

**FACTORS INFLUENCING THE SUCCESS OF TOURISM VENTURES: A CASE
OF OL PEJETA CONSERVANCY, LAIKIPIA COUNTY, KENYA**

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DECLARATION

This research project report is my original work and has not been presented for any degree award in any other university.

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DEDICATION

This Research Project Report is dedicated to my wife Nelly Wangari and our beloved daughter Alice Mwangi for their invaluable love while undertaking the research, to my dad Paul Ng'ang'a and Mum Alice Wanjiru for their prayers, support and encouragement.

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TABLE OF CONTENT

	Pages
DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
LIST OF FIGURES	ix
LIST OF TABLES	x
ABBREVIATIONS AND ACRONYMS.....	xi
ABSTRACT.....	xii
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study	1
1.2 Statement of the problem.....	6
1.3 Purpose of the Study.....	6
1.4 Objectives	6
1.5 Research Questions.....	7
1.6 Significance of the Study	7
1.7 Delimitation of the Study	8
1.8 Limitations of the Study.....	8
1.9 Assumptions of the Study.....	8
1.10 Definitions of Significant Terms used in the Study.....	9
1:11 Organization of the study.....	9
CHAPTER TWO	11
LITERATURE REVIEW	11
2.1 Introduction.....	11
2.2 Tourism Ventures.....	11
2.3 Poaching and Tourism Ventures.....	12
2.4 Human-Wildlife Conflict(HWC) and Tourism Ventures	16

2.5 Infrastructure and Tourism Ventures	20
2.6 Marketing and Tourism Ventures	23
2.7 Conceptual Framework.....	29
2.8 Summary of literature review	30
2.9 Research Gap	30
CHAPTER THREE	32
RESEARCH METHODOLOGY	32
3.1 Introduction	32
3.2 Research design	32
3.3 Target population	32
3.4 Sample Size.....	33
3.4.1 Sampling Procedure	33
3.5 Research Instruments	34
3.6 Instrument Validation	34
3.7 Reliability of the Research Instrument	35
3.8 Data collection Procedure	36
3.9 Data Analysis	37
3.10 Ethical considerations	37
3.10 Operational definition of variables	38
3.10 Chapter Summary	39
CHAPTER FOUR.....	40
DATA ANALYSIS, PRESENTATION AND INTERPRETATION	40
4.1 Introduction.....	40
4.1.1 Response rate.....	40
4.1.2 Reliability Analysis	40
4.2 Demographic Information.....	40
4.2.1 Respondents Gender.....	41
4.2.2 Number of years worked	41

4.2.3 Respondents Level of Education.....	42
4.3 Influence of poaching on tourism	43
4.3.1 Influence of poaching on tourism.....	43
4.3.2 Significance of poaching to tourism activities in OPC	44
4.3.3 Nature of influence poaching exerts on tourism in Ol Pejeta	44
4.3.4: The extent to which poaching related factors influence tourism in OPC	45
4.4: Human wildlife conflict.....	47
4.4.1: The extent to which human wildlife conflict has influenced tourism in the conservancy	47
4.4.2: The extent to which human-wildlife conflict related factors influence tourism ...	48
4.5: Infrastructure.....	49
4.5.1: Extent to which infrastructure (road network) in Ol Pejeta Conservancy is significant/important.	50
4.5.2: Extent to which infrastructure has influenced tourism in the conservancy	50
4.5.3 How different infrastructure related factors influences tourism in OPC	51
4.6 Marketing.....	52
4.6.1 Extent to which Ol Pejeta Conservancy has effectively marketed tourism in the conservancy.....	52
4.6.2 Extent to which marketing strategies employed by OPC to attract tourist is effective.....	53
4.6.3 Extent to which price, culture influence tourism	53
4.6.4 Influence of product variety on tourism in the conservancy.....	54
4.6.5 Influence of culture on tourism in the conservancy	55
4.6.6 How tourism related factors has influenced tourism in OPC.....	56
4.7: Summary of the chapter.....	56
 CHAPTER FIVE	 57
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	57
5.1 Introduction.....	57
5.2 Summary of the Findings.....	57

5.3 Discussions of key findings	58
5.4 Conclusions.....	60
5.5 Recommendations.....	61
5.6 Recommendations for Further Research.....	62
REFERENCES.....	63
APPENDICES.....	68
Appendix I: Letter of Transmittal	68
Appendix II: Questionnaire for management of OI Pejeta conservancy	69
Appendix III: Interview Guide.....	74
Appendix IV: Observation Guide	75

LIST OF FIGURES

Figure 1: Conceptual Framework	29
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LIST OF TABLES

Table 3.1 Distribution of management staffs in the various firms within the conservancy.	33
Table 3.2: Reliability	36
Table 3.3 Operational definition of variables	38
Table 4.1: Gender of respondents	41
Table 4.2: Number of years worked at Ol Pejeta conservancy.....	41
Table 4.3: Respondent’s level of education.....	42
Table 4.4: Extent to which poaching is common.....	43
Table 4.5: Influence of poaching on tourism.....	43
Table 4.6: Significance of poaching on tourism activities in OPC.....	44
Table 4.7: Nature of influence poaching exerts on tourism in Ol Pejeta.....	44
Table 4.8: Extent to which poaching related factors influence tourism in OPC.....	45
Table 4.9: The extent to which human-wildlife conflicts is common in Ol Pejeta	47
Table 4.10: Extent to which human-wildlife conflict has influenced tourism in the conservancy.....	47
Table 4.11: The extent to which the following human-wildlife conflict influence tourism	48
Table 4.12: Rating nature of road network	49
Table 4.13: The Extent to which infrastructure (road network) in Ol Pejeta Conservancy are significant/important.	50
Table 4.14: Extent to which infrastructure has influenced tourism in the conservancy	50
Table 4.15: How infrastructure related factors has influenced tourism in OPC.....	51
Table 4.16: Effectiveness of marketing tourism in the conservancy	52
Table 4.17: Extent to which marketing strategies employed to attract tourists in Ol Pejeta are effective.....	53
Table 4.18: Influence of price on tourism in the conservancy.....	53
Table 4.19: Influence of product variety on tourism in the conservancy	54
Table 4.20: Influence of culture on tourism in the conservancy.....	55
Table 4.21: Influence of various marketing factors on tourism.....	56

ABBREVIATIONS AND ACRONYMS

- WTTC** -World Travel & Tourism Council
- GDP**-Gross Domestic Product
- IPCC**- Intergovernmental Panel on Climate Change
- KWS** -Kenya wildlife service
- DDP** -District Development Plans
- KBS** -Kenya National Bureau of Statistics
- UNWTO**- United Nations World Tourism Organization
- IUCN**- International Union for Conservation of Nature
- CNP**- Certified Network Professional
- WWF**- World Wildlife Fund
- UAV**- Unmanned Aerial Vehicle
- WTO**-World tourism organization
- HWC** -Human-Wildlife Conflict
- SPSS**-Statistical Package for Social Sciences
- KTB** -Kenya Tourist Board
- HECWG**-Human-Elephant Conflict Working Group
- KBS** -National Bureau of Statistics
- OPC**-Ol Pejeta Conservancy

ABSTRACT

The research was undertaken on factors influencing the success of tourism ventures, a case study of Ol Pejeta conservancy Laikipia County, Kenya. This study was guided by the following objectives; to establish the extent to which poaching has influenced tourism activities in Ol Pejeta conservancy, to examine the extent to which human-wildlife conflict has influenced tourism in Ol Pejeta conservancy and to analyze the extent to which infrastructure affects tourism activities in Ol Pejeta conservancy and finally to establish how marketing has affected tourism in Ol Pejeta conservancy. The study employed descriptive survey design, the target population comprised the management staff of Ol Pejeta conservancy in all the six tourism ventures, a total of 46 staff where 43 completed and returned the questionnaires making a response rate of 93.48%. Census was used since all the management staff were the respondents. Purposive sampling was used to interview game rangers and KWS official. The main instruments for data collection were self-administered questionnaire and a structured interview schedules. There were ethical issues related to the study and they were addressed by maintaining high level confidentiality of the information volunteered by the respondents. Both quantitative and qualitative data was collected. The quantitative data was analyzed using descriptive statistics by employing Statistical Package for Social Scientists (SPSS) and presented using tables. Qualitative data was analyzed using thematic analysis. It was expected that the results of the study was to be used to make recommendations on how to boost tourism within the conservancy. The findings of the study were that poaching affects tourism in OPC to a great extent and have a negative impact to tourism activities in the conservancy. Regarding Human-Wildlife conflict the study revealed it has influenced tourism in the conservancy to a great extent, it was noted that there was an increased cases of human wildlife conflict especially during the dry seasons. Further in regards to the influence of Infrastructure on tourism in the OPC, the study revealed that there is poor road network within the county which has influenced tourism in the conservancy to a great extent. Finally regarding the influence of marketing to tourism in Ol Pejeta conservancy the study revealed that the marketing strategies employed by OPC are not sufficient to help the conservancy achieve its target of maximum holding capacity of 95, 000. The study recommendations were; since poaching is both a local and global problem the county government should work closely with central government and other stakeholders like KWS, private sector and the community to fight poaching. There is need for community involvement in order to promote tourism in Ol Pejeta conservancy especially in regards to human-wildlife conflict resolution which has negatively influenced tourism. The county government in collaboration with Ol Pejeta conservancy should work hand in hand to improve road network within the county and especially road serving the conservancy which is in poor state. In terms of marketing the conservancy needs to improve and intensify its marketing strategy. The channel currently in use are not sufficient to reach majority of the target group, other channels of marketing that can be employed are participation in tourism forums at both county and country level.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Tourists, according to World Tourism Organization, are people traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes. They could be local tourist or international tourist but all have common characteristics. Tourism refers to travel for recreational, leisure, or business purposes. Tourism is the world's largest industry and over the years tourism sector has been growing at very high rate all over the world. According to the World Travel & Tourism Council's (WTTC) economic research, in 2012, Travel & Tourism's total economic contribution - taking account of its direct, indirect and induced impacts - was US\$6.6 trillion in GDP (a rise of US\$500 billion year-on-year), US\$765 billion in investment and US\$1.2 trillion in exports (all 2012 prices). This contribution represents 9% of total GDP, 5% of total investment and 5% of world exports.

Tourism venture refers to a business undertaking involving uncertainty as to the outcome, especially a risky or dangerous one, according to Liverpool Online dictionary, in this research tourism venture will refer to the business undertaking to protect wildlife and at the same time promoting tourism. The success of the tourism venture refers to ability of the tourism venture to reach its maximum holding capacity for tourists and at the same time preserve wildlife according to World Tourism Organization (WTO)

According to World Travel and Tourism Council's (WTTC) Travel and Tourism Industry directly contributes an estimated 3.3 % to GDP and 2.5% to employment in Africa. When considering both the direct and indirect impacts of the industry, the wider Travel and Tourism Economy contributes an estimated 8.3% to GDP and 5.9% to employment in Africa. During the period 2005 – 2007 Africa recorded exceptional growth in tourism receipts of around 9% – 11% per annum compared to global averages of just more than 5%. In Africa the main tourism destinations are Egypt, South Africa, Morocco and

Tunisia which attracts almost 75% of tourism receipts to the continent. Other main destinations are Mauritius, Tanzania, Kenya and Ghana.

Tourism facilities and activities have increased as visitors numbers increased. For instance, there were very few tea shops in Sauraha in the 1970s, during the park establishment period. Subedi (2010) stated that this area is the most important tourists destination in CNP at present, and further mentioned that the number of tourist-related lodges operating outside the park was more than 62 in 2007. This number has reached nearly 200 in 2012, particularly in the Sauraha, the main entrance of the park. Across the world like any other business tourism ventures are affected by various factors however this research will look at how poaching, human world life conflict, infrastructure and marketing affects the tourism ventures.

Wildlife trade involves any sale or exchange of wild animals and plant resources by people, including live animals and plants, or products thereof, including skins, timber and fish (TRAFFIC, 2012). Higginbottom (2004) further described the numbers of poaching activities occur in various forms including hunting: without a permit, shooting in game prohibited areas and using illegal methods; taking of protected species and/or their parts, non-quota or target animals being shot; and exceeding quotas. This leads to decrease in the number of wild animals and to some case leading to extinction of other hence a major blow to the tourism sector.

Human-Wildlife Conflict (HWC) is fast becoming a serious threat to the survival of many endangered species in the world. Conflict is most acute in zones in which a wide range of species coexists with high-density human populations (Ogada *et al.*, 2003) for example in India, 69% of the reserves supports an estimated local population of more than three million people, who engage in agriculture, livestock grazing and extraction of forest products (Madhusudan, 2003) in Kenya, the largest park system of the country, Tsavo National Park buffer zone supports almost 250,000 people (Patterson *et al.*, 2004).

This conflict in many instances leads to hostility towards wildlife by the local community which has an impact to conservation efforts and decline in tourism activities.

