzoia County in the Rift valley Province. Kitale museum is also in charge of other sites such as Amagoro, Kakapel (Rock Art) and Nandi hills (Koitalel) and Kenyatta house in Lodwar.

3.2 Research Design

According to Atkinson and Chenail (1991) a research design is a scheme, outline or plan that is used to generate answers to the research problem. Kombo and Tromp (2006) define it as an arrangement of conditions for data collection and analysis of data in a manner that aims to combine relevance with the research purpose. The study used the explanatory survey research design. This design was preferred because it investigates occurrences using multiple instruments that include; observation, interviews, questionnaires and discussions. The emphasis on multiple sources of information improves data validity. The study aimed at collecting information from the museum curator, visitors (tourists), and museum workers. Data collected was on the operations of the museum, development and presentation of products, demographic characteristics of respondents, travel reasons, and satisfaction of both visitors and workers using an in-depth interview schedule and questionnaires. This research design helped the researcher

to have a deep insight and better understanding on the utilization of the museum and its products and the challenges it faces while meeting visitors needs.

3.3 Target Population

A population is a group of individuals, objects or items from which samples are taken or measured (Kombo and Tromp, 2006). Target population is the group whom the researcher would like to generalize the results of the study (Fredrvan and Fraenkel, 1984; Mugo, 2007). The target population for this study consisted of all visitors (local and international) the museum receives annually and its forty workers.

3.4 Sample Size

A sample is a representation of part of the target population (Mugenda and Mugenda, 1999). The sample consisted of 384 respondents drawn from visitors to Kitale museum, 1 senior manager (the museum curator) and 6 museums workers. Sample size was calculated based on the single proportion of the visitors who visit Kitale Museum.

The following formula adopted from (Mugenda and Mugenda, 1999) was used to calculate the required sample size:

$$n = \frac{Z^2 * (p) * (1-p)}{ME^2}$$

Where:

Z = Z value (e.g. 1.96 for 95% confidence level)

p = the proportion of the target population estimated to have variable being measured in the study expressed as decimal

ME = Desired Margin of Error that measures the level of precision

of the study. It is usually stated as confidence interval, expressed as plus-or-minus figure.

n = the required sample size

In this study:

$$Z = 1.96$$

$p = 50\%$ of the visitors to the museum

ME = 5% (This is the Margin of Error that can be tolerated in this study at 95% confidence level). The general rule relative to acceptable margins of error in educational and social research is as follows: For categorical data, 5% margin of error is acceptable, and, for continuous data, 3% margin of error is acceptable. Researchers may increase these values when a higher margin of error is acceptable or may decrease these values when a higher degree of precision is needed. (Krejcie and Morgan, 1970).

$$n = (1.96 \times 1.96) \times 0.5 \times 0.5 / (0.05 \times 0.05)$$

$$n = 0.96025 / 0.025$$

$$n = 38.41$$

$$n = 384 \text{ visitors}$$

3.5 Sampling Technique

The study used both probability and non probability sampling techniques. For probability, systematic random sampling was used to select visitors to the museum while purposive sampling was used select six museum workers. A total of 384 visitors were sampled, in addition to the senior museum curator and six workers. Systematic random sampling was used because of the large number of visitors that visited the museum during the three months of study (August to November 2007). During these months approximately 8000 visitors visit the museum.

An equal probability method of Systematic sampling was used, in which every k^{th} element in the frame was selected (where k is the sampling interval). This was calculated as follows:

$$k = \frac{N}{n}$$

where n is the sample size, and N is the population size.

Using this procedure each element in the population has a known and equal probability of selection.

$$8000/384 = 20.3(\text{Rounded off to } 20)$$

Every 20th visitor was given a questionnaire to fill as they enter the museum gates and return during exit the museum till 384 visitors were issued with questionnaires. Daily tally records were kept for continuity the following day.

3.6 Data Collection Methods

This study used both primary and secondary sources of data. Primary data was collected through interview schedule with the museum curator (Appendix 2) and administration of two sets of questionnaires (Appendices 1 and 3). The two sets of questionnaires were for visitors and the museum workers and had open and close ended questions. The interview was conducted using semi structured questionnaires that had open-ended and closed-ended questions. Secondary data was obtained from the museum registry, newspapers, text books, journals as well as the internet. Information from the museums registry provided vital information on the trends of visitors to the museums. During the study, some of the visitors were students from primary and secondary schools within the

western region. For all the students who were below 18 years, consent was sought from the teachers accompanying them to the museum by researcher before issuing them with the questionnaires.

Only 176 out of the 384 questionnaires were returned representing a response rate of 59 % responses which was low but representative of the targeted number.

3.7 Data Collection Instruments

Questionnaires were used to collect data from the visitors and also the museum workers while an interview schedule was used on the museum curator. These methods were found to be appropriate because the aim of the study was to determine strategies that the Kitale museum use in offering products and services that satisfy the needs of the tourists visiting the place. Kombo and Tromp (2006) agree that such information can be collected using those methods. Most of the questions were close ended while a few open ended depending on the objective to be achieved. The researcher took time at the registration desk requested and administered questionnaire to be filled by every 20th visitor to fill as they enter the museum. The leading questions sought general details about the respondents which were then followed by those seeking specific information about the respondent's view of the museum.

The visitors' questions (Appendix 1) which were close ended included questions on the demographic characteristics of the visitors such as age, if they had visited the museum before, purpose of the trip, if they were willing to make a repeat visit and if they were satisfied with the overall museum visit. The open ended questions probed further on the

close ended to give specific information on what the visitor did for a living, how they learnt about the museum and purpose of the trip if it was different from the options given. For the local visitors, one was also to specify the province or town he/she had traveled from so as to help in identifying the origin and distribution of visitors seeking the museum's products and services.

The questions for the workers which looked at their demographic characteristics such as gender and age as well as satisfaction on the general working conditions and enumerations and motivation in performing duties in the museum were close ended while the rest which were open ended covered aspects on the nature of their work, other benefits accrued from the museum apart from salaries, their opinion and suggestions towards diversification and improvement of product and of cultural heritage which has not been preserved. Questionnaire was preferred because of the nature of questions on demographic characteristics and income which most workers prefer confidential and anonymous.

Interview schedule was used to interview the senior museum manager (curator) so as to obtain information on trends of visitors, challenges facing the museum, products development and strategies the museum uses in meeting the changing tourist needs.

3.8 Validity of Research Instruments

According to Mugenda and Mugenda (2003), validity is the accuracy and meaningfulness of inferences based on the research results. The test must produce information that is not only relevant but free from systematic errors. To ascertain the validity of the research

instruments, the researcher consulted the two supervisors as well as other researchers in the department. Their clarification was used to make improvements on the instruments.

To ensure validity of data to be collected, the questionnaire was pre-tested by conducting a pilot study at the Kisumu Museum. The pretesting was done to ensure that the tool was able to collect information that was answering the objective of the study.

3.9 Reliability of the Research Instruments

Reliability refers to a data collection test as having the ability to consistently yield the same results when repeated measurements are taken of the same individuals under the same conditions Craig (2000). To determine reliability of research instruments, the researcher re-administers the same test two weeks after the first administration. The pilot study was done and the responses obtained were computed using SPSS. Pearson Product Moment was used to compute the co-efficient of correlation (r) between the first and the second scores. A value of 0.60 was achieved indicating that the second data was representative of the first to about 60% which validated the use of the questionnaire.

3.10 Data Analysis

Data analysis was carried out with the help of the Statistical Package for Social Sciences (SPSS). The first step of data analysis was entering the data in the SPSS according to their various categories and assigned codes for easy analysis. The study analyzed the methods used in product development and facilities in Kitale museum. The demographic characteristics of visitors to Kitale Museum were then analyzed to establish the region of origin, occupation, gender and income which influences their decisions to travel. The patterns and trends in visitations and the marketing strategies used by Kitale museum

were assessed to establish the daily, weekly, monthly and yearly number of visitors. In addition, the major factors that influenced the visits to the museum were also analyzed. The overall satisfaction of visitors and the challenges faced by the museum satisfying consumer needs was assessed.

Data was analyzed using descriptive and inferential statistics. Frequencies and percentages were calculated from data. Frequency tables, cross tabulations tables, bar graphs and pie charts were used to present the findings. Descriptive statistics describes and summarizes the data making it easy to draw conclusions on the frequencies and percentages while cross tabulation assisted establishing respondents' answers on two or more questions at the same time. Photographs were also used to present data on products in the museum.

This study used Chi – square to test the statistical significance of the descriptive data. Chi – square Test is a non- parametric test used for analyzing whether two categorical variables are related or associated with each other (a test for independence). Pearson's chi square test was calculated to determine the association between variables such as visitor's income, expectations (purpose) of visit, museum's marketing strategies, consumer satisfaction and subsequent revisits.

CHAPTER FOUR

RESULTS

4.0 Introduction

This chapter presents and interprets the findings of the study. The chapter is divided into four parts based on the study objectives. Part 4.1 focuses on the product development, acquisition, improvement, and cost as well as product interpretation. Part 4.2 describes the demographic characteristic of the visitors to Kitale Museum in terms of origin, gender, age, occupation, income and education of visitors to Kitale Museum. Part 4.3 focuses on the patterns and trends in visitations such as the daily, weekly, monthly and yearly. The factors that influence the visits and the marketing strategies used by the Museum are also evaluated. Lastly, Part 4.4 examines the overall satisfaction of the visitors and whether the visitors are will to make revisit to Kitale museum.

4.1 Product development, improvement and interpretation in Kitale museum

4.1:1 Kitale Museum's Products

Findings of the study revealed that Kitale Museum products range from science, arts, Specimen of Natural history, Entomology and Ornithology as well as cultural artifacts. The traditional cultural artifacts observed in Kitale Museum gallery include traditional medicine implements such as surgical tools, herbs and tree barks, musical instruments such as wind blow, horns, flutes, drums, jingles, lyres, tobacco smoking pipes, cooking pots, hoes, weapons, spears, quivers, blacksmith's hammer, traditional Turkana's women's apron, necklace, dancing belts, wedding necklace, traditional stools, gourds for water, milk and beer, calabashes, baskets for food ,and for measuring and honey jars.



Plate 4. 1: Traditional cooking pots and other artifacts

Other artifacts in the gallery observed were a collection of the late Col. Stoneham's medals and attires; skulls replica, stone artifacts and paintings on evolution of man, natural history specimen of mammals' trophies, Dinosaurs and reptiles, birds and insect specimen (Plate 4.2) found in western Kenya and geological artifacts. There is also a library in the Museum consisting mainly of a collection of the late Col. Stoneham's publications and can be viewed or read on special request.



Plate 4. 2: Artifacts displayed in Glass cases and on walls

The artifacts in the gallery were displayed in glass cases or hanged in the gallery beyond visitors' reach (Plate 4.2). Also observed were traditional huts representing traditional homesteads of the Sabaot, Nandi, and Bukusu communities and white settlers (Plate 4.3).



Plate 4. 3: Traditional huts of the Nandi Community

Snake cages were observed and in them were snakes such as pythons, black and green mamba. Other reptiles observed were crocodiles' and tortoise in pits (Plate 4.4).



Plate 4. 4: Live tortoise and crocodile pits in the background

The museum has a biogas unit and zero grazing unit of interest to visitors interested in daily farming a dominant activity in the area. There is a natural reserve that has a very

unique picnic site and nature trail (plate 4.5) on the Museum grounds. The natural reserve also has many indigenous and exotic trees, vegetation species, insects, birds and monkeys.



Plate 4. 5: Picnic site in the Nature reserve

It was also established the museum has a large hall used for conferencing, meetings and parties. It is the largest hall in Kitale museum and hosts many activities in the region such as school music festivals. The Kitale museum also houses play accessories such as swings and slides. There is also an open ground ideal for outdoor activities such as playing, camping and wedding ceremonies (plate 5.1). Lacking in the Museum are tourism support facilities and services such as hotels, cafeteria, shops, malls or curios.

4.1.2 Acquisition of products

Study findings revealed that the National Museums of Kenya (NMK) is the institution that manages all museums, sites and monuments across the country. Kitale Museum is one of the twenty two museums. NMK is in charge of collecting preserving and presenting the past and present in Kenyan museums. Finding revealed that current Kitale

Museum benefited from gifts or bequests after Col. Hugh Stoneham, who founded the Stoneham museum, a private museum in 1926. The Munitalp foundation and Stoneham friends assisted financially and in kind to establish the Stoneham museum. He willed his collections as well as funds to the Republic of Kenya to start a new museum building. In December 1974, the National Museums of Western Kenya was opened and became the first regional museum in the Kenya Museum Society. From July 1974 to June 1975, acquisition of ethnographical materials from surrounding ethnic groups was done by the Museum. Field expeditions organised by the Museum curator helped to acquire natural history specimens, archaeological, and ethnographical objects from communities. Evolution of man skulls are examples of archaeological excavations (Plate 4.6).



Plate 4. 6: Evolution of man Artifacts

In April 1977, the museum acquired 30 acres of a natural river line forest. Building of bridges and cutting steep sides of the stream bank through which the trail runs began (Plate 4.7). The forest has of various plant species and monkeys.



