



AALBORG UNIVERSITY

FACULTY OF HUMANITIES, TOURISM DEPARTMENT
MASTERS THESIS ,
IMPROVING EXPERIENCES AT NDAWARA ESTATE TO
ENGAGE GUESTS DURING ENTERTAINMENT.

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Abstract:

This topic has arisen from the concept of experience economy with interest in the four experience realms which improves experiences derived from consuming services/products in the tourism sectors. The study will discuss how to manage offerings/activities in a tourism destination to engage guests in all dimensions included in the four experience realms of Pine and Gilmore (1999). The paper will mainly focus on preferences of Cameroon leisure tourists towards improving their experiences while at the Ndawara estate by incorporating the four experience realms in offerings to provide a memorable experience while at same time, suggesting two innovative tourism offerings (cultural activities and opening a mini museum) that will go a long way to improve the tourism experience of the destination. A case study of an agro-tourism destination will be introduced in this paper to illustrate how the four experience realms are applied to engage tourists/guests in four dimension.

Experiences is a fourth economy offering and are the core product of the tourism industry and are made up of behavior, perception, cognition and emotions that are either expressed or implied” There is no one fixed definition for experience or a specific way of delivering an experience. This is because tourists experience is created during their encounter with the product either through visiting, learning or having pleasurable moments away from home. The expectation of a pleasurable and memorable experience is what motivates tourists/guests/consumers towards acquiring a product. when a customer pays for a service, it is inclusive of a set of intangible activities carried out for him. On the other hand, when a customer buys an experience he expects to enjoy several events which could be memorable offered by that company. Experience is enhanced by adding some ambience, customise music, free refreshment, exotic scenery or artistic attraction. All of these engage the guests in a level which are connected to the four experience realms. “Therefore, experience is the market”

Keywords: Experience economy, four experience realms, offerings, PLC, TALC, innovative suggestions, escapist, esthetic, entertainment, education, engage. Cameroon liesure tourists, tea estate, ranch

Table of Contents

Acknowledgement	2
Abstract	3
Chapter	1
Introduction	1
Aim of this study/Linking the case study:	2
Structure	4
Problem formulation and Main research question:	5
Sub research questions will include:	5
Target group	5
Linkage between leisure and experience	7
Chapter 2	8
About Ndawara estate	8
Objective:	8
Potentials/profile of Ndawara estate:	8
Visitors demography at Ndawara/Present visitors and their interest:	9
Hospitality and activities at Ndawara Estate	10
Chapter 3	13
Methodology	13
Philosophy of science	13
Ontology:	15
Epistemology	17
Methodological considerations and method	19
Qualitative research:	20
Role of Researcher:	21
In-depth interview	23
A qualitative interviewer must possess the following quality:	24
How to conduct an in-depth interview.	25

One to one individual interview:	26
Sample size and Recording	27
Interviewees	27
Credibility	28
Transferability	28
Dependability	29
Confirmability	29
Limitations	29
Chapter 4	31
Theoretical frame work	31
Product life-cycle (PLC concept)	32
Nevertheless, there are five distinct stages of product Life-cycle.	33
Tourism Area Life-Cycle (TALC)	34
Six stages of tourist’s area life cycle according to Butler:	35
Experience economy	36
Fundamental change in the modern economy.	36
The era of experience economy:	37
Four experiences realms	39
Entertainment:	41
Educational:	42
Escapist:	42
Esthetic	42
Examining the four realms of experience economy	42
Chapter 5	45
Analysis:	45
Analysing Guided tours:	52
Innovative suggestions	55
Action plan:	55

Cultural offerings/activities:	55
Needs assessment:	56
Stakeholder and stakeholder analysis:	56
Third state will be an input analysis.....	58
Monitoring and evaluation:	58
The second innovative offering/ activity, constructing a Museum:	59
Chapter 6	61
Conclusion	61
Bibliography:	62
Websites:	65
Appendix	66

Chapter 1

Introduction:

Agro-tourism is defined¹ as a set of rural activities, including participating in farming activities, exploring local culture, enjoying the landscape and agro-biodiversity, observing organic and conventional agricultural practices, and sampling tropical fruits and vegetables. It is argued in some studies carried² out that a more developed agro-tourism sector would both improve conventional/traditional tourist sector competitiveness and improve sustainable agricultural practices by maintaining and increasing positive externalities and nonmarket services provided by agriculture farmers and intermediaries

In Cameroon, agricultural products and the sector at large are a³ source of both economic, social and cultural growth. According to the Strategy Document for⁴ Growth and Employment (In French, Document de Stratégie pour la Croissance et l'Emploi 2010, or DSCE), identifies agriculture, agribusiness (cotton, textile, palm oil, cocoa and coffee, forestry, wood and wood processing, mining and tourism as the key engine of economic growth and employment in Cameroon. Light manufacturing in these sectors are emerging as a visible option. Building on the themes and the vision, the world bank sees the focus on labor intensive production for value-addition, promoting competitiveness and structural, spatial and social critical drivers of economic growth

Agro-tourism has the potential to play an important role in a country whose economy is largely⁵ dependent on income derived from agricultural exports and recreational tourism. However, in Cameroon these high growth potentials in the agricultural and other sectors has not been tapped enough because of lack of basic infrastructure, technology and poor governance⁶. Nevertheless, growth has been strongly influenced by the activities of the agricultural sectors with coffee, cocoa, rubber, banana, oil seed which consists about 50 per GDP of all different products and 25 per of exports respectively. It is argued that due to poor governance and the corrupt situation of the country, it becomes difficult for all the positive externalities and environmental services generated by agriculture to be judiciously used. Some of these potentials may include: Timber, rubber, crude oil, petrol, gold, copper, just to name a few. For this reason, the said potentials are not internalized by market instruments nor by economic

¹ Catalino, A. H., & Lizardo, M. (2004).pg:88

² Catalino, A. H., & Lizardo, M. (2004).pg:88

³ yensa.com/facts/facts-about-cameroon.htm

⁴ Sosale, S., & Majgaard, K. (2016).

⁵ Catalino, A. H., & Lizardo, M. (2004).

⁶ "World Bank. 2015. Republic of Cameroon. Washington,

policy mechanism that will help give a meaningful response to tourist's preference for rural settings. For example, the sector would have been more developed if the proceeds from agriculture in Cameroon were invested back into the sector and used to construct roads leading to big farms and agricultural zones in the hinterland. An appropriate utilization of the agricultural potentials in connection to agro-tourism industry will lead to more job opportunities, more income, a more viable rural society and a more sustainable and diverse environment. However,⁷ the corrupt situation of the government, extortion has prevailed amongst staffs and administrators

More so, Cameroon ⁸shares borders with six countries and plays a significant role in the management and conservation of the forest ecosystem of Central Africa. The richness is also manifested in the sub-soil which is reason why the national territory is covered by numerous plantations thus creating a venue for agro-tourism. Some of the plantations are: Tole tea estate, Ndu tea estate, Ndawara tea estate, CDC banana plantation (delmonte) Rubber plantation (HEVECAM), Palm plantation (pamol) cotton etc. Besides there are also individual farmlands containing pineapple, pawpaw, vegetable (carrot, cabbage, lettuce) Some of the above-mentioned plantations are already offering tourism with existing guided tours, for example⁹ the Ndawara tea estate¹⁰ will be the case study of this project. The offerings provided to tourists will be investigated and an attempt to suggest improvement for its experiences will be the focal problem of the project.

Aim of this study/Linking the case study:

This project explores the case of an agro-tourism destination in Cameroon called Ndawara estate by investigating if the estate makes use of all four experience realms, or uses any traditional stages or alternatives/innovation stages to offer memorable experience to guests. It will also investigate if the estate leaves up to the conventional/innovative experiences offerings through its customized services.

Therefore, the project will take a deeper research into the destination's profile/activities to understand how offerings are presented to tourists after which it will seek to base on a thorough analysis of gathered data from interview with Ndawara staff/ manager. It will also use information on how the estate performs/profile itself to tourists. Thereafter, suggestions for

⁷ Sosale, s, & Maigaard k. (2006)

⁸ thefactfile.org/cameroon-facts/

⁹ travelocameroon.com/tours/ndawara-ranch

¹⁰ ortontraveltour.com/ndawara-tea-estate-ranch/

improving guests experience using 4 experience realms will be inspired by analysis. Reasons for selecting this destination in Cameroon is because of its richness in natural resources and tourism potentials such as: A beautiful geographical land scape, richness in the soil, local environment, natural vegetation and cultural potentials. The project will round up by suggesting two innovative tourism offerings that will go a long way to improve the tourism experience of Ndawara estate. The two innovative tourism offerings are cultural activities and opening a mini museum which the estate administration can develop if they deem necessary. Based on the above knowledge, this project will use the concept of the four experience realms to inspire suggestions based on analysis to improve the experience offered at the Ndawara estate using existing services offered at the estate as a stage to engage every individual consumer by offering a memorable experience.

Experience is a core product¹¹ in the tourism industry thus memorable experiences attracts consumers to certain products/ services. Though tourists create their own unique experiences, the industry provides ¹²materials and possibilities for these experiences thus it is the fundamental obligation for Ndawara estate to provide possibilities for creating memorable experiences for their visitors and this, is what this project is all about.