A number of authors, including Gunn (1988) and Inskip (1991), have cited the Infrastructure base of a country as a potential determinant of the attractiveness of a tourism destination. Infrastructure forms an integral part of the tourism package. Kaul (1985) also recognizes the importance of infrastructure, more specifically transport as an essential component of successful tourism development in that it induces the creation of new attractions and the growth of existing ones. The Tourism Task Force (2003) of Australia asserts that infrastructure is a big part of the tourist equation. For instance it is posited that the transport system is responsible for connecting tourism-generating regions to tourism-destination regions as well as providing transport within the tourism destination. It should be easy to get to and around in tourism destinations. (Prideaux 2000).

Tourism and marketing are two central and correlated elements in current world. Information Technology has created a vast change in tourism industry's strategies, structure and operations. A major part of changes and its' inventions about tourism are related to the ways that marketing strategies are applied to offer modern services by integrating marketing and its' elements as product, place, price, promotion. Tourism industry is often active on applying modern technologies and marketing strategies. The current improvements in internet and virtual world of competitive structures make some changes in tourism industry, so that even small commercial companies can trade according to international basis. Internet sale also can decrease costs of distributing services, by which profitable potentials of companies who offer services are increased (Reid & Bojanic, 2009). The success of active enterprises' business in this industry depends on target markets' supply method, which necessitates defining marketing concept (Ranjbarian, Zahed, 2010).

Ol Pejeta conservancy has been in business since 1940s. It has changed line of business from pure ranch to combine ranching and wildlife conservancy. Ol Pejeta Conservancy is the largest black rhino sanctuary in East Africa. Its main purpose is to conserve wildlife, to provide a sanctuary for great apes and to generate income through wildlife tourism and complementary enterprises for re-investment in conservation and community development.

According to Kenya Wildlife Service (KWS) Kenya wildlife resources are facing a major threat from the poachers. From January to March this year-2013 the Country has lost 74 elephants to poaching. In 2012, poachers killed 384 elephants, up from 289 in 2011. This trend has occurred simultaneously with wildlife declines of up to 50 percent across the rest of Kenya in the final decades of the twentieth century (Gadd, 2005; Georgiadis *et al.*, 2007a; Reid *et al.*, 2004; Sundaresan and Riginos, 2010; Thompson and Homewood, 2002). Ol pejeta conservancy seems to rely heavily on wildlife, which ranges from the big five, the near to extinct white rhino, chimpanzees among other as its major tourist attraction. Recent analyses of aerial count in Laikipia data suggest that numbers of large mammals have declined significantly since 2001 (O'Brien *et al.* 2012).

The changing climatic trends seem to affect both human and wild-animals, hence the need to look for alternative feeding ground. Laikipia county has seen raise of human-wildlife conflict in recent years. Elephants top the lists of human-wildlife conflict records kept by both the Kenya Wildlife Service's Laikipia office and the Ewaso Incident Reporting System, the latter a joint project of the Mpala Research Centre, Laikipia Wildlife Forum, Kenya Wildlife Service, and Save the Elephants. Kenya Wildlife Service records from June 2003 through May 2004 show that elephants were the cause of 502 incidents in Laikipia, followed by "other" animals, charged with only 75 incidents. Ewaso Incident Reporting System records show a more dramatic ratio: elephants were the cause of 1,158 incidents, followed by "other" species at 102 (Blair, 2008). There seems to be an increase cases of conflicts between human beings and wildlife over the use of natural resources manifested through such incidents as people being killed or injured by

wild animals; loss of livestock through predation; competition for pasture and water; invasion of crop farms and food stores by wildlife; inadequate or lack of compensation for losses or injuries; encroachment on wildlife areas such as forests and protected areas, blocking of wildlife migration routes; and poaching of wildlife for food, ivory, horns, skins and other valuable products.

Well-developed infrastructure is a major contributor to the growth of economy and indeed to growth any business venture. Kenya has a network of almost 200,000 km of roads, nearly one-third of the classified roads fall under the categories of poor to very poor condition. According to District Development Plans (DDP) a large chunk roads in Laikipia County are murrum or earth hence in view of the county's erratic rainfall, four-wheel-drive vehicles are recommended year round, while other interior parts are impassable during the rainy season. Other means to visit Laikipia County are the private airstrips, or Laikipia's hub Nanyuki. Daily services are provided by Air Kenya, Safari Link and Fly540 direct into Nanyuki Airfield, Lewa, Loisaba and Samburu however these is limited to only those who can afford the freight charges. Ol pejeta conservancy is located 15km from Nanyuki and it is accessible via a murrum road from Nanyuki town.

Kenya tourist board has embarked on marketing Kenya as tourist destination of choice. Marketing is a core component of any business. In tourism business marketing helps tourist to make choices of the destination they will spend their money in and to derive maximum utility from it. Kenya is rebranding itself a tourist destination in Kenya via the social media and showcasing. Ol pejeta conservancy seem to have taken cue from the Kenya tourist board with over 15000 likes on Facebook. Other marketing tools they use are twitter account with almost 6000 followers the newsletter and referrals however in terms of marketing there seem to me shortage of public awareness, despite all this channels it seems there is lack of awareness across the world if compared to other major conservancies in the world like The Nature Conservancy, Arlington Virginia with 468,741 Facebook likes according to their official Facebook page.

1.2 Statement of the problem

According to Kenya National Bureau of Statistics (KBS) Kenya tourism sector is steadily growing, in 2009 the number of tourist arrival was 1,490,400 in 2010 it increased to 1,609,100 and in 2011 to 1,822,900 but the average number of arrivals in Ol Pejeta conservancy is 40,000 per year which seem to be way too below the conservancy holding capacity.

The conservancy has increased its tourism handling capacity by coming up with various state of art camping site like Pelican house and Ol Pejeta bush camp, increasing its marketing strategy through online marketing via the conservancy website, twitter and face book, and monthly newsletters. Laikipia County is naturally endowed with wildlife, favorable climatic conditions, proximity to Mount Kenya and rich culture from the various communities in the county. Despite all the efforts and natural endowment the conservancy has had low number of tourists compared to the number of tourist arriving in the country.

The holding capacity for the conservancy according to the Ol Pejeta Conservancy management strategic plan is 95,000 per year. The number of arrivals is still below half of the holding capacity hence this research sought to assess the factors influencing the success of tourism ventures a case of Ol Pejeta conservancy, the research specifically looked at poaching, human wildlife conflict, infrastructure and marketing as factors influencing the success of tourism venture.

1.3 Purpose of the Study

The purpose of this study was to assess factors influencing the success of tourism ventures; a case study of Ol Pejeta conservancy, Laikipia County, Kenya.

1.4 Objectives

The study was guided by the following objectives:

1. To establish the extent to which poaching has influenced the success of tourism venture in Ol Pejeta conservancy.

2. To examine the extent to which human-wildlife conflict has influenced the success of tourism venture in Ol Pejeta conservancy.
3. To analyze the extent to which infrastructure has influenced the success of tourism venture in Ol Pejeta conservancy.
4. To establish how marketing has influenced the success of tourism venture in Ol Pejeta conservancy.

1.5 Research Questions

- 1 To what extent has poaching influenced the success of tourism venture in Ol Pejeta conservancy?
- 2 To what extent has human-wildlife conflict influenced the success of tourism venture in Ol Pejeta conservancy?
- 3 To what extent has infrastructure influenced the success of tourism venture in Ol Pejeta conservancy?
- 4 To what extent has marketing influenced the success of tourism venture in Ol Pejeta conservancy?

1.6 Significance of the Study

Findings from the study may be beneficial to the following:

- I. The Ol Pejeta management may use the findings as the bases upon which to make informed decision in regards to factors influencing tourism and use suggested ways to improve tourism within the conservancy.
- II. The county government may use the findings and recommendations to attract more tourists in the country and consequent boosting the number of tourist arrivals in other tourism ventures in the county through holding tourism forums, improved road network and giving incentives to the tourism ventures.
- III. To the local residents living around the conservancy the study may create awareness among them on the benefits of conservancy to them and their role in improving tourism business.

- IV. The findings of this study may enrich existing knowledge and hence may be of use to both researchers and academicians who seek to explore and carry out further investigations. It may provide basis for further research.
- V. Finally to the general public, the research gave an overview of the OPC tourism potential hence it may create awareness on tourist attraction features in the county, especially OPC hence boosting visitor in the area.

1.7 Delimitation of the Study

This study was based in Ol Pejeta conservancy, Laikipia County, which sits on a 900,000 acres property, located on the Laikipia Plateau, Kenya, between the Aberdares Mountains and Mt. Kenya. Its main activity is promotion of tourism through wildlife protection. The study sought to assess factors influencing the success of tourism ventures, a case study of Ol Pejeta conservancy. The study was based within Ol Pejeta conservancy in the six tourist ventures, see figure 3.1.

1.8 Limitations of the Study

The research was specifically based in Ol Pejeta conservancy hence it cannot be generalized to other counties within the country since they have different endowment and challenges. The researcher financed the project from his own pocket hence the challenges of finances when carrying out the research.

1.9 Assumptions of the Study

It was assumed that;

- I. The respondents answered the questions correctly, truthfully and diligently.
- II. The time allocated for the study was adequate to carry out the research in the way that was desired.
- III. Variables in the study did not change in the course of doing the research.

1.10 Definitions of Significant Terms used in the Study

Tourism- is travel for recreational, leisure, or business purposes.

World Travel & Tourism Council's (WTTC) - is the global business leaders' forum for travel and tourism and is composed of Chairmen and Chief Executives of 100 of the world's foremost organizations, representing all regions and sectors of the industry.

Poaching - refers to illegally hunting or catching (game or fish) on land that is not one's own or in contravention of official protection.

Human wildlife conflict- refers to the interaction between wild animals and people and the resultant negative impact on people or their resources, or wild animals or their habitat.

Infrastructure- the physical components of interrelated systems providing commodities and services essential to enable, sustain, or enhance societal living conditions however in this research looks at the road network.

Marketing –Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large.

Business venture- refers a start-up enterprise that is formed with the expectation and plan that a financial gain will result. In this research the business venture will refer to a business that deals with wildlife conservation and promotion of tourism.

Tourism venture- refers to the business undertaking to protect wildlife and at the same time promoting tourism.

1:11 Organization of the study

The study is organized into five chapters. Chapter one, which is the introductory part, contains the background of the study, the statement of the problem, purpose of the study, delimitation of the study, limitation of the study, basic assumptions, definition of significant terms and organization of the study. In chapter two, literature review is given. Chapter three encompasses the research methodology under which, research design, target population, sampling procedure, research instrument in data collection, validity and reliability of the instruments, data collection procedures and data analysis techniques are

discussed. Chapter four presents the data analysis and interpretation. Lastly chapter five presents the summary of findings, discussions, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter attempts to review the contribution of other researchers that is relevant to this study, with a focus on factors influencing tourism ventures. This enabled the study to develop new knowledge and understanding of the tourism as a business venture that significantly contribute to the country's economy. A conceptual framework was used to illustrate the relationship between the variables.

2.2 Tourism Ventures

Tourism, the world's largest industry, is highly fragmented, with varied services and activities, such as accommodation, transportation, shopping, and recreational activities (McIntosh, Goeldner, and Ritchie 1995). Tourism sector is fast diversifying from the old form of tourism in parks and game reserves to conservations, which are privately owned for example Ol Pejeta conservancy. They are business ventures whose main aim is to conserve wildlife and environment as well as make profit which in return is used mainly to protect endangered animals and help the neighboring communities.

Since the 1960s, there has been an ongoing rise in the number of privately owned small tourism ventures. For example in Wales, in the United Kingdom, most of the tourism businesses are small (Wales Tourism Board 1994), and in Austria, approximately 75 percent of the hospitality businesses employ no more than four employees. This sector also displays the highest relative share of self-employment; for example about 40 percent of the employees in this industry are entrepreneurs (Weiermair 1998).

Tourism is an important form of trade across the world because it encompasses several areas of the economy, transportation, catering, accommodation, recreation, and services for tourists it is the world's largest generator of employment (www.sandiego.org 2008). Tourism is one of the main tools for developing countries to achieve sustainable economic development (Dhakal, 1991). According to the UNWTO (2012), for instance,

International tourist arrivals grew by 4.6% in 2011 to a total of 983 million (43 million more than in 2010). The travel and tourism industry contributed 9% of global Gross Domestic Product (GDP) and accounted for 255 million jobs in 2011 (WTTC, 2012).

Tourism ventures targets both domestic and international tourists. Both vacationers and those on business trips are considered tourists, and they may be touring either domestically (within their home country) or internationally. Business tourism is one of the leading and most dynamically developing spheres of world economy, because a successful business is impossible without contacts, exchange of technologies and information, exhibitions, congresses, and business trips.

In Kenya the Kenya Tourist Development Corporation is working to align its mandate with Vision 2030 by engaging in projects that will bring about the desired growth in the tourism industry. There has been robust marketing of tourism in Kenya and outside in the effort to encourage more tourists to visit.

