

Marketing heritage assets in the National Museums of Tanzania: a case of National Natural History Museum in Arusha

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Received: August 11, 2020

Accepted for publication: November 3, 2020

Abstract

Museums play an important role in promoting the tourism industry through their heritage assets and exhibitions. Shortage of funds to operate the daily activities of Museums has pushed these cultural institutions to function as economic markets where they must compete for the tourist dollar to remain economically sustainable. Museums must market their collections to generate their income to care for those collections and other maintenance expenses to survive and prosper into the changing global environment. This paper examines the needs, desires, interests and preferences of both domestic and international visitors and non-visitors which may affect their decision to visit the National Museums of Tanzania when visiting the country by taking the National Natural History Museum in Arusha as a case study. The paper employed mixed methods for research that included structured and semi-structured interviews and questionnaires conducted among the visitors and non-visitors of the National Natural History Museum. The study findings were used to develop a strategic marketing plan and series of marketing strategies applicable to the National Museums of Tanzania to consequently increase visitation, profitability and improve the provided services.

Keywords: Museum Marketing, Natural history Museum, museum attendee, Tourism, Tanzania, Market Research.

1. Introduction (Section Heading)

Tanzania is a country full of authentic cultural and natural assets. Despite its tourism potential of having many natural and cultural heritage assets including museums, the country received just 1,113,000 tourists in 2015 (World Bank Data, 2015). The total contribution of Travel & Tourism to the GDP was TZS10,933.6bn (11.8% of GDP) and it was forecasted to rise by 3.8% in 2016 (WTTC,2016). The total contribution of Tourism to employment including jobs indirectly supported by the industry was 10.3% of total employment (equal to 1,151,000 jobs). Tourism investment in 2015 was TZS2,404.9bn or 8.9% of total investment (ibid). In 2015, Tanzania generated TZS 4,695.3bn in visitor exports (foreign visitors to a country). By 2026, international tourist arrivals were forecasted to total 2,049,000, generating expenditure of TZS 8,823.9bn, an increase of 6.2% pa (ibid). Despite the rising number of tourists, museums in Tanzania received a very low number of them. Only 1370 tourists had visited the National Natural History Museum in Arusha in the northern Safari

circuit in 2015 (NNHM statistics, 2015). Tanzania ranked as 109th position in the world in terms of Travel & Tourism competitiveness in a list topped by Switzerland (WTTC,2016).

In December 2015, the United Nations declared 2017 as an International Year of Sustainable Tourism for Development. This is a unique opportunity to better establish tourism as a global and national priority, a valuable component of all efforts to advance economic growth, cultural and environmental protection, mutual understanding and peace. Tourism is explicitly featured in Goals 8, 12 and 14 of the 17 sustainable development goals (SDGs).

In 2002 the UN World Summit on Sustainable Development in Johannesburg, South Africa highlighted the need for economic development and macro-economic reforms in African countries. In 2015, UNWTO declared that tourism continued to be a key driver of the global economic recovery, and a vital contributor to job creation, poverty alleviation, environmental protection and multicultural peace and understanding across the globe (UNWTO, 2015).

Museums are part of tourist attractions. For some countries, Museums play a crucial role in the success of their tourism attracting millions of visitors. For example, eight of the top ten visitor attractions in the UK are Museums (Museums Association website)¹ . According to the American Alliance of Museums, 850 million people visit American Museums each year. Overall, the Louvre remained the world's most-visited museum in 2015, attracting 8.6 million visitors and a hefty €15 admission fee (Art Museum Attendance Survey, 2015). If the museums are important to the economy, tourists, locals, collections, education and culture, so why they are not visited generally in African countries and particularly in Tanzania?

Tanzanian media had taken note of this issue and attempted to make the public aware of this problem. On December 11th in 2009, the Tanzania *Daima* newspaper published an article called "Tanzanians Urged to Visit National Museums (see Godfrey, 2015). Another attempt was in 2013 when the *Habari Leo* newspaper published an article titled "The House of Culture: A Place to Visit" (ibid). The writer encouraged teachers and pupils to visit Museums for educational purposes. There have been different studies on the tourism situation in Tanzania, for example, the Tanzania Tourism Sector Survey published the '2013 International Visitors Exit Survey report in March 2015. However, this survey had nothing about museums in particular and had not followed with action plans. Laczniak and Murphy (1977) point out, museums as part of the not-for-profit sector and depend on government for up to 70% of their income, they must be seen to offer value to the government by attracting more visitors. Governments usually ask for greater accountability for money granted. One way accountability can be documented by sound marketing approaches. Museums need to fund themselves to survive in the current environments, however, the current financial situation of the National Museums of Tanzania (thereafter NMT) is almost fully dependent on the government subsidies. Consequently, it is essential to identify and examine varied marketing components and critical success factors that influence and attract domestic and international tourists to set effective marketing strategies and approaches which later may lead to collective actions to increase visitation of NMT. It is hoped that after following the suggested strategies, the NMT revenue will increase and will benefit the Museums to create exhibits that will be more sustainable for the local community while also increasing the public's awareness of Tanzania's authentic heritage assets.

The main objective of this study is to investigate the needs, desires, interests and satisfaction of visitors and non-visitors of the NMT. National Natural History Museum in Arusha (thereafter NNHM) was chosen as the subject for this case study due to its potential location with the numerous popular safari tourism companies.

This study employed mixed methods for its research that included structured and semi-structured interviews and questionnaires conducted among the visitors and non-visitors of NNHM in 2016.