According ¹³to Pine and Gilmore experiences are the fourth economic offerings distinct from services as services are distinct from goods. It has always been in the center of entertainment though ignored.

Besides the tea products sold at this destination, all other products are intangible which implies that experience is a core offering at the destination and should¹⁴ be distinct from goods and services offered at this destination. The entrance to the estate says it all ... *“spend pleasant ¹⁵moments in a unique, quiet and incomparable place”!*

Therefore, for changes to take place in Ndawara destination, it must improve its experience offerings by providing customized experiences that engages consumers in activities and experiences because “experience is the¹⁶ marketing”. This simply means that, for the Ndawara estate to generate demand for their offers, they should make the experience so engaging for customers to spend their time, give their attention and spend money to buy offerings as a result.

¹¹ Tsaur, Chiu, & Wang, 2006

¹² Anderson, 2007

¹³ Pine, B. J., & Gilmore, J. H. (1999) p.2.

¹⁴ Ndawara tea estate & Ranch orton travel tour

¹⁵ Ndawara tea estate & Ranch orton travel tour

¹⁶ Pine, B. J., & Gilmore, J. H. (1999). *The experience economy*

Structure

Regarding the structure of this project, this research is divided into five sections. First chapter presents the introduction, aim of this study, research problem target group and links. While second chapter is all about Ndawara estate and its profile/activity. A profile description of Ndawara is important because it will give a clear understanding to the reader pertaining to the aim of the project. Meanwhile explaining the aim of study in this same chapter states a brief and comprehensive reason for the conception of this project. Thirdly followed by the methodology, philosophy/paradigms and methodological considerations. An approach to this project is based on my research paradigm which serves as the lens used for selecting preferred methods for gathering data. In this regard, I consider myself a social constructivist because my research will focus on constructing reality based on the social interactions of my target group. This makes clear the acknowledgement that reality is co-constructed¹⁷ within interactions of individuals depending on their cultural contexts implying that gathered data will be derived from interview with a staff of Ndawara estate, blogs of tourists/researchers at the destination and the estate's websites.

Fourth chapter unfolds with theoretical frame work proceeding to analysis which is chapter five and finally chapters six.

Considering that the general topic for this project is experience economy, a detail and comprehensive literature of the theory and its four realms followed by an examination of the four realms will occupy a massive part of this project.

¹⁷ Guba 1990

Problem formulation and Main research question:

To research the information elaborated above and further analyse what will add value to Ndawara estate, there is need to ask compound intriguing question which will further be broken down into sub research questions. Therefore, the main research question/ problem will be formulated as such:

How can Ndawara estate incorporate the four experience realms in their offerings to provide a memorable experience while at same time, suggesting two innovative tourism offerings (cultural activities and opening a mini museum) that will go a long way to improve the tourism experience of the estate.

Sub research questions:

However, to address different parts of this project individually and specifically, I will break down the above main research question/problem into smaller sub-questions which when answered, will form a complete discussion of the problem statement. Therefore, questions supporting this problem statement include:

- Who are the present visitors/target group visiting the estate and what are their interests?
- Dose the estate makes use of all four experience realms to offer memorable experience to guest?
- Dose the estate leaves up to the conventional/innovative experience offerings through its services?
- How can the present offerings be improved using the 4 experience realms to provide a memorable experience?
- What innovative suggestions can be presented to the estate to improve tourists experience?

Target group

The preferred target group will be domestic leisure tourists in Cameroon. According to the manager ¹⁸of Ndawara, this group of tourists in Cameroon belongs to the upper and middle class in Cameroon and they are the percentage of the population that posses financial/purchasing power. Information about socio-economic status of local liesure tourist in Cameroon has only been obtained from the manager of Ndawara based on his familiarity with the economic environment of Cameroon, lifestyle and values. This is because of the absence

¹⁸ Apdx 1

of adequate information present on the internet or Country's website pertaining to tourism or socio-economic aspects.

Per Holloway, consistency ¹⁹has by no means yet been achieved when it comes to defining domestic leisure tourists. The national review commission in the United states in 1973 settled that a domestic tourist would be one who travels at least 50miles one way away from home. The census bureau did affirm that later 11 years by defining tourism as a round trip of at least 100miles. While the Canadian government defines it as a journey of at least 25miles from the boundaries of the tourist's home community and the British tourism council proposes a limit of 20 miles and 3 hours journey time away from home were purpose of visit is a leisure trip. Therefore, the latter conforms with the interview of the manager, as it is obvious that visitors to the estate are liesure tourists because his description of his local guests includes those traveling for one, two, three and up till six hours before arriving at the destination for vacation. However, there are no documented statistics about local leisure tourists in Cameroon which could be used for reference in this project except for verbal information from tourism agents like the manager of Ndawara.

Leisure is defined as free time or time at once disposal and therefore can be taken to embrace any activity apart from work and obligatory duties. Meanwhile, liesure consist²⁰ of engaging in activities like recreation, play or more passive pastimes such as: watching television or sleeping. Recreational activities could be sports activities, games, hobbies, pastimes and tourism. It could also be associated with a discretionary use of one's leisure time. However, De Grazia states that "everybody can have free time²¹ but not everybody can have leisure". Thus, per Grazia, Leisure refers to a state of being, a condition of man, which few desire and fewer achieve.

Pertaining to the above knowledge, a leisure trip is a travel in which the fundamental ²²objective is to take a vacation from everyday life. This type of travel is often characterized by staying in nice hotels or resorts, relaxing on beaches or in a room or going on guided tours and experiencing local tourist's attractions. Tourists on this sought of vacation will also associate themselves with luxury by taking sophisticated transportation/ taxi, eat in exotic/ luxurious restaurants. Thus, leisure travel could be any trip that lasts more than a week or any trip that is opposite of a business trip.

¹⁹ Holloway. J. Christopher 8th edition (2009) p.7

²⁰ Holloway. J. Christopher 8th edition (2009) pg.6

²¹ De Grazia (1962) pg. 5

²² Iso-Ahola (1987)

Therefore, a domestic leisure tourist is referred to one who²³ travel within his/her country, between²⁴ 20miles to 3 hours away from home, and spent time engaging in recreational activities with primary objective as vacation. There are different types of Leisure tourists, however, it is beyond the scope of this project to discuss them but will focus on domestic leisure tourists in Cameroon.

According to the manager of Ndawara,²⁵ only the upper and middle-class citizen undertake tourism activities because they can afford the cost. The corrupt situation of Cameroon encourages unevenly distribution²⁶ of wealth amongst citizens. There is a wide gap in financial capabilities²⁷ between upper/ middle and lower-class families. Besides, there is no proper welfare system to serve as a save net for the lower-class citizens. Consequently, only a small percentage of the country's population constitute the upper and middle class while the rest of the citizens are marginalised and looked upon as the lower-class citizens. Consequently, only the percentage which consist of the upper/middle class citizens can afford vacation, and these are the population who are considered as the leisure tourist visiting Ndawara estate.

Linkage between leisure and experience

Mannell states that one of the driving²⁸ forces behind an emerging social psychology of leisure has been the notion that leisure is best conceptualized as an experience or state of mind, is uniquely individual and that the quality rather than the quantity of leisure in our lives deserves attention. Thus linking liesure and experience. Accordig to Mannell, liesure and experience complements each other therefore, Ndawara should step up on improving the quality of the experience offered at his destination which will further improve the quality of leisure in the lives of liesure tourism. More so, Cameron and Bordessa²⁹ maintain that the success of tourism attraction/leisure business depends on structuring the leisure environment in such a way to create or encourage a predictably satisfying experience. Again an obvious linkage between liesure and experience.

²³ Iso-Ahola (1987)

²⁴ Holloway. J. Christopher 8th edition (2009) p.7

²⁵ Apx 1

²⁶ Sosale, s, & Maigaard k. (2006

²⁷ <http://worldpopulationreview.com/countries/cameroon-population/>

²⁸ Mannell, R. C., & Iso-Ahola, S. E. (1987).

²⁹ Cameron and Bordessa (1981)

Chapter 2

About Ndawara estate.

Objective:

The main objective and first priority of Ndawara according to the manager, is to³⁰ make profit, secondly, to improve the social conditions of its society and improve the country at large

Potentials/profile of Ndawara estate:

This section will take a detail description of the Ndawara estate and its activities. The hospitality and accommodation will form part of the discussion in this section not leaving out the environmental conditions

The Ndawara tea estate and ranch is the³¹ biggest privately-owned tea estate in the west Africa and the world at large. It is the most and a must explore destination located some 16km from the center of Belo county. It is an ideal destination for Agro-tourism lovers. The estate is surrounded by 5000 hectares of tea plants with an animal farm flooded with different species of animals. The farm has a massive concentration³² of horses and it is surrounded by the Djichami and Afua local villages and the famous traditional Fulani land.

The geographical³³ land scape has a breathtaking scenery including: curves hills, mountains, cliffs, waterfalls, lush vegetation and surrounding terrain. Whilst approaching the estate, there is a blast with rolling hills of well arrange green tea plants. The fact that this destination is far in the ³⁴hinterlands of the western highlands and up in the mountains, weather is always fresh and friendly for outdoor activities and close to autumn during evenings. The environment is a harbor for fauna, flora and waterfall.