2.3 Poaching and Tourism Ventures

According to Oxford dictionary, poaching refers to illegally hunting or catching (game or fish) on land that is not one's own or in contravention of official protection. It is more common with elephants for ivory and rhinos for horns. Persons, who fail to purchase a license, as well as those who violate the terms of their licenses, commit acts of poaching. Walker, 2004, noted that the practice of poaching, probably begun millions of years ago, in the Stone Age when the first humans started to roam the world. Deprived of the knowledge of cultivating permanent food sources, they turned to the ready-made ones of the natural world, thus hunting was implemented to sustain their hunger.

The popularity of wildlife tourism has been increasing in recent years all over the world. (Moscardo, 2008; Orams, 1996; Roe, Leader-Williams, & Dalal-Clayton, 1997; Sinha, 2001). Poaching and illegal trade is the most serious threat to the survival of many plant and animal taxa in the world (Manel, Berthier, & Luikart, 2002). Approximately 10–20% of all vertebrate and plant species are at risk of extinction over the next few decades mainly due to poaching (IUCN, 2000). On-going rhinoceros poaching is the most serious

threat to the survival of rhinoceros in CNP (CNP, 2012). Among the big five animals rhino is the one which is highly threatened by poaching and as a result the few conservancies like Ol Pejeta conservancy use huge amounts of funds to protect this endangered species, however poachers still find their way and in many instances it has led to relocation of the animals to more safer areas.

Tourists are occasionally involved in wildlife poaching and the illegal trade of wildlife parts, which is the worst form of tourism (Higginbottom, 2004; Liddle, 1997; Newsome, Dowling, & Moore, 2005). For instance, over 50 million butterflies are killed for tourist souvenirs each year in Brazil (Carvalho & Mielke, 1971). Generally, it is expected that tourists do not become involved in illegal activities. However, sometimes they can be charged for their involvement in or support of illegal activities. For instance, the Ministry of Tourism and Civil Aviation (2011) stated that 683 and 640 international tourists visiting Nepal were involved in various crimes such as robbery and fraud in 2009 and 2010, respectively. Wildlife poaching, including that of rhinoceros, is a serious threat in Nepal and it is possible that some wildlife tourists are involved. To curb this most of the parks and conservancies have adopted strict regulation for example restricting tourist from interacting with the wildlife both plants and animals which to some tourist seem not to satisfy their ultimate goal of interacting with wild-animals/plants at their natural set up.

Higginbottom (2004) stated, for example, that tourists in marine parks of the Kenyan coast and Galapagos Islands are involved in the illegal collection of shells and corals. Over 50 million butterflies are killed for tourist souvenirs each year in Brazil (Carvalho & Mielke, 1971). Liddle (1997) identified the deliberate killing of snakes to be one of the major impacts of tourism on these animals. New (1991) stated that the illegal hunting and collection of wildlife at mass scale can damage their populations. Wildlife trade involves any sale or exchange of wild animals and plant resources by people, including live animals and plants, or products thereof, including skins, timber and fish (TRAFFIC, 2012). For instance, in the early 1990s, TRAFFIC estimated that the value of legal wildlife and their parts imported globally was around US\$160 billion, which was over

US\$ 323 billion in 2009 (TRAFFIC, 2012). The volume of illegal trade is assumed to be larger than the legal trade. Wildlife and their products represent the third greatest illegal area of trade after drugs and arms (Robert, 2000, as cited in Manel, *et al.*, 2002). This illegal trade normally affects the tourism industry in a big way since the government does not earn from the trade and the same time the country loses its natural endowment.

In Africa, especially, poaching is a major danger to wildlife conservation. Poachers ignore laws protecting animals, systematically butchering them for profit. In order to stop poaching, African governments have created huge national parks that serve as wildlife sanctuaries. The number of rhino's lost to poaching in South Africa climbed from 300 in 2010 to 668 in 2012, 232 rhinos have already been killed in 2013 and these numbers only represent South Africa. Rhino poaching is on the rise in East Africa as well. (WWF, 2012) If poaching continues to increase annually as it has done since 2007, then eventually deaths will exceed births and rhino numbers in South Africa will start to fall. Overall, the total number of rhinos killed per year in South Africa over the past five years has shown a continued escalation, even if there are fluctuations in the daily rate of poaching (Rademeyer, 2012).

As Zimbabwe's poaching losses have declined, the number of illegally-killed rhinos in South Africa has increased (Ellof, 2012). Bow hunting has the advantage of being lethal, yet silent, but involves highly-developed professional skills and equipment rarely available to an archetypal poacher (Rademeyer, 2012). Poaching in Kenya, particularly in northern Kenya, is not a new problem. There are important elephant migration routes running through the region which holds over 7,000 elephants, the second largest population in Kenya, according to a recent aerial count in the Samburu / Laikipia area. But in the last few years, after the establishment of many new Community Conservancies and with the ivory trade ban there has been a slight decline in poaching.

The rhino poaching crisis is receiving an unprecedented level of media attention for a wildlife crime and there is an overwhelming number of rhino conservation fundraising

efforts currently taking place in South Africa. Huge public awareness about the value of rhino horn adds to the poaching threat due to its economic desirability. The possibility of being detected and penalized often lead poachers and collectors/couriers to sell quickly and below optimum prices to realize immediate income (TRAFFIC, 2012:12).

End-use market profitability ultimately drives poaching and illegal trade; price provides the most significant indicator of what is happening in the market, and current rhino horn prices are believed to be inelastic, meaning that the volume of rhino horn being traded is mostly insensitive to increases in price (WWF, 2012:10). Some argue that rising prices, as has been the case in Viet Nam in recent years, indicate that a product is becoming increasingly scarce, and that this typically will lead to an increase in poaching activity at the source (TRAFFIC, 2012:19). Well-managed hunting can have many benefits for conservation (Bauer & Giles, 2002). However, uncontrolled hunting can cause population decline and local extinction of wildlife, especially in fragmented landscapes (Cullen, Bomer, & Padua, 2000) consequently forcing tourist business operators out of the business.

The most important global destinations for tourists to view wildlife, mainly rhinoceros (Subedi, 2010) is Chitwan National Park. Because of this, rhinoceros tourism is continuously growing in Nepal. Second, poaching is the most critical threat to rhinoceros survival (CNP, 2006, 2012; DNPWC, 2006). Subedi (2010) stated that the tourism industry in the Park is still under threat due to rhinoceros poaching hence the decline in number of tourist visiting the park and indeed to most of the conservancies across the world.

According to Kenya wildlife service on its statement after the killing of the entire family of 11 elephants in January 2013 in in Tsavo East National Park, it was the worst ever massive killing since 1989 and it was attributed to escalating prices of ivory in the black-market. Poacher has watered down the government initiative to promote tourism in the country and consequently affecting the entire tourism sector. At Ol Pejeta conservancy

poaching has led to relocation of animals especially the poacher threatened animals to other conservancies and parks, this has led to low number of animals within the conservancy which is the main attraction.

2.4 Human-Wildlife Conflict(HWC) and Tourism Ventures

Wild animals are the most beautiful creatures which have been the primary focus for tourists in the contemporary world due to their distinguished attractive features, uniqueness and rarity, however, due to increasing world population the resources are becoming scarce hence the increasing depletion. Wildlife tourism is the interaction with wildlife and associated habitat, the visitors, the operators and the settings (Higginbottom, 2004).

According to World conservation union (World Bank congress, 2003), HWC occurs when wildlife requirements overlap with those of human populations, creating costs to residents and wild animals. Direct contact with wildlife occurs in both urban and rural areas, but it is generally more common inside and around protected areas, where wildlife population density is higher and animals often stray into adjacent cultivated fields or grazing areas.

HWC is fast becoming a serious threat to the survival of many endangered species in the world. The case studies from countries all over the world demonstrate the severity of the conflict and suggest that greater in depth analysis of the conflict is needed in order to avoid overlooking the problem and undermining the conservation of threatened and potentially endangered species. (Ogada, *et al.*, 2003) noted that Human-wildlife conflict is a serious obstacle to wildlife conservation worldwide and is becoming more prevalent as human populations increase, development expands, the global climate changes and other human and environmental factors put people and wildlife in greater direct competition for a shrinking resource base. This has led to encroachment to the wildlife protected area hence decrease in pasture and consequently decrease in the wildlife population which in the long run leads to low number of tourist hence decline in tourism business.

Species most exposed to conflict are also shown to be more prone to extinction (Ogada, *et al.*, 2003) because of injury and death caused by humans; these can be either accidental, such as road traffic and railway accidents, capture in snares set for other species or from falling into farm wells, or intentional, caused by retaliatory shooting, poison or capture. Such human-induced mortality affects not only the population viability of some of the most endangered species, but also has broader environmental impacts on ecosystem equilibrium and biodiversity preservation. Wildlife tourism normally flourishes where there is variety of wild animals to watch hence increasing the level of satisfaction but with extinction of some animals leads to dissatisfaction among the visitors.

Human-wildlife conflict cases in Lamu are dropping in what Kenya Wildlife Service attributes to new mitigation measures. For this fiscal year 12/13, the agency has paid out Sh1.75 million compensation in the county, compared to 2011/12 when Sh3.7 million was spent. The injured are paid KSh50, 000 while fatal cases are compensated at KSh200, 000. Negative social impacts include missed school and work, additional labour costs, loss of sleep, fear, restriction of travel or loss of pets (Hoare 1992) human-Elephant Conflict Working Group, HECWG). The general negative experience of people towards world animal in many cases leads to lack of goodwill from the community which should be involved in conservations. In many parts of Kenya where cases of HWC lacks compensation the community neglect their duty to protect wild-animals leading to killing and consequently affecting the tourism industry negatively however the new proposed wildlife bill if it passes parliament with provide the mechanism on how to solve both HWC as well as curb poaching.

In Africa, human population growth has led to encroachment into wildlife habitats, constriction of species into marginal habitat patches and direct competition with local communities (Siex *et al.*, 1999). In the state of British Colombia, Canada, conflicts are not restricted to nature reserves or rural areas but often occur in urban conglomerates as well. In the last few years, human population growth is correlated proportionally with the

number of encounters and serious incidents with cougar (*Puma concolor*), black bears (*Ursus maritimus*) and grizzly bears (*Ursus arctos*) (Ministry of water, land and air protection, British Colombia, (2003). In Kenya a recent case of HWC in the urban areas is the killing of lions in Kitengela by the Massai morans this leads the decrease in the number of lions in the park. In 2012 Maasai morans went on rampage to killing world animals outside Amboseli national park due human wildlife conflict, elephants, buffalos and lions being their best targets. According to Director of KWS this has a negative influence on the tourism within the park and the country at large.

Recreational activities and growing public interest in charismatic species, such as large carnivores and endangered species have increased the human presence in protected areas and raised concern about capacities to manage and regulate public access and large-scale use of protected areas. Growing densities in livestock populations can create an overlap of diets and forage competition with wild herbivores, resulting in overgrazing and decline or local extinction in wild herbivore populations (Mishra, *et al.*, 2003)

In the northern United States, bears raid dustbins in the national parks and even at the edge of towns, waking up residents and creating disorder in the streets. Deer collisions with automobiles in the United States injure an average of 29 000 people annually and cause more than US\$1 billion in damages (USDA, 2006). In Alberta, Canada, over a period of 14 years (1982–1996) wolves killed 2 806 domestic animals, mainly cattle but also some dogs, horses, sheep, chickens, bison, goats, geese and turkeys. In Idaho, Montana and Wyoming in the United States, wolves killed 728 animals, mainly sheep and cattle, over a similar time period (1987–2001) (Musiani *et al.*, 2003). Human wildlife conflict has economic impact on tourism, for example the cost of damage caused by elephants to infrastructure in the Pama National Reserve in Burkina Faso would amount to about US\$587/pond/year and US\$23/track kilometre/year (Alfa Gambari Imorou *et al.*, 2004). This economic value would have otherwise been used in promotion of tourism but due to poor management of the wildlife by the government hence the huge losses.

Serious diseases are known to be transmitted by wildlife to domestic livestock and possibly also to humans (i.e. rabies). Scavengers and predators, such as spotted hyenas, jackals, lions and vultures, also play a role in disseminating pathogens by opening up, dismembering and dispersing parts of infected carcasses. For example, predators ingest anthrax spores together with carcass tissue; the spores are then widely disseminated in the predators' faeces (Hugh-Jones and de Vos, 2002). The key role played by the African buffalo as maintenance host of foot-and mouth disease was identified in the late 1960s. The important role played by wildebeest in the maintenance and seasonal shedding of alcelaphine herpesvirus-1 has also been established (Bengis, Kock and Fischer, 2002). In Laikipia district foot and mouth disease is common due to the presence of roaming wildlife this has led to loss of domestic animals consequently people turn to wild animal a source of food. Most of the conservancies practice both ranching and wildlife conservation but there has been outbreaks of diseases affecting both the domestic animals and the human beings and as a result leading to huge losses both within the conservancies and neighboring communities which in a wider perspective may lead to decline in the number of tourists, for example in the new strain of swine influenza A widely known as H1N1 is responsible for the swine flu outbreak in 2009 in humans. It resulted from a combination of several strains of influenza in humans and influenza in birds as well as swine influenza, led to decrease in the number of tourist visiting the affected countries and further leading the tourism business worldwide.

