

MAASAI MARA

EXPERIENCE THE MAGIC



ONE MARA BRAND

MARKETING STRATEGY

2023-2027

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EXPERIENCE THE MAGIC



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The development of the One Mara Brand Marketing Strategy was consultative and benefited immensely from the Maasai Mara stakeholders' insights and the tourism sector in Kenya. The process was co-steered by the Maasai Mara Wildlife Conservancies Association and the County Government of Narok. Cause Impact Limited, the consultant for the project, facilitated the process from stakeholders' engagement and research and the eventual development of the strategy.

The development of the One Mara Brand is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this strategy are the sole responsibility of the Maasai Mara Wildlife Conservancies Association and the County Government of Narok and do not necessarily reflect the views of USAID or the United States Government.

FOREWORD



The Maasai Mara remains a world-leading tourism destination with an unmatched magical allure and an enchanting cultural experience.

The Mara is part of our beautiful heritage, which is essential in our identity as a people and for all its aesthetics. More critically, it has become the cow we milk to feed our families. Tourism is an important economic earner that drives booming business in Narok County for the local people and investors. As such, we are custodians of an enviable treasure.

For these reasons, I am glad that my Administration and the Maasai Mara Wildlife Conservancies Association have worked with stakeholders in this County and beyond to deliver a strategy that will harmonise our marketing efforts and set standards for the experience we offer.

The One Mara Brand Marketing Strategy promises to enhance visitation of the Maasai Mara, enhancing and upholding its brand and bringing more benefits to the people. Therefore, I will support its full implementation to contribute to transformative change in the tourism sector and the lives of our people.

I congratulate the Team from the County and the Maasai Mara Wildlife Association that steered the process of developing this strategy.

H.E. PATRICK K. OLE NTUTU

Governor

Narok County.

A handwritten signature in blue ink, appearing to read 'H. Ntutu', written over a faint, stylized graphic element.

JOINT STATEMENT



We are delighted to present to you the One Mara Brand Marketing Strategy. This strategy is our compass to destination excellence in the offerings of the Maasai Mara.

The strategy addresses challenges that have stood in the way of the Maasai Mara realising its full potential as a world tourism destination, including poor synergy amongst the stakeholders and bad publicity. The strategy, therefore, provides a framework for transforming the Mara tourism experience and prioritises four objectives: establishment and operationalisation of a One Mara Brand Marketing Board, enhancing stakeholder synergy to improve collaboration in tourism and conservation interventions; improving visibility and publicity of responsible tourism and enhancing visibility and promotion of the Maasai Mara ecosystem's unique offerings.

The One Mara Brand Marketing Strategy aligns with the New Tourism Strategy for Kenya, 2021-2025. Notably, the strategy, seeks to reduce over-crowding during peak season and make the Maasai Mara an all-year-round destination. The strategy is a product of joint efforts and a consultative process. Our consultant for the project, Cause Impact Limited, comprehensively researched the subject and successfully facilitated stakeholders' engagement workshops that have informed this marketing strategy. We thank all our partners in the tourism sector for investing their energy and resources in the process and our staff who coordinated all these efforts. Lastly, we thank the United States Agency for International Development for financial support towards developing the One Mara Brand Marketing Strategy.

We invite all stakeholders to walk with us as we move to the execution of this strategy as we seek to ensure biodiversity conservation, improved lives and a magical experience for all the Mara visitors.

DANIEL SOPIA

Chief Executive Officer
Maasai Mara Wildlife
Conservancies Association

**SAMUEL LEPOSO**

Chief Officer
Tourism & Wildlife
County Government of Narok



EXECUTIVE SUMMARY

a. Overview of the One Mara Brand

The One Mara Brand Marketing Strategy for 2023-2027 focuses on the Maasai Mara Ecosystem, a premier tourist destination and conservation area in Kenya. The brand is managed under the tourism sector, which is one of Kenya's biggest revenue contributors after agriculture and manufacturing. Wildlife tourism, which contributes 80% to the tourism revenue, is a key component of the ecosystem. The Narok County Government, Maasai Mara Wildlife Conservancies Association and key partners developed the Greater Maasai Mara Ecosystem Management (GMME) Plan 2023-2032 to ensure coordinated and integrated management of the three main components of the Maasai Mara ecosystem: the Maasai Mara National Reserve, Mara Conservancies, and non-protected areas.

The GMME plan reaffirms Mara as Kenya's flagship destination by emphasizing key services and standards to ensure tourism continues to be a pillar for biodiversity conservation. Stakeholders, including the government, tourism boards, tour operators, and local communities, collaborate to promote the destination's unique wildlife, cultural heritage, and conservation efforts. The Ministry of Tourism and Wildlife plays a significant role in marketing the Maasai Mara through destination branding, advertising campaigns, and participation in international tourism trade shows and exhibitions.

Tour operators and travel agencies also play a crucial role in marketing the destination through their websites, social media channels, and partnerships with international travel agents. Local communities also contribute to the marketing of the Maasai Mara by providing authentic cultural experiences and promoting the destination's unique wildlife and cultural heritage.

b. Key Objectives of the Marketing Strategy

The One Mara Brand Marketing strategy intends to achieve the following objectives:

- * Establishment and operationalisation of a One Mara Brand Marketing Board within the next six months
- * Enhancing stakeholder synergy to improve collaboration in tourism and conservation interventions of the Maasai Mara destination within the next three years.
- * Enhancing visibility and publicity of responsible tourism approaches among stakeholders in the Maasai Mara destination over the next two years.
- * Enhancing visibility and publicity of the Maasai Mara ecosystem's unique offerings, for increased tourist visits and conservation engagements all year round over the next two years

c. Summary of the Key Initiatives

The marketing initiatives are designed to create brand awareness, engage target audiences, and drive success for the One Mara Brand in Kenya, East Africa, and on a global scale.

Recognising that effective marketing goes beyond the development of key messages and channel selection, there is an inherent need for strategic planning, creativity, and a deep understanding of the target segments. The marketing initiatives outlined embody a commitment to showcasing the extraordinary adventures, luxury experiences, cultural immersion opportunities, and family-friendly offerings that set One Mara apart in the travel industry. Furthermore, the section highlights the importance of data-driven marketing, leveraging analytics and insights to optimise campaigns, measure performance, and continuously refine strategies.



Photo: MMWCA

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INTRODUCTION

Welcome to the world of One Mara, where the captivating essence of the Maasai Mara comes to life through a blend of luxury, authenticity, and enchantment. Our marketing strategy is a testament to our commitment to delivering unparalleled experiences that resonate with the heart and soul of the premier Maasai Mara destination. As we embark on this journey, we invite you to delve into our Mission, Vision, and Brand Promise, which serve as the guiding stars illuminating the path of One Mara.

Mission

At One Mara, our mission is to provide a gateway to the extraordinary. We aspire to curate enchanting and authentic experiences that connect travellers with the essence of the Maasai Mara, leaving an indelible mark on their hearts and minds. Through meticulous attention to detail and unwavering dedication, we aim to craft moments that transcend the ordinary, inviting our audience to embrace the magic of the Mara and create cherished memories that last a lifetime.

Vision

Our vision is to be the epitome of luxury infused with authenticity in the realm of travel and exploration. We envision One Mara as not just a brand, but a conduit for individuals to immerse themselves in the wonders of the Maasai Mara. By fusing opulence with genuine cultural encounters, we strive to redefine the travel experience, making it more meaningful, inspiring, and transformative for each traveller who embarks on a journey with us.

Brand Promise

Our promise is to be the custodians of the Maasai Mara's magic, preserving its intrinsic charm while offering an elevated and refined experience. We pledge to take you on a voyage of discovery, where the untamed beauty of the Mara converges with the comforts of luxury. Through impeccable service, captivating storytelling, and an unwavering commitment to excellence, we promise to open the door to a world where authenticity and indulgence coexist harmoniously.

Tagline:

Maasai Mara - Experience the Magic

We recognise the destination's roots in the overarching Magical Kenya strategy. Our intention is to delve deeper, peeling back the layers of the Maasai Mara's allure and authenticity. This tagline encapsulates our dedication to not only showcasing the enchanting landscape but also unearthing the genuine and profound encounters that lie within. With the Maasai Mara as our canvas and the Magical Kenya strategy as our foundation, we invite you to immerse yourself in the true essence of this exceptional destination through the lens of One Mara.

Positioning as a UNESCO World Heritage Site

Nestled within the heart of our strategy is the endeavour to position the Maasai Mara as a UNESCO World Heritage Site. This prestigious recognition reflects our commitment to the preservation of this unique ecosystem and its cultural significance. By upholding the standards required for such recognition, we are not only seeking to achieve this esteemed status but to surpass it. Our aspiration is to not only deliver world-class experiences but to become a beacon of sustainable tourism, contributing to the prosperity of the Maasai Mara and its people for generations to come.

At One Mara, we understand that achieving and sustaining this honour demands a relentless pursuit of excellence. By aligning ourselves with the essence of the Maasai Mara and its potential as a UNESCO World Heritage Site, we strive to set new benchmarks in the luxury travel industry, enriching lives, preserving heritage, and fostering a legacy that resonates far beyond our time.

a. Background Information About the Brand

The Greater Maasai Mara Ecosystem (GMME) is a premier tourist destination and conservation area that is considered as Kenya's jewel.¹ This ecosystem is managed under the tourism sector which is known to be one of the Kenya's biggest revenue contributors after agriculture and manufacturing. Wildlife tourism, which the Maasai Mara is known for contributes 80 percent to the tourism revenue.²

To sustain and enhance the benefits accrued from the Maasai Mara, the Narok County Government and the Maasai Mara Wildlife Conservancies Association, in concert with key partners and stakeholders, developed the Greater Maasai Mara Ecosystem Management (GMME) Plan 2023-2032 whose aim is to ensure a coordinated and integrated management of the three main components of the Maasai Mara ecosystem including:



Given the ecological interdependence of these components, the GMME plan reaffirms and consolidates Mara as Kenya's flagship destination by emphasizing the key services and standards that need be put in place, to ensure tourism continues to be a pillar for biodiversity conservation in the ecosystem.³

b. Status of Marketing the Maasai Mara Ecosystem

The Maasai Mara destination has been actively marketed by various stakeholders, including the government, tourism boards, tour operators, and local communities. These stakeholders collaborate to promote the destination's unique wildlife, cultural heritage, and conservation efforts.⁴

The Government of Kenya, through the Ministry of Tourism and Wildlife, plays a significant role in marketing the Maasai Mara. They engage in destination branding, advertising campaigns, and participation in international tourism trade shows and exhibitions. The government also works closely with tourism boards, such as the Kenya Tourism Board, to develop and implement marketing strategies for the Maasai Mara.

Tour operators and travel agencies play a crucial role in marketing the Maasai Mara destination to potential visitors. They offer various tour packages, safari experiences, and accommodations tailored to different traveller preferences. These operators actively promote the Maasai Mara through their websites, social media channels, and partnerships with international travel agents.

1 P. Udoto, Wildlife as a Lifeline to Kenya's Economy: Making Memorable Visitor Experiences, The George Wright Forum, 2012, pp 51-58

2 Kenya Wildlife Conservancies Association, Kenya's New Vision on Tourism and Wildlife Conservation Unveiled

<https://kwakenya.com/kenyas-new-vision-on-tourism-and-wildlife-conservation-unveiled/#~:text=80%20percent%20of%20Kenya's%20tourism,to%20drive%20the%20tourism%20blueprint>

3 Greater Maasai Mara Ecosystem Management Plan 2023-2032, Tourism Development and Management Program, February 2023, pp ix

https://narok.go.ke/wp-content/uploads/2023/04/GMME-Management-Plan-200320238_compressed.pdf

4 <https://zenodo.org/record/3904366>

Local communities in the Maasai Mara, also contribute to marketing the destination. They provide authentic cultural experiences, including traditional dances, village visits, and homestays, which attract tourists seeking immersive and responsible tourism experiences.

In recent years, digital marketing and social media have become important platforms for promoting the Maasai Mara. Many stakeholders utilise websites, social media channels (such as Facebook, Instagram, and YouTube), and online travel platforms to showcase the destination's beauty, wildlife, and conservation initiatives. These platforms enable direct engagement with potential visitors and facilitate the sharing of user-generated content.

c. Rationale for Marketing the Maasai Mara Ecosystem

Tourism is a vital contributor to the Kenyan economy, with the sector accounting for approximately 10% of the country's gross domestic product (GDP) and 9% of total employment. The country's diverse wildlife, landscapes, and cultures have made it a popular tourist destination, attracting approximately 2 million international visitors in 2019. Among the African countries, Kenya is one of the most successful countries in tourism development and has been recognised as a leader in African tourism. Wildlife tourism is a major driver of the Kenyan tourism industry, contributing to 80% of the tourism revenue in the country.⁵

Kenya is recognised as a leading tourist destination in Africa.⁶ The sector has been scaled up by deliberate government and stakeholder interventions and is currently at its 'deepening and sustenance' stage.⁷ With the Maasai Mara being a top tourism revenue earner for the country, there is a need to strategically position it for consumption in different tourism markets globally.

d. The Anchor that is Destination Marketing

While various approaches such as influencer marketing, digital marketing and experiential marketing may be adopted, the MME is more than just the content displayed online or the stories made by people that have visited the area. Acknowledging that the various marketing techniques are crucial in their own way, a much more wholesome approach may be desired in the case of the MME. Destination marketing is a key approach that stakeholders can leverage for the Maasai Mara ecosystem. Given the diverse tourism offering by the MME, this approach would be an ideal in fully marketing the destination.⁸ This approach encompasses various techniques providing breadth to execute wholesome positioning campaigns targeting various tourism markets globally.

e. The One Mara Brand

According to the National Wildlife Conservation Status Report (2015-2017), several issues affect wildlife conservation, whose outcome encompasses a decline or stagnation in a population of wildlife species. Some of the listed issues in the report include habitat loss, invasive species, pollution, poaching, wildlife diseases, fires, drought, livestock incursions and unsecured wildlife corridors.

⁵ D. Sindiga, Marketing Strategies Adopted by Kenya Tourism Board to Market Kenya as a Tourism Destination pp5.

⁶ Dieke PUC (1991) Policies for tourism development in Kenya. *Annals of Tourism Research* 18: 260-294

⁷ The World Bank, Tourism in Africa: Harnessing Tourism for Growth and Improved Livelihoods

<https://documents1.worldbank.org/curated/en/738471468299123752/pdf/Tourism-in-Africa-harnessing-tourism-for-growth-and-improved-livelihoods.pdf> accessed May 3rd, 2023.

⁸ WTM Hub, what is Destination Marketing <https://hub.wtm.com/blog/travelindustry/what-is-destination-marketing/>

Beyond the naturally occurring issues that may be accelerated through climate change, some quarters suggest a co-management approach to natural resources is key in alleviating some of the highlighted challenges. This approach has increasingly become popular since it has been stated to overcome the shortcomings of the centralised management and community-based approaches that hinder the harmonisation of conflicting interests among diverse stakeholder groups.

The Maasai Mara Wildlife Conservancies Association (MMWCA) is one such institution that appreciates co-management by bringing together various stakeholders in the Mara ecosystem to enhance its conservation efforts. MMWCA has grown since 2015 as more and more people recognise conservation as possible land use, and currently is an umbrella for 22 member conservancies and 15,711 landowners.

With this growth, the Association has increased the need to develop working partnerships and collaboration amongst government, landowners, and tourism investors to manage the ecosystem they share, seize opportunities and address challenges collectively.

MMWCA aims to promote the Maasai Mara ecosystem as a unified destination for tourism and conservation. To support this, there is a need of a framework that positions the ecosystem appropriately as a tourism and conservation hub across various global tourism and conservation markets.

This sets the stage for the development of a **“One Mara Brand Marketing Strategy.”** It is intended that through the development of this strategic document, member engagements will be focused towards positioning the Mara ecosystem as an ideal destination hub across diverse market audiences.

The One-Mara Brand strategy will be an integrated marketing communication (IMC) strategy that integrates all aspects of the marketing mix to promote the destination. In an IMC strategy, various methods of promoting a brand are put together in harmony to promote a particular product or service for maximum effectiveness and better results. It is intended that through this strategy, the One Mara Brand will provide valuable data and insights on the Maasai Mara ecosystem, promoting community-based tourism, and collaborating on joint initiatives with diverse stakeholders.



Photo: MMWCA

MARKET ANALYSIS

a. Competitor Analysis⁹

Serengeti Ecosystem:	South African Tourism Space ¹⁰ :
<p>The Serengeti ecosystem shares a border with the Maasai Mara and offers similar wildlife experiences, including the Great Wildebeest Migration that stretches into both regions.</p> <p>However, the Maasai Mara has an advantage as it is considered a more accessible and compact destination, making it easier for tourists to explore and experience the wildlife.</p> <p>The Maasai Mara also has a more exclusive feel, with limited accommodation and controlled visitor numbers, ensuring a more intimate safari experience compared to the sometimes-crowded Serengeti.</p>	<p>The Maasai Mara ecosystem differentiates itself from the South African tourism space by offering a unique East African safari experience.</p> <p>While South Africa offers diverse wildlife encounters, the Maasai Mara's iconic landscapes, wildebeest migration, and the presence of Maasai warriors provide a distinct cultural and wildlife experience that is specific to the region.</p> <p>The Maasai Mara's intimate conservancies and lower visitor numbers compared to South Africa's national parks provide a more exclusive and immersive wildlife experience.</p>
Okavango Delta, Botswana:	Kruger National Park:
<p>The Okavango Delta in Botswana is another global destination that competes with the Maasai Mara ecosystem.</p> <p>Both destinations are renowned for their exceptional wildlife viewing opportunities, including the Big Five and a wide variety of bird species. The Okavango Delta stands out for its unique ecosystem of waterways, floodplains, and islands, offering diverse and picturesque landscapes different from the Maasai Mara's savannah plains.</p> <p>The Maasai Mara ecosystem, on the other hand, benefits from the dramatic river crossings during the Great Wildebeest Migration, which is a highly sought-after spectacle not found in the Okavango Delta.</p> <p>While both destinations offer luxury accommodations and high-end safari experiences, the Maasai Mara ecosystem's proximity to other attractions in Kenya, such as Nairobi and Mount Kenya, provides additional opportunities for diverse travel experiences.</p>	<p>Kruger National Park in South Africa is another popular wildlife destination in Africa. It offers diverse wildlife, including the Big Five, and has well-developed infrastructure and accommodation options. While it shares similarities with the Maasai Mara in terms of wildlife diversity, Kruger lacks the annual wildebeest migration, which is a significant draw for visitors to the Maasai Mara. The Maasai Mara also provides a more culturally immersive experience compared to Kruger. However, Kruger's accessibility with multiple entry points and flight connections, as well as opportunities for self-drive safaris, can be advantageous for some travellers.</p>

9 Bogale, M., Ayalew, M & Mengesha, W. (2021). The Competitiveness of Travel and Tourism Industry of Sub-Saharan African Countries in the World Market. African Journal of Hospitality, Tourism and Leisure, 10(1):131-144. DOI: <https://doi.org/10.46222/ajhtl.19770720-91>

10 <https://scholarworks.umass.edu/cgi/viewcontent.cgi?article=1131&context=ttra>

Etosha National Park: ¹¹	Kidepo Valley: ¹²
<p>One of the greatest game parks in Africa – and one of the oldest – is also Namibia's number-one tourist destination. Home to 114 large and small mammal species, more than 400 recorded bird species, scores of reptiles and even a fish species, Etosha is the country's flagship park. Etosha has a proud record of black-rhino conservation, and white rhino were recently re-introduced. It also consists of a unique salt pan. The park has also played a major role in the recovery of the endemic, black-faced impala. The Etosha Ecological Research Institute attracts scientists from around the world whose work is vital not only to the park, but to the world beyond the borders of the park.</p> <p>Apart from the few natural springs, most waterholes are artificial and need maintenance. Boreholes are either powered by wind or solar energy. The biggest challenge is usually during spring when game concentration at waterholes is high and it is cloudy, reducing the effectiveness of solar panels.</p>	<p>An oasis in the semi-desert, Kidepo Valley National Park covers 1,442 square kilometres of the spectacular Narus Valley. Dramatic mountains and rocky outcrops surround beautiful expanses of savanna and forest, with bubbling hot springs as a reminder of its volcanic past. Almost 500 bird species and 86 mammal species call this park home, including spotted hyena, lion, cheetah, leopard, elephant, giraffe, zebra, African buffalo, bat-eared foxes, Rothschild's giraffe. Buffalo herds can number over 3000 and lions are plentiful but restricted to the park.</p> <p>Currently, operations and staff are only based within the national park, yet wildlife spends 50% of its time outside. Poaching outside of the park is high.</p>
Boma National Park:	Badingilo National Park: ¹³
<p>This area contains the second largest land mammal migration in Africa, where each year hundreds of thousands of white-eared kob, Mongalla gazelle, tiang and reedbuck move north and east from the wetlands on the bank of the White Nile towards Boma and Gambella National Park in Ethiopia. But this area supports far more than just wildlife, various White Nile tributaries drain throughout the landscape creating rich black cotton soil that sustains the livelihoods.</p> <p>Continuous armed conflict has severely impacted the lives of communities in and around protected areas in South Sudan, and as such, has resulted in a major pressure on the country's wildlife and their habitats, including Boma.</p>	<p>This area contains the second largest land mammal migration in Africa, where each year hundreds of thousands of white-eared kob, Mongalla gazelle, tiang and reedbuck merge in Badingilo in the wet season for breeding before migrating north and east to towards the Sudd and Boma National Park and across the border to Gambella National Park in Ethiopia. After the wildebeest migration of the Mara-Serengeti ecosystem, these herds are the largest concentrations of large mammals left on the planet.</p> <p>Badingilo spans 8,935 km² and was established in 1986 initially for the conservation of black rhino, which today is locally extinct, and was once renowned for its richness of large mammals. Continuous armed conflict has severely impacted the lives of communities in and around protected areas in South Sudan, and as such, has resulted in significant pressure on the country's wildlife and its habitats, including Badingilo.</p>

¹¹ <https://www.nacso.org.na/national-parks/etosha-national-park>

¹² <https://globalconservation.org/projects/kidepo-valley-national-park/>

¹³ <https://www.africanparks.org/the-parks/badingilo>

b. Industry marketing benchmarks.

