Conservancies Marketing Strategy 2022 - 2030



Project
Development of Conservancies Tourism Marketing Strategy Project:

Project by:
Kenya Wildlife Conservancies Association

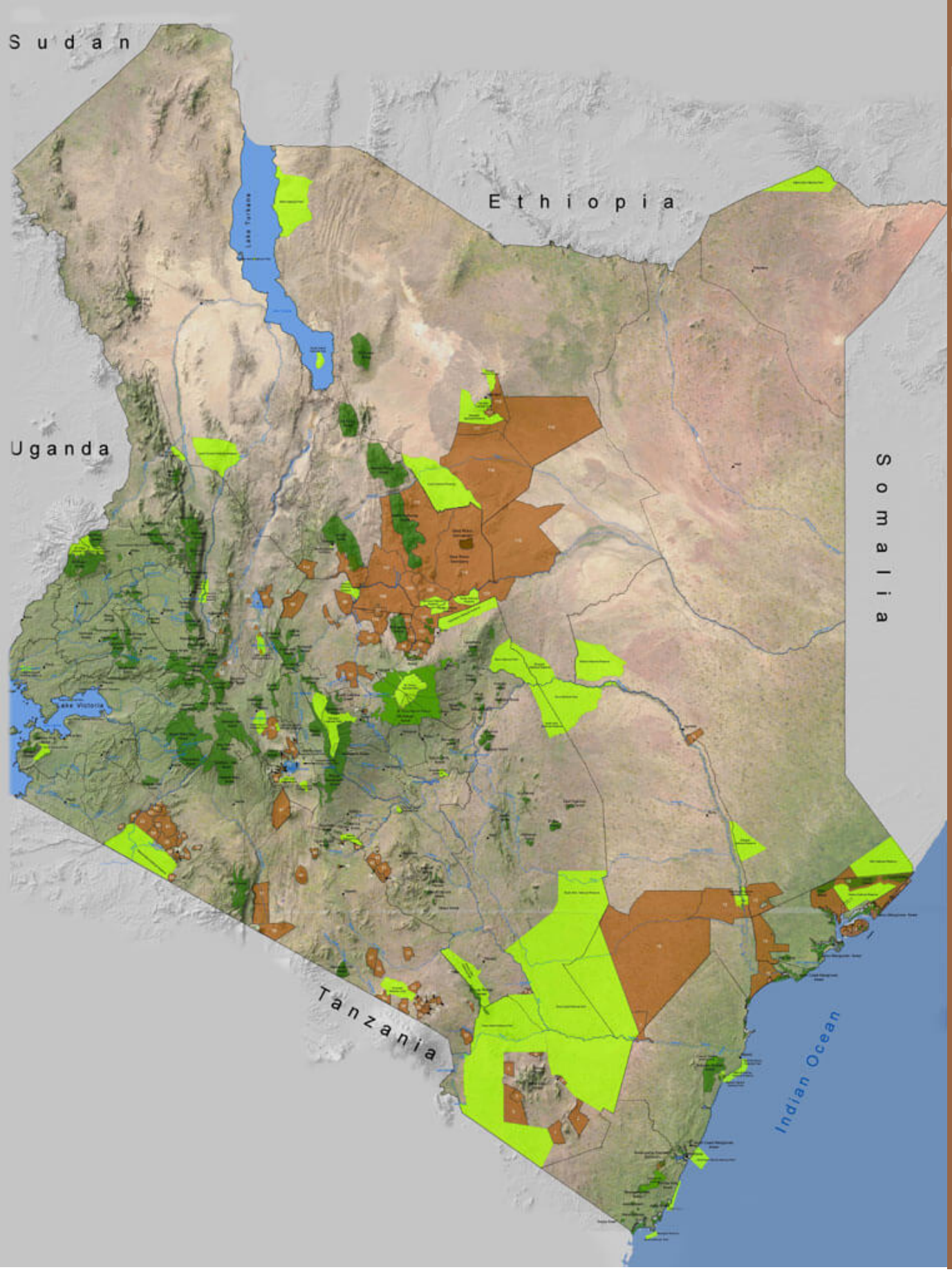
Country:
Kenya

Date of submission:
3rd June 2022

Report Type:
Kenya Conservancies Marketing Strategy

Submitted by:
Tierranjani Africa Ltd.

KWCA
Kenya Wildlife Conservancies Association



Project
Development of
Conservancies Tourism
Marketing Strategy Project

Report Type:
Kenya Conservancies Marketing Strategy

Project by:
Kenya Wildlife
Conservancies Association

Submitted by:
Tierranjani Africa Ltd.

Country:
Kenya

Table of Contents

Contents

01 **Executive Summary**

1.1 Conservancies background by KWCA 5

02 **Marketing Strategy Objectives**

2.1 Increase conservancies awareness as an alternative Tourism product 5
2.2 Attract additional demand for the provision of alternative tourism 6
2.3 Increase revenue generated through tourism and related streams in conservancies 6
2.4 Highlight the opportunity for community-based tourism being developed around wildlife, nature and scenic products 6
2.5 Promote sustainability through conservation and local community integration 6
2.6 Attracting investments for development of tourism enterprises in conservancies 6

03 **Analysis and Trends** 6

04 **Marketing Strategy Objectives**

4.1 Challenges in relation to marketing the conservancies 9
4.2 Challenges in relation to the local communities 9
4.3 Challenges for seeking external investment 10

05 **Competitive Advantage**

5.1 High wildlife population in the conservancies 10
5.2 Authentic Community Based Tourism 10
5.3 Quality Management 10
5.5 Market Attractiveness 11
5.6 Conservation and Sustainability 12

Table of Contents

Contents

06 **Marketing Strategy Approach**

6.1 Wildlife & Ecosystem Conservation 12
6.2 Community Development 12
6.3 Culture 13
6.4 Circularity in Enterprise development 13
6.5 Investment 13

07 **Strategies**

7.1 Strategic conservancies branding 13
7.2 Become data driven 14
7.3 Digitalization 14
7.4 Customer centricity 16
7.5 Identify similar interest target markets 16

08 **Strategy Activities** 18

09 **Measuring Success**

Metric I: Digital Analytics 20
Metric II: Brand Response 20
Metric III: Increase % on the number of conservancy tourists 20
Metric IV: Increase % on community outreach and development 20
Metric V: Number of conservancies that attain sustainability recognition 21

10 **Implementation, Monitoring and Evaluation of the Marketing Strategy** 22



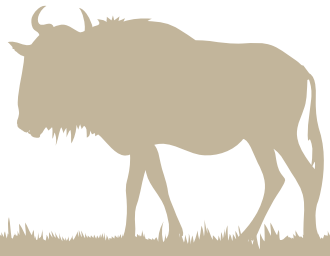
Annexes

Annexes

Annex 1	KWCA Developing a Conservancies Marketing Strategy – Survey Report (2022, June)

Abbreviations

EAC	East African Community
KWCA	Kenya Wildlife Conservancies Association
KTB	Kenya Tourism Board
MOTW	Ministry of Tourism and Wildlife
MOSCH	Ministry of Sports, Culture and Heritage
KTF	Kenya Tourism Federation
EK	Ecotourism Kenya
SDGs	Sustainable Development Goals



1. Executive Summary

1.1 Conservancies background by KWCA



The Travel and Tourism industry is a fundamental pillar for the world economy. The sector accounted for over 10 % of global GDP and created employment opportunities for some 319 million people as of 2018 with the figure expected to rise to 421 million people by 2029. Regionally, the sector accounted for 7.1 % of Africa's GDP in 2018 generating $168 billion to the continent. In Kenya, the sector is a major contributor to the country's economic development and growth contributing over 10% to the country's GDP.

In 2021, the country realized Ksh. 146.5 billion from inbound tourism, marking a 65.44% growth from the 2020 earnings. The country's rich wildlife resource-base is a vital cog in the travel and tourism industry. It is estimated that earnings from safari tourism accounts for 75% of national tourism.