Overgrazing by wildlife occurs sporadically. Leaving aside the question of enclosed areas, unfenced natural habitats may be subject to overgrazing if natural cycles are left unmanaged or if external intrusions such as human disturbances are allowed. The decline in populations of elephants and other herbivores in Tsavo National Park, Kenya, was a result of discrepancies between the park's carrying capacity, which was lowered by severe drought, and the overabundance of wildlife due to mismanagement practices (Waithaka, 1997). Large herbivores are among the major tourist attraction hence decrease in their population will ultimately lead to tourist seeking alternative destinations. Human wildlife conflict at OPC is common during the dry spell and this lead to

destruction of fences especially by the elephant and crop destruction in the adjacent farmlands leading to tension and insecurity in the conservancy and this has led to decline in tourist arrivals.

2.5 Infrastructure and Tourism Ventures

The connection between infrastructure and tourism is emphasized in numerous professional studies, which underline, on the one hand, the special role of tourism development in the infrastructure's modernizing, and on the other hand the reverse direction, the generation of multiplication effects of infrastructure development upon tourism (Hultsman, *et al* 1999; Swarbrooke 1999; Mowforth and Munt 2003; Williams 1998; Gunn 1994; Gunn and Var 2002; Eagles and McCool, 2002).

The historical scarcity of decent roads, airports and hotels in West Africa hampered tourism prospects for years and continues to dampen potential. East Africa's tourist infrastructure is improving, from cheaper flight connections to cleaner hostels. Slowly bolstered by a new wave of Afrooptimism, investor confidence, diaspora entrepreneurialism and Chinese-funded linkages, we observe the landscape changing.

Financial infrastructure, such as ATMs, decent health clinics, reliable exchange rates, and secure overland transportation with driver services and reliable taxis all contribute to a sense of dependability and predictability that tourists seek when venturing to new lands. A number of authors, including Gunn (1988) and Inskip (1991), have cited the infrastructure base of a country as a potential determinant of the attractiveness of a tourism destination.

In most African tourist Gunn (1988) denotes the tourism product as a complex consumptive experience that results from a process where tourists use multiple of services (information, relative prices, transportation, accommodation, and attraction services) during the course of their visit. Smith (1994) was among the first to acknowledge the role of service infrastructure in creating a product experience. He argued that "service infrastructure is housed within the larger macro-environment or

physical plant of the destination” (Smith, 1994). He stressed the fact that the level, use, or lack of infrastructure and technology in a destination (for example transportation, water and power supply, use of computer technology and communications among others) are also visible and determining features that can enhance the visitors' trip experience. Other authors subsequently supported his views (Choy 1992; Buharis 2000; Crouch and Ritchie 2000). They posited that tourists’ overall impression develops their image of a destination after Crouch and Ritchie (2000) interestingly summarized the various factors that together make a tourist destination experience attractive. They highlighted the importance the service infrastructure layer, which includes transport services, in the tourist destination experience.

The tourist destination product is also better understood in the context of comparative and competitive advantage, which is adapted from earlier work of Crouch and Ritchie (1999), depicts a global picture of the determinants of a destination’s competitiveness. The authors argued that factor conditions are important determinants of attractiveness as tourists travel to a destination to receive the destination experience.

The tourism phenomenon relies heavily on public utilities and infrastructural support. Tourism planning and development would not be possible without roads, airports, harbors, electricity, sewage, and potable water. The infrastructural dimension is thus a necessary element for tourism development and the above factors are all basic elements for attracting visitors to a destination. Generally, infrastructure has not been included in empirical works because it is expected to be available at a destination and has not been promoted as an attraction factor. Smith (1994), and Crouch and Ritchie (1999) provide a good theoretical treatment of the role of service infrastructure in creating a tourism product experience

Kaul (1985) also recognizes the importance of infrastructure, more specifically transport as an essential component of successful tourism development in that it induces the creation of new attractions and the growth of existing ones. The Tourism Task Force

(2003) of Australia asserts that infrastructure is a big part of the tourist equation. For instance it is posited that the transport system is responsible for connecting tourism-generating regions to tourism-destination regions as well as providing transport within the tourism destination. It should be easy to get to and around in tourism destinations. (Prideaux, 2000).

Inhabitants of developed countries, from where the majority of tourists originate, are used to modern transport infrastructure that enables high quality service. These tourists prefer to maintain essentially the same comforts as at home while traveling (Cohen, 1979; Mo, Howard and Havitz, 1993). In fact, Mo, Howard and Havitz (1993), using survey methodology, find that tourists prefer to travel to countries that have the same infrastructures as in their home country. Prideaux (2000) *Does Infrastructure Matter In Tourism Development?* He argued that if the ability of tourists to travel to preferred destinations is inhibited by inefficiencies in the transport system such as uncompetitive prices or lengthy and uncomfortable journey, the likelihood that they will seek alternative destinations may increase.

Tourism resorts have also often been cited as an important attractor of tourism, especially for the high-class segment. Prideaux (2000) posited that a critical mass of public infrastructure (including transport) is essential for enabling the establishment of high-quality resorts in a country. If this critical mass is not available, the operators would have to incur these infrastructure costs, thereby adding to the capital and operating costs of tourism development and thus reducing competitiveness.

African countries should upgrade their infrastructure and improve their human resource to attract more tourists, United Nations World Tourism Organisation (UNWTO) Secretary General, Taleb Rifai has said. During the five years from 2003 to 2007, Kenya's economy grew at an average annual rate of 5.3 percent, much better than the 2.3 percent recorded in the previous decade. Notwithstanding this improvement, current growth levels still fall short of the sustained 7 percent per annum needed to meet the

Millennium Development Goals. Less than half of 1 percent of East Africa's improved per capita growth performance during the 2000s can be credited to improved structural and stabilization policies (Calderon 2008). Wildlife tourism covers a significant part of the tourism industry and contributes same as general tourism. Tourism can stimulate the development of infrastructure such as hospitals or sewage systems (Dhakal, 1991). Local residents can benefit much from such developments. Poor road network in Laikipia county has led to low number of tourist arrivals in the conservancy since they spend a lot of time to reach the destination.

2.6 Marketing and Tourism Ventures

Marketing is the process of communicating the value of a product or service to customers, for the purpose of selling the product or service. It is a critical business function for attracting customers. The role of international tourism in generating economic benefits has long been recognised in many developing countries (Jenkins, 1991; WTO, 1994). In the last two decades in particular tourism has developed, especially in developing countries by their integrated tourism planning (Buhalis, 1999; Butler, 2002; Vanhove, 2005).

Tourism involves travelling for pleasure, enjoy and education. It is also a business of attracting tourists and providing for their accommodation and entertainment. In many countries, tourism is an industry for earning revenue and foreign exchange (Hossain, 2007). The many businesses that grow concurrently with the development of tourism include airlines, shipping, hotels and restaurants, finance companies, tour operators, travel agents, car rental firms, caterers and retail establishments and together, they contribute significantly to the overall development of a country's economy and to its cultural diversification and adaptation (Islam, 2009).

Arrivals from within Africa and from Europe account for almost 80% of all tourism arrivals to African countries, with Asia having a small market share of approximately 3%. Sub-Saharan Africa is heavily dependent on arrivals from African countries. Source markets vary considerably among the various African countries and historical ties and

language have a major influence on the source market mix attracted. The World Travel and Tourism Council (WTTC) estimate the country's coastal market generates only US \$70 million in direct tourism revenues, about 3.7% of GDP.

In Kenya tourism is organized by the Kenya Tourist Board (KTB) which is entrusted with, Strategic Planning to align its programs towards the achievement of tourism goals and to coordinate tourist activities in the country. There are several tourism companies in the country owned both by locals and foreigners which act as tourist agencies and help the Kenya Tourist Board in its local and foreign activities. One of the key advantages KTB have is that Kenya is a naturally gifted country especially in wildlife, coastal beaches, mountains and beautiful plain lands, this is recognized internationally. However this is not enough in the current international market due to competition, KTB must convince potential target customers they are offering something different from the competition, hence the need for marketing. This can be achieved by offering a different price, offering better service, or offering a different type of service for the customer.

Marketing is done systematically in order to achieve the set goals. Linden and Malcolm (1994) Strategic planning is the process of formulating longer-term objectives and strategies for the entire business unit by matching its resources with its opportunities. Its purpose is to help business to reach realistic objectives and achieve a desired competitive position within a defined time to reduce risk of error.

Kenya's focus has mainly been in the European market but with the market in Europe almost saturated and competition so high there is need to start focusing on new markets. The emergence of China as an economic power has given the board a new target area which they should exploit to keep the tourism industry in Kenya thriving. Over the last 10 years China has emerged as a strong growing economy and more Chinese people are now in a position to travel the world due to their higher incomes. Major tourist countries across the world are focusing on attracting Chinese tourists and it is only countries with

the best marketing plans and strategies that will be able to acquire a good market share in China.

Marketing plans help companies and organizations employ marketing strategies that will help them realize both their long-term and short-term objectives. Marketing is important in business as it helps convince potential customers buy a company's product it is more important due to many company's offering similar products a marketer must take his time to persuade and convince potential buyers buy their products. Michael J. Baker (1998, 5) states that marketing as a concept school began to emerge in the 1930s when the experience of the 1930 great depression made it clear producers could not continue to expect the growth in demand to absorb all their output when competing mainly on price and sale of undifferentiated products.

As Armstrong and Kotler (2006) outline marketing must be understood not in the old sense of making a sale (telling and selling) but in the new sense of satisfying customer needs the marketer should be efficient and understand the consumers need, develop a product, and produce superior value and price, promote and distribute these products and services.

According to Westwood (2006) a marketing plan is a document that formulates a plan for marketing products or services a company marketing plan sets out the company's marketing objectives and suggests strategies to achieve them. As Malcolm Macdonald (2003) expounds marketing planning is the planned application of marketing resources to achieve marketing objectives. Also according to Malcolm MacDonald (2008, 8) the purpose of market planning is to identify and create a competitive advantage, it is the planned application of marketing resources to achieve marketing objectives. With the business world changing mainly due to technology and competition there is needs for operations to be in a systematic way has never been higher, businesses in both goods and service industry are now forced to either operate in a systematic way or be bankrupt. Wood (2003) defines marketing planning as the structured process of researching and

analyzing the marketing situation; developing and documenting marketing objectives, strategies and programs; and implementing, evaluating, and controlling activities to achieve the objectives.

According to Malcolm Macdonald (2008) lack of proper implementation leads to the following problems: lost opportunities for profits, meaningless numbers in long-term plans, unrealistic objectives, lack of actionable market information, interventional strife, management frustration, proliferation of markets and products, wasted promotional expenditure, confusion, overpricing, growing vulnerability to changes in the business environment and loss of control over the business. Market planning involves objectives and the plan on how to achieve these objectives and a timeframe. Measurement can be in the following values, amount of sales, sales value, company's market share, profits, or market penetration. Marketing strategies is how a company plan to achieve these objectives that is the action plan that you are going to employ to ensure the company achieves its goals.

Armstrong (2006) the marketing mix is a set of controllable, tactical marketing tools that the company blends to produce response in the target market; it consists of everything the company can do to influence the demand for its product. Place strategy includes company activities that make the good available to target consumers Kotler (2004). It is essential for a product to be at the customers' disposal when they need them that is why companies should ensure use of right distribution channels when dealing with customers the choice of the channel differs from product to product. Selection of a wrong channel can be disastrous in that it will not be easy for your customers to access the good and hence they may buy from your competitors.

Paul Fifield (1998) outlines, promotion is defined as a whole array of methods and procedures by which an organization communicates with its target market. Promotion strategy centres on communication. The communication channels used by a company to explain the advantages of a product/service that helps convince a customer where buy a

product. Advertising is crucial in the promotion strategy can be in various media, and with developing technology the internet has been the major contributor in the 21st century. A good advertisement should focus on the merits of what a company is offering and should be able to convince a target customer.

Differentiation is one of the major ways a company can gain a competitive advantage over its competitors it basically focuses on attributes which could be through; physical features, branding, performance, after sale service and so on. Armstrong and Kotler (2004) stated that to discover points of differentiation companies must understand the customer's entire experience with the company's product or service. Differentiation is a special way of building a competitive advantage because it focuses on a certain segment of the market and finds ways to satisfy this segment it's an important theme in marketing planning because each market segment is different and needs different attributes to satisfy it. Brand differentiation a company's brand image should convey the product's distinctive benefits and positioning, developing a strong and distinctive image requires creativity and hard work. A company cannot create an image in the customer's minds overnight using a few advertisements, Armstrong and Kotler (2006).

Fombrun and Riel (2007) states that marketing communication consists primarily of those forms of communication that support sales of products, services and brands, in marketing communication. Distinction is made between promotional mix and public relations mix. Armstrong and Kotler (2006) explains that once it has chosen a position the company must take initiative to communicate chosen position to its consumers.

The tourism market has been on an upward trend from 2003-2007 but slowed down due to chaos after the disputed election which led to some western countries declaring travel to Kenya unsafe however the damage that was experienced on the short term was minimal but experts have predicted that the chaos could have a longer-term impact. By now all the countries have cancelled the travel advisory and the board hopes that the

losses accrued over that period will be minimal in the long-term, enabling the market to continue with the steady growth (www.tourism.go.ke 2008).