Plate 4. 7: A Bridge and foot path in the Nature trail

According to the senior Curator, museums may buy particular items to fill gaps in an exhibit from local communities or individuals who possess the item. Museums lack of specialized facilities to carry delicate artifacts such as pots, jars, earthen ware and calabashes which easily break as they are transported from the communities or excavations. Other artifacts get spoilt or disintegrate during treatment and preservation due to the use of chemicals.

Artifacts can also be borrowed from other Museums for a specific reason or season. Once an item is acquired by the museum it is given an accession number, unique to it. The object is clearly marked with this number in such a way as to be visible but not to affect its appearance or condition.

4.1.3 Prices of Kitale Museum services

Kitale museum charges its entrance fee at Kenya shillings 50 for children and 100 for adults. For organized student group school visits which are usually booked in advance, the charges are lower at Kenya shillings 20. Other levies collected are from the hall and open grounds which are hired at about Kenya shilling 2000. These charges are very low considering the amount of money used to develop and maintain the facility. Besides the foregoing, no other income generating activities were observed in the museum.

4.1.4 Sources of Museum funding

Study findings revealed that Kitale Museum depends on the government and donors to fund its operations. Proposals for funding are written through the National Museum of Kenya (NMK) and are then forwarded to the various Agencies for assessment of their viability. Kitale Museum also benefits from projects which are financed through donations, bequeath, fundraising, or funded by international organizations or foreign agencies like (Swedish International development Agency (SIDA), Japanese International Cultural Agency (JICA) or United States Agency for International Development (USAID). Income generated from the museum through charged levies is also used. The charged levies are inadequate and not all proposals for funding are approved and this affects implementation and development projects and products in the museum.

4.1.5 Product interpretation in the Museum

The way the products are presented and interpreted to the visitors is very important. The study revealed that majority of student visitors come in large organized groups. Findings from the study revealed that Kitale museum receive about 50 to 400 visitors in a day. The numbers can be overwhelming to the museum guides who are usually very few. The

students may cause congestion in the gallery, nature trail and may therefore not get proper attention and interpretation of products from the museum staff. Some visitors put off museum staff from assisting them by ignoring their instructions and stopping the guides from helping them. Some of the guides are incompetent in handling technical and cultural issues raised by visitors.

Kitale Museum is branded as the western Kenya Museum representing the face of western Kenya communities. These local communities are not involved in development and interpretation of products. The traditional huts have no tangible artifacts in them and have only a few posters explaining them which communicate very little about the communities they represented. The traditional huts and other artifacts in the museum can only be best interpreted by someone from the community who can handle any questions that the visitors may have.

4.2 Demographic characteristics of visitors to Kitale Museum

To examine the demographic characteristics of the visitors, the study put emphasis on the variables that have implications on the utilization of products in Kitale Museum. The characteristics that were analyzed include the visitors' place of origin, age, gender, sex, education level, income level and occupation. The researcher's aim was to determine the influence such characteristics on product development and utilization.

4.2.1 Origin of visitors at Kitale Museum

Findings showed that Kitale Museum received more local visitors than international visitors (Figure 4.1). 97.2 % were local visitors while 2.8% were international visitors. Of

the 169 local visitors interviewed, 34.7 % came from within Kitale, 23.9 % from Eldoret, Nakuru-6.8%, Western 27.3%, and 2.3% came from Nairobi. Only two visitors (1.1%) came from Lodwar. Majority of the local visitor's came from Eldoret, Kitale and western Kenya region which are areas within the Kitale Museum visitor catchment area. The low number of visitors from distant areas could be attributed to the poor museums marketing strategy. The few visitors from Lodwar may be attributed to the poor transport net work and low income.

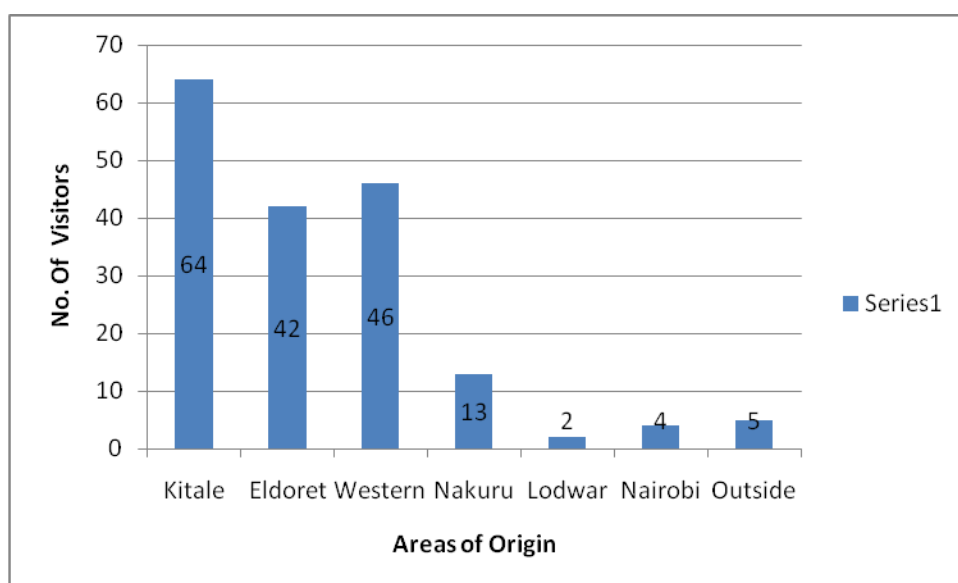


Figure 4. 1: Origin of visitors to Kitale Museum

4.2.2: Gender, age and occupation of the visitors

From the findings, 60.8 % of the visitors were male while 39.2 % were female. On average, for every 2 male visitors there was 1 female visitor who comes to Kitale Museum. This shows that there were more male visitors who came to Kitale museum than the female visits and because majority of the visitors were students. These findings were explained by the fact that the region has more boy schools than girl schools.

Majority of the visitors (73.5 %) were young aged 20 years and below, 15.7 % were aged 21 -30 years and only 10.8 % were over 30 years of age. The 73.5% majority represents the age students in learning institutions visiting Kitale museum for education purposes. Children can be influenced and can make their influence be felt by their parents. Children are potentially a very powerful source of decision making and as future decision-makers; they will be strongly influenced by their experiences at a number of levels because they are usually aggressive in making demands to their parent.

Study findings indicate that 75 % of the tourists were students, 11.4 % were business people, 5.4 % were civil service employees and 3.6 % were teachers (Figure 4.2).

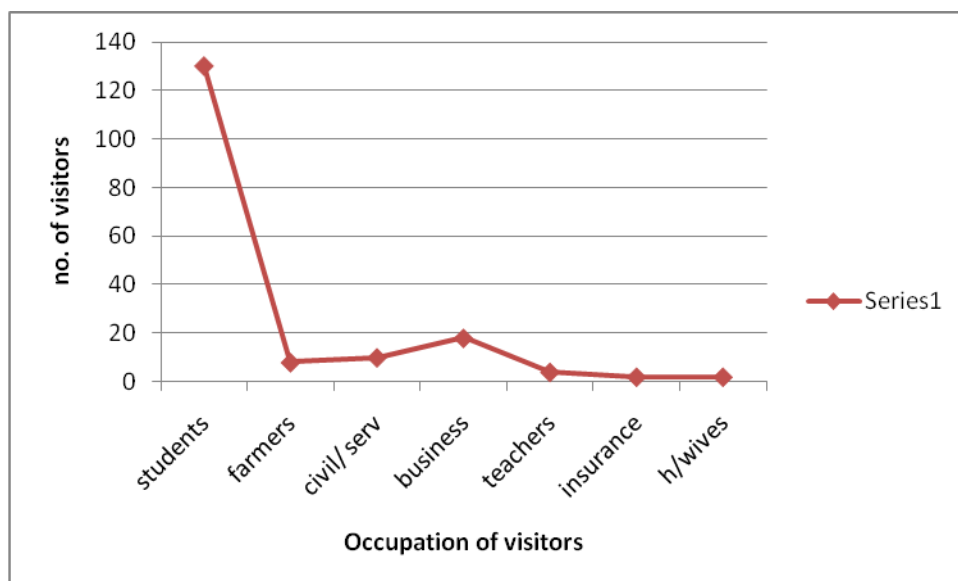


Figure 4. 2: Occupation of visitors to Kitale museum

4.2.3 Income and Education levels of visitors

Findings showed that 72.7 % of the visitors had no source of income while 27.3 % had their income ranging from <10,000 to >50,000 Kenya shillings per month (Figure 4.3).

This explains that a majority of the visitors were both at primary and secondary school level which was represented by 75 % while 25 % consisted of other visitors who visited the Museum for other purposes and not education (Table 4.1). With majority of visitors being students, they have no sources of income and they depend on their parents for money to pay entry fee to the museum. In addition, most of them had primary and secondary levels of education indicating that they were mainly from primary and secondary schools.

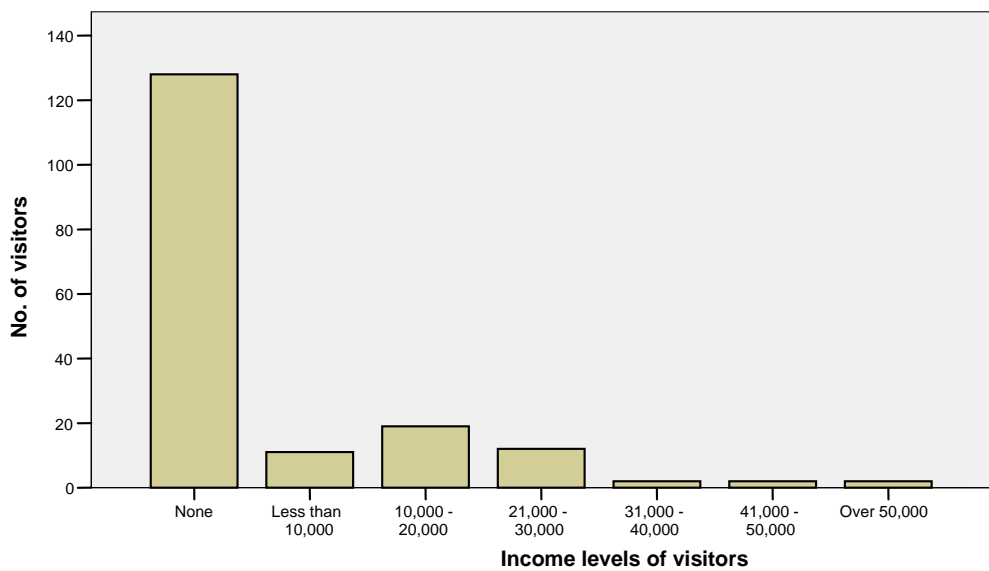


Figure 4. 3: Income levels of the visitors

Table 4. 1: Distribution of visitors to Kitale Museum by level of Education

	<i>Frequency</i>	<i>Percent</i>	<i>Valid Percent</i>	<i>Cumulative Percent</i>
Primary	20	11.4	11.4	11.4
Secondary	112	63.6	63.6	75.0
Certificate	17	9.7	9.7	84.7
Diploma	9	5.1	5.1	89.8
University	18	10.2	10.2	100.0
Total	176	100.0	100.0	

4.3 Patterns, Trends and Marketing Strategies in Kitale museum

The study carried out analysis on the distribution of visitors who visit Kitale Museum in terms of the years, months and days of the week so as to establish the peak and low tourist seasons and the likely determinants of the fluctuations. The visitors' population size and time of visit to the Museum is important in the market positioning of the museum in order to identify their most consumed products at certain times and the best ways to improve them.

4.3.1 Patterns and Trends of visitation in Kitale Museum

Findings from the study revealed that visitors to Kitale museum for a period of six years between 2001 and 2007 was 211,180 with the average number of visitors during this period being 35,180 per year (Figure 4.4).