Kenya's wildlife resources are found within state-owned and managed protected areas as well as wildlife conservancies. A wildlife conservancy is land managed by an individual landowner, a body or corporate, group of owners or a community for purposes of wildlife conservation and other compatible land uses to better livelihoods.

The conservancies have been recognized under section 39 of the Wildlife Conservation and management Act No. 47 of 2013 as a means to conserve wildlife, diversify tourism and create benefits to the host communities.

Currently, Kenya boasts of 215 conservancies, which cover over 7 million hectares of land (11% of Kenya's land mass), directly benefiting over 930,000 households. The conservancies have approximately 130 tourism facilities with over 2,500 beds. Of the 215 conservancies 174 conservancies are members of Kenya Wildlife Conservancies Association.

The conservancies are equally ecologically important and host majority of the over 65% of Kenya's wildlife found outside Protected Areas. They are also homes to some of the world's most endangered species, such as the Black and White Rhinos, Grevy's Zebras, Hirola, Wild Dog, Giraffes and Elephants.

Despite the foregoing socio-economic and ecological potential of wildlife conservancies, their tourism performance is marginal. In 2016, the share of tourism income earned by conservancies amounted to a modest 1.3 percent of the total tourism earnings in that year. This dismal tourism performance by the wildlife conservancies has been attributed in part to inadequate public awareness of the conservancies and their tourism opportunities. Additionally, the level of tourism investment within the conservancies remains low with slightly over 70 conservancies hosting tourism facilities.

2 Marketing Strategy Objectives

2.1 Increase conservancies awareness as an alternative tourism product

Conservancies have been poised as an opportunity to actualize product diversification that destination Kenya has been working to achieve as part of the COVID-19 national recovery strategies . Conservancies create buffers around parks and maintain connectivity between several ecosystems, thus offering an opportunity to extend the safari and wildlife experience, whilst incorporating community integration and community led activities as part of the evolved tourism experience.

2.2 Attract additional demand for the provision of alternative tourism

Conservancies are already considered part of the tourism experience in Kenya; however, they are not so popular. With over 174 member conservancies, covering over 7 million hectares of land (11% of Kenya's land mass) and directly benefiting over 930,000 households, this form of tourism offers an opportunity to attract more demand from tourists looking to go beyond the normal safari into immersive experiences.

2.3 Increase revenue generated through tourism and related streams in conservancies

The tourism sector is a major contributor to the country's economic development and growth contributing over 10% to the country's GDP. In 2021, Kenya realized Ksh. 146.5 billion from inbound tourism, marking a 65.44% growth from the 2020 earnings in the midst of a pandemic. Tourism is an important revenue stream for conservancies, accounting for an average of 83 percent of commercial revenue.

2.4 Highlight the opportunity for community-based tourism being developed around wildlife, nature and scenic products

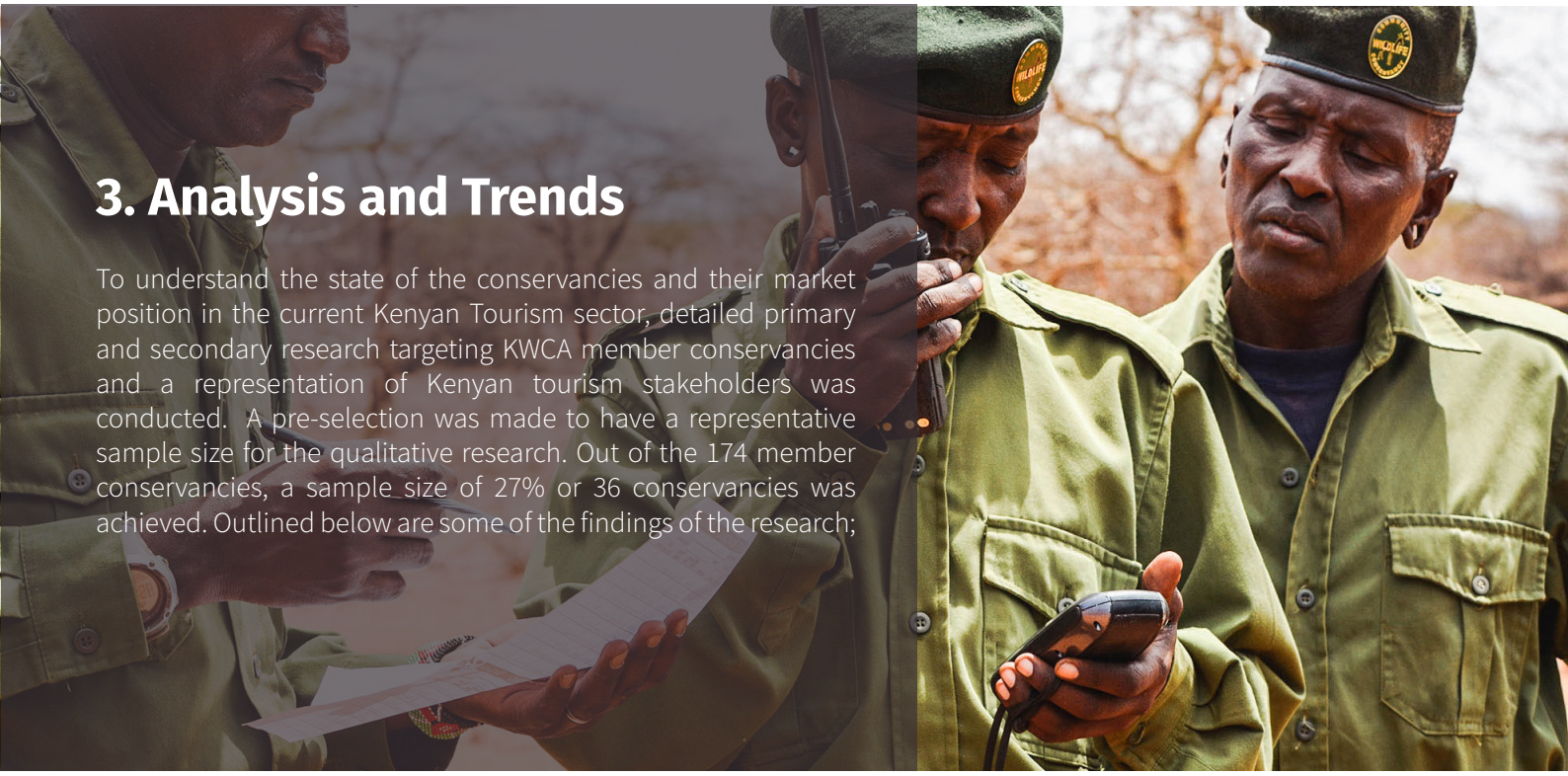
One of the advantages that conservancies have is their ability to integrate seamless community-based tourism as part of the authentic experiences in destination Kenya. With 174 member conservancies, the community aspect not only offers an opportunity for diversity through cultural integration but doubles up as an opportunity to empower local communities through socio-economic sustainable development.

2.5 Promote sustainability through conservation and local community integration

Conservancies cover an area larger than the country's national parks, are home to more than 22 percent of Kenya's ungulate wildlife biomass, and have some of the highest densities of wildlife in the country. Conservancies are better positioned to stimulate conservation and champion climate crisis mitigation across the country through the engagement of the local communities as climate champions.

2.6 Attracting investments for development of tourism enterprises in conservancies

Conservancies have the ability to attract investments for the destination as they represent untapped potential for sustainable development. There are approximately 130 tourism facilities with over 2,500 beds, therefore indicating that there is a huge opportunity for tourism investments. However, conservancies also have other opportune areas for investments to develop thriving communities within the conservancy, for example investing in suitable farming plans to aid in nutrition programs for the communities or education in regards to community development whilst linking the projects to the tourism aspect in a bid to build an economic output.