“The Sunny Side of Life Campaign” - Maldives

The “Sunny Side of Life” marketing campaign is the official tourism promotion campaign of the Maldives. The campaign was launched in 2017 and has since become one of the most successful tourism campaigns in the world winning the World Travel Awards for “Indian Ocean’s Leading Destination Marketing Campaign” in 2019 and 2020.

The tourism industry is a significant source of income for the Maldives, accounting for over 60% of the country’s GDP as such, the Maldives used several tactics to propel their destination. These included:

- * **Strategic targeting:** The “Sunny Side of Life” campaign primarily targets high-end travellers from around the world who are seeking a luxurious and exotic travel experience.
- * **Key messaging:** The “Sunny Side of Life” campaign focuses on the following key messages:
 - ◊ The Maldives offers unparalleled natural beauty, with pristine beaches, crystal-clear waters, and abundant marine life.
 - ◊ The Maldives offers a luxurious travel experience, with high-end resorts, world-class dining, and personalised service.
 - ◊ The Maldives offers a unique cultural experience, with traditional music, dance, and art, as well as opportunities to learn about the country’s history and traditions.
- * **Brand Positioning:** The campaign aims to position the Maldives as a premium travel destination that offers a once-in-a-lifetime experience to travellers.
- * **Branding:** The campaign uses a distinctive logo that features a stylised version of the Maldives’ national flag, along with the campaign’s tagline, “Sunny Side of Life”. The logo is used across all marketing materials, including social media posts, print ads, and promotional merchandise.
- * **Social media visibility:** The “Sunny Side of Life” campaign built a strong presence on social media platforms such as Instagram, Facebook, Twitter, and YouTube. The campaign’s social media channels feature stunning photos and videos of the Maldives’ beaches, resorts, and marine life, as well as testimonials from travellers who have visited the islands.
- * **Influencer marketing:** The campaign has partnered with various high-profile influencers and celebrities to promote the Maldives as a travel destination. Influencers such as Kim Kardashian, Cristiano Ronaldo, and Priyanka Chopra have visited the Maldives and shared photos and videos of their experiences on social media, generating significant exposure for the campaign.
- * **Events hosting:** The “Sunny Side of Life” campaign has hosted and sponsored several events to promote the Maldives, such as the Maldives Roadshow, which is a series of travel industry events held in different cities around the world. The campaign has also sponsored events such as the World Travel Market and Arabian Travel Market, which are major travel industry events.
- * **Partnerships and collaborations:** The campaign has collaborated with various partners to promote the Maldives as a travel destination. For example, the campaign has partnered with airlines to offer travel packages and discounts, and with travel agencies to offer special promotions and deals.

Impact: According to the Maldives Marketing and Public Relations Corporation (MMPRC), the number of tourist arrivals to the Maldives has steadily increased since the launch of the “Sunny Side of Life” campaign. In 2019, the Maldives welcomed a record 1.7 million tourists, up from 1.4 million in 2018.

The Visit Rwanda Campaign - Rwanda¹⁴

The Visit Rwanda campaign is a marketing initiative launched by the Rwanda Development Board (RDB) in 2017 to promote tourism in Rwanda. The campaign aims to position Rwanda as a premier tourist destination, highlighting the country's unique attractions such as the endangered mountain gorillas, diverse wildlife, beautiful landscapes, and rich cultural heritage.

Some of the key tactics that this campaign has leveraged include:

- * **Strategic targeting:** The Visit Rwanda campaign targets a wide range of audiences, including adventure travellers, wildlife enthusiasts, culture seekers, and business travellers. The campaign has been successful in attracting tourists from various source markets, including the US, UK, China, and India.
- * **Brand positioning:** The Visit Rwanda campaign positions Rwanda as a premier tourist destination, highlighting the country's unique attractions such as the endangered mountain gorillas, diverse wildlife, beautiful landscapes, and rich cultural heritage. The campaign emphasises Rwanda's commitment to sustainability and eco-tourism, as well as its modern infrastructure and hospitality industry.
- * **Blended marketing:** The Visit Rwanda campaign has used a variety of marketing tactics to reach its target audience, including social media campaigns, influencer marketing, events, and partnerships with airlines and travel companies. The campaign has leveraged Rwanda's hosting of major international events to showcase the country's infrastructure and hospitality, as well as its ability to handle large-scale events. For example, in March 2023, the 73rd congress of the world football governing body (FIFA) was held in Rwanda and brought together over 2,000 delegates including all 211 FIFA members; they successfully hosted the Commonwealth Heads of Government Meeting (CHOGM) in June 2022. This was historic. It was the first time the country hosted CHOGM, a gathering of leaders from Commonwealth member countries; in 2019, the Visit Rwanda campaign hosted the Africa CEO Forum in Kigali, attracting over 1,800 participants from around the world and this helped to showcase Rwanda as a vibrant business and investment destination and generated significant media coverage.
- * **Social media campaigning:** The Visit Rwanda campaign has been particularly effective in leveraging social media to promote tourism in Rwanda. The campaign has used popular platforms such as Twitter, Facebook, and Instagram to showcase Rwanda's attractions, share user-generated content, and engage with potential tourists. The campaign has also used both international and regional social media influencers for example Ellen DeGeneres (American TV host and comedian) who visited the country in 2018 and posted videos and photos from her Instagram, Fabio Fognini an Italian tennis player visited in 2019, Amarachi Nwosu, a filmmaker and Jessica Nabongo from Uganda, a travel blogger and influencer. All these efforts were geared towards reaching new audiences and generating buzz around Rwanda as a travel destination.
- * **Partnerships:** The Visit Rwanda campaign has established partnerships with international football clubs, airlines, and travel companies to promote tourism in Rwanda. For example, in May 2018 the Rwandan Development Board (RDB) signed a three-year partnership deal with Arsenal, an English Premiere League Football club and in July 2019, announced a three-year partnership with Paris Saint Germain (PSG) a French Football club. The partnership saw the Visit Rwanda logo displayed on the sleeve of Arsenal's first team and under-23s' shirts, and on PSG's training shirts and on the LED, advertising boards at the club's Parc des Princes stadium. Rwanda's partnership with Arsenal and Paris Saint Germain generated over US \$160 million last year in media value. This, in turn, helped generate US \$445 million in tourism revenues courtesy of the over one million visitors to Rwanda in 2022. This revenue represented a 90 percent recovery to pre-pandemic levels, as compared to a global average of 65 percent recovery according to the World Tourism Organisation.¹⁵ The campaign has also partnered with Ethiopian Airlines to offer discounted airfares to Rwanda, and with the Marriott hotel group to promote the country's hospitality industry. These partnerships have helped to increase the visibility of Rwanda as a travel destination and make it more accessible to potential tourists.

¹⁴ The Comms Avenue' <https://thecommsavenue.com/how-visitrwanda-campaign-successfully-promotes-rwandas-unique-attractions/>

¹⁵ The Comms Avenue' <https://thecommsavenue.com/how-visitrwanda-campaign-successfully-promotes-rwandas-unique-attractions/>

Impact: The Visit Rwanda campaign has been successful in increasing the number of tourists visiting the country. In 2019, Rwanda welcomed over 1.5 million visitors, generating over \$498 million in revenue. The campaign has also helped to raise awareness about Rwanda as a safe, clean, and modern destination, offering world-class tourism experiences.

c. Maasai Mara Ecosystem – Media Coverage

Globally, a total of 5951 stories were covered by the media through print, radio, digital, and broadcast on the Mara. This was between May 10th, 2022, and May 10th, 2023. There was a 6% drop in coverage compared to the previous year (May 2021-May 2022) when coverage of the Mara was at 6,320. The total potential reach of news regarding Maasai Mara was 33 700 000, a 58% increase from previous year's 21,300,000, with the highest spike and readability of the year being 960 million. This was based on the news about two tourists who died in a car crash in the Mara. The table below expounds on the coverage and reach aspects of different global publications.



Regarding geographical coverage, countries where Maasai Mara receives significant coverage, include the United States, Kenya, Nigeria, India, the United Kingdom, Vietnam, South Africa, Canada, France, Australia, Germany, Indonesia, and Switzerland.

Generally, News about the Maasai Mara is favourable and promotes it as a top tourist destination in Africa. The media coverage of Maasai Mara is typically focused on aspects of the destination, such as the Great Migration, the spectacular wildlife, the Maasai culture, and the conservation efforts being made to protect wildlife and the environment. The journalists covering Maasai Mara have generally maintained a neutral

tone and focused on conveying facts, data, and expert opinions, leaving the audience to form informed opinions and interpretations. This does not set out the Maasai Mara above its competitors, other top tourist destinations in Africa.

20% of the news coverage is positive and journalists intentionally portray the Maasai Mara favourably helping to build a positive reputation and image at a global scale, positioning the Mara as the best wildlife destination, a community of rich African culture, and a model for conservation.

There have been occasional negative stories in the mainstream media related to incidents such as accidents, poaching, conflicts with wildlife, drought and overcrowding. Such stories have a very high volume and reach of 15%, which is slightly lower than the positive coverage.

Based on these insights, there is a need for:

- * **Reducing negative coverage:** This may involve providing accurate information to the media, addressing any concerns or issues raised, and working to prevent similar incidents from occurring in the future.
- * **Increasing instances of positive coverage:** This can involve showcasing the unique experiences and attractions available in Maasai Mara, highlighting the efforts being made to protect the environment and wildlife, and collaborating with influencers and media outlets to create positive stories and content about the destination.
- * **Shifting focus on sustainability reporting:** This trend can be reflected in media coverage with journalists highlighting the efforts being made by local operators to protect the environment, support local communities, and promote responsible tourism practices.
- * **Leveraging increased demand for personalised experience:** This may involve developing customised and immersive experiences that showcase the destination's unique culture, wildlife, and landscapes.
- * **Collaborating with influencers and media outlets:** This may be useful in showcasing the unique experiences and attractions available in Maasai Mara and highlight the efforts to protect the environment and wildlife.
- * **Hosting media events:** This may be useful in engaging journalists and media houses and update them on the destination.
- * **Familiarisation (FAM) trips:** By organising FAM trips to Maasai Mara, stakeholders can provide journalists with an opportunity to explore the destination, meet with local experts, and gain a deeper understanding of the local culture and environment.
- * **Development and distribution of media engagement material:** This involves development of press releases and media kits to provide journalists with accurate and up-to-date information about Maasai Mara.

d. Maasai Mara Ecosystem – Digital Audit

Data was collected using social listening tools and platforms between May 2022 to May 2023. Social media platforms, particularly Twitter and Instagram, accounted for the highest number of mentions and reach. For the period under review, Facebook, Twitter, Instagram, and YouTube, had 2,142 mentions and online conversations around the Mara. The posts could reach 112 million individuals globally. Generally, there was a 233% increase in reach and a 25% increase in sentiment (positive or negative connotation of conversations) compared to the previous year. The leading countries in volume of content generated regarding the Mara included Kenya, the United States, the United Kingdom, South Africa, Canada, Tanzania, Spain, India, and Uganda.

The countries with the highest reach, signifying a significant audience exposure to the generated content, were Kenya, South Africa, the United States, Tunisia, Canada, Germany, the United Kingdom, Luxembourg, and India.

The following key themes and topics were discussed about the Mara:

- * **Wildlife and Safari Experiences:** Discussions focused on the rich biodiversity, captivating wildlife encounters, and thrilling safari adventures offered by Maasai Mara. The online users shared their experiences, wildlife sightings, and conservation stories.
- * **Cultural Heritage:** Some conversations highlighted the Maasai people's cultural heritage, traditions, and harmonious coexistence with wildlife. Users expressed admiration for the unique cultural experiences and interactions with the Maasai community.
- * **Photography and Travel Tips:** Photography enthusiasts and travel bloggers engaged in conversations about the best spots for wildlife photography, recommended camera equipment, and tips for capturing memorable moments in Maasai Mara.
- * **Accommodation and Tour Operators:** Users discussed various lodging options, including luxury camps and lodges, and shared recommendations for reputable tour operators offering exceptional safari experiences.
- * **Influencers and Brand Advocates:** Several highly influential individuals actively disseminated information about the Maasai Mara as a tourist destination. These individuals used hashtags and key messages that depicted the Maasai Mara in either positive or negative light.

It is important to note that although Maasai Mara consistently stood out as a preferred destination for content creators due to its diverse wildlife, extensive open plains, and unique cultural experiences, competing wildlife destinations and safari parks were occasionally mentioned in comparison to Maasai Mara.

e. Strengths, Weaknesses, Opportunities, and Threats (SWOT)

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> * Leading safari destination in Africa. * Globally known as a wildlife hub not only have over 470 species of birds but also the Big Five.¹⁶ * Protection of wildlife habitats-Masai Mara National Reserve. * Advocates and practices sustainable tourism where the Mara takes full account of its current and future impacts of activities to the environment while taking care of the needs and experiences of the visitors. * Protected natural landscapes e.g., the rolling hills, open savannah and the grasslands and woodlands across the Mara River.¹⁷ * The Wildebeest Migration which is one of the seven wonders of the natural world.¹⁸ * Modernistic lodges that suites the needs of the tourists and have positioned the Mara as a global destination. * Collaboration with a range of stakeholders e.g., Government entities, global and regional conservation, and tourism organisations. * Enhancement of livelihoods of local communities 	<ul style="list-style-type: none"> * Governance structure may not be fully representative of all stakeholders. * Need to improve monitoring and evaluation of conservation efforts. * The Maasai Mara's marketing activities are largely dependent on the hotels. * Heavy dependence on external funding sources. * Perception of a 'mass tourism' destination. * Poor reputation due to overcrowding of visitors during the migration, which gives the destination the label of a mass low quality destination. * Poor perception as a place where park regulations are not well adhered to, and visitors can harass wildlife at will and do off-road driving at the expense of ecological integrity. * Poor image due to shortage of vital visitor amenities like washrooms and viewpoints especially around the migration crossing points and entrances. * Inconsistent communication messaging strategy which can be attributed to having different promotional materials.

¹⁶ Mara Conservancy, Bird List <https://www.maratriangle.org/maratriangle/bird-list>

¹⁷ Maasai Mara National Park, The Masai Mara Landscape, <https://www.maasaimarakenyapark.com/information/the-masai-mara-landscape/>

¹⁸ Mara Conservancy, The Great Show on Earth <https://www.maratriangle.org/maratriangle/wildebeest-migration>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> * Strengthen collaboration with other conservation and tourism development organisations. * Expand efforts in sustainable tourism development. * Use of technology to improve monitoring and evaluation. * Engage the youth in conservation efforts. * Digitise processes to ensure that tourists continue to engage with the offerings initially presented by the Mara instead of using 'middlemen' travel agents. * Increase personal engagements and contacts with the visitors to maximise on improving the whole customer experience. * Collaborate with renowned wildlife photographers and travel content creators. * Leverage the marketing and publicity done by hotels and tour operators. * Use social media to highlight customer feedback and experience. Many customers rely on referrals and look at a destination's rating and reviews before making their plans 	<ul style="list-style-type: none"> * Poaching and illegal wildlife trade. * Habitat loss and fragmentation * Climate change and its impacts on the ecosystem * Conflicts between wildlife and human activities * Political and economic instability. * Insecurity



Photo: MMWCA

3

MARKETING GOALS AND OBJECTIVES

a. Introduction

There are several issues highlighted through the market analysis, that were further validated during a stakeholders' consensus workshop held in the Maasai Mara in May 2023. These issues are considered in the development of this strategy since they provide an avenue for crafting specific objectives that will ultimately guide how various marketing activities will be strategically informed and implemented.

Some of the general issues identified include:

	Issues
1.	<p>Lack of coordination between key stakeholders in the industry: Accountability - following up on structures of roles and responsibilities</p> <ul style="list-style-type: none"> * Marketing plan for the 1 Mara brand (19) * Competing interest - E.g., Unhealthy competition within the Mara region due to lack of enough guests * Lack of a management plan, marketing strategy, digital presence. * Roles and obligations as different entities and enforcement * Regulatory framework - not supportive for tourism - e.g.: visa * Lack of administrative support, commitment, and political goodwill
2.	<p>Sustainable and Responsible Conservation</p> <ul style="list-style-type: none"> * Visitor experience and environmental awareness: Etiquette; Chaotic, overcrowding; Lack of regulations on guest and guide etiquette; respect for wildlife. * Lack of adoption and integration of sustainable practices in the region * Great migration: Promoting Great Migration River crossing footage to market Maasai Mara. Making it difficult to promote all year destination. * Too many facilities in the landscape * Tourism unsupported growth – brings a threat (focus on volume, process, margin return on stakeholders returns) * Overdevelopment of tourism facilities * Lack of standardisation in tourism facilities, lack of policy/framework, benefit share. * Unclear what is the product: No training on the destination, Pretend like it's one season destination. * Diversification - Lack of monetisation of content (e.g., Wildlife documentaries filmed in Kenya and taken abroad to make millions) <p>Lack of community buy in, engagement, sensitisation on importance of conservation on issues e.g. Over grazing livestock, fencing, sand harvesting, charcoal burning, road kills.</p> <p>Ecological footprint</p>
3.	<p>Communication: Broken communication. Not positive communication (scandals that people are eager to amplify). Mostly negative communication.</p> <ul style="list-style-type: none"> * Poor publicity - e.g., cheetah killed a topiary & dozens of safari vehicles surrounded the kill. * Lack of a communication framework (negative independence of tourism partners) * Misrepresentation - Lack of awareness and education * Perception: Expensive (only for foreigners), Exclusive (only for foreigners).

Table 1: Issues identified from the marketing analysis and stakeholders' consensus workshop.

These issues were later triangulated and prioritised into three that include:

- * Poor coordination among stakeholders.
- * Inconsistencies in sustainable and responsible approaches to tourism and conservation management.
- * Lack of informed knowledge on what the Mara destination has to offer.

b. Objective Setting

The issues above provide a basis for developing strategic objectives. It is important to note that the objectives will not only anchor the Integrated Marketing activities but also provide support towards enhancing stakeholder engagements for institutions or individuals tasked with implementing this strategy as well as those targeted through this strategy's interventions.