Social media loosely refers to a wide spectrum of web based and mobile applications that enable social interaction across geographical boundaries mainly through user generated content. In recent years, particularly in the last couple of years, there has been an exponential growth not only in the number of social media networks but also in the socio-demographic attributes of their user base. To this end most business ventures have resulted to social media to market their businesses.

According to eMarketer spending on advertisements via social networking sites has increased from \$ 1.40 billion in 2009 to a projected \$3 billion in 2011, a nearly 50% increase. A recent survey on social media usage in Fortune 500 companies conducted by the University of Massachusetts Dartmouth Center for Marketing Research (2010) found that 60% of the Fortune 500 companies now have regularly updated Twitter accounts. As well, 56% of these companies have an active presence on Facebook. In Kenya most companies are in both Facebook and Twitter, Ol-pejeta conservancy has its presence on social media as well as production of e-newsletters. Marketing helps to boost consumption of the products and services by the target market and this end proper marketing of Ol Pejeta conservancy with help to boost the number of arrivals in the conservancy.

2.7 Conceptual Framework

The study was be guided by the conceptual framework as shown in figure below relating the dependent and independent variables.

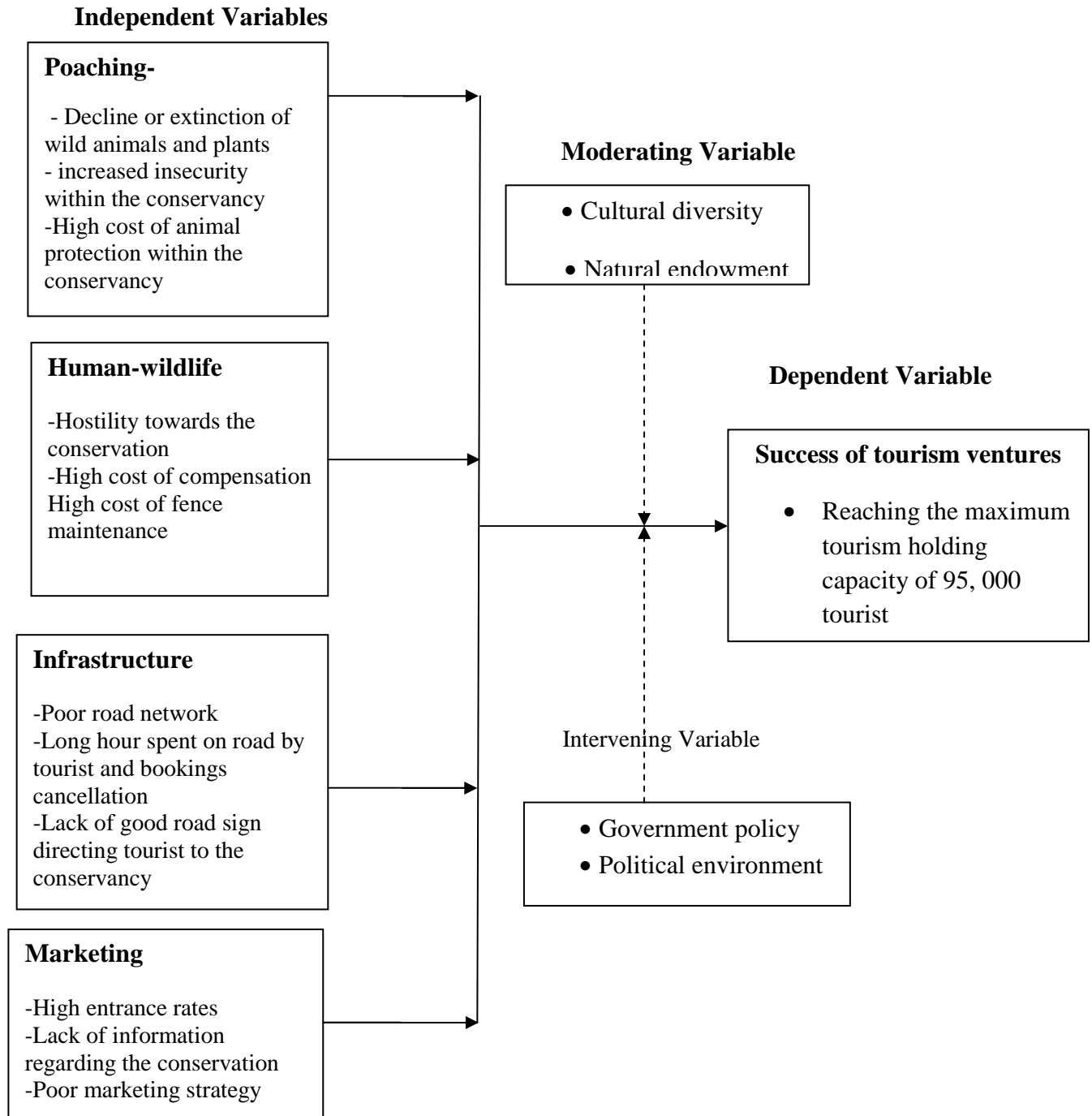


Figure 1: Conceptual Framework

The framework shows how various variables interact and how they influence the success of tourism ventures in Ol Pejeta Conservancy. For this study, four factors; poaching, human wildlife conflict, infrastructure and marketing are considered as the independent variables. The success of tourism venture is the dependent variable that is affected by the independent variables as shown above. At the same time, some intervening variables such as government policy and political environment as well as moderating variables such as natural endowment tend to affect the degree of influence.

2.8 Summary of literature review

The chapter looked at the various factors influencing the success of tourism venture, poaching is a threat to tourism across the world and has led to decline and at times extinction of others consequently leading to low number of arrivals in tourism ventures and parks whose main aim is to view wild animals especially the big five. Human wildlife conflict is a common problem, as population grows; there is increased competition of scarce resources between the wild animals and the people leading to encroaching and disruption of animal corridors. Infrastructure especially roads, connects tourist to their destination, however, poor infrastructure in various parts of the country has led to decline in number of arrivals especially during wet seasons. Finally marketing is a strategy used to reach potential tourist, however, different strategies are used depending on the target market line social media, magazines and newsletters and holding forums.

2.9 Research Gap

According to World Trade and Tourism Council, (2007) tourism is the world's largest and fastest growing industry, and indeed the biggest provider of jobs. Wu *et al.* (2000), attributed the growth of domestic tourism in China to income per capita of Chinese citizens, the increase of leisure time, and the structural adjustment of China's national economy. Isaac Sindiga (2005) carried out a study on Wildlife based tourism in Kenya; Nyeki et al, (2002) carried out a study wildlife conservation and tourism in Kenya. The reviewed literature demonstrates the influence of various factors on tourism in various parts of the world and specifically Kenya. Hence there was need to conduct this study to

assess factor influencing the success of tourism ventures, a case of Ol Pejeta conservancy, Laikipia county, Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the research methodology that was applied in order to achieve research objectives. Specifically, the chapter discusses the research design, the target population, sample size and sampling procedures, research instruments, data collection procedures and data analysis techniques.

3.2 Research design

This study employed descriptive survey design. Descriptive method involves measurement, classification, comparison and interpretation of data while the survey method is suitable as it is used in gathering data from a relatively large number of cases at a particular time. Orodho (2003) defines a research design as the scheme, outline or plan that is used to generate answers to research problems. According to Zikmund (2000), descriptive design allows the researcher to gather information, summarize, present and interpret data. This design is preferred because the questions raised in the study require collecting data through administration of questionnaires and interviewing the respondents and also it is effective when the study involves a large population. The design is appropriate because the researcher is able to examine variables under natural conditions in which they are operating as dependent and independent variables.

3.3 Target population

The target population for this study was the management staff of all tourism ventures within Ol Pejeta conservancy, KWS officials and game rangers. At OPC there are six tourism ventures/firms namely Sweetwaters tented camp, Pelican house, Kicheche Laikipia camp, Porini rhino camp, Ol Pejeta bush camp and Ol Pejeta house.

Table 3.1 Distribution of management staffs in the various firms within the conservancy.

	Name of the tourism venture	Number of staff in management positions
1	Sweetwaters tented camp	10
2	Pelican house	6
3	Ol Pejeta house.	6
4	Kicheche Laikipia camp	8
5	Porini rhino camp	8
6	Ol Pejeta bush camp	8
	Total	46

Source: Ol Pejeta Information Centre

Mugenda and Mugenda (2003), explain that the target population should have some observable characteristics, to which the study intends to generalize the results. This definition assumes that the population is not homogeneous.

3.4 Sample Size

The sampling plan describes the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample is selected (Cooper & Schindler, 2003). The sample size was 46 management staff of the six tourism ventures in Ol Pejeta conservancy. Other respondents who were interviewed were the KWS official and game rangers in the Ol Pejeta conservancy.

3.4.1 Sampling Procedure

Purposive sampling was done since the target respondents were the entire management staff of various tourism ventures in the conservancy. While simple random was used for KWS officials and game rangers.

3.5 Research Instruments

The study used both primary and secondary data collection. The primary data was collected from the OI Pejeta conservancy management staff using a structured closed ended and open ended questionnaires. This instruments was preferred by the researcher since it is effective in generating the required responses. The closed ended questions are easier to administer as each item is followed by an alternative answers and it is also economical to use in terms of time and money. On the other hand the open ended questions were appropriate in this study as they permitted a greater depth of response especially as the study evaluates perception which is attitudinal in nature and thus this type of questions allows the respondents to give their feelings, background, hidden motivation, interests and decisions (Mugenda and Mugenda 2003). In addition to questionnaire, the other primary data was obtained through interview. Game rangers and KWS officials were interviewed. Finally researcher also used observation. The data generated through the above methods was both qualitative and quantitative in nature which eventually made analysis easier. Secondary data was collected from KWS offices and OPC information center.

3.6 Instrument Validation

Validity is the strength of our conclusions, inferences or propositions. Validity is defined as the appropriateness, correctness, and meaningfulness of the specific inferences which are selected on research results (Frankel & Wallen, 2008). It is the degree to which results obtained from the data analysis actually represent the phenomenon under study. More formally, Cook and Campbell (1979) define it as the "best available approximation to the truth or falsity of a given inference, proposition or conclusion. This research study concerned itself with content validity. Content validity according to Kothari (2004) is the extent to which a measuring instrument provides adequate coverage of the topic under study. Content validity ensures that the instruments will cover the subject matter of the study as intended by the researcher.

To ensure content validity of the instruments, the researcher closely consulted the research experts and also the peer members undertaking the same program. The research

experts assisted in assessing the variables measured by the instruments, while the peer members helped in determining whether the set of items were accurately representing the variables under study.

3.7 Reliability of the Research Instrument

To test reliability, a pilot study was conducted before the actual study to check on the reliability of the questionnaires in collecting the data. The researcher selected a pilot group of 15 members of the population, from the target population to test the reliability of the research instruments. In order to test the reliability of the instruments, internal consistency techniques was applied using Cronbach's Alpha. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. Coefficient of 0.6-0.7 is a commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicated good reliability (Mugenda, 2008). The size of alpha is arrived at by including both the number of items in the scale and the mean inter-item correlations (Gliem and Gliem, 2003).

The formulae below was used to test reliability:

$$KR20 = (K) (S2 - \Sigma S2) / (S2) (K-1)$$

KR20 = reliability coefficient of internal consistency

K = Number of items used to measure the concept

S2 = variance of all scores

S2 = variance of individual scores

Table 3.2: Reliability

Analysis Scale	Cronbach's Alpha	Number of Items
Poaching	0.935	8
Human-wildlife conflict	0.742	7
Infrastructure	0.813	4
Marketing	0.836	7

The Table 3.2 shows that poaching had the highest reliability ($\alpha= 0.935$), followed by human wildlife conflict ($\alpha=0. 742$), infrastructure ($\alpha=0. 813$) and Marketing ($\alpha=0. 836$). This illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.6.

Reliability is the extent to which data collection procedures and tools are consistent and accurate (Salinger and Shohamy, 1989). Reliability of a measure indicates the extent to which it is without bias and hence ensures consistent measurement across time and across the various items in the instrument (Sekaran, 2006). Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures. An instrument is said to be reliable if measures what is supposed to measure. After piloting, the questionnaire was adjusted accordingly to meet the desired purpose. Mugenda and Mugenda (1999) defines reliability as a measure of the degree to which a research instrument yields consisted results or data after repeated trials.

3.8 Data collection Procedure

The researcher collected data through self-administered questionnaire. This method is appropriate as it can reach a large number of subjects who are literate. The interview guide was administered on a face to face basis. The researcher also used observation method especially on the physical infrastructure and natural endowment. Collection of data from the field was done by research assistants.

3.9 Data Analysis

Before analysis, data was cleaned by checking for logical consistency and any unnecessary data was removed. Coding involved converting responses to numbers.