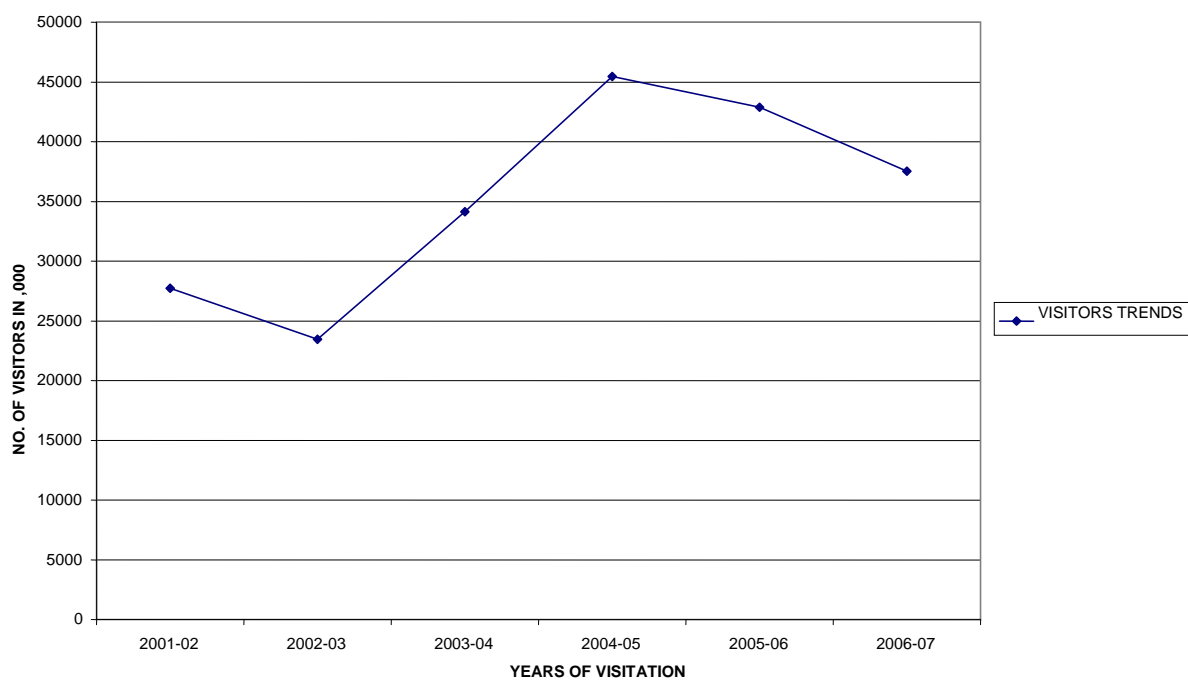


Figure 4. 4: Distribution of the visitor from 2001 to 2007

The number of visitors in Kitale museums is cyclic with periodic increases and decreases within years. The increase is witnessed when there is good political climate while the sharp decrease set in during political campaigns and general election years.

The museum curator revealed that the busiest month was November with a total of 6558 visitors on average while the month with the least number of visitors was January with a total of 1167 visitors (*Fig 4.5*). The average number of tourist was 3126 per month. October and November are peak months of the year with noticeable increase in June and July. This is a period when schools implementing learning programs before commencing of examinations.

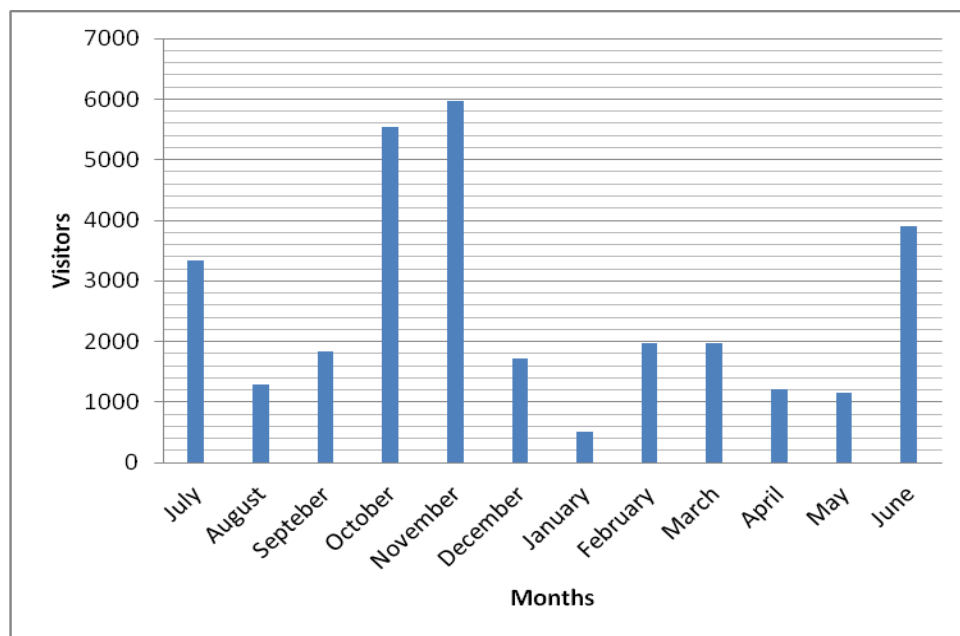


Figure 4. 5: Number of visitors to Kitale Museum between 2006 to 2007

The study also found out that the busiest days of the week were Wednesdays and Fridays with an average of 400 visitors while Monday was the day with low number of visitors of approximately 50 visitors per day.

4.3:2 Sources of information about Kitale museum by visitors

The largest number of visitors (76.1% n= 176) learnt about the museum through the word of mouth, 10.8% learnt from newspapers, 6.8% from Television, 2.3% from radio and brochures and 1.7% from internet (Table 4.2). Kitale being the district headquarters of Trans Nzoia County makes use of the museum hall to host most functions in the town making them to be aware of the museum and later tell friends, relatives and friends about the museum which explains why most visitors learn about the museum through word of mouth. Also music festivals are hosted in the museum hall thus students participating in

these festivals pass word of mouth information to other students about the museum. The low number of visitors that learnt about the museum through other sources is an indication that Kitale Museum is not aggressively providing information to effectively reach out to its potential visitors. Use of word of mouth more than mass media or other communication channels implies that Kitale museum is either reluctant or has not embraced modern information technology.

Table 4. 2: Sources of information about Kitale Museum products

		Frequency	Percent	Valid Percent	Cumulative Percent
Word of Mouth	134		76.1	76.1	76.1
News paper	19		10.8	10.8	86.9
Radio	4		2.3	2.3	89.2
Television	12		6.8	6.8	96.0
Internet	3		1.7	1.7	97.7
Brochure	4		2.3	2.3	100.0
Total	176		100.0	100.0	

The study also established that Kitale museum depends on the National Museum of Kenya (NMK) to market or promote itself locally and internationally. The NMK market all other museums and prehistoric sites found in Kenya using its website and Brochures. NMK uses local media such as television and local radio stations to inform the public of the Museum open days that are conducted yearly. Kitale Museum has an outreach program to schools and colleges where people have given lectures and relevant films have been screened. The educational programs are recommended by the Kenya Institute of Education. This marketing strategy that aims at reaching to more schools explains why majority of the visitors were students. Majority of the visitors learnt about the museum

through word of mouth (Table 4.5, Figure 4.1 and 4.2) which explains why majority of visitors were from the western Kenya region.

4.3.3 Expectations (Purpose) of visitors to Kitale museum

The study shows that 66.5% of the visitors had come to the museum for education purposes (Table 4.3). This indicated that their source of motivation to travel was education and majorities were from primary and secondary schools. The other 26.1 % visited the museum for fun and their visit was motivated by fun related motive and therefore visited the museum for that purpose. The visitors whose purpose was to visit friends and relatives must have had very little to do in the choice of visit because their priority motive was to visit friends and relatives. The museum was therefore an additional benefit to their visit. Although findings showed that majority of the visitors to the museum for were students, others were farmers, businessmen, accountants, teachers and housewives (Figure 4.2). This implies that Kitale Museum receives visitors with diverse expectations which the museum should ably meet. Museum is a destination that is tailored primarily to meet educational needs of its visitors.

Table 4.3: Purpose of visiting the museum

Purpose	Frequency	Percent	Valid Percent	Cumulative Percent
Education	117	66.5	66.5	66.5
Fun	46	26.1	26.1	92.6
Visiting friends/ relatives	13	7.4	7.4	100.0
Total	176	100.0	100.0	

The visitors who had come to Kitale museum and had a prior knowledge on the services offered were satisfied hence the return visit made. Perception of visitors towards a destination assists in decision making about the visit. The 61% who visited the museum previously must have had the perception that their needs would be fulfilled. The repeat visitor must have had a good experience in the museum and perceived that a repeat visit would still enhance further their need fulfillment.

4.3.4 Influence of income level on expectations of visitors

With visitor's expectation (needs) being a factor that influences the purpose of visit, the researcher sought to find out whether the income level of the visitor is related to the kind of expectations generated. Pearson's Chi Square Test was calculated to establish if the income level of the visitors has significant influence on the purpose of the visit. Results showed a significant contribution of income to purposes (expectations) of the visitor ($\chi^2=77.781$, $df=12$ $p<0.000$).

Table 4.4: Pearson's Chi Square test result of association of Income and expectations

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	77.871 ^a	12	.000
Likelihood Ratio	71.757	12	.000
Linear-by-Linear Association	45.621	1	.000
N of Valid Cases	176		

The study further revealed that students formed majority of the visitors and yet they have no source of income. Though income levels of visitors indicate the social class that the

visitor may belong to, and the kind of decisions they make in form of cost of products, this may not apply in museums because all visitors pay same entrance fee to view all the products. Museum acts a tourism product in Kenya that is very cheap and affordable. Therefore museums as destination are very convenient for students' visitors.

4.3.5 Influence of awareness of visitors on expectations of the visitors

In an effort to determine whether the marketing methods the museum employed created awareness which in turn contributed to the expectations visitors had as they visited the museum, a Pearson's Chi Square Test was calculated. The results indicated no significant contribution of awareness on the purpose (expectation) of the visit ($\chi^2=0.8908$, $df=10$ $p>0.541$) see (Table 4.5).

Table 4.5: Pearson's Chi Square test results of association between awareness and expectation.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.908 ^a	10	.541
Likelihood Ratio	10.757	10	.377
Linear-by-Linear Association	.014	1	.907
N of Valid Cases	176		

A marketing strategy to make visitors know what a destination is offering is critical. While marketing is known to be a very effective and persuasive way of passing information to target consumers, Kitale museum has not embraced it. Findings showed that Kitale museum has not embraced marketing as a significant factor for wooing

visitors to the museum. Findings also showed that current and effective methods of marketing like media, internet and brochure were rarely or not known by visitors (Table 4.1).

4.3.6 Challenges that Kitale Museum face in addressing the needs of its visitors

Kitale museum is located in Trans Nzoia County in North rift region which is considered the hotspot of conflict. It was observed that the endemic land related conflict in Mt. Elgon has significantly affected tourism in the region over a long period of time. This has discouraged both local and external visitors from visiting the area causing cyclic visitation patterns (see Fig 4.4). The study established that the museum compound is not fenced to prevent trespassers and can be a cause of fear especially in the Nature reserve, and also for the safety of the museum facility. It has also been observed that tourism marketing in Kenya concentrate on the coast, central and south rift circuits. The north rift and western circuits which have very rich cultural and other tourist attractions are ignored due to insecurity caused by ethnic animosity.

Existing policies in the museum interferes with development and improvement of facilities in the museum. Museums are nonprofit making institutions which documents, conserves, preserves and interpret materials essentially for educational and aesthetic purpose. Museums not only attract education seeking visitors but also leisure seeking visitors. The visitors have expectations that the museums will fulfill most if not all their travel needs. Absence of policies to help museums to implement what visitor's demand of them slowed down development of tourism support services. Investors and local

communities interested in establishing products and support services in museums lack relevant policy backing.

Visitors enjoy destinations that are clean and free from pollution. It was observed the spring and nature trail is polluted with garbage and discharge of effluents from Kitale town is washed into it. This causes eutrofication of the water and choking the vegetation in the catchment area of the spring in museum. The solid paper waste (see plate 4.8) also makes the forest and the spring very unattractive for visitors.



Plate 4. 8: Solid waste in the spring

4.4. Overall satisfaction of visitors

4.4.1 Visitors' overall satisfaction

An overview of overall visitation revealed that half of the visitors to Kitale Museum were satisfied with the museum visit. Findings showed that 56% of the visitors were satisfied with their visit, 34% had neutral sentiments and were unable to state whether they enjoyed or disliked the museum visit and 10% were dissatisfied with the visit (Figure 4.6). Findings further indicated that the purpose of majority of visitors' was education (Table 4.4). Kitale museum being a destination branded for education and majority of the

visitors being students, they were possibly satisfied because their educational needs were met.

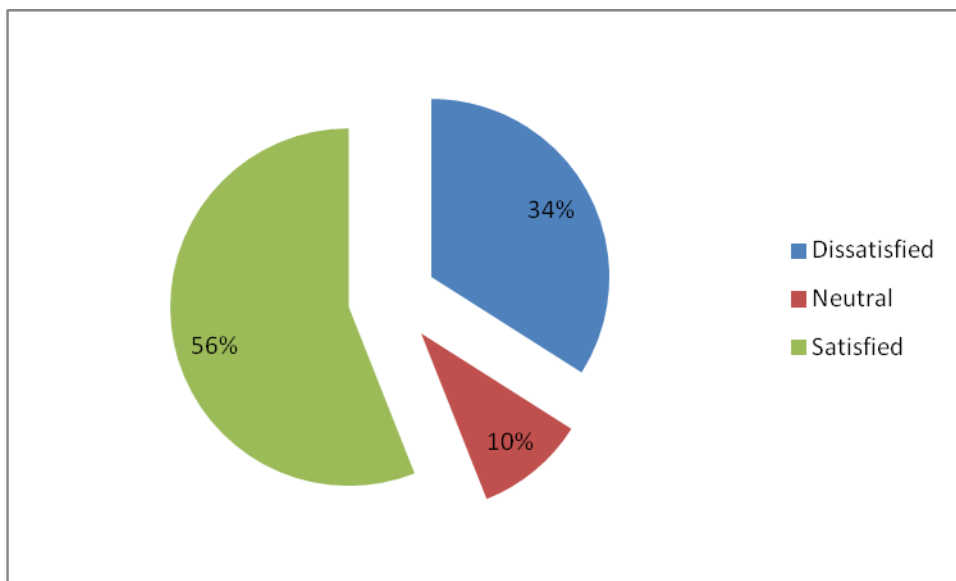


Figure 4. 6: Overall satisfaction by visitors

Findings revealed that the attributes that visitors were satisfied with included the gallery artifacts, reptile pits, bio gas unit, nature trail and picnic site. However, visitors were dissatisfied with guide services, interpretation of artifacts, lack of recreation facilities, the hall facilities and pollution of the spring flowing through the museum's nature reserve.