The issues and corresponding objectives are highlighted in the table below:

Issue	Objective	Rationale
Weak coordination among stakeholders	<ul style="list-style-type: none"> * Create stakeholder synergy to enhance collaboration in tourism and conservation interventions of the Maasai Mara destination within the next three years. * Establish a One Mara Brand board/alliance/secretariat to harmonise marketing of the Maasai Mara ecosystem as a tourism and conservation hub within the next six months 	<p>This objective intends to bring together diverse stakeholders in thought, ideation as well as actions that are aimed at enhancing the proper positioning of the Maasai Mara ecosystem on the global tourism and conservation market.</p> <p>To achieve this synergy, establishing a One Mara Brand Board would be an ideal avenue for collaboration and engagements among stakeholders.</p>
Inconsistencies in sustainable and responsible approaches to tourism and conservation management.	<ul style="list-style-type: none"> * Enhance visibility and publicity of responsible tourism approaches among stakeholders in the Maasai Mara destination over the next two years. 	<p>Seeking to support the enforcement of regulations and guidelines, this objective intends to provide an avenue for different stakeholders to get acquainted to these regulations and guidelines and further sustainable tourism and conservation efforts.</p>
Lack of informed knowledge on what the Mara destination has to offer beyond the Wildebeest migration.	Enhance visibility and publicity of the Maasai Mara ecosystem's unique offerings, for increased tourist visits and conservation engagements all year round over the next two years.	<p>This objective aims to distinguish stakeholder preferences for improved targeting and messaging through marketing interventions/ campaigns. It also aims to reduce the pressure that the ecosystem receives during the wildebeest migration by highlighting the other offerings available.</p>

c. Alignment of Objectives to Marketing Dimensions

Objective	Marketing Tenet	Marketing initiative
Create stakeholder synergy to enhance collaboration in tourism and conservation interventions of the Maasai Mara destination within the next three years.	<ul style="list-style-type: none"> * Distribution * Pricing * Product/ service management 	<ul style="list-style-type: none"> * Encourage tourists to engage in responsible and sustainable tourism practices, such as benefitting local communities, respecting wildlife, and minimising environmental impact. * Increase the level of association of the One Mara Brand to core products. * Empower and involve local communities in decision-making processes, tourism planning, and conservation initiatives, ensuring their active participation.
Enhance visibility and publicity of responsible tourism approaches among stakeholders in the Maasai Mara destination over the next two years.	<ul style="list-style-type: none"> * Promotion * Product management 	<ul style="list-style-type: none"> * Foster relationships with local, national, and international media outlets to generate positive publicity and media coverage about responsible tourism initiatives in the Maasai Mara destination. * Organise, Attend, and participate relevant tourism industry events, trade shows, and conferences focused on sustainable tourism. Use these platforms to network, share experiences, and highlight responsible tourism approaches in the Maasai Mara destination, attracting the attention of industry professionals and potential visitors. * Encourage tourists and tour operators to engage in responsible and sustainable tourism practices, such as supporting local communities, respecting wildlife, and minimising environmental impact. * Encourage tourists and tour operators to share their responsible tourism experiences in the Maasai Mara destination through user-generated content.
Enhance visibility and publicity of the Maasai Mara ecosystem's unique offerings, for increased tourist visits and conservation engagements all year round over the next two years	<ul style="list-style-type: none"> * Market research * Promotion * Consumer matching * Distribution 	<ul style="list-style-type: none"> * Foster relationships with local, national, and international media outlets to generate positive publicity and media coverage about the Maasai Mara destination. * Promote the Maasai Mara destination as an attractive and sustainable tourism option, highlighting its unique wildlife, cultural heritage, and collaborative conservation efforts, to increase visitor numbers and generate economic benefits for all stakeholders involved. * Offer a collection of highly satisfying, diverse and genuine Maasai Mara experiences.

d. Marketing Goals for the One Mara Brand Strategy

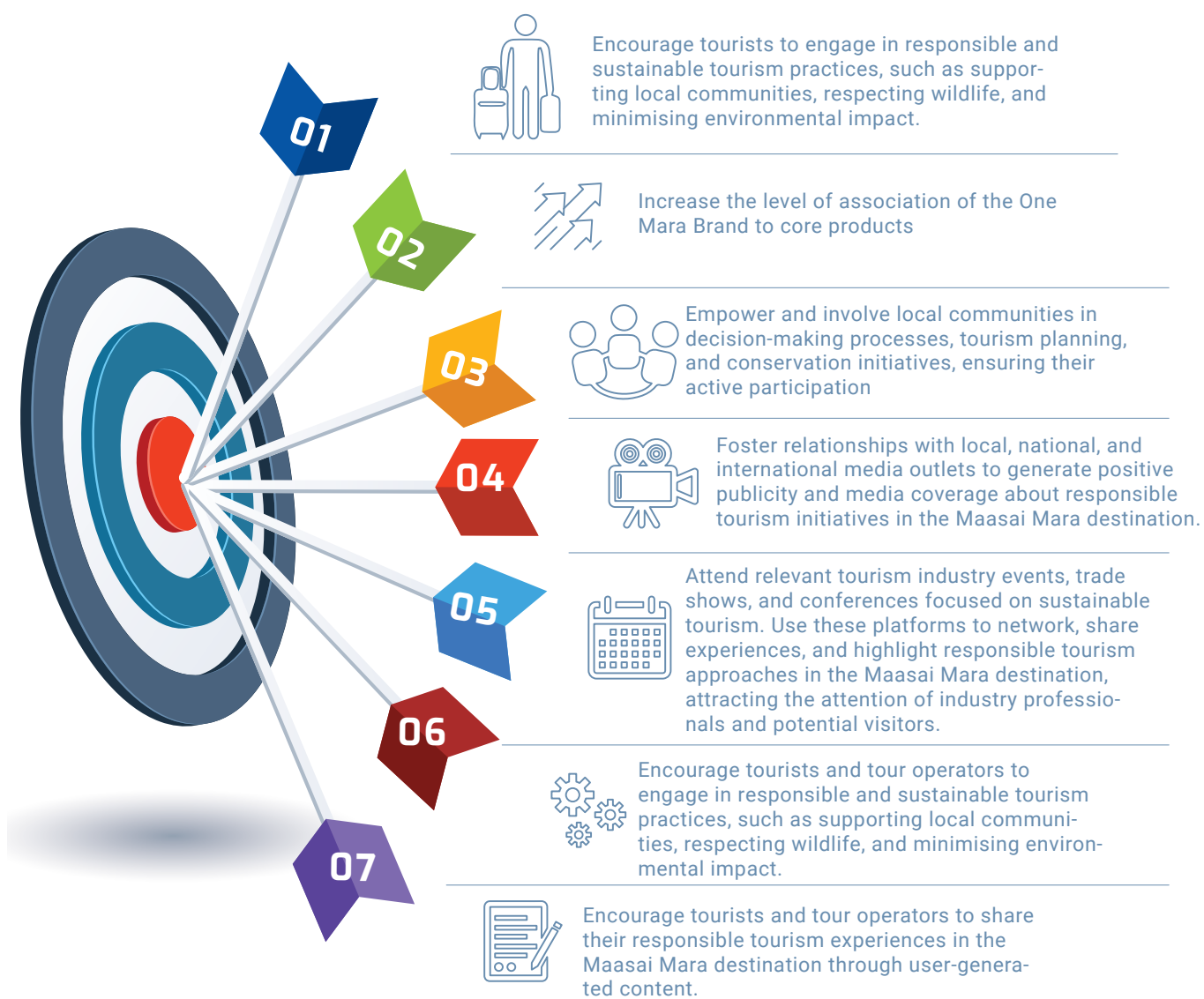




Photo: MMWCA

4

TARGET AUDIENCE SEGMENTATION

a. Segmentation of the Target Audience Based on Semographics, Preferences, Behaviours and Needs

Audience segmentation lies at the heart of the Mara Brand Strategy, as it forms the cornerstone of our approach to effective communication and targeted marketing. In a rapidly evolving marketplace, where consumer preferences and behaviours are constantly shifting, understanding our target audience has become an indispensable tool for success. By segmenting our audience, we uncover distinct groups with shared characteristics, enabling us to tailor our messaging, products, and services to meet their specific needs and desires. This strategic approach not only enhances customer engagement and brand loyalty but also ensures that this strategy's resources are utilised efficiently and effectively. Through meticulous audience segmentation, we aim to build lasting connections, foster brand advocacy, and ultimately drive sustainable growth.

To achieve our goals, the Mara Brand Strategy adopts a comprehensive audience segmentation framework. This strategy draws upon valuable insights and research provided by the Marketing Strategy Completion report conducted by the Kenya Tourism Board. This decision is driven by the fact that the Maasai Mara ecosystem, renowned for its extraordinary wildlife and breath-taking landscapes, exists within the confines of the Kenya tourism sector.

The Marketing Strategy Completion report offers a comprehensive analysis of the diverse visitor profiles, preferences, and behaviours within the Kenyan tourism market. By utilising this existing research, we capitalise on the expertise and knowledge gathered by the Kenya Tourism Board, which has dedicated significant resources to understand the intricacies of the market and its audience.

Rationale for borrowing from this report is two-fold. Firstly, the Kenya Tourism Board has conducted extensive primary and secondary research, including surveys, market analysis, and consumer studies, specifically tailored to the tourism sector in Kenya. By incorporating their findings into our audience segmentation efforts, we benefit from a rich data pool that aligns directly with the context and environment in which the Maasai Mara ecosystem operates.

Secondly, borrowing from the Marketing Strategy Completion report ensures that our audience segmentation is based on the most up-to-date and accurate information available. The report provides insights into the evolving tourism landscape, recent travel trends, and the expectations of visitors to Kenya. By building upon this foundation, we confidently shape our audience segments and develop targeted strategies that resonate with our intended audience, resulting in enhanced brand recognition, increased visitor numbers, and a positive impact on the Maasai Mara ecosystem and the wider Kenyan tourism sector.

Based on the report, 6 segments of international travellers have been identified based on their attitudes towards travel:

Motivation 1: Show off		Motivation 2: Authenticity			Motivation 3: Relax	
Standout Adventurer	Glamorous Traveller	Culture Lover	Carefree Adventurer	Conscious Traveller	Family Relaxers	Security and Comfort seekers
What is their personality?						
I like feeling unique, special, and ahead of the pack	I need to be the best, praised for the success I have achieved	I like to test my boundaries, explore, and achieve independence.	I like to enjoy myself without worrying about the consequences.	I like making deliberate tourist visits and conservation efforts to expand my experiences and expertise	I need to know my peers accept me for what I am, feeling welcomed	I must feel relaxed, tranquil, and safe
What do they expect from their travel?						
I'm looking for an active, energetic, and adventurous trip, without forgetting the need to gain social recognition	I'm looking for a glamorous organised trip to get away from it all, only the very best will do to impress my peers	I'm looking for a trip where I can engage with new cultures and with locals in sheer beautiful nature	In a trip I like to do adventurous activities (hiking/trekking) and discover new places and cultures in intriguing foreign countries to get away and disconnect	I would like to have interactions that expand my world view, enhance my work, and provide findings that enable me to foster better livelihood outcomes	I'm looking for a relaxing trip, to be on the beach, in nature or in a peaceful countryside with my family	I'm looking for a relaxing trip that allows me to experience new things but with comfort

Additionally, these are their socio-demographics, travel behaviour and preferred trip activities:

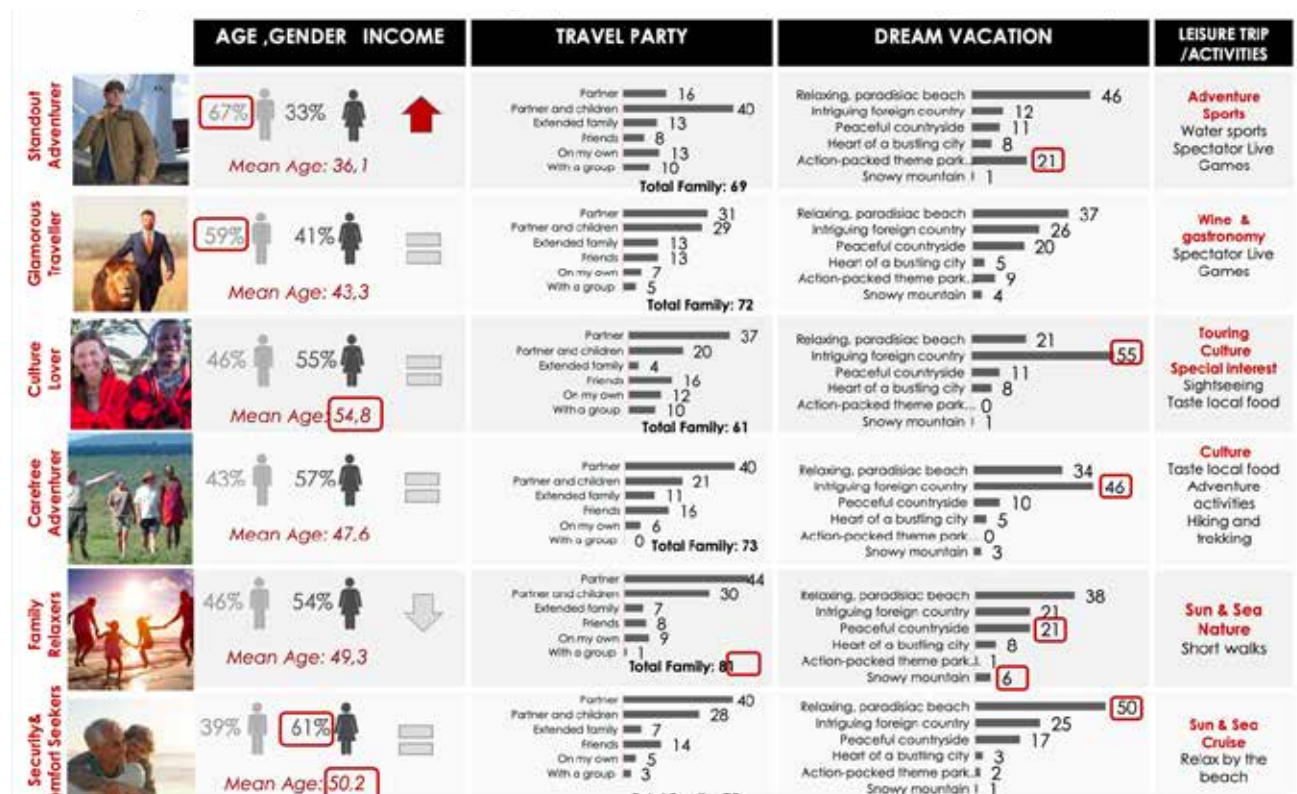


Figure 1: Audience demographics as derived from the Marketing Completion report by the Kenya Tourism Board

b. Primary and Secondary Target Segments

According to the audience segments and their respective demographics, the primary and secondary stakeholder targets are:

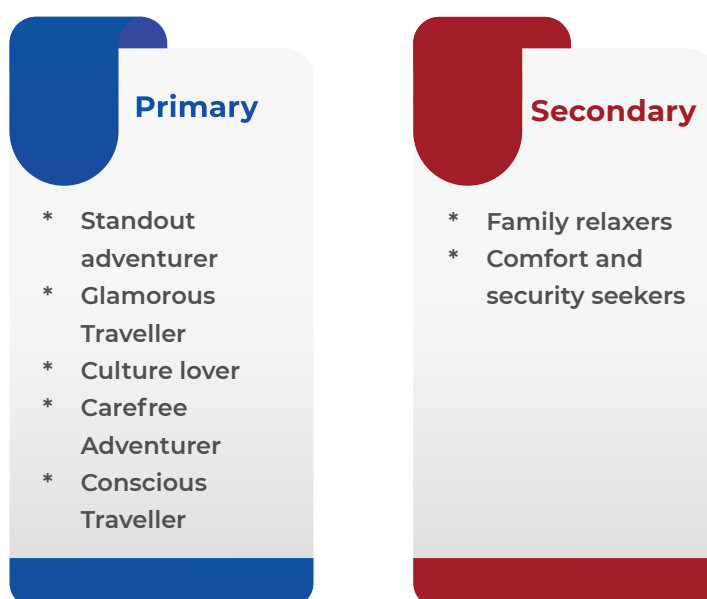




Photo: MMWCA

5

UNIQUE SELLING PROPOSITION

The One Mara Brand recognises the importance of identifying Unique Selling Propositions (USPs) as a powerful tool in effective marketing. A USP is a distinctive feature or benefit that sets a brand apart from its competitors, creating a compelling reason for customers to choose that brand over others. By pinpointing and highlighting the unique qualities and advantages of the One Mara Brand, we can effectively communicate our value proposition to our target audience, differentiate ourselves in the market, and build a strong and loyal customer base. Identifying and leveraging our USPs enables us to showcase what makes the One Mara Brand truly special and valuable, setting the stage for success in a competitive marketplace.

Unique selling points		
Rich in heritage	Strong conservation	International brand
Rich biodiversity destination	Rich culture: co-constructed experiences between Maasai people and the Mara ecosystem	Ecosystem resilience due to implemented policies and donors.
A willing community- conservation model	International bird watching ecosystem	Mara is an international brand
Product development		
Implementing the management plan	Having more robust stakeholder engagement	Product upgrade
	Reviewing current legislations	
What can the Mara offer?		
Big Five	Cultural tours	Bird watching
Different animal mating seasons	Top photography destinations given the rolling savannah plains and hills	Movie shooting sites
Hot air balloons	Game drives	Night game drives
Lost island- Suswa	Diverse gastronomy samples	Unique Maasai Names
Marathons	Rhino notching	Star gazing
Mt. Suswa Conservancy (Baboon Parliament, Bat Colony, Historical stories,)	Mau Mau fighters, hiking, adventure safaris, events destination	Hiking and trekking spots, Horse riding
Forest of the lost child- (Naimina Enkiyo) Botany	Wildebeest migration	Agritourism



Photo: MMWCA

6

KEY MESSAGING

Key messaging plays a crucial role in the marketing strategy of the One Mara Brand. It is through strategic and consistent messaging that we communicate our brand's essence, values, and unique offerings to our target audience. By crafting compelling key messages, we ensure that our brand's core attributes and benefits are effectively conveyed, enabling us to connect with customers on an emotional level and differentiate ourselves from competitors. These key messages serve as a guiding framework for all marketing communications, both online and offline, ensuring a consistent brand voice and reinforcing the One Mara Brand's positioning in the minds of consumers. By utilising clear, impactful, and consistent key messaging, we can effectively communicate our brand's value proposition, build brand awareness, establish credibility, and ultimately drive customer engagement and loyalty.

a. Embroidering the Magic into Every Message

At the heart of the One Mara Brand Marketing Strategy lies the tagline "Maasai Mara - Experience the Magic." This tagline isn't just a string of words; it encapsulates the very essence of our brand and the unique allure of the Maasai Mara. Stakeholders will be urged to embroider this magic into every message sent, ensuring that the communication resonates deeply with audiences and consistently reflects the brand promise. Derived from the overarching Magical Kenya strategy, the tagline is a bridge that connects the broader narrative with the specific wonders of the Maasai Mara. It serves as a compass guiding to unearth the authentic experiences that define this premier destination. Each time a message is shared, whether it's a social media post, a press release, or a customer interaction, it can transport audiences into the realm of One Mara, where luxury meets authenticity, and where the magic of the Maasai Mara comes alive.

Incorporating the tagline "Maasai Mara - Experience the Magic" into the key messages isn't just a branding exercise; it's an embodiment of commitment to delivering exceptional experiences. Just as a skilled artist weaves intricate threads into a masterpiece, this tagline must be woven into the fabric of stakeholder communication for a consistent narrative that echoes the aspirations and promises of One Mara.

At this juncture, audience communication is not just conveying information; but more of inviting them to embark on a journey, to feel the thrill of discovery, and to immerse themselves in the authentic charm of the Maasai Mara. Whether showcasing luxurious accommodations, detailing cultural interactions, or sharing captivating visuals, each message will be infused with the enchantment that the tagline encapsulates.

The tagline is not just a static phrase; it's a dynamic force that breathes life into the strategy. It's a reminder that the messaging is a conduit for the Maasai Mara's magic to reach audiences. Therefore, it should be embraced more than words –making it a living, breathing guide that leads stakeholders towards creating memorable, immersive, and transformative experiences for all who encounter the wonder that is One Mara.

b. Core Brand Messages and Value Propositions

Core brand messages:

- i. **Experience the Extraordinary:** The Maasai Mara offers unparalleled adventures, culture and travel experiences that go beyond the ordinary. With us, you'll embark on transformative journeys that push boundaries, ignite passions, and create lifelong memories.
- ii. **Preserving the 7th Natural Wonder of the World:** We are committed to conserving the magnificent wonders of our planet. By choosing us, you not only embark on extraordinary adventures but also contribute to the preservation of our most precious natural heritage, ensuring its beauty and splendour for generations to come.