The soil is rich and favors the growth of tea and other crops. Majority ³⁵of the locals work in the tea plantation while others are famers who cultivate and plant crops for local consumption. The estate has its own private camp where workers reside. Majority of the plantation workers live in the camp with their families. The estate is a small village with its own social activities making the environment very busy and lively. The estate is a popular agro tourism destination in the country visited by hundreds of both national and international tourists and it offers guided

³⁰ Appendix 1

³¹ camast.com/ndawara-tea-estate-tour

³² ortotraveltour.com/ndawara-tea-estate-ranch/

³³ Rachel in Cameroon (2014/04/14)

³⁴ ortotraveltour.com/ndawara-tea-estate-ranch/

³⁵ Appendix 1

tours through its tea factory and the ranch amidst other activities. Both leisure,³⁶adventure and education tourism are common at this destination.

Visitors demography at Ndawara/Present visitors and their interest:

According to Kotler,³⁷ Bowen and Makens demography variables include age, life cycle, gender, income, occupation, education, religion, race and nationality. They seek to explain that demographic variables are most common for segmenting customer groups. Therefore, It is for this reason that visitor's demography for Ndawara will be discussed because it is important for this project to state the profile of customers/visitors coming to the ³⁸estate to keep the reader informed. Most importantly, to penetrate ³⁹customers/ visitors with a specific marketing strategy or product, a company must understand visitors demography. The fact that this project intends to make suggestions for Ndawara based on analysis, it is important to know the demography of the visitors/customers/guests visiting Ndawara.

Information about visitors demography to Ndawara is based mostly data collected from interview with manager. However, the ⁴⁰estate receives about eight hundred to one thousand local tourists a year. Local visitors coming to the estate are upper and middle-class families with a hand full of singles/lovers looking for an escape. Upper and middle-class families with young children usually visit during short breaks and weekends. Upper class families spend more money because they sometimes hire the facility for birthday parties and wedding ceremonies. According to the manager, the estate receives more than five hundred international tourists a year. International ⁴¹tourist comes from: Switzerland, Canada, Norway, America, France, Germany, Holland, Britain and Belgium. These foreign visitors/guests consist of researchers, adventurers, volunteers, families with small kids, empty nests and singles/ lovers. High season for international guests is between July to September. Adventures and families usually stay between two to three weeks while researchers and volunteers stay for months or years. International guests/visitors are high spenders and are given special treatment with the

³⁶ Rachel in Cameroon (2014/04/14)

³⁷ Kotler, P., Bowen, J. T., Makens, J. C., & Baloglu, S. (2006) p.202.

³⁸ Apendix 1

³⁹ Kotler, P., Bowen, J. T., Makens, J. C., & Baloglu, S. (2006) p.202.

⁴⁰ Apendix 1

⁴¹ Apendix 1

intension to encourage a repeat visit from them. However, there is a ⁴²one day tour itinerary offered by the estate for local tourists or guests who are only interested in short visits,

Hospitality and activities at Ndawara Estate

Though this report will only focus on local liesure tourists, it is also important to address international guest because they also contribute to form the profile of the eatate.

Guests/tourists coming from abroad purposely to visit Ndawara estate⁴³ will either land at the Douala or Yaoundé international airport in Cameroon. There are different public transportations driving directly from both airports to Ndawara estate. It could be approximately six and half hours by buss which could be less time on private transport.

On arrival at the Ndawara estate, guests go through ⁴⁴security checks which takes a couple of minutes. Security has been enhanced at the estate with updated technology and metal dictator rods are used for screening to ensure maximum security. Once guests have been through security, they are accompanied to their accommodation facilities. The estate has its⁴⁵ accommodation which is equivalent to an inn. According to the manager of the estate, the INN is not a luxurious accommodation because the intention is to keep it as simple but comfortable and close to country lifestyle. Accommodation in the estate is cheap and affordable. The rooms have two price range costing five thousand France CFA and eight thousand France CFA equivalent to fifty Danish crowns and eighty Danish crowns. Food is served on command and equally cheap. A plat of food cost between 10 and 12 Danish crowns. The estate has a bar which operates on special request from guests.

Other⁴⁶ guests choose to ⁴⁷undertake home stay with locals and participate in the local cuisine and other house chores such as accompanying host to the farm, fetching of water, gathering firewood, craft making, traditional healing. However, guests taking a home stay option intend to acquire some skills in the local cuisine, craft making with intensions of haven contributed positively in the building of international cultural understanding and world peace. Bottomline

⁴² camast.com/ndawara-tea-estate-tour

⁴³ Apdx 1

⁴⁴ [Jonas & Lynn in Cameroon an 80 days adventure](#)

⁴⁵ Appendix 1

⁴⁶ Appendix 1

⁴⁷ [travelocameroon](#)

⁴⁸is that guests visiting this destination are looking for the perfect opportunity to get away and treat themselves to life in a countryside where nature and serenity rules.

Once guests are ⁴⁹settled in their respective accommodations and ready for a tour, they are allocated a tour guide who takes them for a tour around the various attractions in the estate. Tour guides are English and French speaking though some only speak either languages. All attractions are free for guests logging in the estate. Depending on when guests arrives, they might want to relax and start touring the next day.

Tours usually⁵⁰ starts with a walk around the factory or the animal farm depending on what guests prefer. Starting with the factory, the tour guide leads the guests to the tea factory and present them to a factory staff who is familiar with the production process. A step by step ⁵¹visit in the factory from picking tea leaves to drying, then fermenting and packaging is then coordinated by the factory staff together with the tour guide. After ⁵²the factory visit, guests will receive free packets of tea and say goodbye to the factory staff.

Next point of visit is continued by the tour guide who takes the guests to the next attraction, probably the animal farm/Ranch. When the tour guide gets to every attraction, he presents the guests to the staff incharge of the said department who is a professional and has more professional knowledge about the animal farm .⁵³The animal farm/ranch consists of different animals like: ⁵⁴Chimpanzees, monkeys, horses, giraffe, cows, ostriches, peacocks, snakes, camels and other species of birds. Some of these animals are caged including the Chimpanzees, snakes, ostriches and monkeys. Guests can hold and play with some of the animals under supervision of staff. This for⁵⁵ the guest, is a memorable experience. Some guests are so thrilled with this experience so much that they can't stop describing the succulence of the chimp's body. Other breath-taking experience as a guest (peace corps volunteer in Cameroon) recalls and describes her encounter at the animal farm. She said:⁵⁶ "The caretaker guy brought them

⁴⁸ Appendix 1

⁴⁹ Appendix 1

⁵⁰ Appendix 1

⁵¹ Rachel in Cameroon (2014/4/4)

⁵² Appendix 1

⁵³ Appendix 1

⁵⁴ [Jonas & Lynn in Cameroon an 80 days adventure](#)

⁵⁵ Rachel in Cameroon (2014/4/4)

⁵⁶ Rachel in Cameroon (2014/4/4)

some bottles of juice, which they opened and drank themselves (this was adorable)” as she explained.

From the ranch, according to the usual tour route in the estate,⁵⁷ next stop will be the nursery where a large field of tea plant is displayed. At this location the guests are introduced to the worker in charge of the nursery who further explains the planting process to the guests. He explains to guests how long it takes for a tea plant to mature before leaves are harvested. “⁵⁸It usually takes fifteen years for a tea plant to mature before tea leaves are harvested every half a year” Jonas and Lynn narrate how the nursery coordinator explains.

Some other ⁵⁹exciting activities offered besides are the weekend horse riding and the scooter tour. There are ponies ⁶⁰ available to hire and go on a pleasure ride or visit a nearby crater lake. Traditional dance is performed by the locals on special request by the guest who pays an extra fee for it.

⁵⁷ Appendix 1

⁵⁸ Jonas & Lynn in Cameroon on 80days adventure

⁵⁹ <https://www.ortontraveltour.com/ndawara-tea-estate-ranch/>

⁶⁰ <http://www.wonderoon.com/where-to-go/?article=4>

Chapter 3

Methodology:

This section of the project, will unveil my research approach/paradigm and an explain of how my approach will influence this project. More so, my research approach acts as a lens to select the right methods to collect data, right theories and a proper analyzing. Therefore, I will proceed with the philosophy of science which is the relationship between the ⁶¹sciences-physical, biological, social and behavioral. This section will see through my ontological, epistemological and methodological consideration where after an explanation of different research methods used for data collection and analyzing will be discussed as well.

Philosophy of science

Based on the above, paradigm is a defining word in this section pertaining to the fact that it is the basic belief system or worldview⁶² that guides the investigation/ this investigation not only in choices of methods but in ontologically and epistemologically fundamental ways. Long equally insists that defining ⁶³paradigms and believe system is integral for researchers because they have specific ways of operating which is based on their methods of conducting investigation and beliefs. Thus, long expresses his understanding of paradigm as how we see the world around⁶⁴ and how we attempt to mold problems.