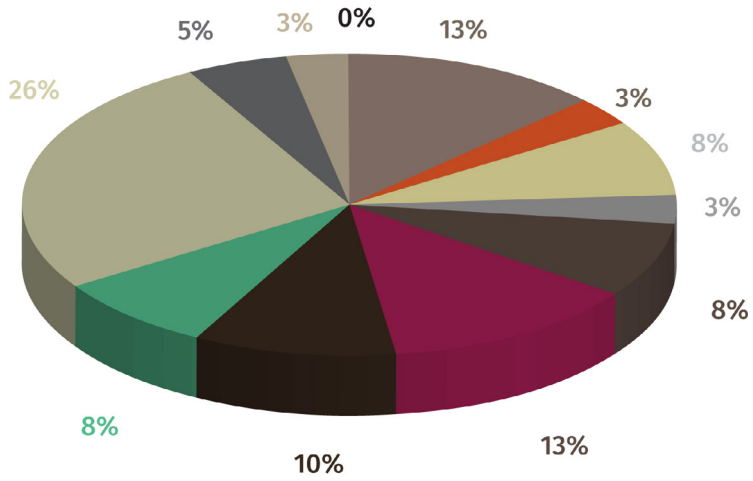


3. Analysis and Trends

To understand the state of the conservancies and their market position in the current Kenyan Tourism sector, detailed primary and secondary research targeting KWCA member conservancies and a representation of Kenyan tourism stakeholders was conducted. A pre-selection was made to have a representative sample size for the qualitative research. Out of the 174 member conservancies, a sample size of 27% or 36 conservancies was achieved. Outlined below are some of the findings of the research;

Representation of research sample

Geographical location of participating conservancies



- Northern Rangelands Trust
- Southern Rangelands Association of Land Owners
- Rift Lakes Conservancies Association
- Maasai Mara Wildflife Conservancies Association
- Baringo Counties Conservancies Association
- Western Wildlife Conserancies Association
- Laikipia Conservancies Association
- Amboseli Ecosystem Trust (AETI)
- Athi Kapiti Wildlife Conservancies Association
- Taita Taveta Wildlife Conservancies Association
- North Eastern Conservancies Association
- Pwani Ecosystem Conservanices Association

[2] KWCA Status of Wildlife Conservancies https://kwcakenya.com/conservancies/status-of-wildlife-conservancies-in-kenya/

[3] KWCA Developing a Conservancies Strategy – Survey Report (2022, June)

Strategies and COVID-19 Impacts:

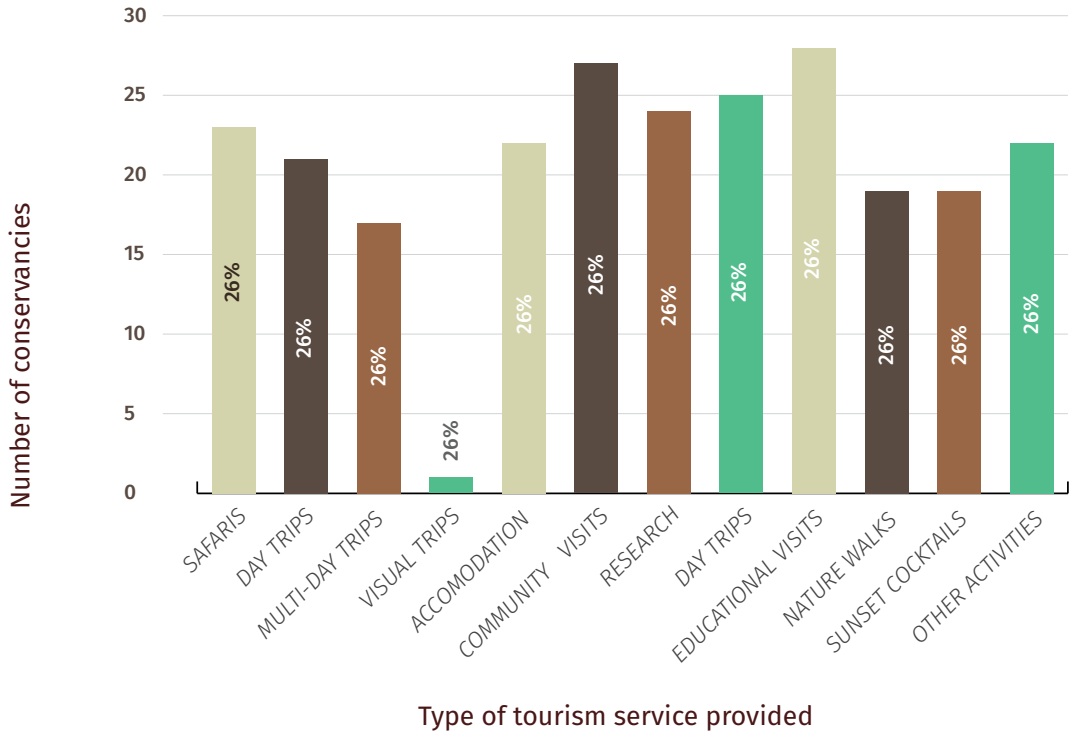
Out of 36 conservancies, 28 confirmed that they have long-term strategies in place, with a majority citing unemployment as the main impact resulting from COVID-19, followed up salary cuts (8) and an increase in illegal activities (6), such as logging, poaching, overgrazing and encroachment. Furthermore, impacts included reduced revenue, retracting of donor funding and even closure. On the positive side, some conservancies also reported that COVID did not impact their operations much and that they saw a recovery of habitat recovery and wildlife flourishing.

Strategies and COVID-19 Impacts:

Only 14 out of 36 conservancies provide tourism services. However, when asked about specific tourism services, 23 answered that they offer safaris. Out of these, the majority entertains day trips (21 or 54%), followed by multi-day stays (17 or 44%) and one of the conservancies even offering virtual trips.

Analysis

Tourism Services Provided



[4] KWCA Developing a Conservancies Strategy – Survey Report (2022, June)

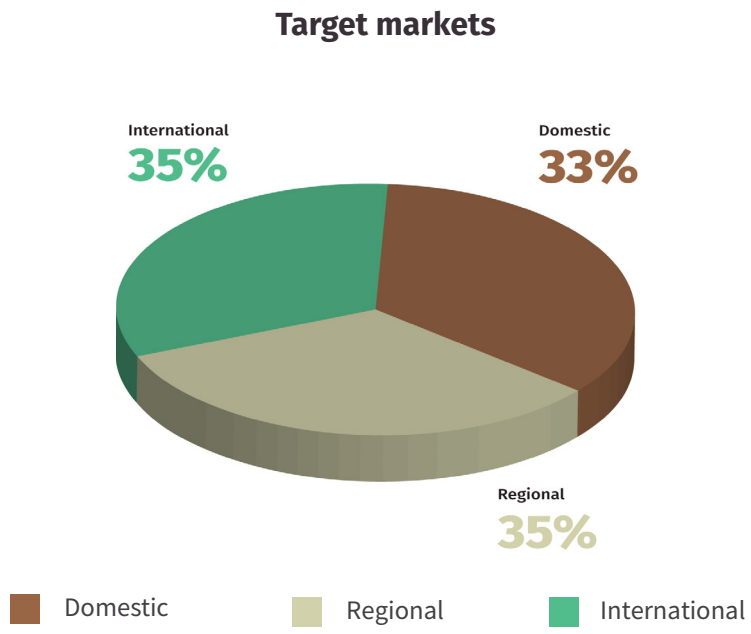
Vision and objectives for marketing the conservancy as a tourism destination:

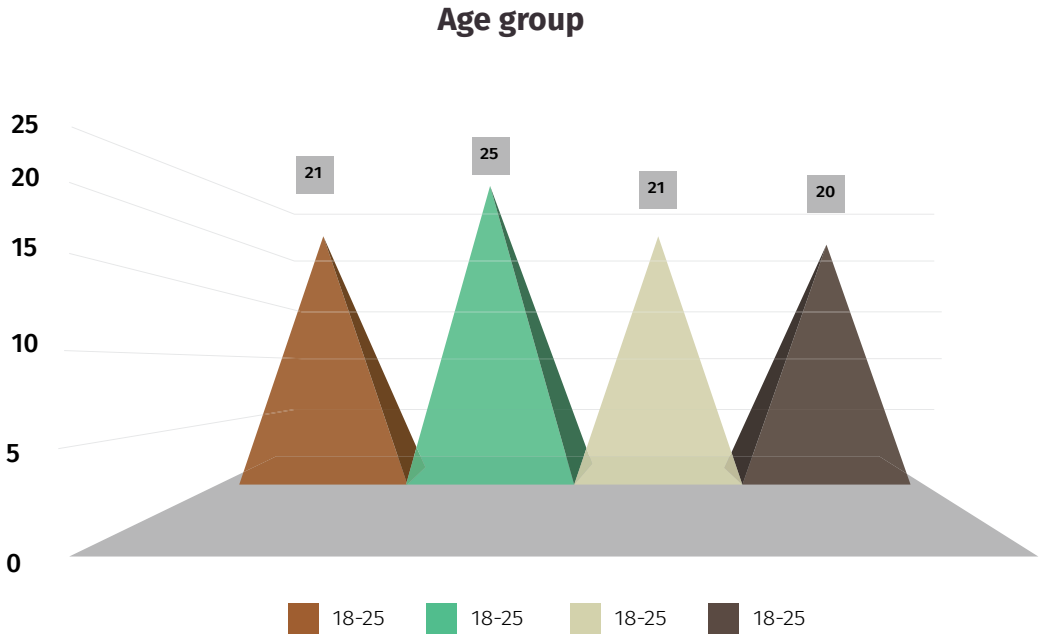
More than 80% of the conservancies interviewed confirmed that they have a vision and objectives for marketing their conservancy as a tourist destination. However, only seven (7) conservancies were able to provide a formal strategic vision and objectives. These focused on mainly three key topics:

1. Wildlife conservation
2. Communities
3. Livestock/ livelihoods/ agriculture

Marketing responsibility, strategy, markets and demographics:

Only 11 conservancies responded that they have a marketing department or a person responsible for marketing. Three (3) conservancies indicated that they have outsourced their marketing activities completely. Interestingly, 11 conservancies also confirmed that they have a marketing strategy in place.







4. Challenges

In the research conducted , some challenges were recorded as listed below, with majority of the conservancies sharing concerns and expressing why they needed a central plan on how to go about their marketing. The Challenges were expressed in three categories;

4.1 Challenges in relation to marketing the conservancies

- High cost of marketing – Following the reduced income caused by the impacts of COVID -19, most conservancies felt that their budgets had to be redirected. Marketing was already an expensive undertaking, but with COVID-19, this was an affirmation.
- Lack of marketing skills and limited outreach of marketing – Most of the conservancies concentre on other cores and as such marketing skills have not been explored to their potential limits.
- Overly focused on international tourism. Little understanding of domestic and regional markets
- No or limited knowledge of current trends in tourism
- Don't know how to reach international clients or how to communicate to the different target groups (appropriate language)
- Lack of website and use of other social media channels
- No marketing platform for conservancies
- Weak infrastructure such as Internet connectivity
- Accessibility to the property due to infrastructure
- Lack of local awareness such as understanding what a conservancy is and how it differs from the national parks.
- Perception of Conservancies with reference to the local market, as well as recent negative media reports

• 4.2 Challenges in relation to the local communities

- Human-wildlife conflict
- Poaching/ hunting
- Logging
- Livestock inclusion
- Theft
- Encroachment
- Drought
- High community expectations that can lead to conflict, e.g., lack of compensation if livestock gets killed, lack of employment
- Lack of community awareness on conservation and role of conservancy

4.3 Challenges for seeking external investment

- How to write appropriate funding proposals
- Access to funding, especially long-term funding
- Inability to find the right investors / no linkages to investors or donors
- Misperception of conservancy finance
- Poor governance structures of conservancies
- Business model and investment not coherent
- Low staff capacity to manage projects
- High cost of attracting investors (e.g., through infrastructure investment)
- Lack of visibility

[5] KWCA Developing a Conservancies Strategy – Survey Report (2022, June)

5. Competitive Advantage

Conservancies have multiple benefits to the tourism sector and to the country's economic development. For KWCA conservancies to build an edge in the competitive tourism market, it is necessary to outline differentiation factors that will establish the conservancies' product as a leader in the market, translating into a sustainable competitive advantage.

5.1 High wildlife population in the conservancies

- Conservancies cover over 7 million hectares of land, 11% of Kenya's land mass and provide living migratory and dispersal spaces to majority of the 65% of wildlife found outside the protected areas. Conservancies are also known to host some of the endangered wildlife species including the Black and White Rhinos, Grevy's Zebras, Hirola, Wild Dog, Giraffes and Elephants, just to name but a few.

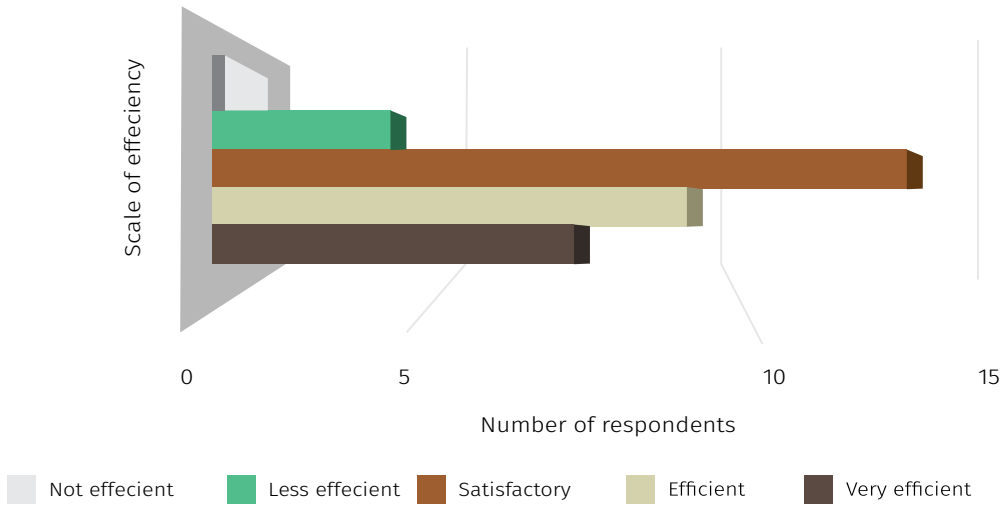
5.2 Authentic Community Based Tourism

- Conservancies in Kenya play host to the majority of CBT programs. Community engagement in experiential tourism is very important as it authenticates the culture and community practices that tourists engage in by empowering the local community to showcase their culture. Community based tourism has been outlined by the UNWTO as one of the empowerment models that can be used in tourism development where local communities design tourism programs based on special elements of local life, culture and nature which they feel proud and comfortable to share with visitors. CBTs are also rated by the conservancies as one of the key services provided.

• 5.3 Quality Management

- Of the 36 conservancies interviewed during the research phase, the majority of conservancies considered their management as satisfactory (13). Only three (3) indicated that management efficiency was less than satisfactory, whereas nine (9) conservancies considered their management above average, and seven (7) conservancies rated their management as very efficient.

On a scale of 1-5, how efficient do you rate your management?