Value propositions:

- * **Unforgettable Adventures:** Immerse yourself in thrilling activities, conquer new challenges, and create unforgettable moments that will make you stand out from the crowd.
- * **Exquisite Luxury:** Indulge in the epitome of glamour and sophistication with our meticulously curated trips that provide you with the best of the best, ensuring an experience that reflects your status and success.
- * **Authentic Cultural Immersion:** Discover the richness of diverse cultures, engage with locals, and explore breath-taking natural wonders, embracing an authentic connection that broadens your horizons.
- * **Carefree Exploration:** Unwind and let go of worries as you embark on carefree adventures, where you can enjoy exhilarating activities and disconnect from the everyday stresses, knowing that we've taken care of every detail.
- * **Family Bonding:** Create precious family memories in serene and family-friendly destinations, where you can relax, have fun, and strengthen the bonds that matter most.
- * **Unmatched Comfort and Security:** Enjoy peace of mind as you embark on your journey, with our commitment to providing a safe and secure travel experience, always ensuring your comfort and well-being.

c. Development of Consistent and Compelling Messaging

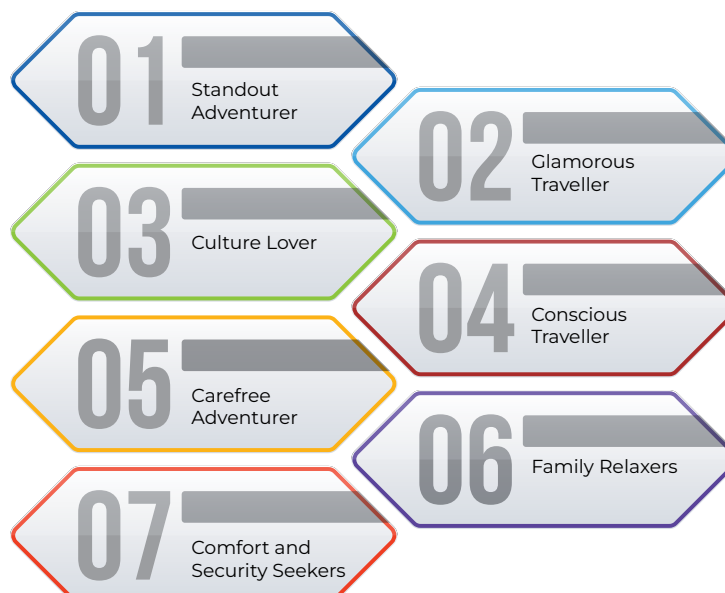
The Brand will endeavour to maintain consistency and compelling messaging revolving around key pillars that include:

- * Adventure
- * Luxury
- * Authenticity
- * Carefree Exploration
- * Family Bonding
- * Comfort & Security.

Through captivating storytelling, evocative imagery, and persuasive language, the strategy will bring these pillars to life, engaging audiences and inspiring them to choose the Maasai Mara destination.

The messaging conveys a sense of excitement, exclusivity, authenticity, and trust, ensuring a strong and cohesive brand image across all communication channels.

d. Tailored Messaging for Different Audience Segments



1. Standout Adventurer

Message: Ignite Your Inner Trailblazer

- ◇ Experience thrilling adventures that set you apart from the crowd.
- ◇ Show off your unique experiences and accomplishments.
- ◇ Unleash your adventurous spirit and be recognised for your extraordinary pursuits.

2. Glamorous Traveller

Message: Unveil the Glamour of Authentic Getaways

- ◇ Indulge in luxurious and glamorous travel experiences.
- ◇ Discover hidden gems in stunning locations, meticulously curated for your refined tastes.
- ◇ Immerse yourself in authentic cultures while enjoying the pinnacle of sophistication.

3. Culture Lover

Message: Immerse Yourself in Cultural Tranquillity

- ◇ Embark on journeys that blend cultural immersion with serene natural beauty.
- ◇ Engage with local communities and cherish enriching encounters.
- ◇ Unwind and rejuvenate amidst breath-taking landscapes, combining relaxation and cultural exploration.

4. Conscious Traveller

Message: Make a Meaningful Impact

- ◇ Expand your travel experiences and expertise by actively participating in conservation efforts.
- ◇ Engage in deliberate tourism by immersing yourself in the authentic beauty of the Maasai Mara through deliberate tourism practices.
- ◇ Contribute to sustainable conservation by choosing the Maasai Mara destination and becoming an integral part of sustainable conservation efforts.
- ◇ Expand your expertise: Learn about the delicate balance between tourism and environmental preservation and be empowered to make informed choices as a conscious traveller.
- ◇ Connect with Like-Minded Travellers: Join a community of conscious travellers who share your passion for responsible tourism and conservation.
- ◇ Exchange ideas, share experiences, and collaborate with fellow travellers and conservation enthusiasts to amplify your impact and inspire positive change.
- ◇ Leave a legacy: Your deliberate visits and conservation efforts in the Maasai Mara will leave a lasting legacy for future generations.

5. Carefree Adventurer

Message: Embrace Freedom and Adventure

- ◇ Unleash your carefree spirit and venture into thrilling escapades.
- ◇ Disconnect from the ordinary and embark on exhilarating activities in intriguing foreign lands.
- ◇ Experience the perfect balance of adventure and relaxation, knowing we have taken care of every detail.

6. Family Relaxers

Message: Create Lasting Family Memories

- ◇ Enjoy quality time with your loved ones in serene and family-friendly destinations.
- ◇ Discover activities that cater to all ages, fostering precious family bonds.
- ◇ Relax, unwind, and make memories that will be treasured for a lifetime.

7. Comfort and Security Seekers

Message: Relax in Unmatched Comfort and Security

- ◇ Indulge in a tranquil getaway where your comfort is our top priority.
- ◇ Rest assured knowing that your safety and well-being are our utmost concern.
- ◇ Experience a worry-free journey, allowing you to fully immerse yourself in relaxation and peace.



Photo: MMWCA

7

CHANNEL SELECTION

To effectively reach the target audience and achieve the outlined marketing objectives and goals, careful consideration must be given to the selection of appropriate marketing channels. This chapter will delve into the identification of the most effective channels for the One Mara Brand. Leveraging the preferences and behaviours of our diverse audience segments, we can strategically allocate resources to diverse channels. The justification for channel selection will be based on the specific objectives and goals we aim to accomplish.

The channels outlined below, derived from engaging different stakeholders through research, will be used to relay the key messages.

1. International Exhibitions:

These provide an excellent platform to showcase the extraordinary offerings of the One Mara Brand to a global audience. By participating in renowned travel and adventure expos, the brand can reach potential customers, industry professionals, and travel enthusiasts who are actively seeking unique and memorable experiences. Through captivating booth displays, interactive experiences, and personal interactions, the brand can effectively communicate its core messages and forge meaningful connections with visitors who resonate with it.

Target Audience Reach:

- * **Glamorous Travellers:** International exhibitions offer an opportunity to present our curated luxury travel experiences to individuals who value exclusivity and crave glamorous getaways. Through captivating visuals and personalised interactions, we can establish One Mara as the epitome of sophisticated travel.
- * **Culture Lovers:** Engaging with travel enthusiasts at international exhibitions allows us to attract individuals who prioritise cultural immersion. By highlighting our authentic encounters and connection with local communities, we can appeal to those seeking to explore new cultures and engage with nature's wonders.

2. Social Media:

Social media platforms such as Facebook, Instagram, Twitter, TikTok and YouTube provide an expansive and highly engaging avenue to reach and connect with target audiences. By curating captivating content, leveraging visual storytelling, and fostering interactive engagements, the One Mara Brand can effectively communicate its essence, build brand awareness, and nurture a community of passionate adventurers.

Target Audience Reach:

- * **Standout Adventurers:** Social media platforms allow the brand to showcase thrilling adventures and share captivating stories of individuals who have pushed their limits. By creating content that celebrates uniqueness, challenges, and recognition, it can resonate with the desires of standout adventurers.
- * **Glamorous Travellers:** Through social media, the brand can craft an aura of elegance and exclusivity, portraying One Mara as the go-to brand for glamorous travel experiences. High-quality visuals, testimonials, and influencer collaborations can highlight the luxurious aspects and allure of offerings.
- * **Culture Lovers:** social media enables the showcase of authentic cultural experiences, connecting with local communities, and promoting sustainable practices. By leveraging storytelling, user-generated content, and immersive visuals, we can captivate culture lovers who crave meaningful connections and exploration of natural wonders.
- * **Carefree Adventurers, Family Relaxers, and Comfort and Security Seekers:** Social media platforms provide opportunities to engage these segments through tailored content that emphasises adventure, relaxation, family bonding, and a sense of security.

3. Website:

A well-designed and user-friendly website serves as a central hub for information, inspiration, and interaction with the One Mara Brand. It enables potential customers to learn about the brand, explore its offerings, and make inquiries or bookings. A comprehensive website allows the brand to convey its unique value propositions, showcase stunning visuals, share customer testimonials, and provide detailed information about adventure itineraries, luxury experiences, cultural immersion opportunities, and family-friendly destinations.

Target Audience Reach:

- * **Standout Adventurers:** The website can showcase the Mara's extraordinary adventures, highlighting the adrenaline-fueled activities, unique challenges, and recognition that will appeal to standout adventurers seeking to push their boundaries.
- * **Glamorous Travellers:** The website's design, imagery, and content can embody elegance and sophistication, creating a seamless and luxurious browsing experience. By featuring exclusive travel experiences, high-end accommodations, and personalised services, we can cater to the desires of glamorous travellers.
- * **Culture Lovers:** The website can emphasise the brand's commitment to authentic cultural immersion, featuring detailed information about cultural encounters, eco-friendly practices, and opportunities to engage with local communities. This will resonate with culture lovers seeking meaningful travel experiences.
- * **Carefree Adventurers, Family Relaxers, and Comfort and Security Seekers:** The website will provide comprehensive information about the safety measures, family-friendly destinations, relaxation options, and comfort-enhancing aspects of the Mara's offerings, attracting these segments and instilling confidence in their decision to choose One Mara.
- * **Conscious travellers:** The website provides crucial information and headway on matters of interest that can be leveraged based on the desired outcomes.

4. Promotion in Media Outlets:

Promotion in media outlets, including television, radio, and online publications, allows us to reach a wide audience and create brand awareness for the One Mara Brand. By collaborating with media partners, we can leverage their reach and influence to disseminate our key messages, inspiring stories, and unique selling propositions to a diverse range of potential customers. Promoting Maasai Mara through reputable media outlets can increase visibility and reach a broader audience.

Target Audience Reach:

- * **Standout Adventurers:** Engaging with adventure-focused media outlets allows us to connect with individuals seeking thrilling and extraordinary experiences. By showcasing our unique adventures, we can capture the attention of standout adventurers who actively follow and engage with such media outlets.
- * **Glamorous Travellers:** Collaborating with media outlets that cater to a luxury-seeking audience enables us to position One Mara as the premier choice for glamorous travel experiences. Coverage in high-end lifestyle magazines, travel shows, and influential online platforms can effectively reach this target audience.
- * **Culture Lovers:** Partnering with media outlets that highlight cultural immersion, environmental sustainability, and nature's wonders allows us to resonate with culture lovers. Features in travel documentaries, nature-focused publications, and online platforms dedicated to cultural exploration can attract individuals seeking authentic and enriching travel experiences.
- * **Carefree Adventurers, Family Relaxers, and Comfort and Security Seekers:** Promoting the One Mara Brand through media outlets that cater to these segments' interests, such as family-oriented magazines, travel shows with a focus on relaxation, and platforms emphasising safety and security, can help capture their attention and generate interest.

5. Printed Materials:

Printed materials, such as brochures, travel guides, and magazines, offer tangible and immersive experiences that engage potential customers. By designing visually stunning and informative materials, we can showcase the unique adventures, luxury offerings, cultural encounters, and family-friendly experiences that make One Mara stand out.

Target Audience Reach:

- * **Standout Adventurers:** Printed materials can feature captivating imagery, adrenaline-pumping stories, and testimonials from adventurers who have experienced our unique offerings. They serve as tangible reminders of the extraordinary experiences that await standout adventurers.
- * **Glamorous Travellers:** High-quality printed materials can capture the essence of glamour and sophistication associated with our luxury travel experiences. From elegant brochures to visually enticing magazines, these materials embody the allure of our brand and serve as inspiration for glamorous travellers.
- * **Culture Lovers:** Printed materials can highlight the cultural immersion opportunities, environmental conservation efforts, and connections with local communities that define our brand's identity. They provide culture lovers with a tangible representation of the authentic experiences they can expect.
- * **Conscious Travellers:** Printed items form a point of reference of work that can be further validated through actual destination visits.

6. Word of Mouth:

Word of mouth remains a powerful and influential channel in the travel industry. Positive recommendations, personal stories, and shared experiences from satisfied customers can significantly impact the decision-making process of potential travellers. By delivering exceptional service, exceeding customer expectations, and actively encouraging customer reviews and referrals, One Mara can foster a strong word-of-mouth network for the Brand.

Target Audience Reach:

- * **Standout Adventurers:** Engaging standout adventurers through personal interactions, recognition programs, and cultivating a sense of exclusivity can encourage them to share their experiences with their peers and online communities, amplifying the word-of-mouth effect.
- * **Glamorous Travellers:** Providing exemplary personalised service, exceeding expectations, and offering unique luxury experiences can prompt glamorous travellers to share their indulgent adventures with their networks, further enhancing the brand's reputation through word of mouth.
- * **Culture Lovers:** Creating opportunities for cultural immersion, fostering connections with local communities, and encouraging travellers to engage in responsible and sustainable practices can inspire culture lovers to share their meaningful experiences, generating positive word of mouth.

7. Visual Content:

Visual content plays a pivotal role in capturing the attention, evoking emotions, and inspiring travel aspirations. By creating visually stunning photographs, videos, and immersive virtual reality experiences, we can showcase the breath-taking landscapes, cultural encounters, and thrilling adventures offered by One Mara.

Target Audience Reach:

- * **Standout Adventurers:** Engaging standout adventurers through visually striking content that showcases the adrenaline-fueled activities, challenging terrains, and awe-inspiring natural wonders will resonate with their desire for unique and remarkable experiences.
- * **Glamorous Travellers:** Visual content should exude elegance, sophistication, and exclusivity, capturing the essence of our luxury offerings. High-quality imagery and videos can convey the indulgent experiences and curated luxury associated with glamorous travel.

- * **Culture Lovers:** Immersive visuals that highlight the cultural richness, interactions with local communities, and serene natural landscapes can ignite the curiosity and passion of culture lovers, inspiring them to embark on journeys of exploration.

8. Documentaries and Movies:

Collaborating with filmmakers, production companies, or streaming platforms to create or feature documentaries and movies that showcase the extraordinary destinations, cultural experiences, and adventurous pursuits offered by the Maasai Mara can significantly enhance brand exposure and captivate the imaginations of viewers.

Target Audience Reach:

- * **Standout Adventurers:** Collaborating with documentary filmmakers who specialise in adventure and exploration can capture the attention of standout adventurers who are passionate about pushing boundaries and seeking unique experiences.
- * **Glamorous Travellers:** Featuring One Mara's luxury travel experiences in movies or documentaries that cater to an audience seeking opulence, sophistication, and travel inspiration can effectively reach glamorous travellers.
- * **Culture Lovers:** Collaborating with filmmakers or streaming platforms that focus on cultural exploration and conservation can engage culture lovers who appreciate meaningful travel experiences and the preservation of natural and cultural heritage.
- * **Carefree Adventurers, Family Relaxers, and Comfort and Security Seekers:** Documentary or movie features showcasing relaxing and secure destinations, family-friendly adventures, and tranquil experiences can resonate with these segments, capturing their interest and generating brand awareness.

9. Partnerships with Airlines and Private Sector:

Forging partnerships with airlines and private sector entities can be a valuable addition to the One Mara Brand's marketing strategy. Collaborating with airlines, travel agencies, luxury resorts, and other private sector partners allows us to extend our reach, leverage their existing customer base, and create synergistic marketing campaigns that enhance brand visibility and attract new customers.

Target Segment: Glamorous Travellers

The partnerships with airlines and private sector entities are particularly well-suited for targeting the segment of Glamorous Travellers. This segment seeks luxurious, sophisticated, and exclusive travel experiences. By partnering with high-end airlines that offer premium services, such as first-class and business-class accommodations, the One Mara brand can position itself as the preferred choice for glamorous travellers seeking unparalleled comfort and opulence throughout their entire journey.

Additionally, collaborating with luxury resorts, high-end travel agencies, and exclusive travel concierge services allows the brand to curate comprehensive travel packages that cater to the desires and expectations of glamorous travellers. These partnerships can include special amenities, VIP treatment, personalised services, and access to exclusive events and experiences.

Through joint marketing efforts, such as co-branded campaigns, sponsored content, and exclusive offers, we can effectively reach this segment and entice them with exceptional adventures and curated luxury experiences. By showcasing the seamless integration of air travel, luxurious accommodations, and the extraordinary offerings of One Mara, we can captivate the imaginations of glamorous travellers and establish the Maasai Mara ecosystem as the epitome of glamorous travel in Kenya, East Africa, and beyond.

Partnerships with airlines and private sector entities present a unique opportunity to tap into established customer bases and attract individuals who prioritise exclusivity, sophistication, and the best-in-class travel experiences.

10. Partnerships with government and intergovernmental agencies such as UNEP, UNDP, or Goodwill Ambassadors.

Such engagements are useful for several reasons that include:

Credibility and Endorsement: Collaborating with reputable government and intergovernmental agencies lends credibility and endorsement to the One Mara Brand. It showcases a commitment to responsible tourism, sustainability, and conservation, which can enhance the brand's reputation and trustworthiness among target audiences.

Amplified Reach and Visibility: Government and intergovernmental agencies have extensive networks and resources that can amplify the reach and visibility of the One Mara Brand. Their platforms, partnerships, and communication channels provide an opportunity to showcase the destination to a wider audience, including potential visitors, investors, and stakeholders.

Policy and Advocacy Support: Partnering with government agencies can facilitate policy support and advocacy efforts for sustainable tourism and conservation initiatives in the Maasai Mara destination. This collaboration can help shape favourable policies, regulations, and incentives that benefit the brand and align with its values and objectives.

Knowledge Sharing and Capacity Building: Government and intergovernmental agencies often have valuable expertise, research, and best practices in sustainable tourism and conservation. Partnering with them can facilitate knowledge sharing and capacity building initiatives, enabling the One Mara Brand to stay updated with the latest trends, innovations, and strategies in the field.



Photo: MMWCA

8

MARKETING INITIATIVES

In this section, we delve into the diverse range of marketing initiatives that will be implemented as part of the comprehensive One Mara Brand Marketing Strategy. These initiatives are designed to create brand awareness, engage target audiences, and drive success for the One Mara Brand in Kenya, East Africa, and on a global scale.

We recognise that effective marketing goes beyond the development of key messages and channel selection. It requires strategic planning, creativity, and a deep understanding of our target segments. The marketing initiatives outlined in this section embody a commitment to showcasing the extraordinary adventures, luxury experiences, cultural immersion opportunities, and family-friendly offerings that set One Mara apart in the travel industry.

Furthermore, this section will highlight the importance of data-driven marketing, leveraging analytics and insights to optimise our campaigns, measure performance, and continuously refine our strategies. We recognise that the landscape of marketing is constantly evolving, and staying agile is key to adapt to changing consumer behaviours and preferences.

Overarching Initiative: Establishment and Operationalisation of a One Mara Brand Marketing Board within the next six months

Description: The One Mara Brand can establish a robust and effective marketing board that provides strategic direction, oversight, and guidance for marketing initiatives. The board's active involvement and expertise ensure that marketing efforts align with the brand's objectives, contribute to sustainable tourism practices, and ultimately enhance the Maasai Mara destination's reputation and desirability among target audiences.