2. Literature Review: Definitions, Marketing of museums and strategic marketing and research

2.1 Museums and Natural History Museums

The term "museum" means different things to different people and there is no internationally agreed definition (Yorke & Jones, 1984). The ICOM defines it as “a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for education, study and enjoyment, material evidence of people and their environment” (ICOM Statutes, 2007). At the same time, managers struggle to make sure museums become more popular and competitive, by marketing them properly, to solve issues related to their maintenance (Kotler & Kotler, 2000). Generally, Museums nowadays enable the public to explore collections for inspiration, learning and enjoyment (Kirezli, 2011). Tanzania National Museum Act No.7 of 1980 which established the NMT described the museum as a scientific, educational and cultural institution for the collection, preservation and research of scientific and cultural objects relating to Tanzania’s cultural and natural heritage (NMT, 2005).

Furthermore, Resh & Cardé (2003:771) define a Natural History Museum as “a scientific institution with natural history collections that include current and historical records of animals, plants, fungi, ecosystems, geology, palaeontology, climatology, and more.” Its primary role is to provide the scientific community with current and historical specimens for their research to improve our understanding of the natural world.

Nowadays every aspect of life is rapidly changing, whether socially, economically, demographically, politically and technologically. In response, museums must consider such changes to sustain their visitors. Many museums have adopted a strong visitor focus (Kotler&Kotler, 2000) and are currently searching for ways to relate to their audiences and engage with the public (Orr, 2004).

2.2 Marketing of Museums and Natural History Museums

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners and society at large (Gundlach & Wilkie,2009). Museum marketing means, matching the capabilities of the Museums with the expectations of the society, presenting new offerings to fit the audience's needs, and selling these offerings in such a way that they generate profits to the organization (Kirezli, 2011). From a relational perspective; marketing refers to the process of identifying and establishing, maintaining, enhancing and when necessary terminating relationships with customers and other stakeholders, at a profit, so that the objectives of all parties involved are met, where this is done by a mutual giving and fulfillment of promises (Grönroos,1997). The relationship taken into consideration here is between a firm and a customer. In 2004, the American Marketing Association (AMA) defined Marketing as an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders (Gundlach & Wilkie, 2009).

Kolb (2013) notes that cultural organizations, including Museums, have been using promotion as a marketing tool, and that was enough some decades ago. However, this was featured as one-way of communication that merely provided factual information. Due to the rapid changing of societies and ICT, cultural organizations forced to adapt two-way communications, some call it personification (Petronzio, 2013), to build relationships

with their audiences. Taking care of customers and what experiences they have through using products and/or services results in sustaining more visitation and positive engagement with the organization. So far, people have always shared their opinions on organizations and products. With the presence of social media and cyber-community, their opinions spread more quickly and widely (Dreyer & Grant, 2010).

Moreover, museums almost everywhere have, in essence, shifted from a 'selling' mode to a 'marketing' one. In the selling mode, the efforts are concentrated on convincing the public to 'buy' their traditional offerings. In the marketing mode, the starting point instead is the public's needs and interests, and their efforts are concentrated on first trying to discover and then attempting to satisfy the public needs and interests (Rentschler & Hede, 2009).

Many of museums including the NMT run their activities depending on government subsidies which is very limited, and sometimes are not given in appropriate timing, thus making difficulties to run Museums' daily activities as a consequence. It is from these contests that Kotler and Kotler (1998) have noted that, marketing reflects the latest stage in the evolution of museum, "with its focus on the museum experience from visitors and consumers." Museums opt for marketing because it has been recognized that they are competing for consumers' share of leisure time and entertainment dollars, and hence the new marketing strategies need to focus on that (Peschiutta, 2001). Moreover, it is important to keep in mind that the strategic marketing approach is not the profit maximization but to enable Museums to survive in the sector (Kirezli, 2011). Also, McLean (2012) postulates that marketing has been introduced as a response to funding crises, as a mean of survival.

Generally, the introduction of marketing to museums is related with different factors, among of those, the following four factors can be discussed based on Tobelem (1997); the question of financing; the growth of Museums; the competitive Museum environment; and the necessity to know the visitors better. Each of these factors is associated with certain strategies and tactics in the context of a museum marketing plan satisfying, at a given time, the museum's objectives, in the micro and macro-economic environment. Moreover, museums across the globe are commonly incorporating revenue-producing activities, for example, gift shop, cafe and parking lots. Kolb (2013) states that some cultural organizations have very sophisticated business enterprises including mail-order operations, video production, rental of premises, and even renting/selling their products. Murphy (2016) argues that the world of museums is changing rapidly, it is a worldwide where the historical value of the cultural property must be defended, a world where profiteering has taken precedence over the accessibility of collections, a world where museums of all sizes and in all locations are in danger, due to lack of financial resources needed to maintain them, to continue their educational activities in service of society, and to develop their research and training programs. As for the case of Tanzania, the government has been focusing on different large, medium and small developmental projects that in one way or another limit the government capacity to fully finance some other activities including the national museums for their daily activities. For example, in August 2017 the government of Tanzania planned to develop the Stigler's Gorge Hydroelectric Power Station (SGHPS) Project, located in Selous Game Reserve with a plan to produce 2,115 megawatts which are about to start its implementation phases. Also, Standard Gauge Railway, which is under construction, the railway intends to link the country to the neighboring countries of Rwanda and Uganda, and through these two, to Burundi and the Democratic Republic of Congo. Apart from these ongoing projects, Tanzania is among the third world countries which have immediate priorities; social services like clean water, investing in education, health care, and other immediate human needs. This is proved by the fact that Tanzania was among the predominantly Low-Income Countries and Least Developed Countries; as per 2012 Tanzania's GNI (the gross national income) per capita was \$570 (Alkire *et al.*, 2014), until recently when the World Bank categorized Tanzania as a lower-middle income country after the country made some economic reforms (World Bank, 2020). Thus subsidies have always been dropping month to month hence, difficulties on operational

costs. This is never a new thing in Tanzania, basing on these challenges many of the museums are arising from their modernization, forcing them to shift their attention to marketing generally to coincides with financial difficulties being encountered (Tobelem,1997). It is from this financial problem that has forced this idea to awake museum workers to seriously consider marketing as one of the much-needed approaches in these non-profit organizations.