[6] World Bank Report: Banking on Protected Areas (2021)

[7] World Bank Report : When good conservation becomes good economics (R. Damania et.al., 2019)

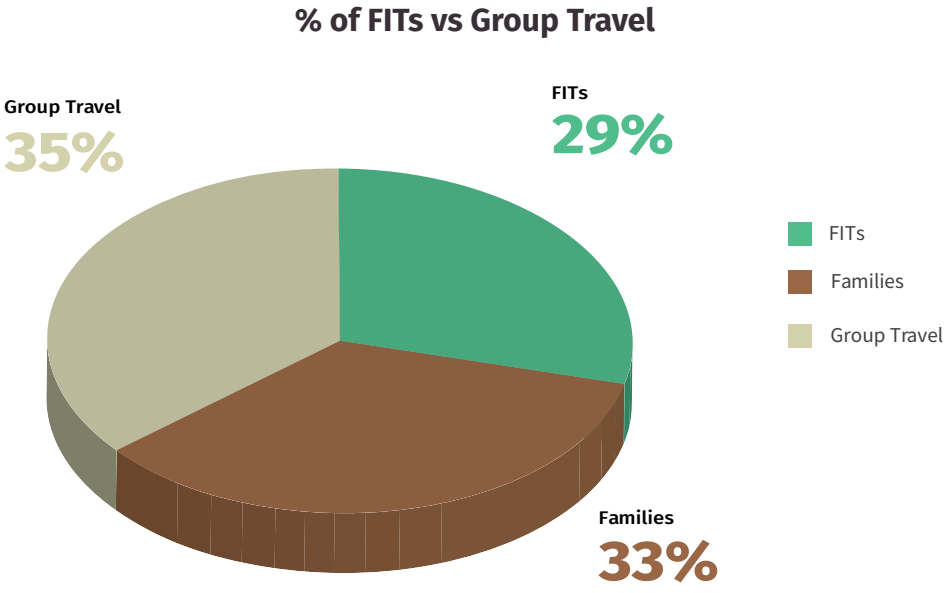
[8] UNWTO Tourism and Culture https://www.unwto.org/tourism-and-culture

5.4 Conservancies encourage land use which is more conducive to conservation

- Conservancies have a track record on proper land management and development. This therefore serves as good foundation to develop sustainable economic models that would benefit the local communities in line with sustainable tourism activities. Conservancies operate on the principles of being responsible and responsive, co-ordinated and collaborative, plus transparent and accountable thus adding value to the Kenyan tourism product as well as developing responsible value chains.

5.5 Market Attractiveness

- Conservancies are generally considered market attractive because of the various activities that serve as attractions going beyond the game drive experiences. Conservancies offer activities that are unique, such as voluntourism, nature and bird walks, night game drives, sports in the wild, cycling safaris, livestock-wildlife integration and so much more that appeals to different market segments.
- As shown below, there are market segments already interested in consuming the conservancies' product. The survey revealed that majority of travellers visiting the conservancies either come with a group (35%) or it is families (36%). FITs have a slightly smaller share of the market with 29%. This is an indicator for marketing on the one hand about the importance of focusing their marketing strategy on group and family travel but also indicates the potential to target more FITs to visit their conservancies.



5.6 Conservation and Sustainability

Sustainable tourism is defined as a concept that covers the complete tourism experience, including concern for economic, social and environmental issues as well as attention to improving tourists' experiences and addressing the needs of local host communities.

Conservancies naturally have the ability and adaptability of aligning to this global call on ensuring that as nations rebuild their tourism in a COVID-19 era, they rebuild with sustainability and conservation as the foundations. Conservancies already aligned their products in this direction and are best suited to drive the various approaches in advocating destination Kenya as a sustainable destination.

[9] The importance of conservancies for enhancing the value (Lindsey.P.A et.al., 2009)

6. Marketing Strategy Approach

The Marketing strategy approach is based on a 5-Principle Plan. The approach is designed to ensure that the strategic objectives are addressed in a sustainable inclusive framework that advises strategies formulated, stemming from feedback and research received from the conservancies and its stakeholders. The 5 principles of the marketing strategy are Community Development, Wildlife & Ecosystem Conservation, Culture, Circularity in Enterprise Development, and Investment.



Marketing

6.1 Wildlife & Ecosystem Conservation

Kenya has lost nearly 70% of its wildlife during the past thirty years (KWCA). Further, the country has witnessed a declining state of our ecosystems and biodiversity. Conservancies have been at the forefront in advocating for the conservation and preservation of ecosystems in efforts to safeguard the linkage between the environment and the livelihoods of the local communities. Conservancies have also played a role in providing living, dispersal and migratory spaces for Kenya's wildlife and thereby supporting the national parks and reserves. This also shows in the growing number of conservancies since 2010. By developing a marketing strategy for conservancies, we directly create positive impact through awareness of conservation and preservation.

6.2 Community Development

Conservancies in Kenya cover more than 7 million hectares, directly impacting the lives of over 930,000 household. By creating awareness and drawing more economic linkages through tourism, conservancies have the opportunity to develop sustainable thriving communities.

6.3 Culture

With over 174 conservancies in Kenya, one of the perks the conservancies offer is the richness of cultural diversity. Conservancies have the ability to drive cultural cohesion through promotion, preservation and development of culture and heritage. Cultural integration also serves as an opportunity to break negative perceptions and assumptions of tourism in conservancies.

6.4 Circularity in Enterprise development

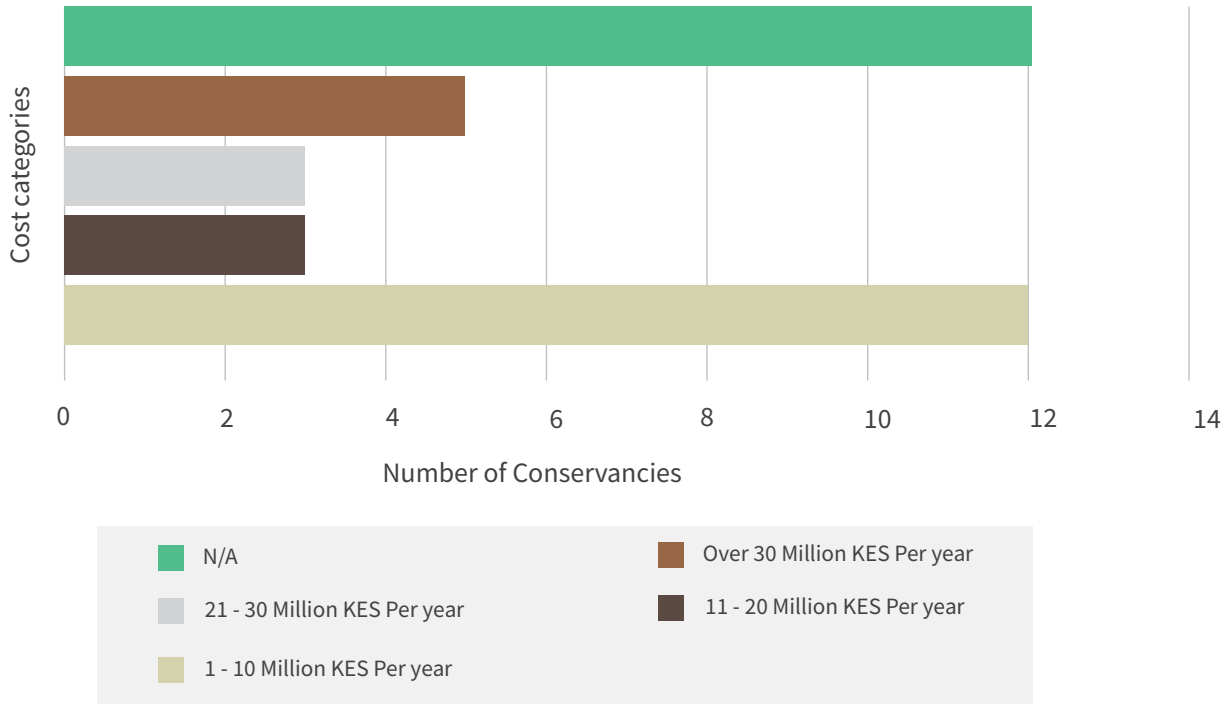
Mainstream economic activities are usually characterized by a “take, make and dispose” style of production and consumption. Through the marketing strategy we will encourage the local communities to engage in circular business by developing, scaling and replicating resource efficient, closed-loop and circular business models that will empower the community, with a keen interest on empowering the women and youth.

6.5 Investment

Conservancies have a high potential to yield sustainable development through circular investments. Investment in the conservancies can take shape in different forms but converging to develop local economies. Investment will be categorized through social-economic impacts such as sustainable farming, education and research, and Climate action.

As highlighted below, conservancies require a prodigious amount to run a conservancy therefore supporting claim on need for investments.

Average Cost to run a Conservancy



7. Strategies



7.1 Strategic conservancies branding

A brand strategy is a plan that determines the type of image that an organization wants to build with its customers. In this strategy, KWCA is encouraged to design a strategic logo that will identify the conservancies as their verified members thus communicating purpose, consistency and professionalism. Further, they are encouraged to develop a brand that represents a set of values and provides a rich base for the value proposition to potential customers.