Meanwhile Long maintains the fact that such questions like: what is real (ontology), ⁶⁵ how can we know any thing (epistemology) and what methods can be used (methodology) should be answered implyig that paradigms should not be limited specifically to qualitative or quantitative techniques. The latter seek to explain that, proving my paradigms and belief systems entails a clear definition of my chosen stance in this very project pertaining to ontology, epistemology and methodology. Thus, in this project, I will assume the stance of a social constructivist because my ontological stance will use qualitative interviews to inquire the potentials of Ndawara estate, their services, Perspectives and information on tourist's blogs/website. Based on my stance, I will construct the social reality based on the knowledge, view, understanding, interpretation and experience of respondents but subsequent pages will discuss in-depth on this. Meanwhile my epistemology stance is interpretivist because I will seek to understand the Motives, meanings, ⁶⁶Reasons and other subjective experiences

⁶¹ Balashov, Y., & Rosenberg, A. (Eds.). (2002) p.3

⁶² Guba, E. G., & Lincoln, Y. S. (1994). P.1 chpt 6

⁶³ Long (2007) p.199

⁶⁴ Long (2007) p.196

⁶⁵ Long (2007) p. 197.

⁶⁶ Bryman (2016), p.692

connected to time and context bound about my subject and respondents/ Informants based on personal beliefs or feelings rather than based on facts. This implies that as an epistemology interpretivist researcher, I will with the use of ⁶⁷qualitative interviews, interactive conversation with people/manager of Ndawara estate, seek to understand the motives of agro tourism agents/Ndawara, their meaning, their reason for offering this type of tourism and some personal individual experiences connected to time and special context. A lengthy comprehensive discussion on the latter will be discussed in the next chapter.

Based on the above explanation, paradigm in this project will entails what research approach will be used to investigating potentials found in Ndawara estate and approach in suggesting ideas to improve individual consumers experience. Meanwhile the analysis of interpreted ideas and opinions from respondents plus gathered data will determine the outcome of this project. The latter is confirmed by Mason who ⁶⁸explains that people's knowledge, views, understandings, interpretations are meaningful aspects of social reality which are exploited by research questions. Which according to Mason, such research questions are processed by qualitative interviews which ties the researchers to an ontological stance confirming that social reality is constructed from social actors or people and their interactions, opinions and experiences. Bryman confirms the latter by explaining that researchers who assume such ontological stance are ⁶⁹social constructivist. Bryman⁷⁰ defines a constructivist as an ontological stance that ensures that social phenomena and their meanings are continually being accomplished by social actors. The latter qualifies me as a social constructivist because of my ontological stance owing to the circumstances that I will use qualitative interviews to do a continual inquiry of the potentials of Ndawara estate, their services, Perspectives and information on tourist's blogs/website. Based on my stance, I will construct the social reality based on the knowledge, view, understanding, interpretation and experience of respondents (Agro- tourists blogs and Ndawara administrative staff). Meanwhile Mason stats that when respondents⁷¹ are people, interviews should take a humanistic approach. More so, the dynamics of the social activities of my target groups pertaining to their agro tourism activities and responses from interviews will be constructed to add meaning by answering my problem statement which brings clearly my focus concentrated on the social construction of my target

⁶⁷ Mason, (2000) p.63-64

⁶⁸ Mason (2007) p.63

⁶⁹ Bryman (2016) p.29

⁷⁰ Bryman (2016) p.689

⁷¹ Mason (2002) p.63

group response. According to Bryman,⁷² the said responses /answers are known as social reality because they are all conceived through social interaction with selected target groups. Notwithstanding, the dynamism of interaction⁷³ might at some point cause things/responses to alter therefore, to this effect, an in-depth inquiry will be necessary to get a comprehensive view of our respondent's social context in connection to how they express their various opinions about agro tourism. In this regard, my stance as a constructivist researcher warrants understanding and interpretation. Nevertheless, I am not looking for one big truth but for the sincere opinion of my selected respondents which will answer my problem statement. Notwithstanding, I am conscious of some biased data from respondents during the social construct view of reality. Consequently, biased data will enable me to get a more deeper meaning for my questions as I will dig deeper to find the reasons surrounding the bias from my respondent. Just like everything has a disadvantage, bias on the other hand might threaten the⁷⁴ assessment of theoretical method, interpretation of empirical data and results. Contrary to positivists I am not particular with generating⁷⁵ "hard factual data", my business is to gather "soft data" containing interpretation and contextualization used for qualitative research. However, irrespective of which paradigm we chose, it will influence data processing. Thus, I will proceed this write up explaining my ontology stance and subsequently my epistemology stance.

Ontology:

Long defines ontology as the⁷⁶ nature of being real, the knowable, set of entities presupposed by a theory. Meaning that ontology is social reality, how we see things in their natural state and their importance in the social world.

According to Bridget. S. & Cathy. L.⁷⁷ Ontology refers to "ones worldview and how this shapes what can be known about the world but most importantly what it means to be a human being". Asking philosophical⁷⁸ questions to know how things exist and their purpose of existence is an ontological approach. However, the fundamental focus of a social science researcher⁷⁹ is on the welfare of human being's and perspectives of their impressions with philosophical

⁷² Bryman (2016) p.38

⁷³ Bridget. S & Cathy. L. (2005) p.33

⁷⁴ Klausen (2012)

⁷⁵ Mac Cannell (1973 and 1976) Guba (1990), Ponterotto (2005)

⁷⁶ Long (2007). P.220

⁴¹ Bridget. S & Cathy. L (2005) p.1

⁷⁸ Bridget. S & Cathy. L (2005) p.66

⁷⁹ Bridget. S & Cathy. L (2005) p.1.

questions pertaining to their lives (ontology) the nature of knowledge and truth (epistemology) and the values (axiology) which all support the way people see things and act.

Based on the above and Mason's opinion, a ⁸⁰social researcher can best approach an ontological stance by taking into consideration the opinion of different respondents, understand their different interpretations to get closer to the truth/fact. Taking into consideration the latter, I should use an ontological approach in this project by interviewing different agro tourism actors such as agro tourism tourists, Ndawara staffs and Agro tourism travel agents to get their individual opinion about agro tourism, its services and experiences. Consequently, the the case study of this project has a manager⁸¹ who is the over all coordinator of the estates operation. This implies that the manager is well informed about the estates operations and will definitely have answers to all my questions. Based on this, I will only conduct one interview with the manager. To get a substantial opinion from respondent, I will use open ended questions to allow respondent express himself better. Conversation with respondents will give possibilities for interaction, thereby allowing ⁸²mental contradictions. However, radical social constructivist opposes the latter statement by saying that knowledge about a reality out there, in the social world cannot be obtained from interviews ⁸³because interviews are an exclusive interaction between an interviewer and a respondent where both participant create a contrast narrative version of both social world. Thus, the problem with the constructed⁸⁴ narratives as "truth" is the fact that the constructs are conceived, formulated and have specific context. Taking into consideration the above arguments, it is obvious that my paradigmatic stance is a social ⁸⁵constructivist otologist who focus on getting different respondent's individual opinion to know what exist by interviews. Meanwhile I know, that as a social constructivist otologist, the general rule is that I do not expect or seek to get the ultimate truth because my source of information are human beings who are not capable of giving the ultimate truth. Thus, my duty is to understand the social context and existence of my respondents and myself whereby tools to get this understanding is by interviewing my respondent using a semi structured in-depth interview to attain some considerate level of interaction with them to get their different perspective and opinion about agro tourism. After which responses will be interpreted to get a

⁸⁰ Mason (2002) p.14

⁸¹ Apdx.1

⁸² Shuck (2012)

⁸³ David. S. (2004) p.124

⁸⁴ David.S. (2004).p.124

⁸⁵ Smith & Searle (2003)

generally accepted opinion of my problem statement which implies that the facts in the report is not definitive because it is perceived through social construction.

Therefore, this write up will be ⁸⁶conceived from temporal interpretation, contextual and analysis while taking into consideration each individual reality as truth. As I construct the “indefinitive” truth using responses from my respondents, I am obliged to understand how my respondents know things/ agro tourism, their relationship with knowledge about agro tourism. Thus, my epistemological stance.

Epistemology

Different scientists have attempted⁸⁷ to define epistemology in different ways but pointing and relating to the same meaning. Bottom line is that, epistemology is the part of philosophy that is about the study of how we know things. Long defines ⁸⁸epistemology as the theory of knowledge. The relationship between the knower and the knowable. The dynamics of acquiring information, interpreting the information to the point of getting acceptable knowledge is epistemology.

Ivana Mushin explains that⁸⁹ “epistemological stance is an aspect of a much general Domain because it is an expression of subjectivity in language where linguistic subjectivity is the interpretation of linguistic expression in terms of some cognisant observer, thinker, emoter and speaker”. Mushin continues by saying that, when one takes an epistemological stance and wants to analyse a narrative, there must be an understanding of the subjectivity and how they can be manipulated to represent different levels of subjectivity. The latter simply means that when you retell a story, you possess epistemological stance despite the type of evidence you use to set up different viewpoints. Evidently, interpretation is a defining word in epistemology.

According to ⁹⁰ Schwandt, three epistemological stances for qualitative inquiry are interpretivism, hermeneutics and social constructionism. Interpretivism is ⁹¹related to ontology and epistemology in the sense that interpretivists believe reality is multiple and relative. While Lincoln and Guba⁹² maintain that the different realities depend on other systems for meaning making it difficult to interpret in terms of fixed realities. Which implies that knowledge

⁸⁶ Guba (1990)

⁸⁷ Long (2007).p.219-220

⁸⁸ Long (2007). P.219.

⁸⁹ Mushin, I. (2001).P.1.

⁹⁰ Schwandt, T. A. (2000).p.189-213.