According to Orodho (2003), data analysis is the process of systematically searching and arranging filed notes, data and other materials obtained from the field with the aim of increasing one's own understanding and to enable one to present them to others. The data collected was analyzed using both qualitative and quantitative methods of analysis. The quantitative data was analyzed using descriptive statistics where the responses from the questionnaires was tallied, tabulated and analyzed using percentages, mean and standard deviation using Statistical Package for Social Sciences (SPSS V 21) which according to Martin & Acuna (2002), is able to handle large of amounts of data and is efficient because of its wide spectrum of statistical procedures purposively designed for social sciences.

The qualitative data from the interview guide and the open ended questions in the questionnaire was analyzed thematically using conceptual content analysis. Frequency tables and pie charts were used to present the data for easy comparison.

3.10 Ethical considerations

The study collected sensitive information; therefore, the researcher had a moral obligation to treat the information with utmost modesty. The researcher ensured the respondents confidentiality of the information given to ensure that the respondents are not reluctant to give the information as sought by the study.

3.10 Operational definition of variables

Table 3.3 Operational definition of variables

Objective	Variable	Indicators	measurement	Measurement scale	Tools of analysis	Type of data analysis
To establish the extent to which poaching has influenced tourism activities in Ol Pejeta conservancy.	Independent variable Poaching	-Decline in number of wild animals -Extinction of some rare animals and plants -Poaching has increased insecurity within the conservancy -Poaching has led to decline in number of tourist visiting OPC -High cost of animal protection within the conservancy	Likert scale	Nominal Ordinal	Mean Percentage	Descriptive
To examine the extent to which human-wildlife conflict has influenced tourism in Ol Pejeta conservancy.	Human wildlife conflict	-Hostility towards the conservation by the community -High cost of compensation package -Killing of wild animals by the community -High fence maintenance as a result of damage especially by the elephants	Likert scale	Nominal Ordinal	Mean Percentage	Descriptive
To find out the extent to which infrastructure has influenced tourism activities in Ol Pejeta conservancy.	Infrastructure	-Poor road network -Long hour spent on road by tourist -Cancellation of bookings due to lack of means of transport	Likert scale	Nominal Ordinal	Mean Percentage	Descriptive

		-Lack of good road sign directing tourist to the conservancy				
To establish how marketing has influenced tourism in Ol Pejeta conservancy	Marketing	-Entrance fee -product variety -Marketing channels in use - accommodation facility	Likert scale	Nominal Ordinal	Mean Percentage	Descriptive
	Dependent variable -Success of tourism ventures	Reaching the maximum tourism holding capacity of 95, 000 tourist	Likert scale	Nominal Ordinal	Mean Percentage	Descriptive

3.10 Chapter Summary

In this chapter, descriptive survey design was used to conduct the study was proposed. The target population for this study was the management staff of OPC, the KWS officials in the conservancy and game rangers. Data was collected using questionnaires. In order to achieve consistency of the feedback drawn from the respondents, the questionnaire was designed in such a way that it will never vary from one respondent to another. Moreover, the use of both quantitative and qualitative data analysis methods was preferred to draw conclusion.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings. This chapter presents analysis of the data on the factors influencing the success of tourism ventures: A case of Ol Pejeta conservancy Laikipia county Kenya. The chapter also provides the major findings and results of the study.

4.1.1 Response rate

This research study had a sample size of 46 respondents who were management staff in various tourism ventures in Ol Pejeta conservancy. Out of the total respondents 43 questionnaires were filled and returned to the researcher which represented 93.48% response rate, the higher response rate was attributed to specific group targeted by the research. The response rate was adequate for this analysis and conforms to Babbie (2002) stipulation that any response of 50% and above is adequate for analysis. The study also utilized interview guides which were filled and returned by Kenya wildlife official and game rangers

4.1.2 Reliability Analysis

A pilot study of 15 respondents was carried out to determine reliability of the questionnaires. The pilot study involved the sample respondents from various tourism ventures within the conservancy. Reliability analysis was subsequently done using Cronbach's Alpha which measures the internal consistency by establishing if certain item within a scale measures the same construct. Gliem and Gliem (2011) established the Alpha value threshold at 0.6, thus forming the study's benchmarked. Cronbach's Alpha was established for every objective which formed a scale.

4.2 Demographic Information

It gives the respondents details regarding the gender, number of years worked and level of education.

4.2.1 Respondents Gender

Table 4.1: Gender of respondents

Gender	Frequency	Percent
Male	35	81.4
Female	8	18.6
Total	43	100.0

Table 4.1 above shows the gender of the respondents, majority of the respondents were male as indicated by 81.4% while 18.6 % were female. This therefore indicates that majority of management staff in Ol Pejeta conservancy are male.

4.2.2 Number of years worked

Table 4.2: Number of years worked at Ol Pejeta conservancy

Number of years	Frequency	Percent
Less than 2 years	3	6.98
2 - 5 years	11	25.58
5 – 10 years	20	46.51
More than 10 years	9	20.93
Total	43	100

The study sort to establish the number of years the respondents have been employed in OPC. The number of years of employment played a role in determining whether the respondents have been there long enough to give accurate information for the study. Table 4.2 shows the number of years worked at Ol Pejeta conservancy. 6.98% of the respondents have only worked there for less than 2years, 25.58% have worked there between 2 to 5 years while 46.58% of the respondents indicated that they have been there for 5 to 10 years and finally 20.93% of the respondents have been there for more than 10 years.

From the analyzed data it can be concluded that majority of the staff have worked in Ol Pejeta conservancy for more than 5 years which is a sufficient time to provide reliable data for the study.

4.2.3 Respondents Level of Education

Table 4.3: Respondent's level of education

Level	Frequency	Percent
Primary	0	0
Secondary	1	2.33
Certificate	8	18.60
Diploma	21	48.84
University	9	20.93
Postgraduate	4	9.30
Total	43	100.00

The study sought to establish the level of education of the respondents. The level of education was important in the study because it showed whether the respondents have adequate level of education to understand the concept and the language of the study. Table 4.3 above shows the level of education of the respondents. From the findings, there was no respondents who had a primary level of education, 2.33% of the respondents had a secondary level as their highest level of education, 18.8% of the respondents had certificate level education as their highest level of education, 48.84% of the respondents had a diploma as the highest level of education, 20.84% of the respondents had a degree as the highest level of education, while 9.3% of the respondents had a postgraduate level as the highest level of education. This shows that majority of the respondents were learned and well equipped with the required skills to run the various ventures.

4.3 Influence of poaching on tourism

Table 4.4: Extent to which poaching is common

	Frequency	Percent
Very great extent	2	4.65
Great extent	29	67.44
Moderate extent	10	23.26
Little extent	2	4.65
No extent	0	0
Total	43	100.00

In determining the extent to which poaching is common at OPC, Table 4.4 above shows that, 4.65% of the respondents indicated that poaching is common to a very great extent, 67.44% indicated it is common to a great extent, while 23.26% noted that poaching is common to a moderate extent and only 4.65% indicated that it is common to a little extent and finally non indicated that it is common to no extent. From these findings we can deduce that majority of the respondent confirmed that poaching is common within OPC.

4.3.1 Influence of poaching on tourism

Table 4.5: Influence of poaching on tourism

	Frequency	Percent
Very great extent	10	23.26
Great extent	20	46.51
Moderate extent	8	18.6
little extent	5	11.63
No extent	0	0
Total	43	100.00

With regards to the extent to which poaching has influenced tourism within the conservancy. Table 4.5 above depicts that 23.26% of the respondents indicated that

poaching in OPC has influenced tourism to a very great extent, 46.51% of the respondents indicated that poaching has influenced tourism to a great extent, 18.6% of the respondents indicated that the influence has been to a moderated extent while 11.63% of the respondents indicated that poaching has influenced poaching to a little extent. From these findings, we can therefore infer that majority of the respondents confirmed poaching has influenced tourism to a great extent.

4.3.2 Significance of poaching to tourism activities in OPC

Table 4.6: Significance of poaching on tourism activities in OPC

	Frequency	Percent
Very significant	37	86.05
Significant	6	13.95
Insignificant	0	0
Total	43	100.0

In determining the significance of poaching on tourism activities in OPC table 4.6 above shows that 86.05% of the respondents indicated that poaching is very significant while 13.95% claimed that its significant while on the other hand, non thought it is insignificant, to that end it can be concluded that poaching is significant towards tourism activities especially to sustainable tourism within the conservancy.

4.3.3 Nature of influence poaching exerts on tourism in Ol Pejeta

Table 4.7: Nature of influence poaching exerts on tourism in Ol Pejeta

	Frequency	Percent
Very Positive	0	0
Positive	2	4.65
Negative	25	58.14
Very negative	16	37.21
Total	43	100.0

With regard to the nature of influence poaching exerts on tourism the table 4.7 above shows that only 4.65% indicated that poaching influences tourism positively, while 58.14% indicates that is influences negatively and finally 37.21% indicated that poaching influences very negatively. From the details above it can be concluded that poaching has a negative influence on tourism activities in Ol Pejeta conservancy.

4.3.4: The extent to which poaching related factors influence tourism in OPC

Table 4.8: Extent to which poaching related factors influence tourism in OPC

	Very great extent	Great extent	Moderate extent	Low extent	Not at all	Mean	Standard deviation
Decline in number of wild animals	6	20	12	4	1	3.605	3.610
Extinction of some rare animals and plants	1	10	16	4	3	2.419	2.493
Poaching has increased insecurity within the conservancy	18	15	6	3	1	4.07	4.479
Poaching has led to decline in number of tourist visiting OPC	14	19	7	2	1	4	4.199
High cost of animal protection within the conservancy	25	10	4	3	1	4.279	6

The respondents were asked to rate poaching related factors influence tourism on a scale of 1-5; (5; agree to a very great extent, 4; agree to a great extent, 3; moderate extent, 2; low extent, 1; no extent), Averages of the factors were established in order to provide generalized feelings of the respondents.

Means less than 1.5 implied that poaching influences to no extent. Means more than 1.5 but less than 2.5 implied that poaching related factors influences tourism to a low extent. Means greater than 2.5 but less than 3.5 implied that respondents think poaching influences tourism to a moderate extent. Means greater than 3.5 but less than 4.5 implied that respondents think poaching influences tourism in OPC a great extent and means greater than 4.5 implied that respondents strongly feels that poaching related factors affect tourism in Ol Pejeta conservancy to a very great extent.

The standard deviation on the other hand describes the distribution of the response in relation to the mean. It provides an indication of how far the individual responses to each factor vary from the mean. A standard deviation of more than 1 indicates that there is no consensus on the responses obtained, while less than 1 indicates that there is consensus on the response obtained.

Table 4.8 shows that it was generally noted that high cost of animal protection within the conservancy has influenced tourism to a great extent as shown by the mean of 4.279, regarding increased insecurity within the conservancy due to poaching, majority of the respondents agreed to a very great extent as it scored 4.07, in addition respondent noted that poaching has led to decline in number of tourist visiting OPC when a mean score was 4. Regarding the Decline in number of wild animals within the conservancy the score of 3.605 was obtained depicting that it influenced on tourism to a moderate extent and finally the respondents indicated that the extinction of some rare animals and plants in the conservancy influenced tourism to a low extent as indicated by a mean of 2.419.

4.4: Human wildlife conflict

Table 4.9: The extent to which human-wildlife conflicts is common in Ol Pejeta

	Frequency	Percent
Very great extent	3	6.98
Great extent	15	34.88
Moderate extent	15	34.88
Little extent	8	18.6
No extent at all	2	4.65
Total	43	100.0

In determining the extent to which human-wildlife conflicts is common in OPC, table 4.9 shows, 6.98 % of respondents indicated that the conflict is common to a very great extent, 34.88% indicated that it is common to a great extent and moderate extent equally. Further 18.6% indicted that human-wildlife conflict is common to a little extent while 4.65% indicated that the conflict is of no extent at all. From the data above it can be conclude that human wildlife conflict is common in Ol Pejeta conservancy.

4.4.1: The extent to which human wildlife conflict has influenced tourism in the conservancy

Table 4.1: Extent to which human-wildlife conflict has influenced tourism in the conservancy

	Frequency	Percent
Very great extent	5	11.63
Great extent	18	41.86
Moderate extent	10	23.26
Little extent	6	13.95
No extent at all	4	9.3
Total	43	100.0

From the data analyzed table 4.10 shows that 11.63% of the respondent indicated that human wildlife conflict has influenced tourism within the conservancy, 41.86% indicated that human-wildlife conflict has influenced tourism in the conservancy to a great extent,

23.26% indicated that the human wildlife conflict has moderate influence to tourism in the conservancy. In addition 13.95% of the respondents indicated that the human wildlife conflict has a little influence on tourism and only 9.3% of the respondents indicated that human wildlife conflict has no extent at all on tourism. From the data above it can be deduced that human wildlife conflict has a great influence to tourism in the Ol Pejeta conservancy.