4.4.2 The status of visits by visitors

51.7 % of the visitors to have visited the museum before while 48.3 % of the visitors indicated that it was the first time to visit Kitale Museum. The reason for repeat visits could be attributed to satisfaction with the products or prior knowledge of what was offered hence repeating the visit to fill gaps in knowledge acquired that could have been missed or identified in the first visit.

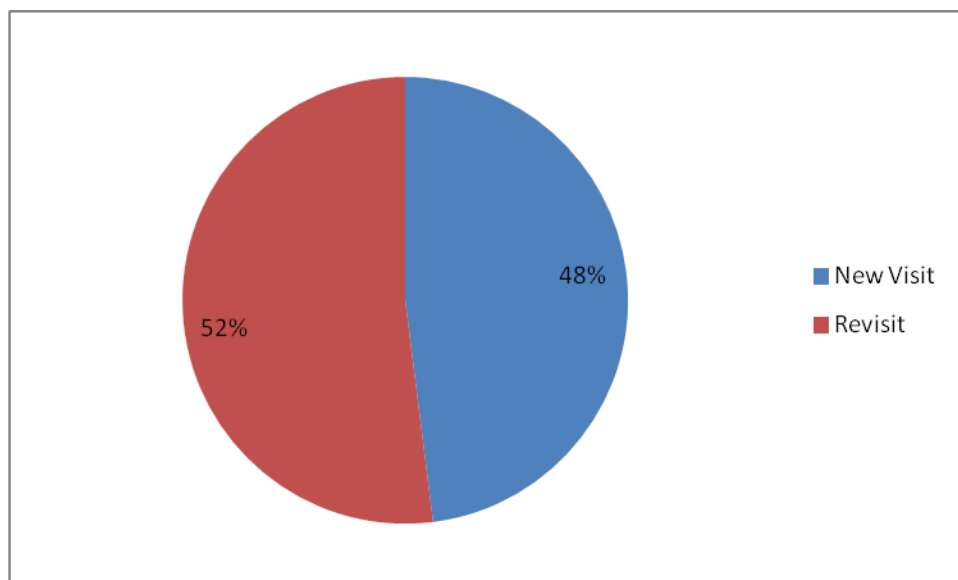


Figure 4. 7: Status of visits by Visitors

4.4. 3 Relationship between satisfaction and return visit

The study sought to investigate the effects of overall satisfaction of the visitors on the decision to revisit Kitale Museum (Table 4.6). Findings revealed that the 55.1% of the visitors who were satisfied with the museum were sure of a return visit. However, 17% of the visitors that were dissatisfied would not make a return visit. Chi Square Test results showed that satisfaction of the visitors significantly affects the decisions of the visitors to want to make return visit ($\chi^2=149.961$, $df=4$, $p=0.000$).

Table 4. 6: Relationship overall satisfaction and return visit.

			Revisit			Total
			No	Not sure	Sure	
Visitors Overall Satisfaction	Dissatisfied	Count	27	32	0	59
		% within OverallMuseum Visit	(45.8%)	(54.2%)	(0%)	(100.0%)
	Neutral	Count	2	12	4	18
	% within OverallMuseum Visit	(11.1%)	(66.7%)	(22.2%)	(100.0%)	
	Satisfied	Count	1	5	93	99
	% within OverallMuseum Visit	(1.0%)	(5.1%)	(93.9%)	(100.0%)	
Total	Count	30	49	97	176	
	% within OverallMuseum Visit	(17.0%)	(27.8%)	(55.1%)	(100.0%)	

Table 4.7: Pearson Chi Square test results of association between satisfaction and return visit

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	149.961 ^a	4	.000
Likelihood Ratio	184.451	4	.000
Linear-by-Linear Association	124.693	1	.000
N of Valid Cases	176		

4.4.4 Satisfaction of the Museum workers with their work

Sixty percent of the Museum workers were not motivated in performing duties in the museum and only 40% of the workers reported that they were motivated. The findings also revealed that a majority of the workers received salaries less than 20,000 Kenyan shillings per month. It established on remunerations offered by the museum that 40% of

the workers were extremely dissatisfied, 40% dissatisfied while only 20% were satisfied. Satisfaction or dissatisfaction of Museum workers affects service delivery as well as their interaction with visitors in the museum.

4.4.5 Relationship between previous visit on return visits

A cross tabulation of the previous visit as an independent variable against the return visit as dependent variable revealed that there is a relationship between the two variables. Consequently, Chi Square Test results showed that a previous visit had a significant influence on the return visit ($\chi^2=6.789$, $df=2$ $p<0.031$). The previous experience usually informs any other future visitation to a destination. In this study, 39% visitor respondents were found to be revisiting Kitale Museum. This could be attributed to either the accessibility of the museum because most of the visitors are local and come from within town or education reasons.

Table 4.8: Relationship between previous visit and revisit

			Revisit			Total
			No	Not sure	Sure	
Ever visited	Yes	Count	15	18	58	91
		% within Revisit	(50.0%)	(36.7%)	(59.8%)	(51.7%)
	No	Count	15	31	39	85
		% within Revisit	(50.0%)	(63.3%)	(40.2%)	(48.3%)
Total		Count	30	49	97	176
		% within Revisit	(100.0%)	(100.0%)	(100.0%)	(100.0%)

Table 4.9: Pearson Chi square test results of association between previous and current visit

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.974 ^a	2	.031
Likelihood Ratio	7.032	2	.030
Linear-by-Linear Association	2.741	1	.098
N of Valid Cases	176		

4.4.6 Relationship between visitors' satisfaction and expectations of visitors

An analysis of the visitors who were satisfied with Kitale Museum visit experience and the purpose of visit (expectations) showed that overall 66.5 % of visitors visited the museum for education purpose. Of these, 63.2 % were satisfied with the visit while 26% were dissatisfied. Among those who visited the Museum for fun (25.1 %), 45.7% were dissatisfied while 43.5% were satisfied while among the 7.4% who came to visit their relatives, 53.8% were dissatisfied with the visit to the museum and 38.5% were satisfied. These results clearly indicate that only those who came for the education purpose were fairly satisfied while the rest who came for other purposes were not. Chi Square Test result showed that the purpose of visit (expectations) has no significant impact on to overall satisfaction of the visitors ($\chi^2=8.528$, $df=4$, $p>0.74$).

Table 4. 10: Relationship between purpose of visit and overall satisfaction of the visitors.

			Overall Museum Visit			Total
			Dissatisfied	Neutral	Satisfied	
Purpose	Education	Count	31	12	74	117
		% within Purpose	(26.5%)	(10.3%)	(63.2%)	(100.0%)
	Fun	Count	21	5	20	46
		% within Purpose	(45.7%)	(10.9%)	(43.5%)	(100.0%)
	Visiting friends and relatives	Count	7	1	5	13
		% within Purpose	(53.8%)	(7.7%)	(38.5%)	(100.0%)
Total		Count	59	18	99	176
		% within Purpose	(33.5%)	(10.2%)	(56.3%)	(100.0%)

Table 4.11: Pearson Chi Square test results of association between purpose of visit and overall satisfaction

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.528 ^a	4	.074
Likelihood Ratio	8.379	4	.079
Linear-by-Linear Association	7.825	1	.005
N of Valid Cases	176		

4.4.7 Relationship between the age and satisfaction of visitor with the Museum visit

Findings revealed that visitors in the age category of less than 10, 10-20 and 21-30 years were satisfied with the overall visit to the museum. However, visitors in the age bracket of 31 years and above were dissatisfied with the museum visit. The findings confirm what is advanced in the Pearce theory that young people tend to seek psychological needs more than others. Learning is a basic need for the students who take the large share of the visitors to Kitale Museum and they were satisfied with the services offered by the museum since they were educational in nature.

Table 4. 1: The relationship between age of visitors and overall satisfaction.

		Overall Satisfaction			Total	
		Dissatisfied	Neutral	Satisfied		
Age	Below 10	Count % within Age	0 (0%)	0 (0%)	6 (100.0%)	6 (100.0%)
	10 to 20	Count % within Age	35 (28.7%)	11 (9.0%)	76 (62.3%)	122 (100.0%)
	21 to 30	Count % within Age	6 (22.2%)	6 (22.2%)	15 (55.6%)	27 (100.0%)
	31 to 40	Count % within Age	9 (75.0%)	1 (8.3%)	2 (16.7%)	12 (100.0%)
	41 to 50	Count % within Age	3 (100.0%)	0 (0%)	0 (0%)	3 (100.0%)
	51 to 60	Count % within Age	6 (100.0%)	0 (0%)	0 (0%)	6 (100.0%)

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

In this chapter a critical analysis of the study findings presented while relating the findings to other studies previously done and existing theories. Conclusions and recommendations from these findings are drawn and made respectively. Finally recommendations on the possible areas for further research are also made.

5.1 Development, improvement and interpretation of product in Kitale Museum

5.1.1 Kitale Museum Current Products

Kenya has over 40 ethnic communities each of which represent cultural groups with myriads of cultural artifacts and practices (Sindiga, 1996). Findings from the study identified several local communities such as the Luhya, Nandi, Sabaot, Pokot, Teso and Sengwel among others in the western part of Kenya. This concurs with Sindiga (1996) that cultural pluralism could be exploited to foster an appreciation of Kenyan cultures.

The traditional artifacts observed in Kitale museum include traditional medicine implements such as surgical tools, herbs and tree barks, musical instruments such as wind blow, horns, flutes, drums, jingles, lyres, tobacco smoking pipes, cooking pots, hoes, weapons, spears, quivers, blacksmith's hammer, traditional Turkana women's apron, necklace apron, dancing belts, wedding necklace, traditional stools, gourds for water, milk and beer, calabashes, baskets for food ,and for measuring and honey jars. The other

artifacts in the museum include skulls replica, stone artifacts and paintings on evolution of man, natural history specimen of mammals' trophies, Dinosaurs and reptiles, birds and insect specimen found in western Kenya and geological artifacts. The museum has also a large hall used for conferencing, meetings and parties and a library consisting mainly of a collection of the late Col. Stoneham's publications on special request.

From the study, it was established in Kitale museum that the traditional huts for the Sabaot, Bukusu and Nandi communities have been constructed whereas for other communities such as Kisii, Kuria, Teso, Pokot and Sengwel are missing. In addition, there is a white settler's homestead that has been constructed. These huts convey very little about the communities they represent. They have no artifacts or material items traditionally used by those communities. The picturesque setting or local colors in the destination area are the main attraction as well as traditional dishes and performance. Ethnic dancing, color costumes, music setting and skill of form and execution and local shows and community programs are exciting and appealing aspects of culture. Examples of cultural expression outside Africa are the Ballet folklorico of Mexico, the Russian Ballet, folk dancers of Eastern Europe, Thai dancing to name but a few. Africans have also very distinguished and interesting cultural expressions as portrayed by the Zulu of South Africa, Ghanaian and Nigerian dancers, and the Maasai's of Kenya (Goeldner *et al.*, 2000). During the open days which are held every year, the museum unfreezes/opens all its products to the public. They invite cultural dancers from Baringo, Pokot and Marakwet. These dances are normally sponsored by the World Vision and other organizations such Catholic Peace and Justice Commission. Such activities should

continuously be organized as they would attract more visitors to the museum and also inseminate in intangible cultures of the communities.

The Bomas of Kenya center at Langata, Nairobi is a national site created to promote African culture. The center has Kenyan huts from various ethnic communities such as the Luo, Kamba, Kikuyu and Turkana. It also has a resident theatre and dance troupes who perform traditional songs to the audience (Cohen and Othiambo, 1992). Over the years the Bomas of Kenya center has attracted many visitors from different groups such as school children, local citizens and their families and even Elites who interact (Sindiga, 1996). Therefore Kitale museum can design activities similar to those of Bomas of Kenya and similar sites found in other countries of the world such as Thai, to not only attract more visitors but to also diversity its activities and product towards sustainability. This would cater for the needs of various visitors segments and increase the revenue generated from diverse products offered.