2.3 Strategic marketing and research

To attract new visitors, it is necessary to frequently conduct marketing research. It helps any museum to fulfill its mission by adjusting its message, and thoroughly understand the perceptions and expectations of non-visitors to catch the interest of particular groups (Koran & Koran, 1986). Research concerning an institution's market allows the comprehensive assessment of consumers' behavior and in particular to study how the audience is acquired hence this can easily help to plan and decide on a sample target group to ensure that they are successful (Kawashima, 1998). Museums should make an effort to invest in marketing research so that they understand different segments (visitors') behavior and preferences. The market analysis aims in particular to define the client groups susceptible to museum visiting, to evaluate the impact of these visits on the stated objectives and the available resources, and to determine the groups to be taken into account in the preparation of programs (Trottier, 1987).

Richard *et al.* (2009) define a strategy as the direction and scope of an organization over the long term, which achieves advantage in a changing environment through an arrangement of its resources, capabilities and competences. The marketing itself can be used as a strategy. According to Menon *et al.* (1999), marketing has been demonstrated to have positive implications for firm performance. Marketing strategy is “a complex set of activities, processes, and routines involved in the design and execution of marketing plans” (ibid). Day (1994) points out that the marketing assets consist of size and scope of facility investment, brand assets, and channel superiority. For him, capabilities refer to the ability to implement a pricing strategy, customer service, and product development. Museum marketing strategies have a robust relationship with the museum vision, mission and goals. And thus, intensive assessment for them is needed before setting up strategies especially when one decides to reach new audiences and improve their achievements. Some museums adapted 'Green strategy' and market Museum accordingly. Many have social-focus and market depending on their staff and the activities they offer. And some are positioning museums to attract niche audiences with special needs.

Furthermore, promoting national-identity strategy is a new notion used in marketing museums. Laws (2011:53) notes that “If museums formerly looked to what was being done and appreciated abroad, today their task is to promote national identity.” As museums have essential importance in determining and strengthening the identity of the nation, so why are they not well promoted in Tanzania?. The Ministry of Natural Resources and Tourism sets the main objective of the National Tourism Policy to assist in efforts to promote the economy and livelihood of the people, essentially poverty alleviation. This is done by encouraging the development of sustainable and quality tourism that is culturally and socially acceptable, ecologically friendly, environmentally sustainable and economically viable (Lwoga, 2013),therefore, achievable actions should be taken.

To set out a promising marketing strategy to Tanzania and its national museums, researchers had to examine several approaches; reviewed several tourism reports, indexes, previous surveys, etc. One of the immediate weaknesses is that the government have not well integrated local participation i.e. small businesses owners in marketing NMT. The marketing strategy could be directly integrated with the project of Arusha Master Plan of 2035 (World Bank, 2018) which is going to improve infrastructure and improve the main road between Arusha

and Dar es Salaam². As a strategy for tourism development, emphasizing the construction of new resorts with international standards could attract investors and high-class tourism which brings more capital to the country. In a country with 28.2% under the Basic Need Poverty Line (World Bank Poverty Assessment, 2015) only received 1,113,000 tourists' arrival in 2015. Including NNHM within the development process is critical for increasing visitation and community engagement with it.

In the following sections, the article tends to open up the room for marketing research in the NMT and it attempts to suggest a draft for a marketing plan for NMT, identify and analyze the characteristics of the audiences and hence being able to incorporate the marketing mix. Kotler (2000) defines the marketing mix as a "set of marketing tools that the firm uses to pursue its marketing objectives in the target market." This mix includes four Ps: product, price, place, and promotion. Due to the changing of the business environment and the need for customer service, additional 4Ps were added: People, Physical evidence, Processes and Partnership. Marketers adjust those elements until the right combination is found that serves the needs of the product's customers while generating optimum income.

3. Research Methodology

This study was conducted at NNHM located in Arusha. Field research was done during June of 2016 for sixteen days and the surveys were spread between 8th of August to September 1st for both local Tanzanians and international visitors and non-visitors of the museum.

The study employed open-ended and close-ended questionnaires, whereby, respondents answered questions by completing the questionnaires by themselves (self-completion questionnaires). A survey questionnaire was chosen as it is considered as a more suitable in covering a wider range of respondents especially with the availability of internet access worldwide and with relatively reasonable constraints concerning time. The researchers decided to prepare similar questionnaires with slight differences in two languages (English and Swahili for non-English speakers specifically Tanzanians). Therefore, items were presented whereas respondents were able to respond according to the level of acceptance and they had an opportunity to provide some comments where necessary. The researchers visited four museums out of the seven under the umbrella of NMT, namely NNHM and Arusha Declaration Museum in Arusha, Dar es Salaam National Museum and House of Culture and Village Museum situated in Dar es, Salaam. These visits were designed to gather a significant amount of data and observations in a short period.