A common brand also communicates confidence in products to the target markets.
For Example: KATO bonded , from Kenya Association of Tour Operators (KATO), which signifies the legitimacy of the Tour Operator to the domestic and global markets.

7.2 Become data driven

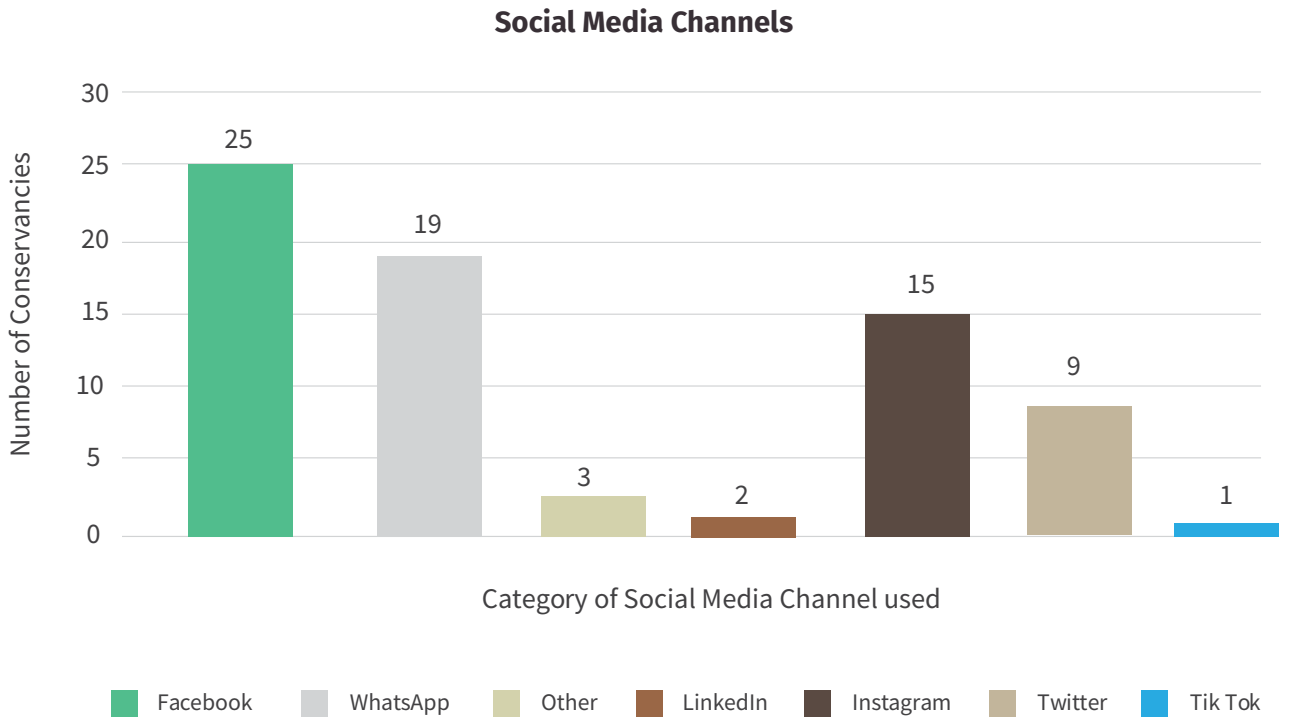
A brand strategy is a plan that determines the type of image that an organization wants to build with its customers. In this strategy, KWCA is encouraged to design a strategic logo that will identify the conservancies as their verified members thus communicating purpose, consistency and professionalism. Further, they are encouraged to develop a brand that represents a set of values and provides a rich base for the value proposition to potential customers.

A common brand also communicates confidence in products to the target markets.
For Example: KATO bonded , from Kenya Association of Tour Operators (KATO), which signifies the legitimacy of the Tour Operator to the domestic and global markets.

7.3 Digitalization

In this strategy, KWCA will be looking at promoting conservancies through digital platforms. In the research, out of 36 conservancies, only 20 (54%) conservancies have a website. With regards to social media channels, Facebook (Meta) leads the responses (25 respondents), followed by WhatsApp (19), Instagram (15), Twitter (9) and other social media channels like TikTok and LinkedIn.

Digitalisation will therefore play a vital role in the promotion of conservancies as well as increase access for conservancies to tourism markets and stakeholders, and clients.



7.3.1 Design a collective website to market the conservancies

- KWCA will design a collective website for the conservancies that will redirect traffic to the individual websites for sales and revenue and offer a placement for those who don't have a website.
- The website will also serve as platform to list a pitching deck for circular investments and allow for a collaborative exchange between the conservancies.

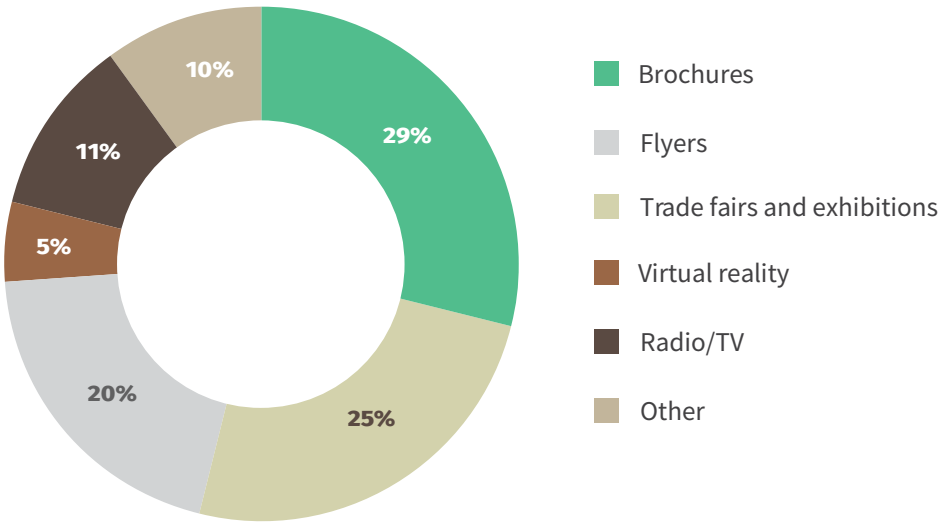
7.3.2 Design collective Social Media handles with a unique hash tag.

- Social Media handles to be created for collective promotion.
- Design social media campaigns with intent to drive tourism, conservation, culture, enterprise and investment.
- Drive dialogues on sustainability and climate action.

7.3.3 Build Influence through influencer marketing.

- Design Influencer marketing campaigns using conservation personalities and brand ambassadors that understand sustainability.

Other media channels





7.3.4 Conduct research that influences search engine optimization (SEO).

• Develop a SEO strategy where the digital content is organized by topic to improve the likelihood of appearing in search results.

• This will maximize the opportunity to gain organic traffic from search engines.

7.3.5 Develop Content Marketing from visitors with a highlight on videos.

• Content marketing is a marketing strategy used to attract, engage, and retain an audience by creating and sharing relevant articles, videos, podcasts, and other media. This approach establishes expertise and promotes brand awareness.

7.3.6 Develop blogs, podcasts that highlight conservancies and related topics.

• By encouraging blogs, podcasts about the conservancies, this allows authentic voicing of sensitive topics in relation to the conservancies. It also creates an opportunity to engage with the local communities directly.

7.3.7 Set up email marketing campaigns.

• An email marketing strategy is a set of procedures that a marketer identifies and follows to achieve desired marketing goals through email advertising. With email marketing campaigns, KWCA will establish a direct channel of communication with the conservancies and prospects for brand promotion.

7.3.8 Incorporate Virtual reality and Augmented Reality.

• Augmented Reality: Create an AR Conservancy Travel Guide app with conservancies in a selected pilot region. The app uses overlaps and can show for example an object or other in a particular space. For example, accommodation providers in conservancies can provide wall maps of the conservancy at a specific location that would then be overlaid with an app that provides information on animals and activities to make it an interactive experience. The pilot conservancies would need a sufficient telecommunication infrastructure to showcase AR.