5.1.2 Acquisition of products in Kitale museum

The National Museums of Kenya (NMK) is manages all museums, sites and monuments across the country including Kitale Museum. As the custodian of Kenya's natural and cultural heritage, NMK collects preserves and presents the past and present for today and posterity. Gifts and bequests are important in the formation or expansion of other types of collections. The current Kitale Museum benefited from such gifts or bequests after Col. Hugh Stoneham, who founded the Stoneham museum, a private museum in 1926. He was assisted by Munitalp foundation and his friends financially and in kind to establish the museum. He had a collection of insects, other animals, publications, medals and attires

he collected from 1894-1966. He willed his collections as well as funds to the Republic of Kenya to start a new museum building. In December 1974, the National Museums of Western Kenya was opened and became the first regional museum in the Kenya Museum Society. From July 1974 to June 1975, acquisition of ethnographical materials from surrounding ethnic groups was done by the Museum. Collections of natural history specimens, archaeological, and ethnographical objects are generally acquired by field expeditions organised by the Museum curator. The materials acquired from the community included items such as traditional jewellery, gourds, pots, hoes, tools and other regalia. Evolution of man skulls, early man tools, rock paintings, precious stones or sculptures were also acquired (Plate 4.6).

In April 1977, the museum acquired 30 acres of a natural river line forest from the government. The museum's nature trail was worked on beginning in August 1977. The work involved building bridges and cutting steep sides of the stream bank through which the trail runs and conservation of various plant species and wild life in the forest . According to the senior Curator, museums may buy particular items to fill gaps in an exhibit from local communities or individuals who possess the item. Museums lack of specialized facilities to carry delicate artifacts such as pots, jars, earthen ware and calabashes are not available and they easily break as they are transported from the communities or excavations. Other artifacts get spoilt or disintegrate during treatment and preservation due to the use of chemicals. Artifacts can also be borrowed from other Museums for a specific reason or season. Once an item is acquired by the museum it is given an accession number, unique to it. The object is clearly marked with this number in such a way as to be visible but not to affect its appearance or condition.

According to the senior curator of Kitale museum, the extinction of old generation and lack of community involvement in museums hinders acquisition of cultural heritage in Museums. The passing on of the old people who are the custodians of intangible culture has left a culture gap within the community. The old indigenous people with oral traditions in western region have and are still passing on without leaving documented literature on the culture of their communities. The Kitale museum has not established links with the local communities nor brought them on board to help the museum to understand these communities' ways of life, their traditions, myths of origin, artifacts. There are very little interactions if any between the museum and the local communities. Consequently a lot of cultural information is lost without documentation.

Study findings revealed that NMK is charged with the responsibility of management and conservation of monuments, antiquities, and historical resources but has inadequate resources to meet this role. Kitale museum on the other hand has very limited funds and huge budget to meet. This makes acquisition of new artifacts from the local communities difficult because the museum competes with private museums and investors who offer huge amount of money to the communities beyond the museums budget. Transportation of the artifacts is not easy because some artifacts are very fragile and some old that they break or crumble as they are transported to the museum. All the museum artifacts also change over time because of physical or chemical deterioration and damage caused by temperature, humidity, light, pollutants and handling making them to disintegrate.

In development and acquisition of culture related attributes, the museum meets with resource persons some of whom are either too old or quite reserved to give skills, knowledge and traditions and in some communities these persons die without handing over the same to the next generation making some cultures to become extinct. These views are in agreement with those of Goeldner *et al.* 2000 who defines cultural tourism as travel to experience and participate in a vanishing lifestyle that lies within the human memory and thus the need to explore cultural tourism from these communities.

5.1.3 Cost of services in Kitale Museum

Study findings revealed that Kitale museum charges are very low. The entrance fee is Kenya shilling 50 for children and 100 for adults and for early booking the charges are even lower. Other levies collected are from the hall and open grounds which are hired at about Kenya shilling 2000. As a tourism destination with a business mind the charges are too low to generate sustainable income to fund its operations and develop other products. There were no other income generating activities observed in the museum. The National policy on Tourism (2005) indicates that the government is ready to review all taxes and fee levies on the tourism sector to remove or modify charges that hinder tourism growth in Kenya.

5.1.4 Sources of Museum funding

Kitale Museum depends on the government and donors to fund its operations. Proposals for funding are written through the National Museum of Kenya (NMK) and are then forwarded to the various Agencies for assessment of their viability. Kitale Museum also benefits from projects which are financed through donations, bequeath, fundraising, or

funded by international organizations or foreign agencies like (Swedish International development Agency (SIDA), Japanese International Cultural Agency (JICA) or United States Agency for International Development (USAID). Income generated from the museum through charged levies is also used. The charged levies are inadequate and not all proposals for funding are approved and this affects implementation and development projects and products in the museum.

The museums have beautiful land that is underutilized mainly used to host outdoor meetings and weddings (plate 5.1). The study established some facilities in the museum needs refurbishing such as the gallery which has no ramps for use by physically challenged visitors and it's poorly lit. Inadequate finance and budget priorities hinders the museum from developing and improving products in the Museum.



Plate 5. 1: Open Ground

Previously collected data by the museum staff indicated that 3774 children which is about 10.1% accompanied their parents to Kitale Museum yet the museum has very few play accessories for the young children. Shops where gifts and souvenirs are offered for sale are missing yet they are also another form of entertainment that tourist would engage in a destination (Goeldner *et al.*, 2000). There are no shops in Kitale Museum yet it is an important component that meets visitors' needs in a destination. Souvenirs could be hand crafted by local communities in the region and should be appealing and made available in curio shops which could be opened within the museum.

5.1.5 Products Interpretation in the Museum

Products development involves not only the existing products offered in a destination, but also support for repackaging and quality improvement of existing poorly planned facilities. Some of the museum facilities such as the gate, halls, gallery and lavatories need to be upgraded and refurbished. This is because with the ever changing tastes and needs of visitors, a destination must always aim at having products and services that are very attractive.

The way the products are presented to the visitors is equally very important. The study revealed that the number of workers in the museum is very low. This can impart negatively on the interpretation and presentation of products to the visitors. The studies also revealed that majority of the visitors were students who come in organized large groups. The numbers can be overwhelming to the museum staff because the students may not be the only visitors in the museum and they can cause congestion in the gallery and nature trail, and they may not also get proper attention from the museum staff.

The non involvement of the local communities in the museum has also affected the interpretation of artifacts and other cultural products in the museum. The traditional huts and other artifacts in the museum can only be best interpreted by someone from the community from which they have been sourced and who can handle any questions that the visitors may have. Local communities may enhance the satisfaction of the visitors needs by developing souvenirs such as bangles, necklaces, jingles and other traditional items for sale to visitors. The memory of a destination is enhanced through such items.

There is need to work closely with the ministry of culture and social services to conserve, develop and promote Kenya's cultural heritage as an integral part of tourism products. These findings are in agreement with Miles (2002) that visual "interpretation" has emerged as a new framework that is very important for both museum curators and their scholarly critics. The National policy on Culture and Heritage (2009) states that the Government will encourage the participation of local communities in the planning and management of sites and monuments which if implemented will lead to better interpretation of cultural products in the Museum.

Findings from the study revealed that Kitale museum receive about 50 to 400 visitors in a day. The numbers can be overwhelming to the museum guides who are usually very few. The Museum staff and guides interpret the products and services to visitors when they are few but when the number is high it overwhelms the staff. This leaves them with option of just leading and guiding the visitors than doing the interpretation of the artifacts and other products to the visitors. Some visitors put off museum staff from assisting them mainly because of their motive of visit in a museum where they can have more private time with friends or relatives. Interpretation is a powerful and effective component in the tourism and has proved a key element in the success of cultural heritage attractions (Akama and Kemboi, 2000). Visitors should be made to understand not only cultural artifacts and sites but also the people whose culture is represented. Moreover, interpretation helps visitors to understand the value of cultural heritage and all its manifestations.

5.2 Demographic characteristics of visitors to Kitale Museum

5.2.1 Origin of visitors and purpose of visit

The study revealed that the visitors (tourists) to Kitale Museum are mainly from the western region and they are mostly students. Majority of these visitors (75%) are students whose purpose of the visit was education. These are organized education groups drawn from primary and secondary schools although there were also students from universities who come to the museum for learning purposes. Yale (1998) stated that most large museums in the 1990s recognized their educational function and produced educational packages for teachers and students by setting aside special study rooms. This is in agreement with the National Museum of Kenya's objectives as well as Kitale Museum which have organized programs for their student visitors.

There are also local tourists with majority coming from Kitale (34.7%) and Eldoret (23.9%) and their purpose of visit was fun, recreation after work or visiting friends and relatives. The number of local visitors to the museum decreased with an increase in distance which could be attributed to poor marketing, poor road networks, and lack of money or availability of other regional museums in their regions which offers similar or related services.

The study revealed that the international tourists who visited the museum and constituted (2.8%) coming from countries that border Kenya such as Uganda and Tanzania as well as from overseas countries such as Britain, U.S.A, and Europe. The most popular international tourist destinations in Kenya are geographically concentrated in Nairobi, the

coast and a few national parks and reserves (Sindiga, 1996) and marketing of Kenya's tourism products focuses on the above mentioned areas ignoring other potential regions such as the Western and North Rift region. This could therefore explain why very few international tourists visited the museum. This has therefore contributed to the overall low numbers of tourists to Kitale Museum.

5.2.2 Gender, age and occupation of visitors

There were more male visitors than female visitors (section 4.2.2). This could be attributed to the fact that the region has more boys than girl schools. Previous studies indicate that although there are more similarities than differences between sexes in leisure participation rates (Morrison and Mill, 1998) women engage in slightly fewer outdoor activities than men. Study findings showed that majority of the visitors (73.5%) were students and young. These student visitors came to the museum for education. There are children who accompanied their parents to the museum and their role in visitation cannot be underestimated because they easily influence their parents in future visitation. Such children combined both education and leisure and expected the museum to offer both. This is in agreement with this study that museums have been intimately linked with the leisure sector according to previous studies carried out in marketing of museums (Burton and Scott, 2003).

5.2.3 Education and Income of Visitors

Previous studies indicate that there exists a strong relationship between education and income (Morrison and Mill, 1998) through widening one's horizons of interest and

enjoyment. A majority of the visitors were at secondary (63.6%) and primary (11.4%) levels were students, young, and had no source of income as indicated in Figure 4.3. Other visitors whose education level was certificate (9.7%), diploma (5.1%) and university level (10.25%) respectively have some income, were working and were older. The relationship between tourist age, education and income has two main components namely the amount of leisure time available and the type and extent of activities undertaken at various age levels (Morrison and Mill, 1998). Although Mugo (2007) noted that education and income influences tourism activities undertaken by young tourists compared to those of older tourists, findings of this study showed however, that there was no relationship between the education and income levels of visitors because the museum products are uniformly priced and affordable to all. Market segmentation has not been done to ensure that each segment has products developed for them according to their education and income levels.

5.3 Patterns, Trends and Marketing Strategies in Kitale museum

5.3.1 Patterns and Trends of visitors to Kitale museum

Findings of this study established that visitor numbers to Kitale Museum have not been consistent and there has been a cyclic visitation pattern characterized by an increase in a given period and year and a subsequent fall in the next period or year (Figure 4.4). The study also established that the cyclic pattern could have been caused by incidences of insecurity or political violence in the country as citizens clamored for political reforms in national elections. The negative image attributed national security spread through international media leading to negative travel advisory for international tourists in their

countries. Such perceptions led to negative publicity of a destination and negative word of mouth. Since national stability is a major prerequisite for stable tourism sector insecurity led to a decline of all visitors both local and international. However the industry recovered well in 1994 to 1997, the year of the second multi-party general election (Kareithi, 2003). During the period between 2001 to 2002 and 2006 to 2007 there was political agitation due to the election that contributed again to the decline in the number of visitors to Kitale Museum. There was a significant increase in the number of visitors between 2003 and 2005 which could be associated to multiparty government and reforms. When visitors have concerns regarding safety and security the results are negative publicity in the international and local media and consequently decline in the number of visitors. Insecurity discourages investors which in turn results in a further decline in the provision, development and maintenance of quality services and tourism facilities.

A majority of the visitors visited Kitale Museum in November every year. Comparing this trend with the types of visitors who visited the Museum, it is clear that during this time both primary and secondary students have finished their syllabus and can make up time to visit the museum. Study findings established that the busiest days in the Museum were Wednesdays and Fridays with an average of 400 visitors while Monday was the day with low number of visitors of approximately 50 visitors per day. Looking at the type of visitors to Kitale Museum, Mondays and Tuesdays are busy days when school programs are intensified so not ideal for students to visit the Museum and Wednesdays and Fridays gives the students a break from the busy routine.