⁹¹ Hudson and Ozanne (1988)p.508-521

⁹² Lincoln and Guba (1985).

acquired in epistemology is ⁹³socially constructed rather than objectively determined and this applies in the case of ontology. Carson et al, further explains⁹⁴ that interpretivist use a more personal and individual, semi structural frame works for research to understand/comprehend the meaning in human interactions instead of rigid structural frame works like in positivist research. In this case, the respondents are independent ⁹⁵from each other but mutually interactive. Interpretivist researchers, ⁹⁶always have prior knowledge about the research subject but decides to keep it at the background because of the dynamics of what is perceived as reality. Most often they assume that their prior information is not enough to complete a research. Thus, they wait until adequate confirmation from social interaction with respondents/informants proves their prior information adequate. The later simple portray that interpretivist researchers are open to new knowledge throughout research as subsequent development evolves with help of respondents/ informant. According to ⁹⁷Hudson and Ozanne, this nature of applying collaborative and emergent approach is typical and consistent with interpretivists pertaining to their notion that humans are not stagnant thus they are dynamic, they adapt and evolve with time which is obvious that no one can gain prior knowledge of time. Thus, emergent and collaborative approach is required. Similarly, the latter applies the same for ontologists.

Therefore, based on the above, my role as an interpretivist researcher is to ⁹⁸understand and interpret the meaning in human behaviour rather than taking a general and assumptive approach of situations. The most important ⁹⁹things for an interpretivist researcher to understand are Motives, meanings, Reasons and other subjective experiences connected to time and context bound.

Based on the above, my epistemology stance is interpretivist because I will seek to understand the Motives, meanings, ¹⁰⁰Reasons and other subjective experiences connected to time and context bound about my subject and respondents/ Informants based on personal beliefs or feelings rather than based on facts. This implies that as an epistemology interpretivist researcher, I will with the use of ¹⁰¹qualitative interviews, interactive conversation with people, seek to understand the motives of agro tourism agents, their meaning, their reason for choosing

⁹³ Carson et al. (2001)p.5

⁹⁴ Carson et al, (2001).

⁹⁵Hudson and Ozanne (1988)

⁹⁶ Hudson and Ozanne (1988)

⁹⁷ Hudson and Ozanne (1988)

⁹⁸ Neuman (2002) , Hudson and Ozanne (1988)

⁹⁹ Hudson and Ozanne (1988), (Neuman 2000)

¹⁰⁰ Bryman (2016), p.692

¹⁰¹ Mason, (2000) p.63-64

this type of tourism, and some personal individual experiences connected to time and special context.

Methodological considerations and method

In this section, consideration of empirical tools, specific decisions and methods used in this project will be discussed. The chosen methods, empirical tools and decision will be used to acquire knowledge for this project. Besides other data collecting techniques, interviews have been widely used to collect data in this project.

There is only one interviewee for this project and he is the manager of Ndawara estate. Reason for interviewing only one respondent is because of the organisational system of the estate which is a centralised¹⁰² one. According to my interview with the manager, he says that he takes all¹⁰³ the decisions and have the final say in the running of the estate besides the owner. Therefore, to get a holistic information about the estate, the best option was to interview the manager because he makes all decisions and has a good mastery of all operational information. Due to distance and financial limitation to cover transportation for a face to face meeting, a telephone in-depth semi-structured interview will be carried out with the manager of Ndawara to get primary information. Four attractions from the estate have been selected and analyse in the analysis part. These four attractions are: The tea factory, the animal farm, the tea nursery and the accommodation set up where guest chose to stay with the locals. Reason for choosing these four attractions is because they are the ones with more information on the estates website.

Harboe explains¹⁰⁴ that in scientific research, methods are the tools and approach used for acquiring knowledge like how to conduct an interview, what questions to put forth to respondents and how to analyse gathered data. Nevertheless, the general concept of methodology is how to¹⁰⁵ discover knowledge which applies the same in the ¹⁰⁶research of tourism projects consisting of different elements which have been summed up by Guba as:¹⁰⁷ “how should the inquirer go about finding knowledge”? Basically, there are two types of method to gather data known as ¹⁰⁸qualitative or quantitative and these two are the physical aspect of methodology because they are the concrete approach used by a researcher to gather

¹⁰² Hopper, T. M. (1980)., 5(4), 401-411.

¹⁰³ Apdx.1

¹⁰⁴ Harboe (2013) p.11

¹⁰⁵ Long (2007).p.220

¹⁰⁶ Brown (2004)

¹⁰⁷ Guba (1990).p.18

¹⁰⁸ Long (2007).p.3

data. These approaches have ¹⁰⁹distinct differences in the way they are used for collecting data which could be done by either observation,¹¹⁰ interviews, surveys as will be discussed in subsequent parts in this project.

This project will use the experience realms as one of the tools amongst others, to explain, how consumers can be more engaged during entertainment instead of just entertaining them without engaging them. Base on the latter, data on previous offerings profile/ activities will be needed to understand present situation of the estate. Thus, this information will be acquired through specific methods. Therefore, in this project, the method used for inquiring knowledge or gathering data will be a semi-structured in depth qualitative interview. This method will be used to collect primary data from respondent (Manager of Ndawara estate) and which will be interpreted to secondary data. This approach is call a ¹¹¹single style according to Long. Long seek to explain that some researchers use single style while others use multiple style. Multiple style is¹¹² when more than one method is used to gather data, while single style is when only one method is used. The advantage of using multiple style is to increase the appropriate certainty and validity of the report.

Kvale design his definition for methods as “the way to the goal” ¹¹³. Therefore, the way to the goal in this project will be by conducting individual semi structured in-depth interviews with Ndawara estate manager. In the subsequent parts, the chosen method use for data collection in this project will be discussed.

Qualitative research:

Qualitative approach to research is a ¹¹⁴unique grounding including the position from which to conduct research and to that of how to foster specific ways of asking questions and specific ways of thinking through problems. Questions beginning with why, how or what are typical for this type of research. In other words, qualitative research are diverse perspective and practices for generating knowledge and it is of specific relevance to the study of ¹¹⁵social relations. Basically, qualitative¹¹⁶ researchers are after meaning similarly to Smith who claims

¹⁰⁹ Barboe (2003). P.45

¹¹⁰ Long (2007).p.15

¹¹¹ Long (2007) p.16-17

¹¹² Long (2007) p.16

¹¹³ Kvale(1996).p.95

¹¹⁴ Hesse-Biber, S. N., & Leavy, P. (2010). p.4

¹¹⁵ Flick, U. (2014).p.11

¹¹⁶ Hesse-Biber, S. N., & Leavy, P. (2010).p.3-4

qualitative ¹¹⁷research aims to understand the meaning of human actions using methods like unstructured open-ended interviews and participant observation which further result in qualitative data. In qualitative research,¹¹⁸ respondents are purposively or deliberately chosen because of who they are and what they know about the researched subject. For example, in this project, respondent will be an agro tourism agent or agro tourism destination manager/owners. Thus, conducting interview with an agro tourism agent is because they have taken part in agro tourism trips (who they are) and have experience about agro tourism (what they know). During this interview, I expect my respondent to unpack his experiences about agro tourism and literally walk me through these experiences because this will be the primary data which will build up this project. Data from interview will consist of respondent's personal meaning, behaviour, experience, perception and perspectives pertaining to the problem statement. Therefore, my intensions as a qualitative researcher is to use semi-structured in-depth interview to obtain qualitative data from purposive/deliberately selected respondents. By using semi-structured interview, it will allow for lengthy discussion with respondents thereby motivating respondents to be more explicit about their meaning and personal views.

However, qualitative research work with small ¹¹⁹sample of people who are familiar with the subject of research. Thus Patton maintains that there are no ¹²⁰rules for sample size in qualitative research. However, Long affirms by explaining that it is the ¹²¹validity and meaningfulness of the data that makes it rich enough to complete a good project. Therefore, I will conduct one to one individual interview with the estate who have taken part in agro tourism.

Role of Researcher:

In qualitative research,¹²² Humans are instruments used for collecting data. The role of the researcher in this research is completely different and the research in its self is also considered an instrument of data collection. This means that instead of collecting data through inventories, questionnaires or machines as in the case of quantitative research, data is collected through

¹¹⁷ Smith, J. (2004).

¹¹⁸ Long (2007) p.42

¹¹⁹ Miles and Humberman (1994). p.27

¹²⁰ Patton (1990). p.184

¹²¹ Long (2007) p.43

¹²² Denzin and Lincoln (2003)

human instruments. Thus, the researcher has an obligation to educate or orientate the consumers of the research about human instruments and ¹²³describe other personal encounters/ experience or relevant aspects including any biases and assumptions, any expectations and experiences to qualify his or her ability to conduct the research.

Denzin and Lincoln continue to label researchers as primary instruments for collecting data by explaining that it is the role of the researcher to combine the other parts of the report and interpret it to form one document relating to the problem statement. The latter duty of a researcher requires him to possess several competences which include ability to watchful observer, to be attentive, to be open and able to decode uncertainty, able to formulate questions prepare and be equipped to face the dynamics involve in carrying out research

Besides, Greenbank advises that the qualitative researcher should keep record of personal encounters, reflections, reactions, insights into self and past given an explicit description of happens during research period. This can be used for referencing and other relevant proves.