Main actions to be performed:

- * **Launch event:** Organise a high-profile launch event to introduce the One Mara Brand Marketing Board to key stakeholders, including government officials, tourism industry leaders, local communities, and media representatives. Use this event as an opportunity to generate positive publicity and media coverage, highlighting the board's purpose, goals, and the anticipated benefits for the Maasai Mara destination.
- * **Publicity campaign:** Develop a targeted publicity campaign to raise awareness about the establishment of the One Mara Brand Marketing Board and its role in promoting sustainable tourism in the Maasai Mara. Leverage various communication channels such as press releases, media interviews, social media platforms, and online advertisements to reach a wide audience and generate interest and support for the initiative.
- * **Enhance visibility:** Implement strategies to enhance the visibility of the One Mara Brand Marketing Board both locally and internationally. This can include participation in relevant industry events, trade shows, and conferences to showcase the board's initiatives, network with industry professionals, and attract potential partners. Additionally, consider leveraging influential personalities, ambassadors, or influencers to amplify the board's message and increase visibility.
- * **Resource mobilisation:** Develop a resource mobilisation strategy to secure funding and support for the activities of the One Mara Brand Marketing Board. This can involve engaging with potential sponsors, donors, and philanthropic organisations that align with the board's vision and goals. Explore partnerships with private sector companies, tourism associations, and conservation organisations to leverage their resources and expertise.

- * **Positioning strategy:** Develop a clear positioning strategy for the One Mara Brand Marketing Board to differentiate it from other tourism destinations and initiatives. Emphasise the unique attributes and strengths of the Maasai Mara destination, such as its wildlife, cultural heritage, and commitment to responsible tourism. Position the board as a leader in sustainable tourism practices and showcase its collaborative efforts with local communities and conservation organisations.
- * **Collaboration with media outlets:** Foster strong relationships with local, national, and international media outlets to ensure regular coverage of the board's activities and initiatives. Engage in media partnerships and offer exclusive access to events, press releases, and expert interviews. Leverage media platforms to communicate the board's messages, promote responsible tourism practices, and highlight success stories and best practices in the Maasai Mara.
- * **Engage influencers and opinion leaders:** Collaborate with influential individuals, travel bloggers, and opinion leaders who have a strong following and share the same values as the One Mara Brand Marketing Board. Encourage them to visit the Maasai Mara, experience its offerings first hand, and share their experiences through social media platforms and other digital channels. Their endorsements and testimonials can significantly enhance visibility and attract visitors to the destination.
- * **Continuous monitoring and evaluation:** Implement a robust monitoring and evaluation system to track the impact and effectiveness of the board's activities in terms of launching, publicity, visibility, and resource mobilisation. Regularly review key performance indicators (KPIs), such as media coverage, website traffic, social media engagement, and funding secured. Use the findings to make data-driven decisions, identify areas for improvement, and ensure the board's activities align with the overall marketing strategy.
- * **Develop a strategic plan:** Collaboratively develop a comprehensive strategic plan for the One Mara Brand, outlining goals, vision, mission, and performance indicators. The board should provide strategic oversight, review and approve the plan, and monitor its implementation.
- * **Develop board charters and operating guidelines:** Create board charters and operating guidelines that outline the board's objectives, meeting frequency, decision-making processes, and communication protocols. These documents serve as a reference point for board members and provide clarity on their roles and expectations.

Stakeholders involved:

Stakeholder	Responsible	Accountable	Consulted	Informed
Ministry of Tourism				
Kenya Tourism Board				
Narok County Govt				
Maasai Mara Wildlife Conservancies Association				
Conservancies in the Maasai Mara Ecosystem				
Tour Operators/ Travel Agents				
Camps, Lodges and Hotels				
Community				
Non-Governmental Organisations				
Community Based Organisations				

Timeframe:

Phase	2023-2024				2024-2025				2025-2026				2026-2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Planning																
Execution																
Follow- Up																

Budget:

Total budget (000 USD)	2023-2024	2024-2025	2025-2026	2026-2027

Objective: Create stakeholder synergy to enhance collaboration in tourism and conservation interventions of the Maasai Mara destination within the next three years.

Initiative 1: Encourage tourists to engage in responsible and sustainable tourism practices, such as supporting local communities, respecting wildlife, and minimising environmental impact.

Description: This initiative intends to show that the Maasai Mara ecosystem can actively promote responsible and sustainable tourism practices, empowering tourists to make conscious choices that positively contribute to the local communities, wildlife conservation, and environmental preservation in the Mara region.

Main actions to be performed:

- * **Educational Campaigns:** Develop and launch educational campaigns to raise awareness about responsible and sustainable tourism practices. These campaigns will be conducted through social media, website content, printed materials, and visibility partnerships with local and international organisations focusing on sustainable tourism.
- * **Deliberate engagement with local communities:** This is aimed at creating authentic and immersive experiences for tourists. Therefore, through targeted messaging on diverse platforms, the brand will encourage tourists to interact with local communities by learning their traditions, supporting local businesses within the ecosystem, and contributing to community development initiatives. Further, based on such engagements, the brand will follow up and highlight the positive impact tourists have had on the livelihoods of local communities.
- * **Wildlife Conservation Initiatives:** Collaborate with wildlife conservation organisations and authorities to promote responsible wildlife viewing and protection. Emphasise the importance of respecting wildlife habitats, following ethical guidelines for wildlife encounters, and supporting conservation efforts. This will incorporate the strategic development/ production and placement of educational materials, signage, and guidelines within tourist areas to educate visitors about responsible wildlife interactions.

- * **Eco-friendly Practices:** Promote eco-friendly practices among tourists, such as waste reduction, recycling, and responsible energy consumption. This will include the provision of information and resources on eco-friendly accommodations, transportation options, and activities that minimise environmental impact. It is intended that this will encourage visitors to participate in community-led environmental conservation initiatives across the Mara ecosystem and as such will form part of driving tourists' visits to the destination to participate in such practices.
- * **Certification and Recognition:** The Brand will encourage tourism businesses within the ecosystem to obtain sustainability certifications or accreditations. It is intended that this will highlight the efforts of certified businesses and commitment to responsible and sustainable practices. Based on the uptake of this intervention, the Brand will publish such efforts on dedicated website sections, promotional materials, and initiating partnerships with recognised sustainability organisations aimed at acknowledging the efforts done by players in the ecosystem.
- * **Identification and collaboration with tourism influencers and ambassadors:** This entails sustainable engagements with influencers, travel bloggers, and ambassadors who align with the values of responsible and sustainable tourism. The brand will engage these stakeholders in creating content, sharing personal experiences, and inspiring their followers to embrace sustainable practices during their travels. The brand will leverage their influence to amplify the message of responsible tourism to a wider audience.
- * **Visitor Guidelines and Codes of Conduct:** The brand will develop and distribute visitor guidelines and codes of conduct that outline expected behaviour and responsible practices for tourists. These guidelines will be made easily accessible through owned and partner websites, brochures, and information centres. Such items will encourage tourism operators and accommodation providers to educate their guests about these guidelines upon arrival and on tours in the ecosystem.
- * **Application for the recognition of the Maasai Mara as a UNESCO world heritage site:** Through this application, a set of guidelines that determine the status of "world heritage site" will be recommended and as such will be applied across various stakeholder groups within the ecosystem. Additionally, this application will also go a long way towards stemming responsible and sustainable tourism practices in the Mara.

Anticipated Outcomes:

- * **Increased knowledge and awareness** among stakeholders on responsible and sustainable tourism practices. This increased knowledge and awareness will foster a sense of responsibility among tourists, empowering them to make informed choices during their travels.
- * **Positive environmental management practices.** This may include reduced waste generation, increased recycling rates, and the preservation of natural resources, contributing to the conservation of the Mara ecosystem.
- * **Improved livelihood support for local communities.** This may shape up as increased income and employment opportunities for local communities through tourism-related businesses, improved infrastructure and services, and the preservation of cultural heritage.
- * **Improved understanding for the need of Wildlife conservation and protection** among diverse stakeholders. This may manifest through reduced disturbance to wildlife, enhanced conservation efforts by local and visiting stakeholders, and the preservation of the Mara's iconic wildlife species.
- * **Enhanced brand reputation and differentiation.** The Maasai Mara ecosystem through the One Mara Brand's commitment to responsible and sustainable tourism practices will enhance its reputation as an ethical and environmentally conscious institution. By showcasing these initiatives, the ecosystem will differentiate itself from competitors and attract tourists who prioritise responsible travel experiences.
- * **Visitor satisfaction and loyalty to the One Mara Brand.** By promoting responsible and sustainable practices, tourists will have the opportunity to engage in meaningful and authentic experiences that align with their values. This may be seen through higher levels of visitor satisfaction, positive reviews, and increased repeat visits or recommendations, leading to enhanced customer loyalty.

- * **Improved collaboration and partnerships within the Maasai Mara ecosystem.** These initiatives will foster fruitful engagements with local communities, conservation organisations, and other stakeholders. This may be seen through strengthened relationships, shared resources, and a collective commitment to sustainable tourism development in the region.

Stakeholders involved:

Stakeholder	Responsible	Accountable	Consulted	Informed
Ministry of Tourism				
Kenya Tourism Board				
Narok County Govt				
Maasai Mara Wildlife Conservancies Association				
Conservancies in the Maasai Mara Ecosystem				
Tour Operators				
Camps and Hotels				
Community				
Non-Governmental Organisations				
Community Based Organisations				
Kenya Wildlife Services				

Media- Informed

Timeframe:

Phase	2023-2024				2024-2025				2025-2026				2026-2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Planning																
Execution																
Follow- Up																

Budget:

Total budget (000 USD)	2023-2024	2024-2025	2025-2026	2026-2027

Initiative 2: Increase the level of association of the One Mara Brand to core products.

Description: This mainly involves the establishment and application of a consistent image across various items associated with the One Mara Brand. This will enhance stakeholders' understanding on what to expect in the Maasai Mara ecosystem, what they will be attracted by, and value the unique and authentic quality experiences they will achieve. This will give the ecosystem a stronger and more differentiated market positioning and significantly raise overall customer satisfaction and recommendation.

Main actions to be performed:

- * **Brand establishment, launch and integration (tagline):** This will involve the development and testing of the visual representation of the One Mara Brand. It may include development of a logo and subsequent brand manual showcasing how the log can be applied on various collaterals. Once this is done, the logo may be launched for publicity and visibility leveraging media channels and influencer touchpoints. Then, it will be integrated appropriately across marketing materials and touchpoints related to core products offered in the Maasai Mara ecosystem. This may include product packaging, labels, promotional materials, brochures, websites, and social media channels. Once established, it is intended that the brand logo, tagline, and visual elements should be prominently displayed to reinforce the association.
- * **Product naming and branding:** Based on the manual or guidelines developed in the previous activity, it is expected that there will be development of clear and cohesive product names that align with the One Mara Brand identity. There will be incorporation of the brand name or elements within the product names to create a strong association. Consistent branding across all products will reinforce the brand's image and help stakeholders recognise and remember the One Mara Brand.
- * **Storytelling and messaging:** This will involve crafting of compelling narratives and messaging that highlight the unique features, benefits, and experiences associated with the core products of One Mara. It will incorporate the brand's values, unique selling propositions, and the emotional connection that the products offer to create a cohesive brand story. Consistent messaging will strengthen the association of the brand with the core products.
- * **Visual identity:** This involves developing a consistent visual identity for the core products that aligns with the overall One Mara Brand. It will be guided by an extensive brand manual and will involve the use of consistent colour schemes, typography, and visual elements across all product packaging, marketing materials, and digital platforms. Visual cues that tie back to the One Mara Brand will reinforce the association in customers' minds.
- * **Co-branding and collaborations:** The Brand will seek out strategic co-branding opportunities and collaborations with complementary brands or influential partners. By associating the One Mara Brand with other trusted and respected brands, customers will perceive the core products as being of higher quality and value. Co-branded marketing campaigns and collaborations will also help expand brand reach and attract new customers to the Maasai Mara ecosystem.
- * **Product showcase and (VR) demonstrations:** Acknowledging that the Maasai Mara ecosystem has unique, diverse and distinct offering to stakeholders, the Brand will partner with other players to organise product showcases, and experiential events where customers can directly experience and interact with the core products of One Mara. This will allow customers to associate the brand with the tangible benefits, exceptional features, and memorable experiences provided by the products. These sessions can be adapted for trade shows, exhibitions, or exclusive customer events.
- * **Testimonials and reviews:** Through partner institutions, the One Mara Brand will encourage customers to provide testimonials and reviews that highlight the positive experiences and value they have gained from using the core products of One Mara. These will be incorporated into marketing materials, websites, and social media to create social proof and reinforce the association of the brand with quality and customer satisfaction.

- * **Continuous monitoring and feedback:** Continuously monitoring customer feedback, reviews, and market trends will help gauge the level of association between the One Mara Brand and core products. Gathering these insights will be crucial towards refining marketing strategies, improving product offerings, and strengthening the brand-product association over time. This will also involve being responsive to customer needs and adapting marketing initiatives accordingly.

Anticipated Outcomes:

- * **Increased brand recognition:** By consistently integrating the One Mara Brand into core product materials and touchpoints, customers will develop a stronger recognition of the brand. The brand's logo, tagline, and visual elements will become familiar, leading to better brand recall and differentiation in the market.
- * **Strengthened brand loyalty:** By associating the One Mara Brand with core products that offer unique features, benefits, and exceptional experiences, customers are more likely to develop a strong sense of loyalty towards the brand. The consistent branding and messaging will foster an emotional connection, leading to repeat purchases and positive word-of-mouth referrals.
- * **Enhanced perceived value:** Through cohesive branding, storytelling, and messaging, the association of the One Mara Brand with core products will elevate their perceived value in the eyes of customers. The brand's reputation for quality, authenticity, and memorable experiences will contribute to customers perceiving the core products as premium offerings.
- * **Differentiation from competitors:** The strong association between the One Mara Brand and core products will differentiate it from competitors in the market. By consistently reinforcing the brand's values and unique selling propositions, customers will recognise the distinctiveness of the One Mara offerings, making it stand out.
- * **Improved customer engagement:** The cohesive brand integration and compelling storytelling will enhance customer engagement with the core products. Customers will be more likely to connect emotionally with the brand and its products, leading to increased interaction, inquiries, and feedback. This engagement can foster a sense of community and create brand advocates.
- * **Expanded customer base:** The increased association of the One Mara Brand with core products has the potential to attract new customers. The consistent branding, positive testimonials, and collaborations with complementary brands can expand the reach and appeal of the brand to a wider audience, leading to customer acquisition and market growth.
- * **Positive brand perception:** By consistently delivering exceptional experiences and aligning the core products with the One Mara Brand's values, the initiatives will contribute to a positive brand perception. Customers will associate the brand with authenticity, reliability, and a commitment to delivering memorable and meaningful experiences.
- * **Increased sales and revenue:** As a result of the strengthened brand recognition, loyalty, perceived value, and customer engagement, the anticipated outcome is an increase in sales and revenue for the products of the One Mara Brand. Customers who strongly associate the brand with quality and positive experiences are more likely to choose One Mara products.

Stakeholders involved:

Stakeholder	Responsible	Accountable	Consulted	Informed
Ministry of Tourism				
Kenya Tourism Board				
Narok County Govt				
Maasai Mara Wildlife Conservancies Association				
Conservancies in the Maasai Mara Ecosystem				
Tourist Operators				
Camps and Hotels				
Community				
Non-Governmental Organisations				
Community Based Organisations				

Timeframe:

Phase	2023-2024				2024-2025				2025-2026				2026-2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Planning																
Execution																
Follow- Up																

Budget:

Total budget (000 USD)	2023-2024	2024-2025	2025-2026	2026-2027

Initiative 3: Empower and involve local communities in decision-making processes, tourism planning, and conservation initiatives, ensuring their active participation.

Description: This involves empower and involve local communities to foster a sense of ownership, contribute to sustainable development, and ensure that their perspectives and aspirations are integrated into the brand's strategies and activities.

Main actions to be performed:

- * **Community consultations:** The Brand will establish open lines of communication with local communities through regular meetings, workshops, and forums. This is aimed at seeking their input and involving them in decision-making processes related to tourism planning and conservation initiatives. This will also ensure their voices are heard, and their perspectives are considered when making important decisions about the ecosystem.
- * **Capacity building and training:** The aim is to provide training and capacity-building programs to empower local communities with the knowledge and skills needed to actively participate in tourism and conservation activities. This can include workshops on sustainable practices, hospitality training, entrepreneurship, and wildlife conservation. By enhancing their capabilities, communities will actively contribute to the success of the One Mara Brand initiatives.
- * **Collaboration and partnerships:** The One Mara Brand will foster partnerships and collaborations with local community organisations, non-governmental organisations (NGOs), and relevant stakeholders. These partnerships will help in jointly developing and implementing initiatives that address the needs and aspirations of local communities. By working together, shared objectives can be achieved, and local communities can be actively involved in the decision-making process.
- * **Community-based tourism initiatives:** The Brand will promote and support community-based tourism initiatives that allow local communities to directly benefit from tourism activities. As noted earlier, by involving local communities in the tourism value chain, they become stakeholders and beneficiaries, leading to a sense of ownership and pride.
- * **Cultural preservation and heritage promotion:** The Brand will facilitate recognition and respect of the cultural heritage of local communities and actively promote their traditions, arts, crafts, and customs through its owned and acquired engagement platforms. By showcasing and preserving their cultural heritage, local communities can gain economic opportunities and pride in their identity.
- * **Environmental education and conservation programs:** The Brand will engage local communities in environmental education programs that promote conservation awareness and sustainable practices through organised workshops and awareness campaigns on topics like wildlife conservation, waste management, and ecosystem protection. By involving communities in conservation initiatives, they become stewards of the natural environment and active participants in its preservation.
- * **Recognition and incentives:** Recognising the contributions and efforts of local communities in tourism planning, decision-making, and conservation initiatives and providing incentives such as awards, certifications, or financial support for community-led initiatives that demonstrate sustainability and positive impact. will encourage continued involvement and motivate others to participate in the Brand's interventions.

Anticipated Outcomes:

- * **Community empowerment:** Improved community ownership of their resources and increased active role in shaping sustainable management of the Maasai Mara ecosystem. This empowerment leads to increased pride, self-confidence, and a sense of control over their destinies.
- * **Sustainable development:** The Brand's initiatives are expected to create economic opportunities for community members, reduce poverty, and enhance the overall well-being of the communities. This holistic development contributes to the long-term sustainability of the destination and its natural resources.
- * **Enhanced conservation efforts:** As communities become actively engaged in conservation efforts, they contribute to the preservation of natural resources, wildlife habitats, and ecosystems. This aligns with the One Mara Brand's commitment to environmental conservation.
- * **Cultural preservation:** By recognising and promoting the cultural heritage of local communities, the initiatives help preserve traditional customs, arts, crafts, and knowledge. This leads to the revitalisation of cultural practices and the transmission of cultural heritage to future generations. Cultural preservation adds depth and authenticity to the One Mara Brand, attracting travellers seeking unique and immersive experiences.

- * **Positive community-visitor interactions:** This fosters authentic cultural exchanges, where visitors gain insights into local traditions, values, and ways of life. Positive community-visitor interactions create meaningful travel experiences and contribute to the brand's reputation for hospitality and authenticity.
- * **Increased destination appeal:** The active involvement of local communities in tourism planning and decision-making processes adds an element of uniqueness and authenticity to the destination. This attracts travellers who seek destinations with responsible tourism practices and a strong connection to local communities. The initiatives contribute to positioning the One Mara Brand as a sustainable and culturally rich destination.
- * **Positive brand reputation:** The initiatives demonstrate the One Mara Brand's commitment to responsible tourism, community engagement, and conservation. This fosters a positive brand reputation, attracting like-minded travellers who value sustainable practices and wish to support destinations that prioritise local community involvement. A strong brand reputation leads to increased brand loyalty and positive word-of-mouth recommendations.
- * **Long-term partnerships and collaboration:** By establishing partnerships and collaborations with local communities, NGOs, and stakeholders, the initiatives foster long-term relationships built on trust and shared objectives. These partnerships contribute to the sustainability of the initiatives, ensuring their continuity and long-term impact.

Stakeholders involved:

Stakeholder	Responsible	Accountable	Consulted	Informed
Ministry of Tourism				
Kenya Tourism Board				
Narok County Govt				
Maasai Mara Wildlife Conservancies Association				
Conservancies in the Maasai Mara Ecosystem				
Tourist Operators				
Camps and Hotels				
Community				
Non-Governmental Organisations				
Community Based Organisations				
Kenya Wildlife Service				

Timeframe:

Phase	2023-2024				2024-2025				2025-2026				2026-2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Planning																
Execution																
Follow- Up																

Budget:

Total budget (000 USD)	2023-2024	2024-2025	2025-2026	2026-2027

Objective: Enhance visibility and publicity of responsible tourism approaches among stakeholders in the Maasai Mara destination over the next two years.