Interview supplements other research techniques depending on the nature of the study. Interviews were mainly used in this study to obtain required information and the researchers considered face-to-face interviews since they satisfy one's needs especially when questions required an extended response. An interview was run for 1 - 1.5 hours, but some of them took over 2 hours depending on questions and readiness of respondents to comment and recommend on the research topic. Interview as a research tool has the following advantages: it is a highly flexible tool, allows a more permissive atmosphere than the case when using other techniques of investigation (Kothari, 2004). Other advantages include: the questions not readily grasped by interviewees can be rephrased, or repeated with proper emphasis and explanations when necessary. The interviewer has also an opportunity to appraise the accuracy and validity of replies as contradictory statements can be followed up and possible reasons for contradictions can be learned. Researchers interviewed three of NMT directors and one curator to obtain data about the museums' current situation.

3.1 The case study: NNHM current situation analysis

The NMT incorporates seven Museums: The Museum and House of Culture, along Shaaban Robert Street Dar-es-Salaam; The Village Museum along *Ali Hassan Mwinyi* Road, *Kijitonyama*-Dar-es-Salaam; NNHM along Boma Road Arusha(which is the case study); The Arusha Declaration Museum along *Kaloleni* Road Arusha; The Mwl Julius K. Nyerere Museum at Butiama Village-Musoma and The MajiMaji Memorial Museum in *Songea-Ruvuma* region (Kayombo, 2005), and the newly opened museum named after the former Prime Minister of Tanganyika in 1962 and of Tanzania in 1972 to 1977 Rashid Mfaume Kawawa Museum in Songea, Ruvuma.

NNHM was opened to the public in August 1987. It is a small museum with limited facilities, a few staff and inadequate funding. Despite this, it continues to serve for the important function of storing and displaying items and artefacts of Tanzanian national natural and cultural heritage. It consists of three wings; the first wing contains a room of the ecological exhibition, the central building provides the history of the Boma and the German occupation until 1918, the third hall is 'Evolution of Man' exhibition. There is a mini botanical garden with a variety of tree species of the nearby areas of Arusha region also surrounded by live animals (tortoise, fishpond, birds, stingless bee cages) demonstrating their ecological importance.

Generally, the museums' collection comprises of birds' specimens, stuffed animals and archaeological collections mainly from Olduvai Gorge and *Laetoli*, Paleontological Laboratory with series of collections from different beds/strata of the gorge for scientists and researchers comparative analysis and study. NMT strives internally to function with the limited government subsidies and very few attendances. Only 1370 international tourists visited the NNHM located in northern Safari circuit in 2015. The tourist arrivals are forecasted to grow (WTTC, 2016); it is a valuable opportunity for NNHM to decide new marketing strategies to attract potential visitors.

3.2 Questionnaire Design

Following the reading, observations and current situation analysis, preliminary decisions in questionnaire design were taken; information required, target respondents, question themes and methods, questions content and wording, and the length of the questionnaire. The questionnaire was pre-tested on five volunteers then developed to the final form. Later, it was launched through social media and emails. The questionnaire had three sections; the first section comprised from fifteen questions to understand future demand; section two comprised from eight questions to find how to develop tourism and promote the NMT as a travel destination; the last section comprised from five questions to have demographic and personal profile's information of respondents. Some questions were mandatory (marked with a star), others were not, especially for non-audiences.

3.3 Sampling Technique, Size and Design

A sample is a selected portion of the individuals that represent the collective of the population for the study (Cohen *et al.*,2000). The present study sample was restricted by the time factor, information required and the purpose of the study. The sample was categorized into two groups as follows; some few employees under the NMT, especially directors and museum visitors and non-visitors from different nationalities. The sample size of this study was determined according to the saturation of the respondents; this study aimed at having a sample of 280 respondents to start with.The sample was done through a stratified random sampling technique to get

visitors and non-visitors' views (Thompson, 2012). This technique enables researchers to highlight a specific subgroup (Strata) within the population and to reach the smallest and most inaccessible subgroup.

In this technique, the researchers had a target population of at least 200 people from different nationalities, and the researchers drew the required number randomly to get a total population required from each country to meet the needed summation, and 80 populations from Tanzanians were given Swahili questionnaires to avoid bias to non-English speakers from the respondents. Our sample surpassed expectations ending up having a total of 217 international respondents and 82 Swahili respondents making a total of 299 respondents. On the other hand, the random technique was adopted to reduce biases.

The researchers also used purposive sampling to obtain Museum directors when they visited the field in June 2016. According to Palinkas *et al.* (2015), purposive sampling allows a researcher to use cases that have the required information concerning the objectives of his or her study. Cohen *et al.* (2000) add that purposive sampling technique is applied in a situation where the researcher already knows something about the nature of the population and deliberately selects particular respondents, because they are seen as the ones who are likely to give the most valuable data. So, the technique was used by researchers because they wanted to obtain some information from the museum directors and other workers on different aspects especially on the level of NNHM Marketing which was selected as the case study for this research.

4. Results

The study highlights some new findings of Museums marketing in Tanzania. Analysis of results was given in relation to the theoretical framework.

4.1 The Swahili Survey

The results suggest that the publicity was not the main cause of low museum attendance for Tanzanians; 93.9% of Tanzania's were aware of NNHM (and 96.3% have information about NMT). This finding was interesting as the NMT officials believed that publicity is the key challenge of marketing the museum during their interviews. However, the level of perception of NMT was not high. Respondents gave different names when asked to mention any of NMT, only 63% managed to do so. On the other hand, the level of Service's satisfaction at NNHM is high as 78% were satisfied. However, unsatisfied respondents highlight the lack of customer care and employees' motivation.