Simon continues to explain that, ¹²⁴as a good qualitative researcher, you should also maintain an inquisitive and insisting approach when seeking information from respondents by asking questions which can open a deeper level of conversation to get information.

According to Long,¹²⁵ researchers are bound by ethical implications such as, values, ethnic differences, social status and cultural dynamics thus researchers must take these boundaries into consideration when approaching a respondent. Long puts a series of arguments clarifying restrictions pertaining to the role of the researcher. He maintains that research is about judging or passing judgement on some values of life or situation, telling, revealing untold secrets/things, going behind the curtain/ seeking the other side of a story, creation of new knowledge or criticising new knowledge which might have huge consequences on other individuals. This implies that, the researcher must take these factors into consideration and protect research participants from unpleasant situations. “moral is usually¹²⁶ taken as concerned with whether a specific act is consistent with accepted notions of right or wrong”. Therefore, the researcher should limit intruding in the personal lives of participants but alternatively, try

¹²⁴ Simon, M. (2011)

¹²⁵ Long (2007) p.180

¹²⁶ Long (1993), p.30

to use already existing information rather than pushing the limits or imposing on participants because this will only make participants with¹²⁷ goodwill feels treated like objects.

However, Long explain that informing participants about the norms of the research is another important role of the researcher because sometimes¹²⁸ participants are affected by the type of questions asked during interview. Therefore, Participants/respondents should have an idea about what type of questions they are going to encounter during interview. Nevertheless, one way or the other, interview will always leave an impact on the participants life after interview. Some impacts could be one of reflection on some situations that might have happened in the participants' life, either pleasant or unpleasant which have been provoked by the interview. Thus, it is the role of the researcher to manage the interview with caution and avoid asking personal questions which seems like some form of intruding into one's personal life.

Researchers sometimes compromise their own interests/security and pay more attention to their work which is endangering their own lives. The ¹²⁹association of research has sort to address majors that should be taken by researcher to counter risks such as: carrying a mobile phone in case of attack, walk and work in pairs while in strange places and let other people know where you are so that in case of uncertainty you can be located. Subsequent parts will discuss the different types of interviews carried out in this research commencing with an In-depth interview.

In-depth interview.

According to ¹³⁰Lisa, David and Debra, "in-depth qualitative interviews are excellent tools use for planning and evaluating extension programs because they use an open-ended, discovery-oriented method which allows the interviewer to deeply explore the respondent's feelings and perspective subject which result in rich background information that can shape the further questions relevant to the topic". They continue by explaining that in-depth interview is the best technique for collecting qualitative data which can be used for a variety of purposes, such as assessing needs, refining a program, identifying issues and planning a strategy. Lisa, David and Debra, proceed by explaining that this type of interview is preferred for open ended question use to collect rich information and it is usually conducted with few people. An in-depth interview is completely different from surveys which are quantitative and conducted with larger numbers of people. Thus, key characteristics of in-depth interview include: Open-ended

¹²⁷ Long (2007), p.181

¹²⁸ Long (2007) p.182

¹²⁹ Long (2007) p.185

¹³⁰ Guion, L. A., Diehl, D. C., & McDonald, D. (2001).

questions, semi-structured format, understanding and interpretation, recoding and responses all of which will be discussed in subsequent parts of the project.

Nevertheless, Veal's¹³¹ definition of in-depth interview defines it as a more flexible interview where the interviewer and respondents are not compelled to stick to the initial question but can always divert the conversation to emerging topics pertaining to the research topic.

Therefore, an in-depth interview for this research will be conducted with an agro tourism actor who is the Ndawara estate manager. Based on the above argument, one can say an in-depth interview involves not only asking questions but systematically recording and documenting the response to probe for deeper meaning and understanding which pertain to the skills of qualitative interview. The next part will discuss skills of a qualitative interviewer.

A qualitative interviewer must possess the following quality:

1. Open-minded: A qualitative interviewer should avoid judgement or criticising. This is very important during interview otherwise might cause barriers to communication especially if interviewees have a clue about being judged, they can hold back vital information from you. Therefore, always keep your opinion to yourself or jot down points on a dairy.
2. Flexible and responsive: Due to the complexity of human beings, interviewers should be dynamic and smart enough to handle unpredictability if arises while staying on tract to archive goal of interview.
3. Patient. Do not rush the respondent, give he/she enough time to walk you through her experience
4. Observant: As a good interviewer, you should be able to identify subtle clues such as facial expressions, body language and tone of voice because these are signals indicating the state of mind of the interviewee/respondent
5. A good listener: A good listener is one who use listening strategies such as:
 - Paying attention to speaker by attending fully to what the speaker is saying and being an active listener.
 - Paraphrasing what the speaker is saying to assure speaker that you are focus on he/she. Paraphrasing also involve the respondent to stay fully on conversation there by avoiding distraction.

¹³¹ Veal, 2006, p.40

- A good listener reflects to the speaker's emotions by paying attention to his/her tone and emotional display which will earn him/her a deeper understanding of the message delivered by speaker.

Though the above might sound easy, it is a requirement for an interviewer to practice active listening prior to conducting an in-depth interview while taking into consideration that as an interviewer, your main responsibility is to listen and observe while guiding the respondent through the important issues on the interview guide. However, possessing the above qualities for conducting an in-depth interview is one thing and conducting the interview is another thing. The next part of this project will talk about how to conduct an in-depth interview.

How to conduct an in-depth interview.

Kvale has set aside¹³² seven steps of conducting in-depth interview which chronologically include: Thematising, designing, transcribing, analysing, verifying and reporting.

1. Thematising: This is the first stage of conducting an in-depth interview where an interviewer explains the key information he wants to get from the respondent. As the interviewer, I will explain to my respondent (Manager) what information I want from them. This expected information will be respondents opinion and perspectives about agro tourism.
2. Designing: In this part, I will design a strategy to extract information from my respondents. Basically, an interview guide that includes the key topics and questions which you can use like a formalize plan to collect information. The guide will help me to focus on topics that are important to explore, maintain consistency across interviews with different respondents and stay on track during the interview process. There are three basic parts of interview guides including the face sheet which is used to record time, date and place of interview. The interview questions and the post interview comment sheet.
3. This is the part where I do a formal introduction of the interview and process. By explaining the aim of the interview and informing the respondent about any special procedures like recording will keep the respondents comfortable. I will also check if recording instruments are in good condition in case I need to record.
4. Transcribing: This is where I rewrite our conversation using the same words as originally used in the interview. It is also call verbatim.
5. Analysing: This is where I read through the transcribed interview to identify themes emerging from respondent's answers. After identifying themes from answers, I will synthesize answers

¹³² Kvale (1996)

to the original questions to see if there are more questions emerging. If more questions emerge, I need to do more interview.

6. Verifying: Here, I will verify the credibility of the information gathered using triangulation. By using triangular I will compare all respondent's answers to see if there are similar. Similarity in their responses means validity.
7. Reporting: This part involves sharing results from interview with internal and external stake holders either by mail or verbally to show them how information will be used and encourage them to participate in such interviews in future.

Based on the above, gathering rich data for this project will be done by an in-depth interview whose skills are the best tool for a face to face/one to one/ individual ¹³³communication because it will provide a structured conversation. Therefore, an in-depth interview will be conducted face to face/ individually /one to one with agro tourism agents to seek information to answer the problem statement for this project.

One to one individual interview:

This form of interview is more than a conversational¹³⁴ interaction between two people and requires certain skills on the behalf of the interviewer which I have earlier discussed above. This kind of interview is used to collect rich data such as gaining insight into people's perceptions, understanding and experiences of a given situation and contributes to in-depth data collection.

I have chosen the above-mentioned type of interview for my research because of my ontology and epistemological stance. My ontological stance states that ontology is social reality, how we see things in their natural state and their importance in the social world. Pertaining to the latter, social reality is constructed by people who happens to be my respondents. Meanwhile epistemology as the theory of knowledge is the relationship between the knower and the knowable. The dynamics of acquiring information, interpreting the information to the point of getting acceptable knowledge is epistemology. Based on these stance, I need to seek information from individuals/people to construct my research/social reality. Consequently, the most effective way to get rich information from people is by engaging them in deep conversation which I will do by conducting a one to one in-depth interview with the manager..

¹³³ Kvale, S. (1996)

¹³⁴ Ryan, F., Coughlan, M., & Cronin, P. (2009). *16(6)*, 309-314.

Sample size and Recording

As already mention above, qualitative research work with small ¹³⁵sample of people who are familiar with the subject of research. Patton maintains that there are no ¹³⁶rules for sample size in qualitative research. Long affirms the latter by explaining that it is the ¹³⁷validity and meaningfulness of the data that makes it rich enough to complete a good project. Therefore, a one to one telephone interview with the manager of Ndawara estate provides primary data for this project. Since he is the manager of the destination, he has primary knowledge about the estate's profile and as an agro tourism destination coordinator. We had a lengthy telephone conversation for 40 mins in two different intervals.

Interviews recorded, latter transcribed and attached to project as appendix 1. Recoding was¹³⁸ necessary because I had to collect large amount of data, thus it was imperative to retain all information. By recording, I was able to concentrate on ¹³⁹asking direct question to respondents instead of distracting myself back and forth with scripting response. Recording also allowed a more connecting atmosphere because I could concentrate and focus on my conversation with respondent assuring him from time to time how important his source of information was to this project.