Initiative 1: Foster relationships with local, national, and international media outlets to generate positive publicity and media coverage about responsible tourism initiatives in the Maasai Mara destination.

Description: It is intended that there will be increased media visibility that raises awareness, enhances the brand's reputation, and encourages travellers to choose the destination for its sustainable and responsible tourism practices.

Main actions to be performed:

- * **Media outreach and relationship building:** Proactively reach out to media outlets, including newspapers, magazines, television stations, radio stations, and online platforms. This also includes developing relationships with journalists, reporters, and influencers who cover travel, tourism, and sustainability topics, and engaging them in dialogue by providing them with information about the responsible tourism initiatives in the Maasai Mara in a bid to establish a rapport.
- * **Production and dissemination of press releases and media kits based on developments within the Maasai Mara ecosystem.** This may be hinged towards highlighting the responsible tourism initiatives, their objectives, and their impact on the local community and environment. Distribution should be done through targeted media outlets to capture their interest and encourage them to feature the initiatives in their publications or broadcasts. This can be furthered through strategic media tours.
- * **Media familiarisation tours:** The Brand can organise media familiarisation tours to the Maasai Mara destination, inviting journalists, travel writers, and influencers to experience the responsible tourism initiatives first-hand. Providing them with such immersive experiences that showcase the positive impacts of these initiatives, including interactions with local communities, conservation projects, and sustainable tourism practices build their understanding for objective and informed coverage about the Maasai Mara ecosystem.
- * **Storytelling and case studies:** Develop compelling storytelling content and case studies that highlight the success stories, unique experiences, and positive outcomes of the responsible tourism initiatives. These stories can be shared with media outlets as feature articles, interviews, or documentary pitches, emphasising the transformative power of responsible tourism in the Maasai Mara.
- * **Exclusive interviews and guest contributions:** The Brand can facilitate exclusive interviews with key stakeholders involved in the responsible tourism initiatives, including local community leaders, conservation experts, and tourism officials. Additionally, encouraging guest contributions from experts or ambassadors who can write opinion pieces or provide insights on responsible tourism and its impact on the Maasai Mara destination could also suffice.
- * **Social media collaborations:** Collaborate with media outlets on social media platforms by conducting joint campaigns, live streams, or takeovers. This allows for wider reach and engagement with their audience, leveraging their influence to promote the responsible tourism initiatives and the One Mara Brand.
- * **Media events and press conferences:** The Brand may select important dates for the Maasai Mara ecosystem to host media events and press conferences to unveil new initiatives, share progress updates, and provide journalists with exclusive access to information and interviews. These events create opportunities for media coverage and allow for direct interaction with key stakeholders.

- * **Awards and recognitions:** This involves identifying relevant awards and recognition programs related to responsible tourism and sustainability globally, regionally, and locally. The Brand can then submit the responsible tourism initiatives in the Maasai Mara for consideration, showcasing their positive impact and potential as models for sustainable tourism. Winning or being shortlisted for such awards can generate media interest and positive publicity.
- * **Media partnerships and sponsorships:** Explore partnerships and sponsorships with media outlets that align with the One Mara Brand's values and target audience and collaborate with them for content creation, joint marketing campaigns, or special features to promote responsible tourism initiatives and raise awareness about the Maasai Mara destination.
- * **Media monitoring and relationship maintenance:** Continuously monitor media coverage, track mentions, and engage with journalists and media outlets through activities such as "chill out sessions". Respond to media inquiries promptly, provide additional information when requested, and maintain relationships with media professionals to nurture ongoing collaboration and coverage.

Anticipated Outcomes:

- * **Increased brand visibility:** By securing positive media coverage, the One Mara Brand will gain increased visibility and exposure among a wide range of audiences. Media articles, interviews, and features will highlight the brand's commitment to responsible tourism, showcasing its efforts and initiatives in the Maasai Mara destination.
- * **Enhanced brand reputation:** Informed and positive media coverage reinforces the brand's reputation as a leader in responsible tourism. Articles, interviews, and stories that highlight the impacts of the brand's initiatives will create a favourable image, positioning the Maasai Mara ecosystem as a responsible and sustainable tourism destination.
- * **Wider reach and audience engagement:** Media coverage allows the One Mara Brand's message to reach a larger audience. Articles, television features, and online content will attract the attention of potential travellers, influencers, and industry professionals interested in responsible tourism practices. This increased reach will lead to higher engagement and awareness of the brand.
- * **Credibility and trust:** Media coverage adds credibility and trust to the ecosystem's responsible tourism initiatives. Positive reviews, features, and endorsements from respected media outlets serve as third-party validation, instilling confidence in potential travellers and strengthening the brand's reputation as a trustworthy and reliable choice.
- * **Increased tourism demand:** Informed media coverage can generate interest and desire among travellers to visit the Maasai Mara destination and experience the responsible tourism initiatives first-hand. The brand's visibility in media outlets will contribute to an increase in tourism demand, attracting visitors who prioritise sustainability and responsible travel practices.
- * **Industry recognition and partnerships:** Media coverage can attract the attention of industry stakeholders, leading to recognition and partnerships. Media articles and features may catch the eye of other tourism operators, organisations, or influential individuals who share similar values. This can result in collaborations, joint initiatives, and partnerships that further strengthen the brand's position and impact.
- * **Positive destination perception:** Media coverage emphasising responsible tourism initiatives showcases the Maasai Mara destination as a responsible and sustainable travel choice. This positive perception helps differentiate the destination from competitors and positions it as an attractive option for conscious travellers seeking meaningful and environmentally friendly experiences.
- * **Social media amplification:** Positively informed media coverage can be amplified through social media platforms, further increasing its reach and impact. Sharing media articles, interviews, and features on social media channels allows the One Mara Brand to engage directly with its audience, encourage sharing and user-generated content, and build a community of responsible travellers.
- * **Long-term partnerships:** Positive media coverage and relationships with media outlets can lead to long-term partnerships. Continued collaboration and coverage can be mutually beneficial, allowing the brand to maintain an ongoing presence in the media and ensure sustained visibility and positive publicity for its responsible tourism initiatives.

Stakeholders involved:

Stakeholder	Responsible	Accountable	Consulted	Informed
Ministry of Tourism				
Kenya Tourism Board				
Narok County Govt				
Maasai Mara Wildlife Conservancies Association				
Conservancies in the Maasai Mara Ecosystem				
Tourist Operators				
Camps and Hotels				
Community				
Non-Governmental Organisations				
Community Based Organisations				
Kenya Wildlife Service				
One Mara Brand Board				

Timeframe:

Phase	2023-2024				2024-2025				2025-2026				2026-2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Planning																
Execution																
Follow- Up																

Budget:

Total budget (000 USD)	2023-2024	2024-2025	2025-2026	2026-2027

Initiative 2: Organise and attend relevant tourism industry events, trade shows, and conferences focused on sustainable tourism. Use these platforms to network, share experiences, and highlight responsible tourism approaches in the Maasai Mara destination, attracting the attention of industry professionals and potential visitors.

Description: Through active participation, engagement, and strategic representation, the One Mara Brand can position itself as a leading advocate for responsible tourism in the industry, expanding its network, partnerships, and market presence.

Main actions to be performed:

- * **Identify and participate in select events:** This aims at getting involved in relevant tourism industry events, trade shows, and conferences that specifically focus on sustainable tourism, responsible travel, or conservation. This should also consider both local and international events that attract industry

professionals, travel agents, tour operators, media, and potential visitors. Active participation in these events by securing a booth or exhibition space, will be ideal in showcasing the One Mara Brand's responsible tourism initiatives, sustainable practices, and unique offerings. The Brand will also ensure that the booth design and materials effectively communicate the brand's values and highlight the Maasai Mara destination as a responsible tourism choice.

- * **Engage with industry professionals:** Networking with industry professionals, including travel agents, tour operators, sustainable travel organisations, and industry influencers is also key. Initiating physical or online conversations, sharing experiences, and discussing the One Mara Brand's responsible tourism approaches could also work towards establishing partnerships, collaborations, and joint marketing opportunities to expand the brand's reach and influence.
- * **Involvement in speaking engagements and panel discussions:** The brand will seek opportunities to speak at relevant sessions, workshops, or panel discussions during events. Sharing insights, success stories, and best practices related to responsible tourism in the Maasai Mara destination will also work towards positioning the brand as an industry leader in sustainable tourism and leverage these speaking engagements to attract attention and build credibility.
- * **Hosting educational sessions or workshops:** Organise educational sessions or workshops that provide practical knowledge and guidance on responsible tourism practices. This may also involve educating industry professionals and attendees on the importance of sustainable tourism, the brand's initiatives, and how they can contribute to responsible travel in the Maasai Mara.
- * **Showcasing destination highlights:** This involves the use of multimedia presentations, visual displays, and interactive experiences to showcase the unique attractions, wildlife, and cultural heritage of the Maasai Mara destination. The showcasing can be strategically positioned at events points of entry, expo booths, and partner tour operators' multimedia centres.
- * **Production and distribution of collateral items:** This involves creative production and distribution of informational brochures, leaflets, and promotional materials that highlight the One Mara Brand's commitment to responsible tourism. They may include key messages, case studies, and success stories that demonstrate the positive impact of responsible travel in the Maasai Mara.
- * **Follow-up and relationship building:** After the events, follow up with contacts made during networking sessions, speaking engagements, and interactions at the booth. Send personalised emails, share additional resources, and express gratitude for their engagement. Nurture these relationships to foster future collaborations and partnerships.
- * **Media engagement:** This involves utilising the media presence at industry events to engage with media representatives attending the event. It can include arranging interviews or distributing media kits to highlight the brand's responsible tourism initiatives and gain media coverage.
- * **Post-event evaluation:** This may take the shape of evaluating the effectiveness of participation in each event by analysing the outcomes, such as the number of leads generated, partnerships formed, media coverage obtained, and overall brand exposure. Using these insights, the Brand can refine future event strategies and optimise return on investment.

Anticipated Outcomes:

- * **Industry recognition and thought leadership:** By actively participating in industry events and showcasing responsible tourism approaches, the One Mara Brand can establish itself as a thought leader and gain recognition within the tourism industry. Through speaking engagements, workshops, and educational sessions, the brand can demonstrate its expertise and commitment to sustainable practices, positioning itself as a trusted authority in responsible tourism.
- * **Networking and partnerships:** Attending industry events provides an opportunity to network with industry professionals, including travel agents, tour operators, sustainable travel organisations, and potential partners. By building relationships and forming partnerships, the brand can expand its reach, collaborate on initiatives, and tap into new markets, leading to increased business opportunities and mutually beneficial alliances.
- * **Increased brand visibility:** Participation in industry events enables the One Mara Brand to increase its visibility and exposure among industry stakeholders and potential visitors. The brand's presence at trade shows, conferences, and exhibitions allows it to engage directly with a targeted audience, raising

awareness of its responsible tourism initiatives and creating a lasting impression.

- * **Lead generation and conversion:** By showcasing its unique offerings, responsible tourism practices, and the allure of the Maasai Mara destination, the brand can generate leads and inquiries from interested travellers, travel agents, and tour operators. Through effective communication, personalised follow-ups, and relationship-building, these leads can be nurtured and converted into bookings, contributing to increased visitor arrivals and revenue.
- * **Enhanced reputation and credibility:** Active participation in industry events and sharing experiences and success stories related to responsible tourism initiatives elevates the brand's reputation and credibility. Positive feedback, endorsements, and recognition from industry professionals and peers further enhance the brand's image as a trusted and responsible choice for travellers seeking sustainable travel experiences.
- * **Media exposure and publicity:** Industry events often attract media attention, providing an opportunity for the One Mara Brand to gain media exposure and positive publicity. Press releases, media engagements, and media coverage obtained through participation in these events can significantly amplify the brand's reach and impact, reaching a wider audience and influencing their perception of the brand.
- * **Education and awareness building:** Through workshops, educational sessions, and multimedia presentations, the One Mara Brand can educate industry professionals and attendees about responsible tourism practices, conservation efforts, and the significance of the Maasai Mara destination. This helps to raise awareness and build a deeper understanding of the brand's values and initiatives, fostering a culture of responsible travel among industry stakeholders and travellers.
- * **Competitive advantage:** By actively participating in industry events focused on sustainable tourism, the One Mara Brand can differentiate itself from competitors. The brand's commitment to responsible tourism practices, showcased through its presence at these events, positions it as a leading destination choice for conscious travellers, giving it a competitive edge in the market.
- * **Feedback and insights:** Industry events provide an opportunity for the brand to gather valuable feedback, insights, and market trends. Engaging with industry professionals and attendees allows the brand to understand customer preferences, emerging market demands, and industry challenges, enabling it to refine its strategies, offerings, and future initiatives.
- * **Long-term business relationships:** By attending industry events and building relationships with industry professionals, the brand can foster long-term partnerships, collaborations, and business relationships. These connections can lead to joint marketing campaigns, cross-promotions, and continued support for responsible tourism initiatives, ensuring the brand's sustained growth and impact.

Stakeholders involved:

Stakeholder	Responsible	Accountable	Consulted	Informed
Ministry of Tourism				
Kenya Tourism Board				
Narok County Govt				
Maasai Mara Wildlife Conservancies Association				
Conservancies in the Maasai Mara Ecosystem				
Tourist Operators				
Camps and Hotels				
Community				
Non-Governmental Organisations				
Community Based Organisations				
Kenya Wildlife Service				
One Mara Brand Board				

Timeframe:

Phase	2023-2024				2024-2025				2025-2026				2026-2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Planning																
Execution																
Follow- Up																

Budget:

Total budget (000 USD)	2023-2024	2024-2025	2025-2026	2026-2027

Initiative 3: Encourage tourists and tour operators to engage in responsible and sustainable tourism practices, such as supporting local communities, respecting wildlife, and minimising environmental impact.

Description: This intends to not only benefit the local communities and environment, but also contribute to the long-term sustainability and preservation of the Maasai Mara destination.

Main actions to be performed:

- * **Education and awareness campaigns:** This involves development and implementation of educational campaigns that highlight the importance of responsible and sustainable tourism practices. Utilising various communication channels, such as social media, website content, brochures, and videos, to educate tourists and tour operators about the benefits of supporting local communities, respecting wildlife, and minimising environmental impact.
- * **Partnerships with tour operators:** Collaborating with tour operators who share the brand's values and commitment to responsible tourism and encouraging them to promote responsible practices in their itineraries and operations is also crucial. Further, such engagements provide them with resources, guidelines, and training to integrate sustainable practices into their tours, including supporting local communities and protecting the environment.
- * **Engaging local communities:** This involves working with local communities in the tourism experience by creating opportunities for cultural exchange and economic empowerment. The Brand can also encourage tourists to engage with local artisans, visit community-led initiatives, and support local businesses and enterprises. It may also include fostering partnerships between local communities and tour operators to develop community-based tourism initiatives that benefit both parties.
- * **Wildlife conservation efforts:** This involves highlighting the importance of wildlife conservation and responsible wildlife viewing practices. It may take the shape of educating tourists about maintaining a safe distance from animals, avoiding disturbing their natural behaviour, and supporting initiatives that protect wildlife habitats. It can also include collaborating with wildlife conservation organisations and park authorities to promote responsible wildlife tourism.
- * **Sustainable accommodation options:** The Brand will promote and support accommodations that demonstrate sustainable practices, such as eco-lodges, camps, and lodges with green certifications. Highlighting their efforts in minimising environmental impact, conserving energy, and water, and supporting local communities and therefore encourage tourists to choose these accommodations for their stay in the Maasai Mara.

- * **Environmental awareness programs:** Organise environmental awareness programs and activities for tourists, such as nature walks, guided hikes, and clean-up campaigns. These initiatives not only educate visitors about the importance of environmental conservation but also provide them with hands-on experiences to contribute positively to the destination's sustainability.
- * **Certification and recognition:** The Brand will encourage tour operators and accommodations to obtain certifications or eco-labels that validate their responsible and sustainable practices. These certifications will be highlighted to create trust and credibility among tourists while at the same time recognising and reward exemplary efforts in responsible tourism through awards and acknowledgments.
- * **Engaging online tourist communities:** Leverage social media platforms, online travel forums, and review websites to engage with travellers and promote responsible tourism practices. Share inspiring stories, tips, and guidelines for responsible travel in the Maasai Mara. Encourage tourists to share their responsible travel experiences and recommendations, creating a positive online community that supports responsible tourism.
- * **Monitor and evaluate:** Implement a system to monitor and evaluate the impact of responsible tourism initiatives. Collect feedback from tourists, tour operators, and local communities to assess the effectiveness of the implemented practices. Use this feedback to continuously improve and refine the responsible tourism strategies.
- * **Collaboration with National and County Government and NGOs:** Collaborations with government agencies and non-governmental organisations (NGOs) working in the field of sustainable tourism is also key. It may also involve seeking their support in implementing responsible tourism initiatives, accessing funding opportunities, and aligning strategies with broader conservation and community development goals.

Anticipated Outcomes:

- * **Increased awareness and understanding:** Through education and awareness campaigns, tourists and tour operators will gain a deeper understanding of responsible and sustainable tourism practices. They will become more aware of the impacts of their actions and choices on local communities, wildlife, and the environment.
- * **Adoption of responsible tourism practices:** By promoting responsible tourism practices and providing guidelines and resources, the One Mara Brand can encourage tourists and tour operators to adopt sustainable behaviours. This may include supporting local communities through responsible purchasing, respecting wildlife by following ethical wildlife viewing guidelines, and minimising environmental impact by practicing responsible waste management and conservation.
- * **Enhanced reputation and brand image:** The One Mara Brand will be recognised as a leader in responsible and sustainable tourism, enhancing its reputation and brand image. By actively promoting and advocating for responsible practices, the brand will attract conscious travellers who seek destinations and tour operators that align with their values.
- * **Increased tourist demand:** The focus on responsible and sustainable tourism practices can attract a growing segment of travellers who prioritise ethical and eco-conscious experiences. The One Mara Brand's efforts to educate and engage tourists in responsible practices can lead to increased demand for responsible tourism offerings in the Maasai Mara, benefitting the local economy and communities.
- * **Stronger partnerships:** By collaborating with tour operators who share the brand's commitment to responsible tourism, the One Mara Brand can forge stronger partnerships. These partnerships will strengthen the brand's network, extend its reach, and create opportunities for collaborative marketing initiatives that promote responsible tourism.
- * **Enhanced community empowerment:** Through engaging local communities and promoting community-based tourism initiatives, the One Mara Brand can empower communities economically and socially. The involvement of local communities in decision-making processes and tourism planning can lead to increased income, job opportunities, and improved livelihoods.

- * **Improved conservation and wildlife protection:** Responsible wildlife viewing practices and conservation efforts promoted by the One Mara Brand can contribute to the preservation of wildlife habitats and biodiversity. By raising awareness among tourists and tour operators, the brand can help reduce negative impacts on wildlife and contribute to the long-term conservation of the Maasai Mara ecosystem.
- * **Positive media coverage:** The brand's efforts to promote responsible tourism and its collaborations with local communities and conservation organisations can attract positive media coverage. Media outlets may highlight the brand's initiatives, generating awareness and interest among a broader audience.
- * **Competitive advantage:** By positioning itself as a destination that prioritises responsible and sustainable tourism, the One Mara Brand can gain a competitive advantage in the market. The growing demand for responsible travel experiences provides an opportunity for the brand to differentiate itself from competitors and attract environmentally conscious travellers.
- * **Long-term sustainability:** The adoption of responsible tourism practices and the active involvement of tourists, tour operators, and local communities in decision-making processes can contribute to the long-term sustainability of the Maasai Mara destination. The preservation of natural resources, cultural heritage, and socio-economic well-being will ensure the destination's continued appeal and success.