Demographic profile, gender: 67% male & 32% female; Education: illiterates were under-represented in museum visitors as 90.2% college graduates; Income: 54% weren't willing to mention, 32.9% less than 500\$.

4.2 The English survey

The results suggest that travel type, age and museums visitation increase between young people (26-35 followed by 19-25). 35.6 % of the respondents are 'solo travellers; the second segment was the travellers with a group of friends with 24.5%. The majority of 59.3% spend between 3-7 days at the destination, and 18.5% spend between 8-14 days. Both solo travellers and those who spend from 3-7 days at the destination tend to visit museums more than 5 times.

International tourists do not frequently visit African museums; only 23% from them went to museums and mostly to South African's Museums. For usage of transport, the results suggest plane and public buses are mostly used by tourists in the destination to move between cities. Tanzania has these two means (plane and

public buses) in good conditions and with connection to NNHM. It is worth saying that 20.4% uses a rented car/taxi.

Results suggest that 51.3% of people spend between 1-3 hours at the museum. Mostly stay longer at national museums, artwork and natural history museums.

Tourists purposefully travel to the former colonies of their country of origin. They made 23.2% out of the remarkably high sample. Respondents who prefer to travel far from their country of origin were 46.8%.

The research results match with the IVES (2013) as the Leisure and tourism continued to be the main purpose of visit for international tourists to Tanzania, followed by visiting friends and relatives.

Natural parks (safari) like Serengeti, Kilimanjaro, Ngorongoro conservation area remains the top choice for tourism purposes. Followed by beaches particularly on the island of Zanzibar. tourism trail (A track connecting some touristic locations in a thematic manner) with EAC(refers to the East African Community: Tanzania, Kenya, Uganda, Rwanda, Burundi and South Sudan) comes after. Trying local cuisine, organic food, drinking Tanzanian coffee and tea with experiencing the daily life of local tribes like Maasai and Chagga have the same percentage. The majority of Respondents show their interest to visit African museums (definitely go 41.2%, likely go 19.9%) if they travel to Africa; this raises a question mark and responsibility upon African tourism industry stakeholders for low Museums attendance. For instance, Nomadic Experience tour operator in Moshi (close to Arusha) states “we find that most clients come to Tanzania for climbing Kilimanjaro or going on safari to see animals. They do not think of seeing museums in Tanzania, and we do not suggest it.”

Organic food availability at the destination is affected by education background as Pearson correlation was negative ($r = - 0.9$) which means that the relationship between one variable increase when the other decrease. 15.3 % strongly agreed; 30.6 % agreed that on the importance of organic food availability at the destination. In total 45.9% care about culinary and food habits in the destination.

Attraction’s interest (exhibitions, collections etc.) is the main factor of visiting decision; followed by Location and accessibility (by public transport and designed for persons with disability); opening hours/days and the last factor is Critical Review on trip planning websites like Trip Advisor and Lonely planet.

4.3 Gaps between the Two Samples

Results show an extreme gap between the NNHM’ awareness level; whilst 93.9% of Tanzania's are aware of it, only 18.5% in English are mixing between it and other private museums. It also reveals that 55.2% of those who visited Tanzania had not visited NNHM due to this reason.

Results agree with Godfrey (2015) about the importance of educational purpose for museum visitation as 56% chose it as the main purpose. Also, many of the Tanzanians chose museum knowledge at elementary schools as the best marketing technique. However, this needs collaboration from the Ministry of Education and Vocational Training and short time and long-time plan to be achieved.

Results suggest that tourists are willing to pay extra money for a guided tour, so NNHM must consider that. Also, tourists suggest having one more exhibition such as aquarium, rocks or mineral exhibits inside the museum. With a slight difference between the two surveys; English results suggest trying local cuisine outdoor museum. In Swahili, Tanzanians suggest an extra digital exhibition with 3D & 4D short movies on topics related to the museum and national natural heritage.

Museum visitation frequency was higher in the English survey whereby 75.9% visited a museum the last six months (with 58.8% visited between 1-5 times per year), whilst it is only 32.9% in Swahili. Significant Swahili respondents (28%) did not visit any museum in the last five years.

75.9% of foreigners visited museums in the last six months, although 76.5% of them visited an African country, only 23% of them went to a museum. Most of those visited museums were private museums in South Africa like Theatrical Museum in Johannesburg, South Africa and District Six Museum Cape Town, and the National Museum in Cairo, Egypt.

Results agree on the following promotional channel for Tourism development & promoting the NMT as a travel destination: effective website for all NMT with full information (65.7%). A significant number also suggests linking it with other websites in the tourism industry. The second channel is the presence of NMT on social media (referring to having a solid Facebook page, Twitter account, Instagram account and others) with (44.4% respondents) and the third is a mobile Guide App with (39.4%). Swahili results suggest museum knowledge should start at elementary schools to raise a generation that will be aware of Tanzanian museums.