However, recording has its ¹⁴⁰flaws which includes serval issues like: recording device having technical problems, background sounds interference and respondents holding back vital information because they are paranoid due to a more serious atmosphere presented by recording formalities. To counter these flaws, I had the responsibility to orientate the respondents about the need for recording and took backups to replace recording device in case needs arise. By taking these precautions, I was able to create a more relaxed atmosphere and processed a fluent interview. Other avenues for data collection for this project was extracted from tourist's blogs who have visited the destination. The website of the destination also provided data for analysis.

Interviewees

This project interviewed one interviewee who happens to be the manager Ndawara estate. Interviewee is important and purposively selected¹⁴¹ based on his back-ground knowledge of

¹³⁵ Miles and Humberman (1994). p.27

¹³⁶ Patton (1990). p.184

¹³⁷ Long (2007) p.43

¹³⁸ Veal (2006) p.99

¹³⁹ Long (2007), p.84

¹⁴⁰ Long (2007), p.83

¹⁴¹ Patton, (1990), p.169

the estate and knowledge about agro tourism. As a requirement for every qualitative research, I will employ the validation of credibility, confirmability, dependability and transferability which are the four trustworthiness criteria to assess this project.

Credibility

Qualitative research is an artistic¹⁴² endeavour and requires a soulful and imaginative approach to assessing its quality. Based on the latter, different criteria are used to test the worthiness of qualitative research. The most frequent criteria used are the credibility, dependability, confirmability and transferability proposed by Lincoln and Guba.¹⁴³ Credibility refers to level of truth or the degree of plausibility represented by original data from interviewees. Macnee and McCabe¹⁴⁴ seek to explain credibility as the authentic interpretation of interviewees' original views. Therefore, a credible report must be prolonged with varied field experience, ample time on sampling, reflexivity, have interview techniques, establishes authority of researcher and possess a structural coherence.

For this project to earn some credibility, length of time spent on the project was prolonged for 3 months to allow me to gain insight into the context of the¹⁴⁵ study and immerse myself in the interviewee's world. Moreover, the project has sought to interview the most important individual of the destination to get an in-depth knowledge which will provide a reasonable analysis to give recommendations for the destination. A different segment of this destination like tourists' blogs also provided data for analysis just to get different opinions to assure similarity. The project checked back and forth with data received from respondents, choosing only respondents who are grounded and familiar with agro tourism products/ services and used the best techniques to gather data for qualitative research (in-depth one-to-one telephone interview), calculating every action before taking it and considering every action's influence on the project.

Transferability

This criterion of trustworthiness is simply checking if the interpreted data can be used as a¹⁴⁶ general notion for other projects, used by other researchers worldwide and easily transferred for similar purposes. Considering the fact that this project has met all the criteria used for testing in a qualitative research and expectations of trustworthiness, it can be transferred for similar purposes.

¹⁴² Tesch (1990), Sandelowski (1993)

¹⁴³ Guba (1990)

¹⁴⁴ Macnee & McCabe, (2008).

¹⁴⁵ Bitsh, (2005)

¹⁴⁶ Bitsh, (2005)

Dependability

This part is about double checking with my respondent if data transcribed corresponds with the initial interview. It refers to the level of stability and consistency of received data. In this project, dependability is ensured by replaying and resending audio from recorded interview to respondent to confirm his/her information.

Confirmability

Confirmability guides me to prove that this project is not just figments from my imagination but reality and socially constructed. It refers to what¹⁴⁷ level this project can be confirmed by other researchers and academicians. It is a guide to help me prove that my findings are data received from real people who has background knowledge of my project topic. It is for this reason that in this project, i have attached transcribed interview (appendix1) to prove that I interviewed a human being with background knowledge of my topic. Besides the project is coordinated and supervised all the way from start to end by an associate professor who is a professional in project writing, academician and researcher.

Limitations.

Consequently, it is not only the four experience realms that completes an experience. The locals, guides, workers and other environmental effects/factors contribute in co-creating the experience. It is beyond the scope of this project to analyse the tourist's perspective even though it is an important factor. Local tourist's opinions through interviews have not been conducted and included in the project because of distance and poor communication network. However, there are no documented statistics about local leisure tourists in Cameroon which could be used for reference in this project except for verbal information from tourism agents like the manager of Ndawara. Therefore, information about socio-economic status of local leisure tourist has only been obtained from the manager of Ndawara based on his familiarity with the socio-economic environment of Cameroon, lifestyle and values. Other information pertaining to project subject is obtained from researchers and tourist's blogs and have been incorporated and cited to maintain confirmability. Thus, the project is limited within analysis of interview with Ndawara manager, blogs of destination's previous visitors, analysis on tea estate's performance & profile and local perspectives. Therefore, there is need to consider the materials of the environment. More so, Knutson, et al suggest ¹⁴⁸seven items relating to experience which are: Environment, benefit, convenience, accessibility, utility, incentive and

¹⁴⁷ Baxter & Eyles (1997)

¹⁴⁸ Knutson, et al, 2006

trust. These seven items have not been discussed in this project as sub topics but will be spontaneously mentioned.

However, the project seeks to base on a thorough analysis of gathered data from interview with Ndawara staff/ manager and how the estate performs/ profile itself to tourists. Thereafter, suggestions for improvement will be inspired by analysis

Thus, the research scope is limited within the Ndawara estate and information derive from the agro tourism sector in Cameroon and interviewee for this project. Due to financial limitation to cover transportation cost to Cameroon/ estate, only one respondent was interviewed who is the manager of Ndawara estate. However, the organisational structure of the company permitted the response of only one respondent to suffice for the report because the one respondent (manager) interviewed happens to be the organisational head of Ndawara estate who makes the final decision, has the final say and coordinates the overall operations of the estate besides the owner.

This project uses an exploratory approach which implies that all information is in qualitative form. Data is qualitatively collected through one on one telephone interview. Bias is an obvious element in qualitative research because in qualitative research, interpretation of qualitative information is required a great deal thus subjected to bias. This statement is affirmed by¹⁴⁹ Schwandt, who states that three epistemological stances for qualitative inquiry is interpretivism, hermeneutics and social constructionism. Interpretivism is ¹⁵⁰related to ontology and epistemology in the sense that interpretivists believe reality is multiple and relative while considering the presence of bias. While Lincoln and Guba¹⁵¹ maintain that the different realities depend on other systems for meaning making it difficult to interpret in terms of fixed realities. Which implies that knowledge acquired in epistemology is ¹⁵²socially constructed rather than objectively determined and this applies in the case of ontology. Thus, socially constructed rather than objectively determine implying that different individuals may have different reasons to be bias.

Respondents for this project include Ndawara manager, blogs of previous visitors and destinations website/ profile. Interviewing other junior staffs was off less importance since the manager had all the answers to my questions. However, it could be reasonable to seek different

¹⁴⁹ Schwandt, T. A. (2000). p.189-213.

¹⁵⁰ Hudson and Ozanne (1988) p.508-521

¹⁵¹ Lincoln and Guba (1985).

¹⁵² Carson et al. (2001) p.5

perspectives from junior workers for purpose of similarity and exploring the topic from different perspectives.

One big issue in this project has been a shift of focus which warranted an immediate and impromptu change of topic due to absence of my writing partner. Consequently, a long-sought topic which we have both been researching on in anticipation as the project topic was dropped because she had all the links to the research. Starting all over again and again was very demotivating. I had to find a new topic which I could resonate with for this research.

Another shift of focus in this project occurred with change of theories after listening to a presentation by Joe Pine¹⁵³ where he explains that there is no such thing as authentic experience. He justifies his reasons for the later as such: Every tool use in creating an experience is manmade. For example, the mobile phone used by the tourists to track location while hiking is manmade, the hiking costumes are also man made and even the source of transportation that brings the hiker to the base of the hiking facility is manmade thus all these artificial things contributes to the creation of the experience implying that the experience is no longer authentic. Based on the above knowledge, new theories we sought to replace the old theories.

Chapter 4

Theoretical frame work

According to ¹⁵⁴Long, theories are tools and rules linking sets of concepts assumptions and procedures used for explanation. Topic for this research will be investigated through the lens of specific theories selected according to their relevance to the research topic. Selected theories will include experience economy, Product life cycle and tourism area life cycle. Therefore, this chapter will cover theoretical stances about experience economy, while drawing insights from case study profile. Perspectives drawn from the theories will then be used to analyze data and answer the problem formulation questions. Using different theories is to get different perspectives on agro tourism and these perspectives will be used to analyze collected data where by analysis will inspire suggestions for improving experiences offered to tourists at Ndawara estate. Subsequent path will discuss different theories used for this project.

¹⁵³ <https://www.youtube.com/watch?v=2RD00ZCyJck&t=7s>

¹⁵⁴ Long (2007), p, 221

The four experience realms is a model conceived by J. Pine and Gilmore use for evaluating experiential consumption ¹⁵⁵. It has a vertical and horizontal dimension which according to Pine and Gilmore are the two-main dimension of an experience. Besides the vertical and horizontal dimension, the model has four experience realms namely: entertainment, education, esthetics and escapist which are used for evaluating experiential consumptions. These two dimensions and four experience realms form the theory pertaining to the concept of experience economy. Experience economy is the main concept in this project. The concept is described by Joseph Pine¹⁵⁶ as the next economy following the agrarian economy, industrial economy and the most recent service economy. According to Joe Pine “the basic ¹⁵⁷principle of the experience economy is that the experience is the marketing”.