Stakeholders involved:

Stakeholder	Responsible	Accountable	Consulted	Informed
Ministry of Tourism				
Kenya Tourism Board				
Narok County Govt				
Maasai Mara Wildlife Conservancies Association				
Conservancies in the Maasai Mara Ecosystem				
Tourist Operators				
Camps and Hotels				
Community				
Non-Governmental Organisations				
Community Based Organisations				
Kenya Wildlife Service				
One Mara Brand Board				

Timeframe:

Phase	2023-2024				2024-2025				2025-2026				2026-2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Planning																
Execution																
Follow- Up																

Budget:

Total budget (000 USD)	2023-2024	2024-2025	2025-2026	2026-2027

Initiative 4: Encourage tourists and tour operators to share their responsible tourism experiences in the Maasai Mara destination through user-generated content.

Description: User-generated content serves as a powerful marketing tool, showcasing authentic and relatable experiences that inspire others to embrace responsible travel practices and choose the Maasai Mara as their preferred destination.

Main actions to be performed:

- * **Social media campaigns:** This involves creating social media campaigns that encourage tourists and tour operators to share their responsible tourism experiences in the Maasai Mara. This can be complemented by developing engaging hashtags and prompts to inspire them to share their stories, photos, and videos highlighting their responsible travel practices and memorable experiences.
- * **Content creation contests:** The Brand will organise contests or competitions that encourage tourists and tour operators to create and share user-generated content related to responsible tourism. This can include photos, videos, blog posts, or testimonials. Offer incentives such as prizes, discounts, or exclusive experiences to encourage participation.
- * **Engage influencers:** It entails collaborating with social media influencers who align with the One Mara Brand's values and have a strong following in the travel and sustainability niches. Inviting them to experience responsible tourism in the Maasai Mara and share their experiences with their audience through user-generated content can amplify the brand's message and reach a wider audience.
- * **Online reviews and testimonials:** Encouraging tourists and tour operators to leave reviews and testimonials about their responsible tourism experiences in the Maasai Mara on review platforms, travel websites, and social media channels can also be handy. Sharing these reviews and testimonials on the brand's website and social media platforms will build trust and credibility among potential visitors.
- * **Content curation and sharing:** This involves regular curation and sharing of user-generated content on the brand's social media channels, website, and marketing materials. It will also involve seeking permission from the content creators and giving them credit. This not only encourages others to share their experiences but also provides authentic and relatable content that resonates with potential visitors.
- * **Collaborate with tourism partners:** The Brand will work closely with local businesses, tour operators, and accommodations to encourage them to actively promote and share user-generated content related to responsible tourism. It may include providing them with resources, guidelines, and incentives to motivate their guests to share their experiences thereby fostering a collaborative approach to sharing responsible tourism content across various channels.
- * **Showcase responsible tourism stories:** It entails creating dedicated sections on the brand's website or blog to showcase inspiring stories of tourists and tour operators who have embraced responsible tourism in the Maasai Mara. These stories can highlight the positive impact of responsible practices on local communities, wildlife conservation, and the environment.
- * **Engage with user-generated content:** The Brand will interact and engage with users who share their responsible tourism experiences by respond to their comments, questions, and feedback. This shows the brand's appreciation for their efforts and encourages further engagement and sharing of responsible tourism content.

- * **Use visual content platforms:** This utilises visual content platforms such as Instagram, YouTube, and Pinterest to curate and share user-generated visual content related to responsible tourism. These platforms are highly visual and can inspire others to visit the Maasai Mara and engage in responsible travel practices.
- * **Measure and analyse impact:** Tracking and measuring the impact of user-generated content initiatives by monitoring engagement metrics, reach, and sentiment analysis is important towards understanding the effectiveness of the activities and make informed decisions for future user-generated content campaigns.

Anticipated Outcomes:

- * **Increased brand visibility and reach:** By encouraging tourists and tour operators to share their experiences, the One Mara Brand can significantly increase its visibility and reach. User-generated content has the potential to reach a wider audience through social media shares, online reviews, and word-of-mouth recommendations, effectively promoting the brand and the Maasai Mara destination to new potential visitors.
- * **Authentic and relatable content:** User-generated content provides authentic and relatable stories and visuals that resonate with potential travellers. It adds credibility to the brand's messaging by showcasing real experiences and testimonials from those who have embraced responsible tourism practices in the Maasai Mara. This authentic content can inspire and motivate others to visit the destination and engage in responsible travel.
- * **Positive perception and trust:** User-generated content acts as social proof and builds trust among potential visitors. When tourists and tour operators share their responsible tourism experiences, it demonstrates that the One Mara Brand is committed to promoting and delivering genuine responsible tourism experiences. This positive perception can enhance the brand's reputation and trustworthiness, leading to increased visitor interest and engagement.
- * **Enhanced engagement and interaction:** Encouraging user-generated content fosters active engagement and interaction with the brand's audience. Travellers who share their experiences are likely to engage further by responding to comments, answering questions, and sharing additional content. This engagement not only strengthens the relationship between the brand and its audience but also creates a sense of community around responsible tourism in the Maasai Mara.
- * **Amplified social media presence:** User-generated content can significantly boost the brand's social media presence. When tourists and tour operators share their experiences on social media platforms using brand-specific hashtags, it increases the brand's visibility, generates user engagement, and potentially attracts new followers. The ripple effect of user-generated content sharing can extend the brand's reach and increase its social media following.
- * **Influencer collaboration opportunities:** User-generated content can attract the attention of social media influencers who are aligned with responsible and sustainable tourism. Influencers may be inclined to share or collaborate with the brand based on the authentic experiences shared by travellers and tour operators. This can lead to potential influencer partnerships and collaborations that further amplify the brand's message and reach.
- * **Increased visitor engagement and conversion:** User-generated content has the potential to inspire and influence potential travellers to choose the Maasai Mara as their destination. By showcasing responsible tourism experiences, the brand can attract travellers who prioritise ethical and sustainable travel practices. The relatability of user-generated content can drive higher visitor engagement and ultimately increase the conversion of potential travellers into actual visitors.
- * **Positive online reputation:** Through the sharing of user-generated content, the brand can build a positive online reputation. This includes positive reviews, testimonials, and stories about responsible tourism in the Maasai Mara. The accumulation of positive user-generated content contributes to a favourable online reputation, making the brand an attractive choice for travellers seeking responsible and authentic experiences.
- * **Continued advocacy for responsible tourism:** The encouragement of user-generated content reinforces the brand's commitment to responsible tourism. By amplifying and showcasing these experiences, the One Mara Brand can further advocate for responsible travel practices, inspiring others to follow suit. This advocacy contributes to the overall promotion of responsible tourism not only within the Maasai Mara but also in the broader tourism industry.

Stakeholders involved:

Stakeholder	Responsible	Accountable	Consulted	Informed
Ministry of Tourism				
Kenya Tourism Board				
Narok County Govt				
Maasai Mara Wildlife Conservancies Association				
Conservancies in the Maasai Mara Ecosystem				
Tourist Operators				
Camps and Hotels				
Community				
Non-Governmental Organisations				
Community Based Organisations				
Kenya Wildlife Service				
One Mara Brand Board				

Timeframe:

Phase	2023-2024				2024-2025				2025-2026				2026-2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Planning																
Execution																
Follow- Up																

Budget:

Total budget (000 USD)	2023-2024	2024-2025	2025-2026	2026-2027

Objective: Enhance visibility and publicity of the Maasai Mara ecosystem's unique offerings, for increased tourist visits and conservation engagements all year round over the next two years

Initiative 1: Foster relationships with local, national, and international media outlets to generate positive publicity and media coverage about the Maasai Mara destination.

Description: It is intended that there will be increased media visibility that raises awareness, enhances the brand's reputation, and encourages travellers to choose the destination based on positive publicity.

Main actions to be performed:

- * **Media familiarisation tours:** Organise guided tours for journalists and media representatives to showcase the unique features, wildlife, cultural heritage, and conservation efforts of the Maasai Mara. This allows them to experience first-hand the beauty and authenticity of the destination, generating positive coverage.
- * **Development and distribution of press releases and media kits:** Create compelling press releases and media kits that highlight the key attractions, sustainable tourism practices, and success stories of the Maasai Mara. Distribute these materials to local, national, and international media outlets to capture their attention and encourage positive coverage.
- * **Press conferences and media events:** Conduct press conferences and media events to announce new initiatives, partnerships, or significant milestones related to the Maasai Mara. These events provide an opportunity to engage directly with journalists, share key messages, and generate media coverage.
- * **Media partnerships and collaborations:** Establish partnerships with influential media outlets, travel publications, and relevant TV programs or documentaries to collaborate on feature articles, interviews, or documentaries that showcase the Maasai Mara. This can leverage the reach and credibility of media partners to amplify the positive publicity.
- * **Social media engagement:** Actively engage with media outlets on social media platforms by sharing captivating visual content, responding to comments, and sharing media coverage about the Maasai Mara. This helps in building relationships, expanding reach, and fostering positive digital conversations about the destination.
- * **Media visits and press passes:** Extend invitations to journalists and media personnel to visit the Maasai Mara and provide them with press passes for access to key attractions, wildlife reserves, cultural events, and conservation initiatives. This facilitates first-hand reporting and encourages journalists to share their experiences through articles, blogs, or social media posts.
- * **Media training and workshops:** Offer media training sessions or workshops to educate journalists and media professionals about the Maasai Mara's unique selling points, responsible tourism practices, and conservation efforts. This equips them with accurate information and ensures consistent and informed media coverage.
- * **Online media rooms and resources:** Create online media rooms or dedicated sections on the One Mara Brand website, providing journalists with easy access to press releases, high-resolution images, video footage, fact sheets, and other relevant resources. This facilitates their research and enables them to produce accurate and compelling content.
- * **Media monitoring and relationship management:** Monitor media coverage and track mentions of the Maasai Mara in various outlets. Establish and maintain strong relationships with journalists, reporters, and influencers to foster ongoing communication, address any queries, and facilitate further media coverage.
- * **Storytelling and content creation:** Develop engaging stories, case studies, and content that showcase the unique experiences, conservation initiatives, and community involvement in the Maasai Mara. Utilise various media formats, such as articles, videos, podcasts, and photo essays, to capture the attention of different media outlets and their audiences.

Anticipated Outcomes:

- * **Increased brand visibility:** By securing positive media coverage, the One Mara Brand will gain increased visibility and exposure among a wide range of audiences. Media articles, interviews, and features will highlight the brand's commitment to responsible tourism, showcasing its efforts and initiatives in the Maasai Mara destination.
- * **Enhanced brand reputation:** Positive media coverage reinforces the brand's reputation as a leader in responsible tourism. Articles, interviews, and stories that highlight the positive impacts of the brand's initiatives will create a favourable image, positioning the One Mara Brand as a responsible and sustainable tourism destination.
- * **Wider reach and audience engagement:** Media coverage allows the One Mara Brand's message to reach a larger audience. Articles, television features, and online content will attract the attention of potential travellers, influencers, and industry professionals interested in responsible tourism practices. This increased reach will lead to higher engagement and awareness of the brand.

- * **Credibility and trust:** Media coverage adds credibility and trust to the One Mara Brand's responsible tourism initiatives. Positive reviews, features, and endorsements from respected media outlets serve as third-party validation, instilling confidence in potential travellers and strengthening the brand's reputation as a trustworthy and reliable choice.
- * **Increased tourism demand:** Positive media coverage can generate interest and desire among travellers to visit the Maasai Mara destination and experience the responsible tourism initiatives first-hand. The brand's visibility in media outlets will contribute to an increase in tourism demand, attracting visitors who prioritise sustainability and responsible travel practices.
- * **Industry recognition and partnerships:** Media coverage can attract the attention of industry stakeholders, leading to recognition and partnerships. Media articles and features may catch the eye of other tourism operators, organisations, or influential individuals who share similar values. This can result in collaborations, joint initiatives, and partnerships that further strengthen the brand's position and impact.
- * **Positive destination perception:** Media coverage emphasising responsible tourism initiatives showcases the Maasai Mara destination as a responsible and sustainable travel choice. This positive perception helps differentiate the destination from competitors and positions it as an attractive option for conscious travellers seeking meaningful and environmentally friendly experiences.
- * **Influencing consumer behaviour:** Media coverage has the potential to influence consumer behaviour by shaping perceptions and preferences. Positive stories and articles highlighting responsible tourism initiatives can inspire travellers to choose the Maasai Mara destination over others, leading to an increase in bookings and visitor arrivals.
- * **Social media amplification:** Positive media coverage can be amplified through social media platforms, further increasing its reach and impact. Sharing media articles, interviews, and features on social media channels allows the One Mara Brand to engage directly with its audience, encourage sharing and user-generated content, and build a community of responsible travellers.
- * **Long-term partnerships:** Positive media coverage and relationships with media outlets can lead to long-term partnerships. Continued collaboration and coverage can be mutually beneficial, allowing the brand to maintain an ongoing presence in the media and ensure sustained visibility and positive publicity for its responsible tourism initiatives.

Stakeholders involved:

Stakeholder	Responsible	Accountable	Consulted	Informed
Ministry of Tourism				
Kenya Tourism Board				
Narok County Govt				
Maasai Mara Wildlife Conservancies Association				
Conservancies in the Maasai Mara Ecosystem				
Tourist Operators				
Camps and Hotels				
Community				
Non-Governmental Organisations				
Community Based Organisations				
Kenya Wildlife Service				
One Mara Brand Board				

Timeframe:

Phase	2023-2024				2024-2025				2025-2026				2026-2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Planning																
Execution																
Follow- Up																

Budget:

Total budget (000 USD)	2023-2024	2024-2025	2025-2026	2026-2027

Initiative 2: Promote the Maasai Mara destination as an attractive and sustainable tourism option, highlighting its unique wildlife, cultural heritage, and collaborative conservation efforts, to increase visitor numbers and generate economic benefits for all stakeholders involved.

Description: The emphasis on responsible tourism practices and the destination's positive impact on conservation and community development will attract environmentally conscious and culturally curious travellers to choose the Maasai Mara as their preferred destination.

Main actions to be performed:

- * **Developing and distributing compelling marketing collateral:** Create visually appealing and informative marketing materials such as brochures, pamphlets, and digital presentations that showcase the unique wildlife, cultural heritage, and conservation efforts in the Maasai Mara. Highlighting the destination's biodiversity, iconic species, traditional Maasai culture, and successful conservation stories.
- * **Engage in digital marketing:** Leverage digital marketing channels to reach a wider audience. Create a comprehensive online presence through an attractive and user-friendly website that provides detailed information about the Maasai Mara's attractions, activities, and sustainable practices. Optimise the website for search engines to increase its visibility.
- * **Engage on social media:** Utilise social media platforms to engage with potential visitors and share captivating content related to the Maasai Mara. Regularly post visually compelling images, videos, and stories that showcase the destination's unique wildlife, cultural experiences, and conservation initiatives. Encourage user-generated content by running social media contests or campaigns.
- * **Collaborate with influencers and bloggers:** Identify influencers and travel bloggers who align with responsible and sustainable tourism. Collaborate with them to promote the Maasai Mara as an attractive and sustainable destination. Arrange familiarisation trips for influencers to experience the destination first-hand and share their experiences with their audience.
- * **Develop partnerships:** Forge partnerships with tour operators, travel agencies, and accommodation providers who share the brand's commitment to sustainability. Collaborate with them to create sustainable tourism packages and promote the Maasai Mara as a key destination in their marketing campaigns. Highlight the destination's unique features and responsible tourism practices.
- * **Targeted advertising:** Run targeted advertising campaigns through various channels such as online platforms, travel websites, and print media. Tailor the messaging to highlight the Maasai Mara's attractions, conservation efforts, and sustainable tourism practices. Use captivating visuals and compelling storytelling to evoke emotions and entice potential visitors.

- * **Participate in travel trade shows and events:** Attend relevant travel trade shows, exhibitions, and industry events to showcase the Maasai Mara destination. Engage with travel professionals, media representatives, and potential tourists to educate them about the unique wildlife, cultural experiences, and sustainable practices offered in the Maasai Mara.
- * **Kick-start collaborative conservation initiatives:** Collaborate with local communities, conservation organisations, and government bodies to develop and promote collaborative conservation initiatives in the Maasai Mara. Highlight these initiatives in marketing materials to showcase the destination's commitment to responsible tourism and its positive impact on wildlife conservation and community development.
- * **Engage with local communities:** Involve local communities in the marketing strategy by showcasing their culture, traditions, and craftsmanship. Encourage community-led tourism initiatives that offer authentic cultural experiences to visitors, providing economic benefits to the local population.

Anticipated Outcomes:

- * **Increased visitor numbers:** By effectively promoting the Maasai Mara as an attractive and sustainable tourism destination, the One Mara Brand can anticipate an increase in visitor numbers. The targeted marketing activities, engaging content, and partnerships with tour operators and travel agencies can generate greater interest and awareness among potential travellers, leading to an influx of tourists to the Maasai Mara.
- * **Positive economic benefits for stakeholders:** The increase in visitor numbers can have a positive economic impact on the Maasai Mara destination and its stakeholders. More tourists visiting the area means increased revenue for local communities, tour operators, accommodation providers, and other businesses involved in the tourism sector. This can contribute to the sustainable development of the region, supporting livelihoods and fostering economic growth.
- * **Positive destination image and reputation:** Through the promotion of the Maasai Mara's unique wildlife, cultural heritage, and collaborative conservation efforts, the One Mara Brand can enhance the destination's image and reputation. By highlighting its sustainable tourism practices, the Maasai Mara can position itself as a responsible and ethical destination. This positive image can attract environmentally conscious and socially responsible travellers, enhancing the brand's reputation as a leader in sustainable tourism.
- * **Increased awareness of conservation efforts:** By showcasing the collaborative conservation initiatives in the Maasai Mara, the marketing activities can increase awareness and understanding of the destination's conservation efforts. This can lead to greater appreciation for wildlife conservation and environmental protection among tourists. The brand's messaging can educate visitors about the importance of responsible tourism practices and the positive impact of their choices on the conservation of the Maasai Mara's natural resources.
- * **Cultural preservation and empowerment:** Through the promotion of cultural heritage experiences, the One Mara Brand can contribute to the preservation and empowerment of local communities. By engaging with local communities and showcasing their traditions, craftsmanship, and cultural practices, the marketing activities can create economic opportunities and promote cultural preservation. This can foster cultural exchange, respect, and mutual understanding between tourists and local communities.
- * **Enhanced collaboration and partnerships:** The marketing activities aimed at promoting the Maasai Mara as a sustainable tourism destination can lead to enhanced collaboration and partnerships. By engaging with stakeholders, tour operators, and conservation organisations, the One Mara Brand can establish stronger relationships and collaborations that contribute to the ongoing conservation efforts and sustainable development of the Maasai Mara. This can result in long-term partnerships that benefit the destination and its stakeholders.
- * **Positive visitor experiences and satisfaction:** By attracting tourists who are interested in sustainable tourism practices and cultural experiences, the marketing activities can contribute to positive visitor experiences and satisfaction. Travellers who choose the Maasai Mara based on its responsible tourism reputation are more likely to have fulfilling and meaningful experiences. This can lead to positive reviews, word-of-mouth recommendations, and repeat visits, further enhancing the brand's reputation and attracting new visitors.

- * **Recognition as a thought leader:** Through participation in industry events, collaborations with influencers, and the promotion of sustainable practices, the One Mara Brand can position itself as a thought leader in responsible tourism. This recognition can lead to invitations to speak at conferences, industry awards, and partnerships with like-minded organisations. Being recognised as a thought leader can further amplify the brand's reach and influence within the tourism industry.

Stakeholders involved:

Stakeholder	Responsible	Accountable	Consulted	Informed
Ministry of Tourism				
Kenya Tourism Board				
Narok County Govt				
Maasai Mara Wildlife Conservancies Association				
Conservancies in the Maasai Mara Ecosystem				
Tourist Operators				
Camps and Hotels				
Community				
Non-Governmental Organisations				
Community Based Organisations				
Kenya Wildlife Service				
One Mara Brand Board				

Timeframe:

Phase	2023-2024				2024-2025				2025-2026				2026-2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Planning																
Execution																
Follow- Up																

Budget:

Total budget (000 USD)	2023-2024	2024-2025	2025-2026	2026-2027

Initiative 3: Offer a collection of highly satisfying, diverse, and genuine Maasai Mara experiences.

Description: These experiences will cater to the interests and preferences of visitors, providing them with memorable and fulfilling encounters with the destination's wildlife, culture, and natural beauty. Ultimately, the goal is to create exceptional experiences that leave a lasting impact and contribute to the positive perception and reputation of the One Mara Brand.