5. Discussion and Conclusion

Museums today are complex organisations with a diversified range of activities (temporary exhibitions, research, educational programmes, fundraising, publications, cultural services, commercial activities) involving sizeable budgets and numerous staff (Peterson, 1986). In this scenario, museums operation is usually accompanied by a considerable rise in the number of employees and services to be offered. Similarly, increasing the number of employees and needed services will lead to a considerable increase in their budgets in which the available resources do not keep up with these new needs (Bryan, 1989). However, some Museums including NMT, particularly NNHM is still not well exploited due to the ineffectiveness of the visitor services, insufficient effort devoted to publicity or an under-exploitation of the economic and tourism industry in general. To address the issue, the NNHM should wisely use its space. For example, to financially benefit from the development of the revenue, the museum has to continuously design souvenirs for sale, improve and monitor its restaurant, improve and monitor the ten gift shops which have been rented to different entrepreneurs/ artists. Confidently speaking, if the available resources will be fully utilized, the museum will keep up with its current growing situation.

In the business sector, the competitive environment is obvious. Although museums themselves are referred to as non-profit organizations this does not exclude them from operating within a market (DiMaggio, 1985; Kovach, 1989). The competitive environment and the limited available resources may mean that, in the light of financial constraints, some compromises might need to be made.

Museum guardians are not always fully aware of the competitive situation in which their institution finds themselves; hence they think products of cultural institutions are different from each other. Taking an example of NNHM; the management of this museum should fully be aware of the key competitors in the tourism industry. Arusha is a tourism hub of Tanzania because it is a region with lots of National Parks and conservation areas ranging from Serengeti, Manyara, Tarangire, Arusha National Park and Ngorongoro Conservation Area (NCA).

So, having all of these aforementioned potential areas, the key competitors will be the Safari Tourist operators which are companies offering services to international tourists. NNHM should make a joint marketing partnership with these local companies to ensure that tourists will pay a visit to the museum. This could be

done by including the museum in the Safari Tourist operators' package. However, the tourist companies are business-oriented and they ask for something in return. There should be an agreements between the museums and these companies on a certain percentage to be given once they recommend or bring visitors to the museum. Giving a certain percentage on visitation motivates the tour operators from on hand, and the museum will be promoting itself and generate domestic and foreign incomes from the other hand. Reciprocal collaboration between tour operators and museum has another impact on the image of the museum itself as it encourages tour operators to positively represent the museum among international audiences.

Most Museums do not have departments or even an individual with special responsibility for marketing, and the NMT is unexceptional. Their activity is essentially limited to issuing press releases and public relations exercises, however, indeed, the staffing of museums is all too often very limited. But the modern financial scarce and the modernity of these institutions should be a driving force for the use of marketing, more than the study of the public and taking into account its wishes, expectations, motivations, and needs. So its high time now for the NMT to establish their permanent Marketing department which will fully be active in the modern changing environment of the 21st Century.

The major contribution of this study is the examination of NNHM visitors and non-visitors' preferences which may affect their decision to visit NNHM when visiting Tanzania. By understanding their motives, assumptions were developed and examined to propose a strategic marketing plan and strategies for NMT (see appendix for detailed marketing mix). The study suggests adapting the following comprehensive, integrated and interconnected steps; positioning & branding NNHM; raise museum awareness locally and internationally; increase museum engagement; increase exhibitions; market segmentation. Positioning and branding NNHM can be achieved by connecting NNHM with its vision and objectives. It could be positioned as a leading museum in natural sciences of Tanzania and EAC where the tourists have the best source of knowledge about human evolution, early creatures and environment. NNHM is a unique museum of its type in Tanzania. Its competitive strength comes from the fact that it is one of the three natural history museums in EAC (with the other two museums in Kenya). It is also close to Maasai and Chagga communities; communities are sold as part of the tourist product (Hall and Richard 2003), it gives appropriateness for both museum and community development. For the museum's brand to be successful it should have a clear and distinct image that truly differentiates it from its competitors, hence, Arusha town (in the heart on Northern circuit) would truly demonstrate clear brand equity where visitors rejoice in the local ways of living and the organic sustainable farming practices.

The awareness and image of the destination can qualify and amplify its competitiveness (Ritchie & Crouch,2003). Apparently, it is connected with positioning. The degree of awareness affects the likelihood that a potential tourist will even consider visiting a destination (ibid). The study exposed low perception for NNHM. Hopefully, this is possible to change. Kotler (2000) notes that Image is the set of beliefs, ideas, and impressions that a person holds regarding an object. NNHM must achieve positioning and branding strategy to raise museum awareness. Moreover, NNHM needs to bring the local community and international visitors to its premises and secure their loyalty. This is achievable through improving visitors' experience, fulfilling their needs, and communicating with visitors virtually or personally. The study results suggest the opening of new exhibitions to fulfil the needs of domestic tourists and increase their attendance. Attaining the attendance from locals improves NNHM reputation and better promoting the museum through the word-of-mouth.

After studying the potential segments of tourists to target based on the criteria that the segment should have the following features: measurable; accessible; profitable; and market responsiveness, three-segment were suggested: domestic(Tanzanians), solo-travellers and Germans(the proposed marketing mix is available in the

appendix for each segment). Domestic tourists are not price-sensitive segment; without demographic profile; already exist and needs further expansion and increasing market size by adapting penetration strategy e.g. increase promotion, distribution or museum development. Due to their closeness and similar ticketing policy, EAC tourists could be included in this segment. The second segment is international solo travellers. The results suggest that this group visit museums more than five times a year with 62.8%. Majority of them visited it last six months. They spend 3-7 days at the destination and their incomes vary between two categories (1000-1999\$), (2000-2999\$). Whilst the majority of this segment are students (college and post-graduates), young people are among the top visitors to Tanzania (IVES, 2013). Students who travel solo could be attracted during their school holidays as the high tourist season for Tanzania lies between July and September, while the low season is between March and May (IVES,2013). The third segment is the German tourists. They are from the most spender tourists in the world. In the study, 60% travelled purposely to Tanzania as it is a past colony. They visit the museum frequently. Tanzania received 53,951 visitors from Germany back in 2000s (IVES,2013). In average, they stayed in the travel destination for 13 nights which will make it easy for tour operators to include museum visit in their package.