5.3.2 Sources of information about Kitale museum by visitors

The number of local visitors to the Museum decreased as the distance increased from Kitale. This could be attributed either to lack of knowledge about the museum, poor methods used to advertise the museum or availability of similar facilities or museums where visitors in other parts of the country come from. Majority of the visitors were locals from Kitale and its environs and the visitor numbers reduced as one moved away from the museum. This findings corroborates with those of Ronkainen and Woodside (1978) who came up with several distinction sets of destinations that include evoked sets which are destinations people are aware of and have a likelihood of being visited, the inert set comprising of destinations people are aware of but are undecided about visiting them, the inept “unavailable” and “unaware” set which are destinations that cannot be reached because of expenses or people may not be aware of them. People close to Kitale museum fall under the evoked set, those from Eldoret are in the inert set while those from far off areas such as Nairobi fall in the inept set. As a result, there were naturally few visitors from Eldoret and Nairobi this contributing to the low number of visitors and visitations.

The study also revealed that the majority of the visitors learnt about the museum from the word of mouth (Table 4.2) which is a clear indication that the Museum is not well marketed. Other sources of information established by the study about the museum included major activities taking place in the museum such as music festivals, open days and documentaries from the National Museums of Kenya in the local media. Word of mouth therefore becomes a main strategy used by participants of these activities to pass

information about Kitale Museum. Word of mouth is also used by the museum outreach programs to schools and at the museums either when offering the conference activities or guiding the visitors through the museum. Word of mouth through friends and relatives is also effective in luring visitors and this study established that it was the most popular and commonly used. The museum's proximity to the town and also Kitale being the district headquarters of Trans Nzoia County makes use of the museum hall and open ground to host functions in the town and district which explains why majority of the visitors learnt about the museum through word of mouth (see Table 4.2) indicating why majority of visitors were students and from the western Kenya region. During the open days, the Museum opens its doors to the public and publicizes those activities to the public through the media. All museums in the country have that activity in the Month of May. Local community's especially traditional dancers participate in the activity. The disadvantage of this strategy is distortion of the information on the products as it progresses from one person to another. It also encourages visitation to museums of masses because it is free and so may still create negative perceptions of the museum instead of enhancing positive ones. The foregoing sentiments concur with Keller (2003) that destinations should increase familiarity of the brand through repeated exposure and strong associations with the product category to its consumers.

Kitale Museum is classified as a culture destination and can be an attractive and competitive destination just like other tourists destinations if it packaged and promoted adequately. This can be possible by creating a synergy between culture, tourism and marketing using the analysis of competitiveness models (Figure 2.3). The study

established that Kitale museum mainly depends on the National Museum of Kenya (NMK) to market or promote itself locally and internationally. This is because all museums in Kenya have their policies and management controlled by the NMK. It is the government arm that ensures that museums are running smoothly and in line with its objectives. The budgetary monies allocated by the government to museums for promotion are inadequate because the NMK has to market all other museums and prehistoric sites and has therefore to keep a balanced promotion for all. The study found out that Kitale Museum has an outreach program to schools in the region informing them of the educational programs available and recommended by the Kenya Institute of Education. This marketing strategy that aims at reaching to more schools may not be so resourceful because majority of the visitors were students and so the groups to be targeted in the marketing strategy should be international as well as local visitors from within and out of the region. This findings agrees with that of Sindiga (1999) who argues that other promotional activities such as mass media and provision of information to young people through schools, colleges and even religious organizations could be used to create awareness about tourist attractions and to encourage greater travel within the country. The findings also concurs with those of Iso-Ahola (1992) that tourists and leisure behavior takes place within a framework of optimal arousal and incongruity indicating that individuals seek different levels of stimulation. Consequently, Kitale Museum needs to adopt a blend of traditional and modern marketing strategies to reach a wider clientele.

The National Tourism Policy (2005) supports the improvement of design, marketing and packaging skills of tourism products especially those related with culture. These

sentiments are also underscored in Kenya's Heritage and Cultural Policy. Tourism brochures, magazines, books, films and television, internet, use of bill boards are all media for the creation of images that fashion desire, wants and needs, creating anticipation and a way for tourists to envisage themselves in the destination (Coulter, 2001; Ateljevic and Doorne, 2002, Kim and Richardson, 2003; Trauer, 2006). Media pervades every intimate human space and thus can influence value creation, beliefs and attitudes (Trauer 2002, 2006). It heightens the expectations of tourists by triggering the imagination of a destination and what it perceives it as ideal for visiting. Akama and Kemboi (2000) assert that Kenya lacks an appropriate and well coordinated strategy to market the country's cultural attractions, in particular as well as other tourism attractions in general. Consequently, over the years, no appropriate market research has been undertaken in order to establish the types of tourists who may be attracted to cultural attractions such as those that are being provided by Kitale museum. In addition, the marketing of cultural attractions in the domestic markets is either rarely done or not done at all.

Good marketing must involve highly visible promotion efforts as well as less glamorous dimensions such as pricing and distribution of travel products so as to attract a broad range of visitors. Successful marketing will systematically monitor the level and quality of visitation as well as satisfaction regarding experiences and the destination as well as that tourism does not destroy the natural environment. One of the important aspects of the promotion that Kitale Museum has ignored is market segmentation. The museum focuses so much on the education component while neglecting the needs of other non education

visitors. Market segmentation is the process of dividing a total market into groups of people with relatively similar product needs, for the purpose of designing a marketing mix that precisely matches the needs of individuals in a segment. If the museum market is segmented, it would be easy to establish the needs of consumers and come up with products and facilities to suit each segment.

5.3.3 Expectations (Purpose) of visitors to Kitale museum

Perception of the visitor towards a destination assists in decision making about the visit. 61% of the visitors had not visited the museum before while 39% had visited the museum. The visitors who had come to Kitale museum had a prior knowledge on the services it offers and were satisfied hence the return visit. The 61% who visited the museum for the first time must have had the perception that their needs would be fulfilled. The repeat visit was evoked by the good experience in the museum and it was therefore perceived that a repeat visit would still enhance further experience and need fulfillment.

Predictably, when people are asked which activities caused them to choose their destination or motivated the trip, the findings are usually different. For instance, the study showed that 66.5% of the visitors had come to the museum for education purposes and so their key motivator was education (Table 4.3). The other 26.1 % visited the museum for fun and were thus motivated by fun related activities. The rest of the visitors (7.4%) were visiting friends and relatives and so the museum was an additional benefit to their visit. This finding concurs with those of Schmidhauser (2006) who argues that no single trip can satisfy all the tourism needs of a person and each trip can only cover part of the needs.

According to Pearce (1989), travel needs and behavior are informed by tourist's prior knowledge on a destination. The writer also emphasizes that the needs of the lower level must be fulfilled before the needs of the next level. When visitors make a return visit to the Museum, they are fulfilling the next level needs higher than those of the first visit. These findings concur with Irandu (2004) that Kenya has rich and diverse indigenous cultures that can be developed into a sustainable tourist products but the challenge is that there is lack of information on it. The Museum is best placed to package these rich and diverse indigenous cultures in accordance with the travel needs of local and international tourists.

5.3.4 Influence of income level on expectations of visitors

The visitors to Kitale museum had different purposes of visiting the museum such as educational, fun, visiting friends and relatives. Results from this study showed a significant contribution of income to purposes (expectations) of the visitor ($\chi^2=77.781$, $df=12$ $p<0.000$). Usually there is fragmentation of motivators, and this provides tourists with lots of options to choose from when they travel and select what is most appealing to them. While visitors may be taking a trip to have fun or visit friends or relatives, income significantly dictates the activities that go along with those goals such as going for shopping, sightseeing, performances or dances, and taking a meal or nyama choma among others. This makes the visitor to form images of a trip in the form of a brand that is invented by a destination that will inform future travel decisions. The brand is then interpreted and reinterpreted and this generates perceived authenticity of place and action. In assertions agree with those of Poria *et al.* (2001a), who argues that the recognition and identification of the different visitor needs can lead museum curators in making changes

to the marketing process, the pricing system as well as in the interpretation of the products. They also concur with those of Pearce (1989), who contended that travel needs and motives for travel are of great importance.

5.3.5 Influence of awareness on the expectations of the visitors

Results showed no significant contribution of awareness on the purpose (expectation) of the visit ($\chi^2=0.8908$, $df=10$ $p>0.541$). Although Crouch and Ritchie (1999) asserts that sources of information have a big role to play in the expectations of a visitor to a destination and that prior information of a destination heightens the expectations of a destination either as being as good as expected or worse, study finding revealed that showed no significant association between awareness and expectations. Expectations refer to the preconceived images of a destination before the actual visit. Half of the visitors (56.3%) to Kitale museum were satisfied with the museum visit which is an indication that their expectations of the museum corresponded with the actual visit. Some of the visitors (33.5%) were not satisfied with the overall museum visit which is an indication that their expectations of the museum were not realized as they expected to enjoy or learn more from the museum. Understanding the visitors profile in relation to what is presented to them leads to better visitor management and product presentation. This findings concur with Aaker (1996) model of culture, tourism, attractiveness and competitiveness illustrated in figure 2.1 that resource availability and use in a destination contributes to its attractiveness and competitiveness. Therefore the prior awareness of a destination is not as important when visitors' needs are met.

5.3.6 Challenges that Kitale Museum face in addressing the needs of its visitors.

Western Kenya and North rift region where Kitale museum is located has endemic conflict that occurs in election years. This political insecurity has adversely affected the number of visitors to the museum at such times (Fig 4.4). There is also internal insecurity from trespassers in natural reserves that scares the visitors or makes them vulnerable to external threats. The study established that the museum compound is not fenced to prevent trespassers and can be a cause of fear especially in the Nature reserve, and also for the safety of the museum facility. It has also been observed that tourism marketing in Kenya concentrate on the coast, central and south rift circuits. The north rift and western circuits which have very rich cultural and other tourist attractions are ignored due to insecurity caused by ethnic animosity.

Existing policies in the museum interferes with development and improvement of facilities in the museum. Museums are nonprofit making institutions which documents, conserves, preserves and interpret materials essentially for educational and aesthetic purpose. Museums not only attract education seeking visitors but also leisure seeking visitors. The visitors have expectations that the museums will fulfill most if not all their travel needs. Absence of policies to help museums to implement what visitor's demand of them slowed down development of tourism support services. Investors and local communities interested in establishing products and support services in museums lack relevant policy backing.

Visitors enjoy destinations that are clean and free from pollution. It was observed the spring and nature trail is polluted with garbage and discharge of effluents from Kitale town is washed into it. This causes eutrofication of the water and choking the vegetation in the catchment area of the spring in museum. The solid paper waste (see plate 4.8) also makes the forest and the spring very unattractive for visitors.

5.4 Satisfaction of the visitors after Kitale Museum visit

5.4.1 Overall satisfaction of the visitors

Out of the respondents who visited Kitale museum, 56% were satisfied with the visit which indicates that they found the museum visit experience a worthy visit. Some visitors (34%) were neutral and unable to say whether they enjoyed or disliked the museum visit. The study also revealed that majority of the visitors between 10-20 were satisfied with the overall museum visit which can be attributed to the fact that their main purpose of visit was educational which was achieved after the museum visit. These findings agree with those of Sauerwein and Pechlaner (2000), who asserts that satisfaction serves as an important basis for consumer retention.

Majority of the visitors that were neutral or dissatisfied implies that the museum did not meet their needs and so may not be an experience they would look forward to. Their expectations of the museum may have been higher than what the museum provided thus making the visit not a good experience as they expected. This could also be attributed to poor service delivery, lack of guidance from the museum staff, congestion in the gallery, lack of interpretation of museum artifacts by museum staff, fun seekers looking for

recreation facilities missed out, poor maintenance of the nature trail and pollution of the spring flowing through the museum Nature Reserve.

Kitale museum majorly offers the education services which may not be so attractive for consumer needs like recreation after work, sports, thrill, adventure, self actualization, love and belongingness. Kitale museum is located in the north rift region that is prone to conflict and if the visitors experienced hostility or were scared by trespassers they would not be willing to revisit the museum. The study findings concur with Pearce (1989), that tourists avoid destinations that are insecure and that safety needs must be met while meeting other needs in the ladder. Previous studies by Swan and Mercer (1981) and Fredrvan and Francken (1984) also concurs with findings from this study that satisfaction includes feelings (positive or negative) that can be triggered by both the disconfirming cognition of a destination being better or worse than expected and the equity cognition of a fair or unfair purchase.

5.4.2 The status of visits by visitors

The previous experience usually informs any other future visitation to a destination. Results showed that 52% of the visitors were revisiting Kitale museum while 48 % of the visitors were making first time visitors (see Fig 4.6). The reason for repeat visits could be attributed to satisfaction with the products or prior knowledge of what was offered hence repeating the visit to fill gaps in knowledge acquired that could have been missed or identified in the first visit. It could also be attributed accessibility of the museum because most of the visitors are local and come from within town or education purposes. Swan

and Combs, (1976) alludes that satisfaction is both instrumental and expressive corresponding to the physical performance of a product (revisit) while expressive relates to the psychological level of performance (dissatisfaction). When a visitor is satisfied with the visit, a revisit is welcome as well as positive word of mouth.