4.4.2: The extent to which human-wildlife conflict related factors influence tourism

Table 4.11: The extent to which the following human-wildlife conflict influence tourism

	Very great extent	Great extent	Moderate extent	Less extent	No extent	mean	Standard deviation
Hostility towards the conservation by the community	10	12	9	8	4	3.372	1.040
High cost of compensation package	8	9	8	11	7	3	1.513
Killing of wild animals by the community	5	9	12	9	8	2.86	1.399
High fence maintenance as a result of damage especially by the elephants	16	15	9	2	1	4.04	4

The study sort to find out the extent to which human-wildlife conflict influenced tourism, from the table 4.11 indicates that the respondents agreed to a great extent high fence

maintenance as a result of damage especially by the elephants has influenced tourism in the conservancy as the indicated by a mean of 4.04. The other factor regarding hostility towards the conservation by the community scored 3.372 which was an indication the respondents agreed that it has influence tourism in the conservancy to a moderate extent. In addition high cost of compensation package scored a mean of 3 depicting that it has influenced poaching to a moderate extent and finally killing of wild animals by the community scored 2.86 depicting that it has influenced tourism in the conservation to a moderate extent.

4.5: Infrastructure

Table 4.12: Rating nature of road network

	Frequency	Percent
Very good	0	0
Good	10	23.26
Bad	25	58.14
Worst	8	18.6
Total	43	100

Table 4.12 shows the nature of road in the area Ol Pejeta conservancy is located. Of all the respondents none of them indicated that the nature of road is very good, however 23.26% indicated that the nature of roads in the area the conservancy is located is good, while 58.14% of the respondents indicated that the nature of the roads within the area the conservancy is located is bad and finally 18.6% of the respondents indicated that the nature of the roads within the area is worse. From the data analyzed it can be concluded that the nature of the road within the area is in bad state.

4.5.1: Extent to which infrastructure (road network) in Ol Pejeta Conservancy is significant/important.

Table 4.13: The Extent to which infrastructure (road network) in Ol Pejeta Conservancy are significant/important.

	Frequency	Percent
Very significant	40	93.02
significant	3	6.98
insignificant	0	0
Total	43	100

Table 4.13 shows the extent to which roads are of significance to Ol Pejeta conservancy. From the data analyzed 93.02% of the respondents indicated that road network is very significant to Ol Pejeta conservancy while 6.98% are of opinion that road network in Ol Pejeta conservancy is of significant and finally none of the respondent indicated that road network is of no significance.

From that data above it can be deduced therefore that road network is significance to very great extent in regards to tourism activities in Ol Pejeta conservancy.

4.5.2: Extent to which infrastructure has influenced tourism in the conservancy

Table 4.14: Extent to which infrastructure has influenced tourism in the conservancy

	Frequency	Percent
Very great extent	15	34.88
Great extent	18	41.86
Moderate extent	7	16.28
Little extent	3	6.98
No extent at all	0	0
Total	43	100

The table 4.14 shows the extent to which infrastructure has influenced tourism in Ol Pejeta conservancy, 34.88% of the respondent indicated that infrastructure influences tourism in OPC to a very great extent, 41.86% of the respondent indicated that

infrastructure has a moderate influence to tourism in OPC. In addition 16.28% of the respondents were of the opinion that infrastructure has a moderate influence to tourism in OPC while only 6.98% of the respondents indicated that infrastructure has little extent, however, there was no respondent who indicated that infrastructure has no influence on tourism in the conservancy.

4.5.3 How different infrastructure related factors influences tourism in OPC

Table 4.15: How infrastructure related factors has influenced tourism in OPC

	Very great extent	Great extent	Moderate extent	Less extent	No extent	mean	Standard deviation
Poor road network	17	16	7	2	1	4.070	4.372
Long hour spent on road by tourist	15	10	8	6	4	3.604	3.266
Cancellation of bookings due to lack of means of transport	12	10	9	8	4	3.419	2.520
Lack of good road sign directing tourist to the conservancy	7	10	12	9	5	3.116	1.724

The study sought to find out how various infrastructure related factors influenced tourism in Ol Pejeta conservancy, Table 4:15 shows poor road network and Long hour spent on road by tourist scored the highest score of 4.070 and 3.604 respectively hence depicting that it has influenced tourism within the conservancy to a great extent, cancellation of bookings due to lack of means of transport and lack of good road sign directing tourist to the conservancy scored 3.419 and 3.116 respectively which is an indication that they both influence tourism in the conservancy to a moderate extent

4.6 Marketing

The main marketing strategies employed by OPC to boost tourism are Social media e.g Twitter and Facebook, conservancy website and Print media eg magazines and newsletters.

4.6.1 Extent to which Ol Pejeta Conservancy has effectively marketed tourism in the conservancy

Table 4.16: Effectiveness of marketing tourism in the conservancy

	Frequency	Percent
Very great extent	0	0
Great extent	3	6.97
Moderate extent	30	69.77
Little extent	9	20.93
No extent at all	1	2.33
Total	43	100.00

Table 4.16 shows the extent to which Ol Pejeta conservancy has effectively marketed tourism in the conservancy. From the data analyzed none of the respondents indicated that OPC has effectively marketed tourism to a very great extent, 6.97% of the respondents indicated that OPC has marketed tourism to a great extent, 69.77% of the total respondents noted that Ol Pejeta conservancy has effectively marketed tourism to a moderate extent, while 20.93% are of the opinion that the OPC has effectively marketed tourism to a little extent and only 2.33% of the total respondents indicated that Ol Pejeta conservancy has effectively marketed tourism to no extent at all. In regards to effectively marketing tourism in OPC it can be concluded that the conservancy has not done as expected in terms of marketing since majority of the respondents are of the opinion that OPC has effectively marketed tourism to a moderate extent.

4.6.2 Extent to which marketing strategies employed by OPC to attract tourist is effective

Table 4.17: Extent to which marketing strategies employed to attract tourists in OI Pejeta are effective.

	Frequency	Percent
Very great extent	1	2.33
Great extent	6	13.95
Moderate extent	20	46.51
Little extent	15	34.88
No extent at all	1	2.33
Total	43	100.0

Table 4.17 shows the extent to which marketing strategies employed by OPC to attract tourist are effective. From the analysis 2.33% of the respondent indicated that the strategies employed are effective to a very great extent, 13.95% of the respondent were of the opinion that marketing strategies employed by OPC are effective to a great extent while 46.51% of respondent thought the marketing strategies employed are effective to a moderate extent. Further 34.88% of the respondent indicated that the marketing strategies employed are effective to a little extent and finally 2.33% indicated that the marketing strategies employed are effective to no extent at all.

4.6.3 Extent to which price, culture influence tourism

Table 4.18: Influence of price on tourism in the conservancy

	Frequency	Percent
Very great extent	3	6.98
Great extent	8	18.6
Moderate extent	21	48.83
Little extent	10	23.26
No extent at all	1	2.33
Total	43	100.0

The study sought to determine the extent to which price has influenced tourism in the conservancy. The table 4.18 shows the extent to which price has influenced tourism in the conservancy, from the data gathered, 6.98% indicated that price has to a very great extent influenced tourism in OPC, 18.6% of the respondent thought that price to a great extent has influenced tourism in the conservancy. Further 48.83% of respondents indicated that price has to a moderate extent influenced tourism in the conservancy; on the other hand 23.26% of the respondent indicated that price has to a little extent influenced tourism in the conservancy and finally 2.33% of the respondent indicated that price has to no extent at all influenced tourism in the conservancy. From the above analysis it can be deduced that price has moderately influenced tourism in the conservancy.

4.6.4 Influence of product variety on tourism in the conservancy

Table 4.19: Influence of product variety on tourism in the conservancy

	Frequency	Percent
Very great extent	10	23.26
Great extent	15	34.88
Moderate extent	14	32.56
Little extent	4	9.3
No extent at all	0	0
Total	43	100.00

The table 4.19 above shows the extent to which product variety has influenced tourism in the conservancy, from the data analyzed 23.26% of the respondent indicated that the product variety to a very great extent has influenced tourism in the conservancy, 34.88% of the total respondents indicated that product variety has influenced tourism to a great extent. In addition 32.56% and 9.3% of the respondent indicated that product variety has to a moderate extent and little extent respectively and finally none of the respondents thought product variety has influenced tourism in OPC at no extent at all. From these findings, we can therefore infer that product variety in Ol Pejeta conservancy influences tourism within the conservancy.

4.6.5 Influence of culture on tourism in the conservancy

Table 4.20: Influence of culture on tourism in the conservancy

	Frequency	Percent
Very great extent	0	0
Great extent	10	23.26
Moderate extent	20	46.51
Little extent	11	25.58
No extent at all	2	4.65
Total	43	100.00

In determining the extent to which culture has influence tourism in the conservation in Ol Pejeta conservancy, table 4.20 Shows that, none of the respondent thought culture has influence tourism in the conservancy to a very great extent, 23.26% of the respondents indicated that culture to a great extent influences tourism in the conservancy, in addition 46.51% of the respondents indicated that culture to a moderate extent influences tourism in Ol Pejeta conservancy, while 25.58% indicated that to a little extent tourism has influenced tourism in OPC, however, only 4.65% indicated that culture has to no extent at all influenced tourism within the conservancy. In regards to the extent to which culture has influenced tourism in Ol Pejeta conservancy it can be deduced from the analyzed data that culture has influenced tourism activities in Ol Pejeta conservancy to moderate extent.

4.6.6 How tourism related factors has influenced tourism in OPC

Table 4.21: Influence of various marketing factors on tourism

	Very great extent	Great extent	Moderate extent	Less extent	No extent	mean	Standard deviation
High entrance rates	15	12	9	4	3	3.744	3.463
Lack of information regarding the conservation	19	14	7	2	1	4.116	4.634
Poor accommodation and other tourist facilities	1	8	14	11	9	2.358	1.8
Poor marketing strategy	14	10	9	7	4	3.605	2.985

The study sought to analyze how various marketing related factors influence tourism. From the data analyzed the Table 4.21 shows how various marketing related factors influenced tourism in the conservancy, lack of information regarding the conservation scored the highest mean of 4.116 which is an indication that it influences tourism in the conservancy to a great extent, High entrance rates and poor marketing scored 3.744 and 3.605 respectively which are the indication of their influence on tourism to a moderate extent and finally Poor accommodation and other tourist facilities scored 2.358 which is an indication that it influences tourism in OPC to a less extent.

4.7: Summary of the chapter

The chapter deals with data analysis and presentation of data gathered from the respondents using questionnaires, interview and observation. Factors influencing tourism were analyzed, that is, poaching, human-wildlife conflict, infrastructure and marketing and findings were presented in form of tables.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the discussion of key data findings, conclusion drawn from the findings and recommendations made. The conclusions and recommendations drawn were focused on addressing the purpose of this study which was to assess the factors influencing the success of tourism venture, a case of Ol Pejeta conservancy Laikipia County, Kenya.

5.2 Summary of the Findings

The research revealed that poaching affects tourism in OPC to a great extent as noted by 70% of the respondents. It has led to decline in number of animals in the conservancy, extinction of rare animals and plants and transfer of endangered animals to others conservancy and parks. This has lead the conservancy to maintain low number of animal which they can manage to monitor to curb poaching, especially those near extinction. 95% of the respondent indicated that poaching has a negative impact to tourism activities in the conservancy, majority of the tourist visit the conservancy to see wild animals especially the big five, therefore due to their low number in the conservancy it has led to decline in number of tourist arrivals.

Further, the study revealed that human wildlife conflict has influenced tourism in the conservancy to a great extent as noted by 53% of the respondents. The conflict is common during the dry season due to scarcity of pasture. Elephants especially break the fences to look for pasture in the adjacent farmlands, this has led to tension between the communities and the conservancy and consequently leading to insecurity within the conservancy.

Regarding the influence of Infrastructure on tourism in the OPC, the study revealed that there is poor road network within the county which has influenced tourism in OPC to a great extent as noted by 76% of the respondents. In addition 77% of respondents indicated that the infrastructure in OPC is in bad especially during the rainy season, a lot

of time is spent by tourist to reach their destination and at time getting an alternative means of transport an extra cost. Moreover, 93% of the respondents indicated that infrastructure is significant for the success of tourism in OPC hence need to improve it.

Finally 83% of the respondents indicated that the strategy employed by Ol Pejeta Conservancy is only effective up to a moderate extent. Ol Pejeta Conservancy has employed social media like Twitter, Face book and newsletter to market the conservancy and whereas these techniques has been use by various organization to market their products and services successfully OPC has not been successfully in its use to attract potential tourists to visit the conservancy.

5.3 Discussions of key findings

In regards to the following variables, the study established that that the gender equity was not achieved. The majority were male this can be explained by the nature of work at the conservancy. With regards to age, the research revealed that majority of the respondent were mature enough hence giving accurate information as sought by the study. The findings also found out that the majority of employees at OPC had diploma level of education and above therefore had a good understanding of the concept of tourism. In terms of working experience, majority of the respondents had worked for more than five years hence have the information needed for this study.