The museum literature was limited with information about Museums in Tanzania; for instance, Salazar (2009) studied intensively Tanzania's tourism development, nothing was mentioned about Museums. His main focus was about Wildlife tourism. IVES (2013) produced statistics about international visitors but nothing was mentioned about Museums. Moreover, the study suggested that Germany (and the UK) remain the best market targets for Tanzania (IVES, 2013; Salazar, 2009).

This study found out that the main purpose of visiting Tanzania is leisure, the findings agreed with Salazar (2009). But Tanzania Tourist Board (TTB) did not use the opportunity to promote national museums even though a museum study by Museum Practice magazine (2004) concluded that natural history Museums scored highly as a nice way to spend leisure time (Misiura,2006).

The study comprised different stakeholders in tourism industry starting from museum staff, tour operators, local and international potential visitors, museum attendances, non-attendances, have visited Tanzania and have not been in any African country, and analysed reviews in trip planning websites. Tourism activities that appealing for tourists were Natural parks (Safari) and beaches similar to IVES (2013) findings. However, the study reveals that nightlife is the least attractive for tourists which contrast (IVES,2013) that suggest hunting.

The study had some limitation such as low response rate from certain nationalities especially from the most spending tourists such as Americans and Russians. And lack of respondents from the age groups (15-18) and 50+, technical limitation and collaboration from tour operators.

This study is essential to understand perception, attitudes, level of satisfaction for museum audience to design an effective marketing plan for development and increasing potential customers. Future studies may examine other variables this research could not explore in-depth such as the motivational factors of the staff in the tourism industry (specifically museum staff) as a way to increase the quality of the provided services; NNHM within Arusha new master plan 2035, if implemented properly; connecting islands (eg. Zanzibar) with NMT; branding NMT; and greening museums.

The researchers urge the Steering Committee of Tanzania Tourism Sector (responsible body) to include museum attendance in the survey due to its importance of policy formulation and tourism promotion.

Endnotes

[1] Facts and Figures, available online at <https://www.museumsassociation.org/campaigns/love-museums/facts-and-figures> accessed 25/11/2016

[2] Full details of Arusha Master Plan 2035 available on <http://documents1.worldbank.org/curated/en/300731546897829355/Translating-Plans-to-Development-Impact-and-Effectiveness-of-Urban-Planning-in-Tanzania-Secondary-Cities.pdf> accessed 20/2/2020

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Acknowledgements

Sincere thanks are extended to the officials at the National Museums of Tanzania, Prof. Audax Mabulla (former Director General & also as a supervisor), Mr. Simon Mality, Mrs Felista Mangalu and Ms Elizabeth Solomon for their valuable information. We wish particularly to thank Dr. Georgia Zouni for her continuous support, patience and supervision to conduct this research. And we thank the tour operators, Tanzanians and international respondents on our surveys.

Funding

The authors received a financial support from the University of Kent for conducting the field research.

Appendix A: A Detailed Marketing Mix

1. Product/Service

This marketing mix is prepared based on the three suggested segments to target: domestic tourists, international solo travellers and German tourists. Each target group has different needs and interests of what they want from the museum. To fulfil domestic visitors needs and motivation to visit NNHM: opening a new exhibition (e.g. aquarium, rocks, minerals) motivated 69.5% from locals with willingness to pay more for this product. Guided tour could be differentiated offer from other competitors and chosen by approximately one-third of audiences. Repeat-visits depend on this group. Solo-travellers mostly choose natural parks, beaches and island of Zanzibar as a motivation to visit Tanzania. They showed interest in trying local cuisine and experience life of local tribes. The location and cost are the main factors of their decision to visit a museum. Thus, the ideal product for them is a tourism package connecting museum with natural sites close to Arusha with trying local cuisine in museum facilities e.g. Via Via restaurant. Guided tour and a combined package with meal at the restaurant make them ready to pay extra money for the museum. The last segment, Germans visit museums for educational purposes and leisure as it was found by this survey . They were among the most eco-conscious clients who care about having organic food in their travel destination. The most important things to them when visiting a museums are; the collection, critical review on Trip planning websites, accessibility and connection with other sites. They spend between one to three hours at the museum and mostly motivated by natural parks and tourism trail with EAC. Their ideal product: tourism trail connecting NNHM with other German past structures, natural parks in Tanzania and EAC and provide them with sources of organic food during their stay.

2.Price

The museum's ability to generate funds from other commercial activities would benefit sustainably as the admission fees alone can't sustain the museum. If museum increases number of visitors, it gives the opportunity for more development and enhancing facilities, exhibition and employees' satisfaction. All museums experienced percentage drop in attendance when introducing admission charge of few coins. For the first group of domestic visitors, current admission fee is 2000 TZS for adults and 500 TZS for students. Since few attended last year from Tanzanians, to attract them we suggest a discount on entrance fee on a particular day of the week. This group is willing to spend more for new exhibition but the study lack information about how much they can pay; further analysis for living conditions and income would help. However, 54.9% did not prefer to tell about their monthly income. For those coming far away from Arusha, they need accommodation and transport of which their costs are high for the majority of citizens to afford (Lwoga, 2013). The second group of solo-traveler, in current situation, this segment contributes for funding museum with less than 6\$ admission fee. An increase of their admission fees will not push their visitation down. Creating and selling a combined cultural tourist package increases revenue from them as their spending power is usually higher than locals. They are willing to pay extra for guided tour and trying local cuisine. The last group is Germans, they are also willing to pay extra amount to the guided tour; 3D movies and trying local cuisine.