There are visitors (34%) who were dissatisfied with the museum visit and do not intend to revisit it again. When the visitor is dissatisfied with the visit he is not psychologically prepared to plan a revisit because he is not motivated to do it. There is no systematic differentiations of cultural product to appeal and meet the demands and expectation of various market segments among them school children on study tours, professional groups, business tourists, locals on short excursionist trips, and tourists who purchase inclusive tour packages which could also be a cause of dissatisfaction and lack of return visits by visitors.

5.4.3 Relationship between satisfaction and return visit

Findings revealed that the 55.1% of the visitors who were satisfied with the museum visit were sure of a return visit while 27.8% had neutral sentiments concerning the return visit. However, 17% of the visitors that were sure they would not make a return visit. Chi Square Test results showed that satisfaction of visitors significantly affects the decisions of the visitors' revisit ($\chi^2=149.961$, $df=4$, $p=0.000$).

The study also revealed that majority of the visitors between 10-20 years were satisfied with the overall museum visit which can be attributed to the fact that their main purpose

of visit was educational and this was achieved after the museum visit. Further Chi Squares Test results showed that previous visits had a significant influence on re-visits ($\chi^2=6.789$, $df=2$ $p<0.031$) (Table 4.9). This can be explained by the fact that visitors who have been the museum and enjoyed the visit and felt there is a need was not achieved are likely to make a re-visit. These findings agree with those of Sauerwein and Pechlaner (2000), who state that satisfaction serves as an important basis for consumer retention or return visit and positive word of mouth recommendations about the visit.

5.4.4 Satisfaction of the Museum workers with the working conditions

Sixty percent of the Museum workers were not motivated in performing duties in the museum and only 40% of the workers reported that they were motivated. Study findings revealed that majority of the workers received salaries less than 20,000 Kenyan shillings per month. It established on remunerations offered by the museum that 40% of the workers were extremely dissatisfied, 40% dissatisfied while only 20% were satisfied. This could have made the workers to lack motivation in performing their duties in the museum. Most of the workers interviewed were married and have children which could further worsen the situation due to their inability to meet family obligations. Satisfaction or dissatisfaction of Museum workers affects service delivery as well as their interaction with visitors in the museum. Davidson and Maitland (1997) states that many tourism jobs offer little training and career prospects are limited. Jobs have poor image as a result of long and unsocial working hours and below average pay and staff turnover is often high leading to recurring recruitment difficulties which is in agreement with findings of this study. Apart from the salaries, other benefits offered by the museum include were medical and house allowance and capacity building seminars for some workers especially

the senior management. From the foregoing, it can be inferred that this could be the cause of lack of satisfaction by workers majority of who were neutral in expressing their feelings on general working conditions in the museum and its environs.

5.4.5 Relationship between previous visit on return visits

A cross tabulation of the previous visit as an independent variable against the return visit as dependent variable revealed that there is a relationship between the two variables. Consequently, Chi Square Test results showed that a previous visit had a significant influence on the return visit ($\chi^2=6.789$, $df=2$ $p<0.031$). The previous experience usually informs any other future visitation to a destination. In this study, 39% visitor respondents were found to be revisiting Kitale Museum.

The analysis of the visitors who were satisfied with Kitale Museum visit experience and the purpose of visit (expectations) showed that there were 66.5 % visitors on education purpose out of whom 63.2 % were satisfied while 26% were dissatisfied among those who visited for fun 25.1 %, 45.7% were dissatisfied while 43.5% were satisfied and among the 7.4% who came to visit their relatives, 53.8% were dissatisfied and 38.5% were satisfied. This clearly indicates that only those who came for the education were fairly satisfied while others were not. A Chi Square Test was done and the result showed that the purpose of visit (expectations) has no significant contribution to overall satisfaction of the visitors ($\chi^2=8.528$, $df=4$, $p=0.74$) since $p>0.74$. These finding confirms what is advanced in Pearce theory on visitors first seeking basic needs and climb the ladder to seek higher need of self actualization, psychological needs among others. The expectations of the visitors did not significantly influence overall satisfaction because

visitors with similar purpose had some satisfied while others in the same category were not.

5.4.6 Relationship between satisfaction and age

The study sought to establish the relationship between age and overall satisfaction, and results revealed that visitors aged between 10 to 30 years constituted majority of the visitors were satisfied (Table 4.12). Majority of the visitors who are above 31 years were dissatisfied with the museum visit. These finding confirms what is advanced in Pearce theory that young people tend to seek basic needs and as they get older they start seeking other need such as self actualization, psychological needs among others. Learning is a basic need for the students aged below 30 years who constitute a large share of the visitors to Kitale Museum and they were satisfied with the services offered by the museum. There are visitors who think that a visit to a destination will generally solve or fulfill all their needs but the visit actually only fulfills part of those needs and is an eye opener for future visits.

5.5 Conclusion

The study has given an account of the facility utilization and the challenges faced satisfying consumer needs in Kitale Museum. The study was undertaken to investigate methods of product development, improvement and utilization; demographic characteristics of the visitors; determine patterns and trends of visitors and the overall satisfaction of the visitors who visit the Kitale museum.

The study revealed that there are many artifacts in Kitale Museum ranging from science, arts, Natural history Specimen, Entomology and Ornithology, cultural artifacts, live

reptiles, monkeys and traditional huts in Kitale Museum. Kitale museum conference hall that hosts most events in the town, district and county is an opportunity that can be developed and exploited by the museum. Although artifacts are acquired from local communities and archaeological excavations, some may be borrowed from regional museums. There is still more tangible and intangible cultural materials that have not been developed or preserved from the local communities.

Study finding revealed that interpretation of products is a challenge due to the large number of visitors to the Museum compared to the number of Museum guides. Local communities are they are not involved in the services of Museum through active participation in museum activities and in development and interpretation of the products. This makes the Museum traditional products to lack the local community's touch and therefore do not convey the local community's tastes and values. Funding of museum projects is a challenge hence most museum facilities not in good condition. The gallery infrastructures have no ramps for use by physically challenged visitors. Play accessories are very few. The museum has inadequate facilities for the visitors looking for fun, leisure and relaxation.

Majority of the visitors interviewed were mainly from Kitale and its environs and other visitors from distant regions very few. International tourists were also very few. This study further established that majority of the visitors were students from primary and secondary schools who visited the museum for education purpose. The purpose of visit of other visitors to the museum was visiting friends and relatives and fun related motive.

The evidence from this study suggests that there is no market segmentation of the museum products. The museum offers uniform products for all its visitors regardless of age, sex, income and tastes. To appeal, meet the demands and expectation of various market segments such as small children, student visitors, researchers, farmers, professional groups, business tourists, locals on short excursionist trips, and international tourists there is need to come up with products and programs appropriate for each.

Results from this study revealed that majority of the visitors learnt about the museum from word of mouth an indication that the museum is not or is poorly marketed. There are visitors who learnt about Kitale Museum from newspapers, local media and brochures which explain why most of the visitors to the Museum were from Kitale and its environs. Insecurity both internal and political affected the number of visitors. Political instability and ethnic hostility, negative travel advisories lead to a decline in international visitors and local visitors.

The study established that about half of the visitors to Kitale Museum were satisfied with the museum visit and that satisfaction significantly affected the decision of visitors to make return visits to the museum. Results also showed that income also significantly influenced the expectations of the visitors as well as satisfaction of the visitors.

5.6 Recommendations

Museums have been perceived by many people as archives of humanity posing a challenge to museum managers on how to change these perceptions. Museums have to re-evaluate their role in the society by reflecting on ways of interpreting history in a way

that it can be easily understood. This study thus recommends that several actions be undertaken to ensure that there is maximum utilization of Kenya's regional museums and also to mitigate the challenges faced by Kitale Museum in satisfying consumer needs.

Notably among the actions to be undertaken are:

- i. **Increasing tourism facilities:** The museum should invest in tourism support facilities such as shops, restaurants, cafeteria, swimming pool, merry go round, pool tables, and camping facilities. Other facilities that need to be improved on are lavatories. Recreation facilities such as television sets, video facilities, cyber cafés, forex bureaus, and pubs are ideal for visitors whose purpose is relaxation after work. Conference tourism is on the rise an opportunity that can be exploited and developed in Kitale museum. The museum hall should be expanded and equipped with modern public address systems and comfortable chairs. Conference rooms should also be constructed for small groups who require smaller facilities and also to cater for the upcoming conference tourism. Guest rooms could also be put up to cater for visitors who wish to carry out studies in the natural forest or spent the night within the museum compound. In the Nature Reserve, bee keeping can also be embraced as a source of revenue. Such income generating programs and recreational facilities enhance consumer satisfaction.
- ii. **Promoting capacity building and service delivery:** All workers should be trained on basic etiquette, interpretation of products and overall service delivery so as to improve efficiency and the image of the museum. Office tools and equipments should be modern for effective service delivery. The workers remunerations

should also be reviewed and more benefits given across the entire staff to make the workers motivated to work.

- iii. Enhancing local community involvement: Museums should involve local communities to enable the museum have access to the community and become sustainable through interpretation of culture, traditional dances. Museums are well placed in the creation of spaces for airing different voices, feedback, ideas, views and new insights on facilities utilization as well as enhancing the role of culture in appreciation of diversity and understanding between mankind. In Kenya the past and present is still so tightly intertwined and creating such spaces in museums should be explored to address perpetual ethnic conflict in the region.
- iv. Promoting aggressive marketing: The museum should embrace modern marketing techniques through linking with the World Wide Web, radio, television through presentation of documentaries in the media and posters because majority of the visitors learnt about the museum through word of mouth. It should also develop publications such brochures and booklets, gallery guides and exhibition catalogs which can provide further documentation and disseminate more information about the museum without waiting for NMK to develop them.
- v. The museum should segment its market and carry out a survey on the expectations and needs of each segment so that it can develop and provide products relevant for each segment instead of generalizing the needs all visitors. It should develop technological linkages with schools, colleges and universities so that the museums can act as resource and educational centers of excellence.

- vi. The museum should develop spaces for communities to air their views on issues that threaten our society such as ethnic clashes and hatred, street children and families, HIV and AIDs, encroachment of protected catchment areas by human settlement and the devastating effects of poverty and discrimination.
- vii. Promoting conservation, protection and management of the environment: The NMK in conjunction with the National Environmental Management Authority (NEMA) should carry out an Environmental Impact Assessment on the museum habitats and advice on the best preservation and conservation practices. An environmental Audit should also be carried out on existing structures to determine future developments, improvements or expansions.
- viii. Promote implementation, monitoring and evaluation of policy: The policy on community involvement, pricing of the museum products, initiation of income generating projects and involvement of investors should be implemented, monitored and evaluated to ensure that the museum operates profitably in line with the National Tourism Policy in Kenya and the expectations of Vision 2030 and Millennium Development Goals.

5.8 Suggestions for Further Studies

- a) Further studies should be carried out on how the National Museums of Kenya can develop linkages with local communities and the Kenya Tourism Board on the level of involvement and benefits sharing without compromising the mission of NMK/museums.

- b) National Museums of Kenya has a social responsibility of serving the community at national and regional level. There are certain issues that threaten our society such as ethnic clashes and hatred, street children and families, HIV and AIDs, encroachment of protected catchment areas by human settlement and the devastating effects of poverty and discrimination which presently no museum addresses. Research should be carried out on ways of addressing these issues and joint programs with the society established.
- c) Use of the Information Communication and Technology is a requirement in all sectors of the development. A study could be done by the museum on the best use of ICT in marketing, products development and dissemination of the information.
- d) Further research should be done on determining the most appropriate and sustainable ways of segmenting the museums market to enable it cater for all visitors and to enable it to advertise itself beyond Kitale, Western Kenya and North rift regions.

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APPENDICES

Appendix 1: Questionnaire to be administered to all visitors

I am a student undertaking a Master of philosophy degree in Tourism management in Moi University. I am carrying out research in Kitale museum aimed at determining facility utilization and challenges by museums in satisfying consumer needs. All information given will be used purely academic purposes and is therefore confidential.

Thank you.

Please complete the questionnaire by ticking the appropriate answer or write your answers in the spaces provided.

1. What is your gender? Male Female

2. In what category of age do you belong?
 Below 10 yrs 10-20 yrs 21-30 yrs 31 -40yrs
 41-50 yrs 51-60 yrs Over 60 yrs

3. What is your level of education?
 Primary Secondary Certificate Diploma University

4. What is your marital status?
 Single Married Other specify

5. How many children do you have?
 None 1-3 4-6 over 7

6. What are you currently doing for a living?
 Student Farming Business Teaching Civil service
 Others specify.....

7. How can you rate your monthly income (in Ksh)?

Have None Less than 10,000 10,000-20,000 20,001-30,000
 30,001- 40,000 40, 0001 50,000 Above 50,000

8. Where have you traveled from?

A. Kenya Specify province and

town.....

B. Out side Kenya specify continent

And Country.....