The study sought to establish the extent to which poaching has influence tourism in Ol Pejeta conservancy. The research revealed that poaching affects tourism in OPC to a great extent as noted by 70% of the respondents and has a negative impact to tourism activities in the conservancy. Most of both international and local tourist visit parks and conservancy mainly to view wild animals as (Subedi, 2010) noted that most important global destinations for tourists to view wildlife, for example mainly rhinoceros in Chitwan National Park. It was noted that in OPC there were increased number of poaching related cases hence the reason the conservancy has maintained low number of animal targeted by poachers in OPC of which the conservancy can keep surveillance of, to curb poaching, the conservancy has further employed both day and night guards to

man the animals and on the other hand the conservancy management tracks the communication channels of the game rangers working in the conservancy. While this has helped to curb poaching to a great extent the conservancy has incurred extra expenses in curbing poaching and animal relocation when need arise. Despite the above strategy the number of animal remain low for major tourists' attraction.

Regarding Human-Wildlife conflict the study revealed that it has influenced tourism in the conservancy to a great extent as noted by 53% of the respondents. The study concurs with (Ogada, *et al.*, 2003) who noted that Human-wildlife conflict is a serious obstacle to wildlife conservation worldwide and is becoming more prevalent as human populations increase, development expands, the global climate changes and other human and environmental factors put people and wildlife in greater direct competition for a shrinking resource base. At OPC it was noted that human wildlife conflict is common during the dry seasons due to scarcity of food and pasture to human beings and wild animals respectively. During the dry spell wild animal especially elephants break the fence to look for pastures mainly in farmlands adjacent to the conservancy. This results to damage of crops and consequently leading to killing of the elephants or the community invading the conservancy demanding for compensation, this over the years has increased fear and tension to both tourist and the workers in the conservancy and as a result decline in number of tourist in the conservancy has been attributed to it.

Further in regards to the influence of Infrastructure on tourism in the OPC, the study revealed that there is poor road network within the county which has influenced tourism in OPC to a great extent as noted by 76% of the respondents. The study finds concurs with The Tourism Task Force (2003) of Australia which asserts that infrastructure is a big part of the tourist equation. For instance it is posited that the transport system is responsible for connecting tourism-generating regions to tourism-destination regions as well as providing transport within the tourism destination. Further (Prideaux, 2000) concluded that it should be easy to get to and around in tourism destinations. The road serving the conservancy from the major town Nanyuki to the conservancy is not an all weather road, during the rainy season it is impassable and this has lead to decline in number of tourist visiting the conservancy especially during the rainy season, or at times

incurring extra cost to look for alternative means of transport. Tourism and infrastructure are inseparable, roads link tourist to their destination across the world and good means of transport boost tourist in parks and conservancies and to this end, low number of tourist visiting the conservancy has been attributed to a great extent to poor road network. In addition the study also noted that the road signs directing tourist to the conservancy is wanting especially for the first timers in the conservancy.

Finally regarding the influence of marketing to tourism in Ol Pejeta conservancy the study revealed that the marketing strategies employed by OPC are not sufficient to help the conservancy achieve its target of maximum holding capacity of 95, 000 as 83% of the respondents indicated that the strategy employed is only effective up to a moderate extent. According to Armstrong (2006) the marketing mix is a set of controllable, tactical marketing tools that the company blends to produce response in the target market; it consists of everything the company can do to influence the demand for its product. OPC has relied on social media platform like Facebook and Twitter to reach their target clients however it can only reach those who have access to internet. In addition the study established that there is few local tourist who visit the conservancy despite their proximity to it, this was attributed to the entrance charges and other charges while within the conservancy like one need own means of transport to take a game drive within the conservancy which the respondent indicated that the cost is prohibitive.

5.4 Conclusions

The study sought to establish the extent to which poaching has influenced tourism in OPC, from the findings and the discussions; it's possible to conclude that poaching influences tourism in the conservancy to a great extent. Poaching has lead to decline in number of animals within the conservancy, it has increased insecurity in the conservancy and finally it has led to increased cost of animal protection. To that end there is need for the conservancy to find ways to curb poaching in order to attract more tourists who mainly visit the conservancy to see wild animals especially the big five.

Secondly the study sought to examine the extent to which human wildlife conflict has influenced tourism in OPC, the study can be concluded that, human wildlife conflict has

influenced tourism to a great extent and there is a need for the conservancy to work together with the adjacent community and the KWS official to reduce case of human wildlife conflict which has resulted to killing of wild animal and also tension between the community and the conservancy due to crop destruct, this will increase security in the area and boost tourism in the conservancy.

In addition the study sought to analyze the extent to which infrastructure affects tourism in OPC. From the study it can be concluded that, poor road network and poor road sign directing tourist to the conservancy has influenced tourism in the conservancy to a great extent, it can be concluded that the low number of tourist visiting the conservancy during the rainy season is as a result of impassable roads where tourist spend hours on roads and at times not reaching the conservancy as expected hence the need to improve on roads status in the area.

Finally the study sought to establish how marketing has affected tourism in the conservancy, it can be concluded that the strategies employed by the conservancy have not helped it to reach the maximum target number of tourist visiting the conservancy. The marketing tools used by the conservancy can only reach a limited number of potential tourist hence the need to look for alternative marketing strategies. The study revealed that there is need for the conservancy to re-evaluate its marketing strategies to attract more tourists which can be done through participating in tourism nation forums, annual shows and public forums which will increase awareness.

5.5 Recommendations

Based on the findings and conclusions, the following recommendations were made from the study.

- i. Since poaching is both a local and global problem the county government should work closely with central government and other stakeholders like KWS, private sector and the community to curb poaching.
- ii. In order to solve Human wildlife conflict the conservancy should work closely with the adjacent community and educate them on the benefits of the wild animals

to the conservancy and the trickle-down effect to the community through the community-based projects funded by the conservancy.

- iii. The county government in collaboration with Ol Pejeta conservancy should work hand in hand to improve road network within the county and especially road serving the conservancy which is in poor state.
- iv. In terms of marketing the conservancy needs to improve and intensify its marketing strategies. The channels currently in use are not sufficient to reach majority of the target group, other channels of marketing that can be employed are participation in tourism expose at both county and country level.

5.6 Recommendations for Further Research

This study sought to assess the factors influencing the success of tourism venture in Ol Pejeta conservancy, Laikipia County, Kenya. It is recommended that a similar study should be conducted on the factors influencing success of tourism venture in other parts of the country like parks in order to boost tourism in the country.

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APPENDICES

Appendix I: Letter of Transmittal

Peter Mwangi Ng'ang'a
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Nairobi.

Dear Sir/Madam,

**RE: FACTORS INFLUENCING THE SUCCESS OF TOURISM VENTURE, A
CASE STUDY OF OL PEJETA CONSERVANCY, LAIKIPIA COUNTY KENYA**

I am a Master of Arts student at the University of Nairobi; Extra-Mural Centre, registration number L50/71821/2011. I am undertaking a study on **factors influencing the success of tourism ventures, a case study of Ol Pejeta Conservancy** as a partial fulfillment for the requirement for an award of a Masters in Arts degree in Project Planning and Management.

You have been randomly selected to provide information on the factors influencing tourism in Ol Pejeta conservancy. This is a request for your participation in responding to the attached questionnaire. Your truthful response will help facilitate this study. Please be assured that any personal information given will be treated with utmost confidentiality and will be purposely used for this study.

Thank you for your participation.

Yours Faithfully,

Peter Mwangi Ng'ang'a

Appendix II: Questionnaire for management of Ol Pejeta conservancy

Section A: Demographic Information

1. Your Gender: Male Female
2. How long have you worked in Ol Pejeta conservancy?
 - Less than 2 years
 - 2 - 5 years
 - 5 – 10 years
 - More than 10 years
3. What is your highest level of education?
 - University (Specify PhD, Masters, Undergraduate) _____
 - College (Specify Diploma, Certificate) _____
 - Secondary _____
4. Your position in the organization
 - Top management
 - Middle managementOthers, please specify _____
5. Which tourism venture do you work for within the conservancy?
Specify _____

Section B: Factors influencing tourism in Ol Pejeta Conservancy (OPC)

POACHING

6. What extent is poaching common in Ol Pejeta Conservancy - on a scale of 1 - 5?
Very great extent- 5 Great extent- 4 Moderate extent- 3
Little extent- 2 No extent at all- 1
7. In your view to what extent would you consider poaching activities in Ol Pejeta Conservancy as significant/important? On a scale of 1-3
Insignificant-1 significant -2 very significant -3
8. To what extent has poaching influenced tourism in the conservancy?
Very great extent-5 Great extent-4 Moderate extent-3
Little extent-2 No extent at all-1

9. How would you describe the nature of influence that poaching exerts on tourism in Ol Pejeta? Choose one:

(a) Positive, [] (b) very positive, [] (c) negative [] (d) very negative. []

10. To what extent has the following Poaching related factors influenced tourism in OPC? Rate your response on a five point Likert scale on which 1= no extent 2= less extent, 3= moderate extent, 4= great extent and 5= very great extent (*Please tick \surd where appropriate*)

	Very great extent	Great extent	Moderate extent	Low extent	Not at all
Decline in number of wild animals					
Extinction of some rare animals and plants					
Poaching has increased insecurity within the conservancy					
Poaching has led to decline in number of tourist visiting OPC					

HUMAN WILDLIFE CONFLICT

11. To what extent are human-wildlife conflicts common in Ol Pejeta on a scale of 1-5?

Very great extent-5 [] Great extent- 4 [] Moderate extent-3 []

Little extent- 2 [] No extent at all-1 []

12. To what extent has human wildlife conflict influenced tourism in the conservancy?

Very great extent-5 [] Great extent- 4 [] Moderate extent-3 []

Little extent- 2 [] No extent at all-1 []

13. To what extent do you think the following human wildlife conflict related factors affect tourism in the conservancy? Rate your response on a five point Likert scale on which 1= no extent 2= less extent, 3= moderate extent, 4= great extent and 5= very great extent (*Please tick \surd where appropriate*)

	Very great extent	Great extent	Moderate extent	Less extent	No extent
Lack of mechanism to curb the conflict					
Lack of compensation among the affected parties					
Lack of management cooperation to resolve the conflict					
Human wildlife conflict has increased insecurity rates within the conservancy					
Has influenced the number of tourist visiting the conservancy					

INFRASTRUCTURE

14. How do you rate road network, within the region in which Ol Pejeta is located?

Very good [] Good [] Bad [] Worst []

15. In your view to what extent would you consider poaching activities in Ol Pejeta Conservancy as significant/important? On a scale of 1-3

Insignificant-1 [] significant -2 [] very significant -3 []

16. To what extent has infrastructure influenced tourism in the conservancy?

Very great extent-5 [] Great extent- 4 [] Moderate extent-3 []

Little extent-2 [] No extent at all-1 []

17. In your view do the following issues in relation to infrastructure affect tourism activities within the conservancy? Rate your response on a five point Likert scale on which 1= no extent 2= less extent, 3= moderate extent, 4= great extent and 5= very great extent. *Please tick \surd where appropriate)*

	Very great extent	Great extent	Moderate extent	Less extent	No extent
Poor road conditions					
Lack of reliable transport means to the conservancy					
Poor coordination of transport for visitors					
Has influenced the number of tourist visiting the conservancy					

MARKETING

18. Which are the marketing strategies OPC has employed to boost tourism within the conservancy_____?

19. To what extent has OLP Conservancy effectively marketed? On a scale of 1-5

Very great extent-5 [] Great extent-4 [] Moderate extent-3 []

Little extent-2 [] No extent at all-1 []

20. To what extent to you think that the marketing strategies employed to attract tourists in Ol Pejeta effective? On a scale of 1 to 5

Very great extent-5 [] Great extent-4 [] Moderate extent-3 []

Little extent-2 [] No extent at all-1 []

21. To what extent has the following marketing factors influenced tourism in the conservancy?

Price Very great extent [] Great extent [] Moderate extent []

Little extent [] No extent at all []
Product variety Very great extent [] Great extent [] Moderate extent []

Little extent [] No extent at all []
Culture Very great extent [] Great extent [] Moderate extent []

Little extent [] No extent at all []

22. In your view do the following marketing related issues, affect tourism within the conservancy? Rate your response on a five point Likert scale on which 1= no extent 2= less extent, 3= moderate extent, 4= great extent and 5= very great extent. *Please tick ✓ where appropriate)*

	Very great extent	Great extent	Moderate extent	Less extent	No extent
Pricing strategy					
Limited product offering in Ol Pejeta					
the extent of promotion of the OLP Conservancy					
influence on the number of tourist visiting the conservancy					

23. What would you recommend as measure of overcoming challenges faced by conservancy in its effort to conserve wildlife and promotion of tourism?

.....

Thank you for your t

Appendix III: Interview Guide

1. Position held by the game ranger or KWS official
2. How long have you worked in/with Ol Pejeta conservation
3. Has there been cases of poaching in OPC
4. What's your take/view on human-wildlife conflict in OPC
5. In your opinion which are the major factors influencing tourism in OPC
6. Do you think OPC has done enough to market the conservancy as a tourist destination
7. Suggest ways OPC can boost tourism to both local tourist and international tourist

Appendix IV: Observation Guide

- I. Nature of the infrastructure in the area.
- II. Natural endowment in Laikipia County and specifically in Ol Pejeta conservancy.
- III. The economic activities of the communities around the area.
- IV. Wildlife variety within the conservancy.