3.Promotion

The objectives of promotion is to make customers aware, motivate their interest, encourage them to surf the internet, call direct or go to travel agents in their area. Deliberate promotional mix includes advertising, public

relations (PR); e.g. news releases, articles and stories, media conferences and events and editorials; sales promotions; direct marketing; on site promotions; and Social Media. Investing in Promotional campaigns is priority for museum publicity. Promotion can also occur as a by-product of service delivery, through the front-line staff, other employees, the service environment and third parties involved in the process. Further, messages can be conveyed from outside the organization by the media and word-of-mouth communication. For domestic group, 28% chose museum education at schools as an effective promotional tool. An equivalent percentage were given to other promotional tools, active website, online social media, advertising on local media and a phone App. Promotional technique through schools apply for long-term visitation and may vary with fast growing technology. And impossible to implement without collaboration with the Ministry of Education and Vocational training and other private institutions. The solo-Traveler group, they mostly knew about museums through web browsing and word-of-mouth. They bought tickets online. Effective and informative museum website is the ideal promotional proposal for them. Also, presence on social media and Guided App on phone will help to reach them. Despite that only 25% hear about museums from tour agencies/tour operators, IVES (2013) results show that 58% of visitors to Tanzania used the package travel arrangement. Collaboration through joint promotion with local tour operators (and hotels) is essential. TTB can provide financial or non-financial incentives that can stimulate these stakeholders to offer new packages that will combine museums. The last group, Germans could be reached by an effective and catchy website (with German translation), Guide-App on mobile and the presence on social media.

4.Place

Developing an effective distribution system is critical to the successful development and marketing of any form of tourism, especially in times of increased competition. Place is related not only to the geographical location of the destination, but also to the distribution channels through which NNHM try to attract tourists. Museum architectural design can be an effective means of branding the museum. The domestic tourists could be reached through communication with media exposure, previously half of audiences knew about the museum through Media- TV and radio. But it costs the museum to pay for the media release, example in 2015, the museum paid 50\$ for one news release at TV One. Unless partnering with local TVs, the museum cannot use this mean to reach locals. Knowledge about museum spread more between friends, word of mouth. Therefore, encouraging visitors to inform others about museum on their network is viable procedure. NNHM needs some improvement to the surrounding areas; accessibility to museum by public transport and infrastructure development for people with disability. For those who cannot reach museum physically, availability of collections in a digital format may help even the locals who cannot pay for transportation cost to Arusha. Locals point out in this study that they bought their tickets at the museum. Locals ideally use public buses but airfare is also valid. For the second group of solo-travelers, the location of NNHM in the heart of Arusha is prefect and very close to the two major airports. They often use plane (46.8% of them) between cities in the destination followed by public buses. Most of those heard about museums from web search and trip planning websites (e.g. TripAdvisor, Lonely Planet). It is advised to ask museums visitors to add their review on those websites which probably increase visitation after others see their reviews. In other words, more museum reviews will increase the visibility of NMT online.

The last group, Germans use social networking websites as the first mean to hear about museums, bloggers, articles, and trip planning websites. They bought ticket at the museum and online. Appointing an agent or promoter in Germany will be helpful after carefully studying the regional source markets for Germany (whether most Germans come from major cities, specific region etc.).

5.People

In the NNHM marketing process, special attention should be paid to the key actors ranging from customers to the potential human resources. This attention is defined by three basic factors, management of human resources, information and control, evaluation of resources and international environment. The museum reliant on its people who run every day activity starting from front-line staff to the museum director. The domestic visitors were satisfied with the employees' quality (78% of them), they were satisfied by the hospitality and knowledge of employees. However, 22% felt the de-motivation of staff and inappropriate customer care. Therefore, building professional skills and promotional activities' training i.e. on sales, customer assistance for the current staff lead to more creativity and innovation to ensure the sustainability of the museum.

6.Physical Environment/Evidence

The activities of Tourism are destination-bound which means all impact of tourism activities occur at the destination. The museum mostly provides services to its clients; this service has physical elements like printed materials, brochures about museum, sample from their products and trying meals at the restaurant. NNHM can provide brochures in three languages: English, German and Swahili. Other intangible products such as online materials, and virtual museum visitation after constructing the website.

7.Process

Tourism is primarily a business-driven industry. Processes starting before actual visitation, from creating the need to visit the museum, followed by buying ticket online or at the museum. Training employees on customer service and care maintain customers and maximize customer satisfaction which retain their loyalty.

8.Partnership

There is increasing recognition of the importance of effective coordination and support that involves all parties for the promotion of sustainable tourism and, ultimately, destination competitiveness (Dwyer and Kim 2003). The primary research showed the need of training the staff on marketing skills thus it is an opportunity for the museum to build partnership with local institutions i.e University of Dar es Salaam to implement it.

It is important to think internationally while thinking of partnership, according to the World Bank, Africa's private sector is increasingly attracting investment from the United States and Europe, with China, India and others also investing heavily in the region. (Africa Tourism Report 2013). Partnership includes links with museums abroad to share marketing expertise; Links with local businesses (public-private partnerships; Links with companies works on digitizing which may introduce digitized exhibitions to museum; links with international museums mainly natural history.