9. Have you ever visited Kitale Museum before?

A. Yes B. No

10. If yes, how many times or how frequent?

A. Once B. Twice C. Frequently

11. What was the purpose of this trip/visit?

A. Educational B. Visiting friends and relatives

C. Fun and entertainment D. Any other (specify).....

12. How did you know about the museum?

Television Newspaper

Radio Brochure

Internet Word of mouth

Any other source (specify)

13. Are you intending to visit the museum again?

No Not sure Sure Very sure

14. Are you satisfied with the overall visit to the museum?

1. Extremely dissatisfied 2. Dissatisfied 3. Neutral

4. Satisfied 5. Extremely satisfied

15. Please indicate through putting a circle your level of satisfaction of the following attributes in the Kitale Museum

Satisfaction Level 1 = extremely dissatisfied 2 =dissatisfied 3 =neutral

4= satisfied

5 =extremely satisfied

Attributes	satisfaction
a. Museum buildings	1 2 3 4 5
b. Interpretation of artifacts	1 2 3 4 5
c. Gallery	1 2 3 4 5
d. Traditional Huts	1 2 3 4 5
e. Reptile Pits	1 2 3 4 5
f. Accessibility	1 2 3 4 5
g. Guides within museum	1 2 3 4 5
h. Nature walk & reserve	1 2 3 4 5
i. Recreation facilities	1 2 3 4 5
j. Facilities such wash rooms	1 2 3 4 5

Appendix 2: Interview schedule for senior museum manager.

I am a master's student undertaking a degree in Tourism management at Moi University.

I am carrying out research in Kitale museum aimed at determining facility utilization and challenges by museums in satisfying consumer needs. All information given will be used purely academic purposes and is therefore confidential. Thank you.

1. What type of museum is this?

.....
.....

2. How many workers are employed in this museum?

.....
.....

3. a) Are there voluntary workers in the
museum?

b) If yes how many?

4. Are the workers you have employed sufficient?

.....

5. Who pays the workers?

.....

6. What type of tourists visit the museum?

.....
.....

7. Which months, day and time do you have the highest number of visitors in the museum?

8. Which months, days or time do you have the lowest number of visitors?

9. What has been the trend of visitors to the museum in the last five years?

2001.....

2003.....

2004.....

2005.....

2006.....

2007.....

10. Who is in charge of planning and development of facilities and new products in the museum?

11. Who finances such projects?.....

12. Tourism is moving towards sustainability and active participation of local communities. What is this museum's position towards this move?

.....
.....

13. Western Kenya has very rich and diverse cultures some of which are not preserved in museums. What is this museum's position towards preservation of the same as well as involving the local communities?

.....
.....
.....

14. In your opinion, what other strategies could successfully be used to achieve efforts made in questions 12 and 13?

.....
.....

15. Private Eco –museums are coming up in the country and are likely to compete for visitors with national museums. Is this museum ready to meet such a challenge?

.....
.....

16. What challenges do you as a museum encounter in collecting and gathering of new artifacts

.....
.....
.....
.....

17. Museums such as National Museums of Kenya in Nairobi are under renovation to give them a new face, image and look. Is this museum planning for such a move?

.....
.....

18. What is the Kitale museum doing to develop catering and tourist services and facilities which are underdeveloped so that they can compete well in the tourism industry?

19. The traditional huts seem to convey very little about the cultures of the represented communities. Is there a way they can be improved on and possibly involve the local communities in the development of products therein?

.....
.....

20. What are your future plans for this museum towards meeting its roles?

.....
.....

21. What is the museum doing towards ensuring that the visitors to this museum are satisfied?

.....
.....

22. What problems face Kitale museum that are not unique to other museums in Kenya?

.....
.....

23. What is the museum's position and preparedness in terms of information technology usage?

.....
.....

Appendix 3: Questionnaire for the staff at the museum

I am a master's student undertaking a degree in Tourism management at Moi University.

I am carrying out research in Kitale museum aimed at determining facility utilization and challenges by museums in satisfying consumer needs. All information given will be used purely academic purposes and is therefore confidential. Thank you.

1. What is your gender? Male Female
2. In what category of age do you belong?
 Below 10 yrs 10-20 yrs 21-30 yrs 31 -40yrs
 41-50 yrs 51-60 yrs over 60 yrs
3. What is your level of education?
 Primary Secondary Tertiary Certificate Diploma
 University Post graduate
4. What is your marital status?
 Single Married separated Divorced Widowed
5. How many children do you have?
 None 1-3 4-6 over 7
6. How can you rate your monthly income (in Ksh)?
 Less than 10,000 10,000-20,000 20,001-30,000
 30,001- 40,000 40,000 - 50,000 above 50,000
7. Please, describe briefly the nature of your work?

8. Apart from the salary, are there other benefits you get from the museum?

.....

9. Western Kenya has very rich and diverse cultures some of which are not preserved in museums. In your opinion what would you propose towards preservation of the same as well as in involving the local communities in museum activities?

.....

10. In your opinion, what strategies would you propose to be used in improving and diversifying products in Kitale museum?

.....

11. Private Eco –museums are coming up in the country and are likely to compete with national museums for visitors. In your opinion is this museum ready to compete with them?

12. Are you satisfied with the general working conditions in the museum?

1. Extremely dissatisfied 2. Dissatisfied 3. Neutral
 4. Satisfied 5. Extremely satisfied

13. Are you satisfied with the enumerations offered by the museum?

1. Extremely dissatisfied 2. Dissatisfied 3. Neutral

5. Satisfied 5. Extremely satisfied

14. Are you motivated in performing various duties in the museum?

1. Yes 2. No 3. Not Sure

15. In your opinion, what would you suggest towards improving the working conditions in this museum?

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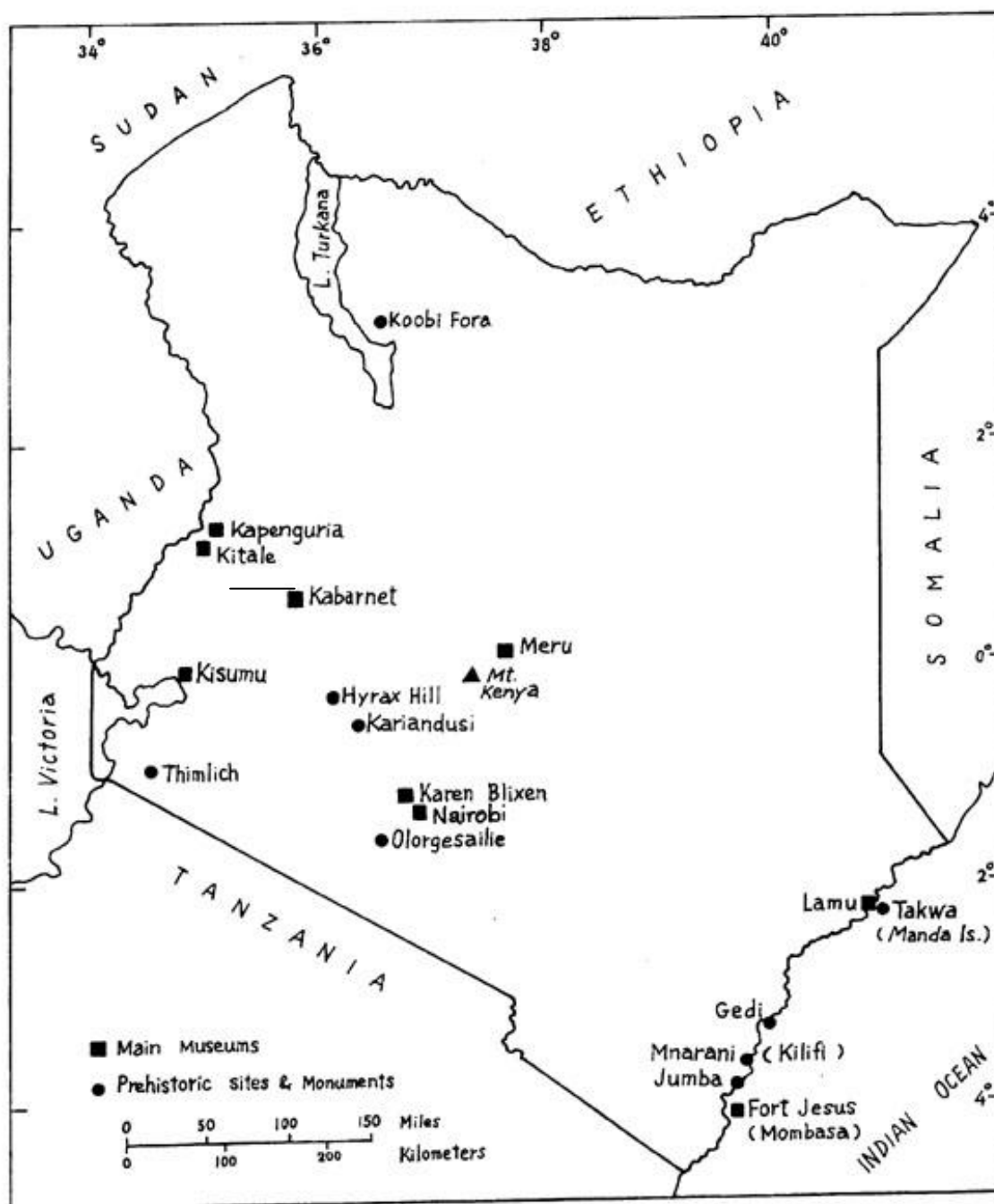
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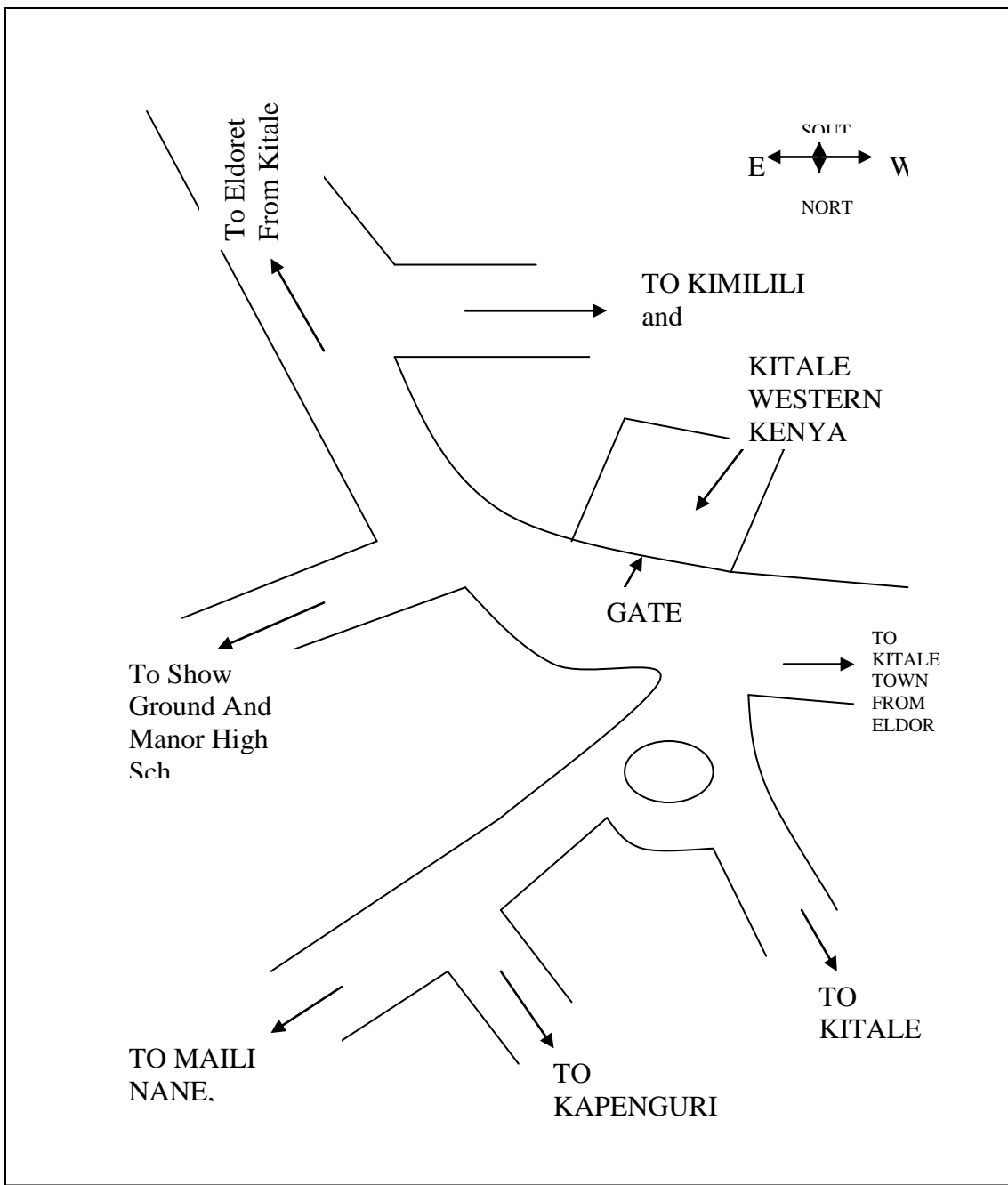
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Appendix 4: Map showing museums and prehistoric sites in Kenya



Appendix 5: Map showing location of Kitale Museum



Source - Researcher