• Virtual Reality: At least one conservancy is using VR already for its marketing. VR refers to interactive images or videos which enable the viewer to explore the entire 360 degrees of a scene. It can be used to capture tourism destination in a unique and immersive way. VR will be used for creating:

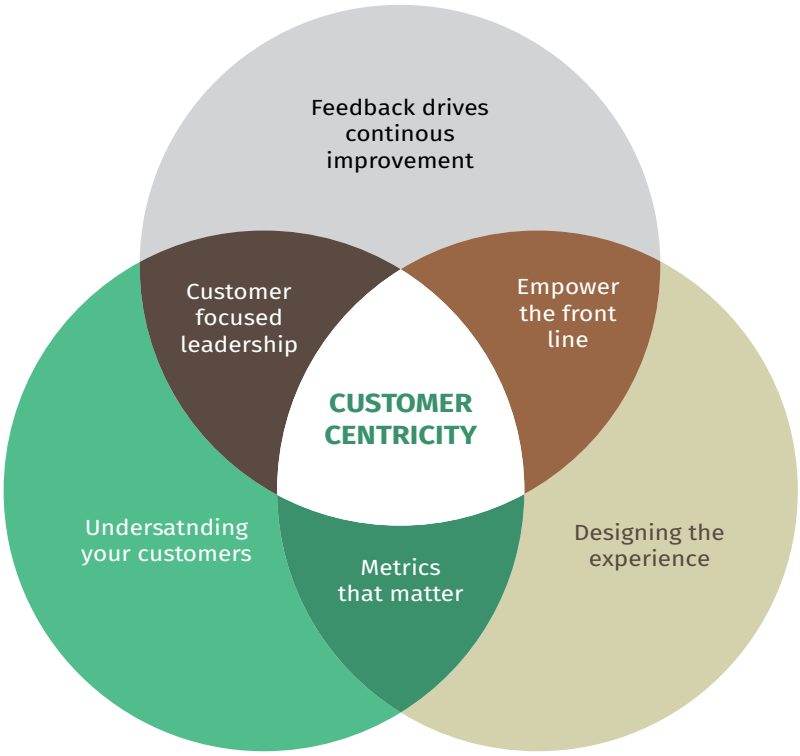
- Virtual reality travel experiences, targeting e.g., tourists, students, researchers, etc. These travel experiences could for example be a virtual tour of a landmark site within the conservancy, specific sites/ fragile eco-systems that need restricted visitor access, specific activities that would allow students who cannot travel to experience it virtually;

- VR photography and filming will be used to create tourism content for social media & websites; and
- Virtual tours in accommodations, e.g., a walk through a campsite, an ecolodge, etc. creating a unique brand engagement and a lasting impression.

[10] KATO Kenya - https://katokenya.org/kato-bonding-scheme/

7.4 Customer centricity

The customer-centric strategy is an approach that will focus on providing a positive customer experience in order to drive profit and gain a competitive advantage. Customer centricity will also aid in building long term and repeat customers to the conservancies.



7.5 Identify similar interest target markets

To attract consumers, we need to tap into their needs, as a first approach. Identify target markets that have been highlighted as having interest in conservation, as well as market segments that have been outlined as future potentials for high yield revenue.

These are markets such as; Education and research, adventure tourists, solo women travellers, conservationists and environmentalists, people with disabilities.

7.6 Focus on unique selling propositions

The strategy of unique selling proposition is based on the business canvas of informing customers on how the conservancies brand and product is superior to the other attractions. A mapping of the conservancies USPs is recommended that could then be graphically and interactively showcased on the conservancies' website.

This strategy will enable KWCA to document the uniqueness of the conservancy tourism offerings and attractions, facilities and activities that position conservancies as a means of diversifying tourism in Kenya.

It will enable the entire 13 KWCA regions showcase their uniqueness in the Kenyan tourism context.

7.7 Sustainability

A sustainability strategy is a prioritised set of actions. To develop green standards for the conservancies, KWCA will explore available standards that can be adopted to ensure that the conservancies are sustainable inclusive. The standards can be formulating partnerships with like-minded organizations such as Ecotourism Kenya who have access to the Green Destinations certification.

[11] How to create a customer-centric strategy for your business https://www.superoffice.com/blog/how-to-create-a-customer-centric-strategy/

7.9 Develop a joint loyalty scheme

Loyalty programs deliver insights and contribute towards building customer relationships by being open, modular, and simple. They offer rewards that not only interest the individual customers but also encourage them to take specific actions that align with the conservancies' philosophy.

The loyalty scheme could be used to encourage action in relation to the climate crisis as a reaction by the conservancies in Kenya, in collective pursuit of climate crisis mitigation.

7.10 Leverage on events in the conservancies

Conservancies already are home to some of Kenya's amazing events such as the Lewa Safari Marathon which has in the past raised over Ksh 800 million through the Marathon. (Lewa.org website)

In alignment to the marketing strategy, development of conservation themed events could raise revenues generated to benefit conservation and livelihood programs within the communities.

7.10 Leverage on events in the conservancies

Conservancies already are home to some of Kenya's amazing events such as the Lewa Safari Marathon which has in the past raised over Ksh 800 million through the Marathon. (Lewa.org website)

In alignment to the marketing strategy, development of conservation themed events could raise revenues generated to benefit conservation and livelihood programs within the communities.

7.11 Leverage on the power of story telling

A storytelling strategy is about showcasing the bigger picture of the conservancies. There are many perceptions about the type of clientele that frequents the conservancies or how revenues collected are distributed within the conservancies.

Storytelling will enable the conservancies to lay a foundation on their narrative and identify the audiences the stories will speak to, thus developing interests that lead to impact, as well as a strong lead to showcase and preserve culture.

7.12 Develop a circular investment portfolio

Whilst some of the challenges listed reference investments, the conservancies could develop a joint portfolio on attracting investors where they would list potential projects and the marketing team would promote the projects as well as give support to conservancies with investor relations, e.g., a checklist for conservancies when a potential investor is interested, access to green funding, support with funding proposals, etc.

This would also allow for best practice amongst the conservancies, therefore contributing to sustainable development across all regions.

7.12 Develop a circular investment portfolio

As outlined in the research analysis, stakeholders are interested in developing partnerships with conservancies, especially as a measure to manage ecosystem capacities but also in relation to conservation, preservation and sustainability of our natural resources as destination Kenya.

Highlighted in the SDGs, Sustainable Development Goal number 17 'Partnerships' are a crucial component in promoting sustainable development and through win-win partnerships communities can benefit groups such as the women and youth through collaborative programs and projects.

[12] Green Destinations - https://greendestinations.org/

[13] EAC Tourism Recovery Strategy (2021)

[14] Lewa Safari Marathon - https://www.lewa.org/lewa-safari-marathon-is-back-on-site/



8. Strategy Activties

Strategy		Strategy Approach	Strategy Activities
1.	Branding	Conservation, Culture, Community	• Develop a collective logo • Collective Website • Storytelling • Develop specific #tags
2.	Data Driven	Conservation, Culture, Enterprise, Investment	• Develop comprehensive framework to collect data
3.	Digitalization	Community, Conservation, Culture, Enterprise, Investment	• Collective Website • Social Media Campaign • Content Marketing • E marketing • Virtual Reality • Augmented Reality
4.	Customer Centricity	Enterprise, Community, Conservation, Culture	• Design experiences • Customer Service • Feedback • Capacity building
5.	Target Markets & Segments	Enterprise, Community, Conservation, Culture	• Similar interest groups • Adventure tourists • Solo women travellers • Conservationists • People with disabilities • Education and research
6	Focus on unique selling proposition	Conservation, Community, Culture	• Product diversification • Culture focus • Develop a detailed inventory of tourism products, activities in conservancies.