Main actions to be performed:

- * **Experience curation:** Curate a diverse range of authentic and immersive experiences in the Maasai Mara that cater to different interests, preferences, and travel styles. These experiences can be tied to the unique selling propositions that the Maasai Mara ecosystem has to offer. This also involves ensuring that each experience is carefully designed to provide visitors with a deep sense of satisfaction and connection to the destination.
- * **Quality assurance checks and balance:** Ensure that all the experiences offered under the One Mara Brand meet high standards of quality, authenticity, and safety. Collaborate with experienced and reputable local tour operators, guides, and service providers who possess extensive knowledge of the Maasai Mara and can deliver exceptional experiences to visitors. Conduct regular quality checks and evaluations to maintain consistency and continuously improve the offerings.
- * **Personalisation and customisation:** Provide the option for visitors to personalise and customise their Maasai Mara experiences based on their preferences, interests, and travel goals. Offer flexible itineraries and the opportunity to tailor activities, accommodations, and durations to meet individual needs. This allows visitors to create unique and highly satisfying experiences that align with their specific expectations.
- * **Collaboration with local communities:** Involve local communities in the development and delivery of the Maasai Mara experiences. Engage with the Maasai people and other local communities to offer authentic cultural interactions, traditional performances, storytelling sessions, and handicraft demonstrations. By collaborating with the local communities, the experiences can showcase the rich cultural heritage of the region and contribute to the empowerment and socio-economic development of the local population.
- * **Training and capacity building:** Provide training and capacity building initiatives to local guides, drivers, and service providers to enhance their knowledge, skills, and professionalism. This ensures that visitors receive high-quality and informative guidance during their experiences, adding value to their overall satisfaction. Training programs can focus on wildlife conservation, responsible tourism practices, cultural awareness, customer service, and safety protocols.
- * **Storytelling and interpretation:** Incorporate storytelling and interpretation techniques into the experiences to provide visitors with a deeper understanding and appreciation of the Maasai Mara's natural and cultural heritage. Engage knowledgeable guides who can share captivating stories, folklore, and ecological insights about the wildlife, landscapes, and local traditions. This immersive approach enhances the authenticity of the experiences and enriches visitors' connections with the destination.
- * **Continuous evaluation and improvement:** Regularly evaluate the visitor feedback and reviews to assess the satisfaction levels and identify areas for improvement. Collect insights on visitors' preferences, suggestions, and expectations to refine and enhance the Maasai Mara experiences. Actively seek feedback from visitors through surveys, online reviews, and direct communication to ensure continuous learning and development.
- * **Collaborative marketing:** Collaborate with travel agents, tour operators, and online travel platforms to promote the collection of Maasai Mara experiences. Highlight the diversity, satisfaction, and authenticity of the offerings through targeted marketing campaigns, digital content, and social media promotions. Leverage testimonials and positive reviews from satisfied visitors to build trust and credibility.

Anticipated Outcomes:

- * **Enhanced visitor satisfaction:** By curating diverse and authentic experiences, personalised options, and ensuring high-quality standards, visitors are more likely to have highly satisfying and fulfilling experiences in the Maasai Mara. This can result in positive reviews, recommendations, and increased visitor loyalty, enhancing the reputation and desirability of the One Mara Brand.
- * **Increased visitor engagement:** Offering a range of satisfying and diverse experiences can attract a wider audience and increase visitor engagement. Visitors who have enjoyable and meaningful experiences are more likely to actively participate, share their experiences, and engage with the One Mara Brand through word-of-mouth recommendations, social media posts, and online reviews. This organic promotion can generate increased interest and awareness of the Maasai Mara as a premier tourism destination.

- * **Positive brand perception:** Delivering highly satisfying and genuine experiences aligns with the core values of the One Mara Brand, positioning it as a trusted and reputable destination for authentic encounters with wildlife, culture, and nature. This can enhance the brand's image and perception among visitors, stakeholders, and the tourism industry, further reinforcing its position as a top choice for sustainable and responsible tourism.
- * **Increased tourism revenue:** By offering a collection of highly satisfying experiences, the One Mara Brand can attract more visitors and increase the overall tourism revenue for the destination. Satisfied visitors are more likely to extend their stays, spend more on accommodations, local products, and services, and engage in repeat visits. This positive economic impact can benefit the local communities, businesses, and stakeholders associated with the Maasai Mara.
- * **Conservation and community benefits:** By involving local communities and collaborating with them in the development and delivery of the experiences, the One Mara Brand can contribute to the empowerment, socio-economic development, and conservation efforts in the region. Engaging communities in decision-making processes and providing economic opportunities can foster a sense of ownership, leading to greater support for conservation initiatives and responsible tourism practices.
- * **Positive media coverage and publicity:** Exceptional and genuine experiences offered by the One Mara Brand have the potential to generate positive media coverage and publicity. Media outlets and travel publications may highlight the unique experiences, sustainable practices, and cultural interactions available in the Maasai Mara, further raising awareness and attracting attention from domestic and international audiences. Positive media coverage can enhance the brand's reputation and reach a broader market.
- * **Partnerships and collaborations:** The success of the One Mara Brand in offering highly satisfying experiences can attract partnerships and collaborations with other tourism stakeholders, such as travel agencies, tour operators, and accommodation providers. These collaborations can lead to joint marketing efforts, increased visibility, and expanded distribution channels, ultimately contributing to the growth and success of the One Mara Brand.

Stakeholders involved:

Stakeholder	Responsible	Accountable	Consulted	Informed
Ministry of Tourism				
Kenya Tourism Board				
Narok County Govt				
Maasai Mara Wildlife Conservancies Association				
Conservancies in the Maasai Mara Ecosystem				
Tourist Operators				
Camps and Hotels				
Community				
Non-Governmental Organisations				
Community Based Organisations				
Kenya Wildlife Service				
One Mara Brand Board				

Timeframe:

Phase	2023-2024				2024-2025				2025-2026				2026-2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Planning																
Execution																
Follow- Up																

Budget:

Total budget (000 USD)	2023-2024	2024-2025	2025-2026	2026-2027



Photo: MMWCA

9

UNITING STAKEHOLDERS FOR CONSERVATION AND PROSPERITY

This is not merely a strategy document but a call to action—a call to converge, synergise, and work hand in hand towards a sustainable future for the Maasai Mara.

In this strategy, there is evident power in collaboration and an importance in collective action towards promoting the Maasai Mara ecosystem as a premier tourism destination. It is crucial to underscore the need for continued synergy among stakeholders to realise shared aspirations, especially UNESCO certification. The Maasai Mara's potential as a UNESCO World Heritage Site lies not only in its outstanding natural and cultural value but also in the transformative impact it can have on conservation efforts and the well-being of local communities. This certification will not only elevate the Maasai Mara to the global stage but also establish standards that will guide all stakeholders towards enhanced management of the ecosystem. Cognisant of the considerable effort made by the Narok County Government in developing the Greater Maasai Mara Ecosystem Management plan (GMME), having a bearing towards UNESCO Certification that is paired up with the GMME plan serves as a compass guiding our collective efforts towards enhanced conservation practices, responsible tourism, and sustainable development.

The journey will be driven by the recognition that success goes beyond visitor numbers and economic gains. It is intrinsically linked to the prosperity and empowerment of the local communities that are the stewards of the Mara land for generations. By fostering a harmonious relationship between conservation and community involvement, stakeholders will a virtuous cycle where the flourishing of the Maasai Mara directly translates into improved livelihoods and shared prosperity.

The One Mara Brand Marketing strategy has highlighted the importance of empowering local communities as key stakeholders in the tourism industry. Through their active participation, stakeholders honour their cultural heritage and create meaningful opportunities for economic growth. This integration of traditional knowledge and practices not only preserves their way of life but also ensures a sustainable future for the Maasai Mara.

To embark on the transformative journey towards UNESCO World Heritage Site certification, it is imperative that stakeholders from all sectors come together in a shared vision. Government entities, local communities, tour operators, conservation organisations, and international partners alike, must unite in their commitment to preserve and enhance the Maasai Mara's extraordinary natural and cultural heritage. This requires collaborative efforts, effective communication, and a deep-rooted dedication to the principles of conservation and sustainable development.

This is not merely a strategy document but a call to action—a call to converge, synergise, and work hand in hand towards a sustainable future for the Maasai Mara.



Photo: MMWCA

10

CRISIS COMMUNICATION

A crisis is a significant threat to the operations or reputation of an organisation that can have negative consequences if not handled properly. Any crisis has three potential threats: public safety; financial loss and reputation loss. Crises are not unique to specific organisations; therefore, it is always best to have the necessary tools in place in case one emerges. This helps minimise the damage inflicted on an organisation. Crisis management can be categorised into three phases: pre-crisis; crisis and post-crisis.

Pre-crisis involves preparation, crisis the management of an actual situation at hand and post-crisis, the evaluation of a precarious situation that helps organisations think through their crisis preparedness and its effectiveness.

The table below provides some highlights on possible threats both internally and externally, their impact and mitigation measures that ought to be put in place during crises. This is referred to as scenario mapping and includes:

Internal threats: These strictly affect the internal operations of the brand implementation team	Impact	Mitigation
Corruption	<ul style="list-style-type: none"> * Reduced partner/ donor confidence in the Brand * Withdrawal of (donor) funding 	<ul style="list-style-type: none"> * Establish a brand code of conduct that strongly discourages misappropriation of funds Develop a zero-tolerance policy for corruption which will be clear on the penalties for engaging in dishonest activities
Sexual harassment	<ul style="list-style-type: none"> * Can easily be a public interest story * Damages the brand's reputation regionally internationally * May have a negative impact on team spirit 	<ul style="list-style-type: none"> * Develop and launch an internal sexual harassment policy with details on what defines sexual harassment as well as the ramifications for those found to be perpetrators.
Organisational conflict	<ul style="list-style-type: none"> * May interrupt staff efficiency in delivering their tasks * May create a hostile work environment * May result in formation of cliques where staff members take sides on a particular issue 	<ul style="list-style-type: none"> * Develop an internal conflict/ complaints mechanism that allows staff to express their concerns * Encourage staff to be open about challenges in the workplace

Internal threats: These strictly affect the internal operations of the brand implementation team	Impact	Mitigation
Fire disasters	<ul style="list-style-type: none"> * Puts work at a standstill as facilities, equipment are damaged * May result in the loss of lives in case staff are trapped in the fire 	<ul style="list-style-type: none"> * Obtain an insurance policy that protects the brand's offices from fire breakouts * Conduct an internal fire drill that educates staff on what to do in case of a fire breakout * Acquire an internet- based storage platform that backs up organisational records and information
Staff involvement in accidents	<ul style="list-style-type: none"> * Disrupts the flow of work as gaps are left within the institution * Dampens staff morale 	<ul style="list-style-type: none"> * Immediately send out messages notifying staff members of incidents * Reach out to family members of the afflicted in case they are not aware * Conduct a debriefing session to update staff and provide direction on how to manage the absence of a colleague
Mass resignations	<ul style="list-style-type: none"> * Paralyzes organisational operations 	<ul style="list-style-type: none"> * Conduct semi-annual staff satisfaction assessments
Cyber attacks	<ul style="list-style-type: none"> * Leads to loss of institutional information * May lead to the leakage of confidential staff and/or institutional information 	<ul style="list-style-type: none"> * Conduct staff training on cybersecurity
External threats: Likely to attract public attention and may subject the Centre to public ridicule and negative perception	Impact	Mitigation
Brand's staff named in scandalous situations	<ul style="list-style-type: none"> * May taint the brand's reputation, casting doubt on the destination's integrity 	<ul style="list-style-type: none"> * Issue statements that make clear the brand's stand and emphasise on the integral nature of its operations * -Make available financial/ audit reports to demonstrate inculpability

Table 3: Scenario mapping

f. The Crisis Management Team

A crisis management team is an essential component of any crisis communication plan. In this case, the team will be responsible for the management of crisis situations. It will provide strategic direction, technical advice, and support to selected spokespersons. As such, the team will comprise of members drawn from different departments/fields: finance, human resource, legal and communications.

It may include:

- * An Executive Director
- * Brand Board
- * Human Resources
- * Legal Team
- * Directors

* 8.2 Spokespersons

The crisis management team will designate two individuals as the primary spokespersons: the Board's Director and the Board Chair. The role of the spokesperson will be to make official statements regarding a crisis and respond to media questions.

* 8.3 Crisis Management Training

A crisis management plan goes hand in hand with training on crisis management. Hence, the Brand will seek consultancy services for training on crisis management. The training will help it to achieve two objectives: first it will test the effectiveness of the crisis management plan and second it will help the crisis management team learn how to make decisions under stressful circumstances.

* 8.4 Communication Channels and Message Outlines

The Brand will utilise a different set of communications tools and slightly different message outlines when handling internal and external crisis situations. This is given the uniqueness of crisis scenarios in terms of the number of people affected by the nature of required information as well. The table below illustrates this:

Internal crisis
<p>Communication channels:</p> <p>WhatsApp- this is an instantaneous way to inform staff members of crisis situations within an organisation. The Board will ensure that there is an organisational WhatsApp group in place.</p> <p>E-mails & memos- while WhatsApp provides a quick platform for information dissemination, it is not in itself an official communication channel. Hence, the Board will disseminate follow up messages disseminated through emails and memos.</p> <p>Meetings- these provide an opportunity to explain a situation in detail and allow staff to seek clarification. The Board will convene this as necessary.</p> <p>Telephone calls- if a crisis involves a particular staff member(s), this is the fastest way to update their relatives.</p>
<p>Message outline:</p> <ul style="list-style-type: none"> * Explain what happened * Explain how the situation is being handled * Inform staff members of any required actions * Assure staff that updates will be provided as available * Encourage staff to remain calm

Table 4: Internal crisis channels and messaging outline

External crisis

Communication Channels:

Press release/statement- this will serve as the official communication to the public on a given situation. The Board will draft this in line with the issue at hand. The press statement will be disseminated to news outlets. At the same time, the Board may disseminate this through its website and social media platforms

Press briefing- To contextualise a crisis further and to also allow for questions from the media/public, the Brand will host a press conference. For ease of access this should preferably be held at a common place.

Media interviews- The Brand's communication department will identify interview slots and guide the spokesperson through them.

Social media- with digital platforms increasingly becoming influential information hubs, the Board will have one of its staff members keep up to date with trends and conversations on the crisis. The designated social media manager will also respond to queries and requests for information appropriately. A consistent presence may help the Board take control of online discussions.

Message outline:

- * Explain what, when and where a situation occurred
- * If available, provide details on how the situation came to be
- * Explain how the Board is handling the situation

Note: When handling crisis situations that involve the public, staff members will be reminded that designated spokespersons are the only individuals authorised to speak to the media. If approached by journalists, staff members should redirect them to the spokespersons.

Table 5: External crisis channels and messaging outline

8.4.1 Principles of crisis response:

In managing internal and/or external crises, the Board will adhere to the following principles to contain the situation:

- * Be quick: the crisis team will respond to a crisis within the first hour of its occurrence. The rationale behind this is the need for the Board to tell its version of the story. Otherwise, the longer the crisis team takes to respond the higher the chances of public and media speculation, which often worsens the situation. This is particularly important given the current digital age that demands information instantaneously.
- * Be accurate: During a crisis, the Board cannot afford to disseminate inaccurate information, as this will only paint it as unreliable. To manage this, the crisis team will develop key messages and share them with everyone involved. The same messages will also be shared with the spokesperson who is the key media liaison point.
- * Be consistent: Besides being accurate, the Board will endeavour to be consistent in the kind of messages disseminated. As such, the messages that the spokesperson is briefed on should be the very same messages that the Board is working to convey as an organisation. As a way of ensuring that information is consistent, the Board will restrict public comments to the spokesperson.



Photo: MMWCA

11

RISK MANAGEMENT

Effective risk management is a crucial aspect of any comprehensive marketing strategy, and the One Mara Brand is no exception. The Maasai Mara destination, with its unique wildlife, cultural heritage, and commitment to responsible tourism, faces various potential risks and challenges that need to be identified, assessed, and addressed. By proactively managing these risks, the One Mara Brand can safeguard its reputation, protect the interests of stakeholders, and ensure the long-term sustainability of the destination.

This section focuses on the identification and assessment of potential risks and challenges that could impact the marketing efforts of the One Mara Brand. It also highlights the strategies and contingency plans in place to mitigate these risks effectively. By considering potential risks and implementing appropriate risk management measures, the One Mara Brand can minimise the negative impacts of unforeseen events and maintain its positive trajectory in promoting the Maasai Mara as a premier destination for sustainable tourism.

Through effective risk management, the One Mara Brand can anticipate, prepare for, and respond to potential threats and challenges, ultimately enhancing the brand’s resilience and fostering sustainable growth. By mitigating risks, the brand can maintain its position as a trusted and responsible tourism destination, attracting visitors, preserving the Maasai Mara’s natural and cultural assets, and creating meaningful socio-economic benefits for local communities.

A. Identification and assessment of potential risks and challenges:

Potential Risks and Challenges	Impact	Likelihood	Priority
Natural disasters (e.g., floods, wildfires)	High	Moderate	High
Political instability or unrest	High	Low	Medium
Environmental degradation	High	High	High
Economic downturn or currency fluctuations	Moderate	Moderate	Medium
Health and safety issues (e.g., disease outbreaks)	High	Low	High
Competition from other destinations	High	High	Medium
Regulatory changes or legal challenges	High	Moderate	Medium
Security (Terrorism)	High	Low	High
Social risk	High	Low	High

B. Mitigation strategies and contingency plans:

Risk Category: Natural disasters (e.g., floods, wildfires)

Mitigation Strategies:

1. Conduct regular risk assessments and collaborate with local authorities to implement measures for early detection and preparedness.
2. Develop evacuation plans and establish communication channels to ensure the safety and well-being of visitors and staff.
3. Invest in appropriate insurance coverage to mitigate financial losses in case of a natural disaster.

Risk Category: Political instability or unrest

Mitigation Strategies:

1. Monitor the political situation and maintain close communication with local authorities to stay updated on any potential risks.
2. Diversify target markets to minimise the impact of political instability in specific regions.
3. Develop crisis management protocols and establish an emergency response team to handle unforeseen situations.

Risk Category: Environmental degradation

Mitigation Strategies:

1. Collaborate with local conservation organisations to promote sustainable practices and contribute to environmental preservation efforts.
2. Implement responsible tourism guidelines and educate visitors about the importance of minimising their environmental impact.
3. Engage in community initiatives to raise awareness and involve local communities in conservation activities.

Risk Category: Economic downturn or currency fluctuations

Mitigation Strategies:

1. Diversify target markets to reduce reliance on specific regions affected by economic fluctuations.
2. Offer competitive pricing strategies, special promotions, and value-added packages to attract visitors during challenging economic periods.
3. Monitor currency exchange rates and adjust pricing and marketing strategies accordingly.

Risk Category: Health and safety issues (e.g., disease outbreaks)

Mitigation Strategies:

1. Stay informed about health and safety guidelines issued by local and international health authorities.
2. Implement stringent health and safety protocols, including regular sanitisation, social distancing measures, and staff training.
3. Establish partnerships with healthcare providers and have access to medical facilities for immediate response in case of emergencies.

Risk Category: Competition from other destinations

Mitigation Strategies:

1. Conduct regular market research to identify competitive trends and adjust marketing strategies accordingly.
2. Highlight unique selling points and differentiators of the Maasai Mara destination to stand out among competitors.
3. Collaborate with industry stakeholders to create joint marketing initiatives and enhance the visibility of the One Mara Brand.

Risk Category: Regulatory changes or legal challenges

Mitigation Strategies:

1. Stay updated on regulatory frameworks and always comply with legal requirements.
2. Maintain open communication channels with relevant authorities to address any regulatory changes promptly.
3. Seek legal counsel and engage in advocacy efforts to protect the interests of the One Mara Brand and the tourism industry.

*At the heart of the One Mara Brand Marketing Strategy lies the tagline **"Maasai Mara - Experience the Magic."** This tagline isn't just a string of words; it encapsulates the very essence of our brand and the unique allure of the Maasai Mara.*

Our promise is to be the custodians of the Maasai Mara's magic, preserving its intrinsic charm while offering an elevated and refined experience. We pledge to take you on a voyage of discovery, where the untamed beauty of the Mara converges with the comforts of luxury. Through impeccable service, captivating storytelling, and an unwavering commitment to excellence, we promise to open the door to a world where authenticity and indulgence coexist harmoniously.

County Government of Narok

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