Strategy		Strategy Approach	Strategy Activities
7.	Sustainability	Conservation, Community	• Ecotourism Kenya • Green Destinations Certification • Eco Rating for accommodation in the conservancies • Food Waste Management Certification • Linkage with Sustainable Certified Tour Operators
8	Focus on growing repeat visitors	Enterprise, Community, Conservation, Culture	• Domestic markets • Develop loyalty programs • Incentives for 2nd + purchase • Promote KTB Signature Itineraries that are conservancies inclusive • Participate in industry-driven trade fairs, in partnership with KTB and other sector organizations
9.	Loyalty Scheme	Conservation	• Develop loyalty scheme • Climate action inclusion • Conservation
10.	Leverage on existing events	Community, Conservation, Culture	• Promote existing events • Develop new events • Pitch for global events • Encourage local corporate MICE
11.	Storytelling	Enterprise, Investment	• Website • Fundraiser events
12.	Circular Investment Portfolio	Conservation, Community, Culture	• Product diversification • Culture focus • Develop a detailed inventory of tourism products, activities in conservancies.
13.	Partnerships	Community, Conservation, Culture, Enterprise, Investment	• Develop partnerships with the tourism industry and related organizations • KWS, KTB, MoTW, MoEF,MoSCH, KTF, EK etc.

[15] Ecotourism Kenya: Eco-rating Scheme https://ecotourismkenya.org/blog/portfolio-item/standards-best-practices/

9. Measuring Success

Measuring marketing effectiveness is used to analyse and describe the efficiency and impact of the marketing plan. KWCA through the member conservancies will develop a central framework on collecting and analysing data to weigh it against the outlined metrics.

Metrics

Metric I: Digital Analytics

Digital analytics is the marketing context refers to the tools used to analyze and report on marketing data collected through the digital channels on which your brand holds a presence. Consequently, KWCA will track and analyze all collective website analytics, including tracking all social media channels.

This metric will seek to understand success through;
• Competitive landscape analytics –By tracking how competitors attract, convert, and retain customers within the region and globally
• Customer behaviour analytics –By determining the what, where, when, how, and for how long about your customer's online behaviour
• Performance analytics - how well the conservancies brand is performing in critical locations like Instagram and Google.
• Predictive analytics - Predictive analytics in marketing anticipates the conservancies' customers' next move. Being there with the right message.

Metric II: Brand Response

Brand response involves a systematic plan used to fuel growth and traffic based around clear call to actions that use the storytelling techniques and alike for brand advertisement to aid in the long-term goals.

KWCA will measure impact of all storytelling, #tags and brand growth driven activities through collecting data on channels used especially on the digital platforms, whilst being attentive to current consumer trends and customer needs.

Metric III: Increase % on the number of conservancy tourists

Growth in the number of arrivals will be a key indicator on impact of the marketing activities.

This metric will also be weighed against the activities that the consumers will engage in whilst on their stay in the conservancy. It will further examine length of stay weighing it against cost per acquisition per guest in the individual conservancy.

This will give an indicator to the %revenue growth and its impact to the local communities.

Metric IV: Increase % on community outreach and development

Growth in the number of arrivals will be a key indicator on impact of the marketing activities.

This metric will also be weighed against the activities that the consumers will engage in whilst on their stay in the conservancy. It will further examine length of stay weighing it against cost per acquisition per guest in the individual conservancy.

This will give an indicator to the %revenue growth and its impact to the local communities.

Metric V: Number of conservancies that attain sustainability recognition

Sustainability of a destination can be measured by various rubrics, and one sure method is measuring its carbon footprint and the implementation of responsible programs, projects and actions.

Sustainability certification is a reliable measure into understanding a destination's level in attaining sustainability inclusiveness.

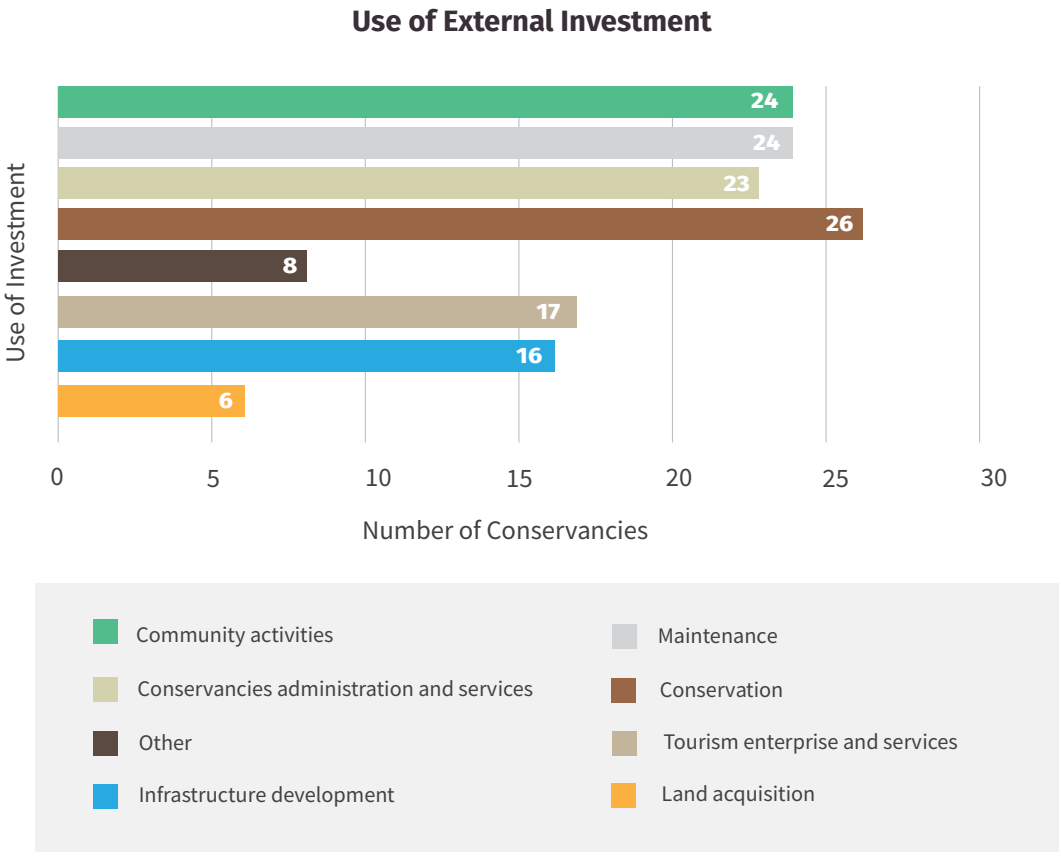
By assessing and reporting to an accredited global third-party system, conservancies will manage to improve their environmental, cultural and social impacts by complying with the certification standards.

This metric will be measured through the number of conservancies that attain the green certification, further conservancies that attain green / sustainable related awards.

Metric VII: Increase % on External Investment

In the research conducted, majority of conservancies outlined that they used their external investment funds for conservation activities (26 respondents) and conservancy administration and services (23 respondents). In the report, Community activities (24) and maintenance (24) rank equally as high with 17 respondents alluding to use the external investment for tourism enterprises and services and 16 conservancies invest in infrastructure. Only 6 conservancies invest in land acquisition.

In this metric, KWCA will measure increase in % growth of investment received within the given period using the listed uses as performance indicators on impact of investment.





10. Implementation, Monitoring and Evaluation of the Marketing Strategy

Implementation of the strategy will require collective efforts from KWCA and the stakeholders of the conservancies. KWCA will develop an implementation plan that will represent the guidelines and activities to actualize the marketing strategy.

Monitoring and evaluation is a combination of data collection and analysis (monitoring) and assessing to what extent the strategy has, or has not, met its objectives (evaluation).

KWCA will implement the Conservancies Marketing Strategy within the period (2022 – 2030). The process will be distinguished by setting up of annual action plans that will be reviewed annually, with interim reports being done every 6 months.

The systemic monitoring and evaluation will enable KWCA to design and implement timely corrective strategies so as to achieve the set objectives.

Implementation

Conservancies Marketing Strategy
2022 - 2030



Contact details

Address: Seminary Road, Off Magadi Rd, Karen
Nairobi
Email: info@kwcakenya.com
LandLine: +254 (20) 251-8211
Mobile: +254 708-418-522,

KWCA
Kenya Wildlife Conservancies Association

kwcakenya.co.ke