Based on the above, this project seeks to base on a thorough analysis of gathered data from interview with Ndawara staff/ manager and information on how the estate performs/ profile itself to tourists. Thereafter, suggestions for improvement will be inspired by analysis. The four experience realms model will be used as a tool to measure level of existing experience offered at the Ndawara estate and used to make suggestions for improvement based on analysis. Project will round up by suggesting two innovative tourism offerings (cultural activities and opening a mini museum) that will go a long way to improve the tourism experience of the estate.

Looking at the description of Ndawara’s potentials, it tells that Ndawara has a wide range of already existing offerings designed for its guests/visitors. In tourism and other industry, understanding the product life-cycle (PLC) and the tourism area life cycle (TALC) is an important aspect pertaining to sustainability of the product and the tourism area. The next part will discuss product life cycle of a product in connection with products offered at the Ndawara estate while subsequent part will discuss Tourism area life cycle.

Product life-cycle (PLC concept)

Product ¹⁵⁸life-cycle popularly known as PLC concept is a useful frame work for describing how products and markets work. Some managers use this frame work to earn ¹⁵⁹enough profit to compensate for the efforts and risk. Thus, as a product moves through the PLC, marketing strategy is reformulated several times especially when there are changes in market and environmental conditions. This implies that, for Ndawara to maximize profit, they must

¹⁵⁵ Pine, B. J., & Gilmore, J. H. (1999).

¹⁵⁶ Joseph Pine: What consumers want (YouTube)

¹⁵⁷ Joe Pine: welcome to the experience economy (YouTube)

¹⁵⁸ Kotler, P., Bowen, J. T., Makens, J. C., & Baloglu, S. (2006).p.257

¹⁵⁹ Kotler, P., Bowen, J. T., Makens, J. C., & Baloglu, S. (2006) p.256

endeavour to reformulate marketing strategy for their product. However, it is beyond the scope of this project to discuss the marketing strategy though it pertains to PLC and a very important variable to PLC.

PLC can describe the various state of a product.¹⁶⁰ For example: product class (buffet restaurant), product form (Chinese buffet), and a brand (KFC). Relating to Ndawara, their product class will be Gastronomy, while product form will be tea estate.

Consequently, the PLC compliments the different state of products differently. For example, product classes have the longest life cycles because the sales of most product classes stay in the mature stage for a long time. While product forms have a standard PLC shape where most drive-in restaurants experience a process of introduction, rapid growth and then decline. The case is different with brand's life cycle because changes can occur due to changing competitive attacks and responses relating to market changes and environmental conditions.

Five distinct stages of product Life-cycle.

Product development: this is the stage where product is conceived from idea to developing idea. There are no sales at this point, instead, the company invests money into the idea attempting to develop idea into a product. It could also refer to the early stage of conception of the Ndawara estate.

Introduction: At this stage product is newly introduced into the market. No profits yet, slow sales growth, instead company invest money during lunching/ introducing product

Growth: customers have recognised and accept product. The is rapid sales thus increasing profits

Maturity: Product has reached its threshold in terms of customers satisfaction, sales is gradually declining.

Decline: Drastic drop in sales and profit.

However, it is not a ritual for every product to succeed using the s-shape life-cycle. Not all products get their break through using the s-shaped Life-cycle. Some products die short periods after introduction while others have short life-cycle with steep curve. For example, trendy nightclubs often have a short life-cycle with steeper curves. Others stay very long in the mature stage. As earlier said, it may be due to changes in market and environmental conditions.

Therefore, according¹⁶¹ to Kotler, P., Bowen, J. T., Makens, J. C., & Baloglu, S. the PLC should not be used to predict, determine the duration of activeness of a product. On the contrary, it

¹⁶⁰ Kotler, P., Bowen, J. T., Makens, J. C., & Baloglu, S. (2006) p.257

¹⁶¹ ¹⁶¹ Kotler, P., Bowen, J. T., Makens, J. C., & Baloglu, S. (2006).p.257

should be used to tackle, understand, prevent, the effect of the market, both micro and macro constrains and how product reacts to various stimuli. Understanding the stages of the PLC will give more techniques to proper management of product through life cycle while giving it more resistance thus long life.

Based on the above, Ndawara should endeavour to grab a good understanding of the PLC to help them understand the micro and macro environment of their product to predict, determine the duration of activeness of their product and further create a safe net for eventualities. An understanding of the PLC will also help Ndawara acquire more techniques for proper management of their products through the life cycle which will intend give them tools to provide more resistance for their product, thus long life.

Tourism Area Life-Cycle (TALC)

Tourism area life-cycle is hypothetical and based¹⁶² upon product life-cycle concept. Just like in product life-cycle whereby initial sales takes of slowly, followed by rapid growth rate, then stability and subsequently decline with a standard obvious curve followed. Like tourism area life-cycle, influx of tourists is initially seen in small numbers because of lack of facilities, accessibility or less information, once facility/infrastructure improve, influx increases. Promotion of the destination and development brings rapid growth after which increase of influx will decline as the destination reaches its peak. The latter may be caused by environmental factors, physical plant, or social factors like product life cycle.

According to Butler, “TALC is arguably one ¹⁶³of the most significant contributions to the studies of tourism development because of the way it provides a focal point for discussion of what leads to destination changes, how destination change, their market change and even what is a destination”. TALC is necessary for discussion in this project to enable Ndawara understand the dynamics of its own very existence as a destination to improve its experience. More so, if Ndawara as a destination does not survive, services and experience will not exist. Per Butler (2006), a tourist area by nature are dynamic¹⁶⁴ because they evolve and change with time. Variety of reasons might be the cause for tourist’s area evolution which includes: changes in tourist’s choices and needs, the physical changes in the destinations which may cause a decline, deterioration or disappearance of the original natural and cultural attractions that initially attracted visitors or even the emergent of a new destination that offers better service and more engaging experiences with more attractive attractions. Thus, Ndawara must apply strategies to understand the changes of tourist choice and needs by using surveys,

¹⁶² Butler, R. (Ed.). (2006) p.4

¹⁶³ Butler, R. (Ed.). (2006).

¹⁶⁴ Butler, R. (Ed.). (2006) p.3

questionnaires or even observe trends. They should equally be observant, attentive and react to physical changes in their destination because consequences may be a decline in both influx and turnover.

Tourists¹⁶⁵ areas are attracted to different types of visitors as the area evolve. It starts by attracting small adventuresome allocentric, followed by increasing numbers of mid-centric as the area become more developed and popular, then loses psychocentric as area gets more older and less attractive. Number of visitors may not reduce immediately but the potential market size will reduce in size due to high competition from recent destinations. The latter is an obvious course for destinations/tourist areas experienced from start all the way to a decline and this course seems ¹⁶⁶inevitable but, can be avoided if they don't allow themselves to be over commercialized to an extent where they will lose their original quality of attraction.

However, for Ndawara to avoid this potential seed of destruction which seems to be a general cause of decline for many tourism destinations/areas, they must keep up competition, update their facilities and attractions but most of all, protect natural attractions by keeping them in their natural original authentic stages to avoid over commercialization. The latter is what Butler calls tourism life cycle which he has categorised into six-stage.

Six stages ¹⁶⁷of tourist's area life cycle according to Butler:

Exploration: The natural beauty, history, culture or landscape of an area attracts a handful of psychocentric adventurous people. These are travellers¹⁶⁸ who prefer trips close to home and to seek familiar environments, such as hotel chains with which they are comfortable, when traveling. At this initial point of traveling, there might be no tourist's amenities or infrastructure neither do locals get involve in tourist's money-making activities.

Involvement: At this point, locals takes note of increasing numbers of influx and start undertaking initiatives to provide influx with accommodation, guides and amenities

Development: Once potentials are sported, investors rush in to invest money, gradually transforming the area into a tourist resort then to a tourist's destination. Hotels are constructed, travel agents start selling vacation packages and number of influx rises dramatically. Consequently, job opportunities are available for locals in both tourism and construction services.

¹⁶⁵ Plog, S. (2001).p.8

¹⁶⁶ Plog, S. (2001) p

¹⁶⁷ coolgeography.co.uk

¹⁶⁸ Beaver, A. (2012).

Consolidation: At this point, tourism activities becomes more strong and certain. Huge source of income emerges from tourism as local economy is dominated by the industry. Consequently, other industries in the said region might experience a decline as local people may shift their attention and activities to the tourism industry. However, in the tourism area, expansion, development and construction of new attractions will continue and visitors focus might shift from earlier/ older attractions to new ones thereby creating a decline for earlier/older attractions.

Stagnation: This is the stage of a tourism area where other surrounding or emerging resorts/ destination poses a threat. Or the area is saturated and exhausted. Attractions have faded because of over commercialisation and influx numbers starts declining consequently, local business and services experience fall in market or lower quality client base. Stagnation¹⁶⁹ can be experienced at the Ndawara estate when the manager confirms that there is less influx of visitors which he can't really give an account for.

Decline or Rejuvenation: Once a tourist's area has experience stagnation there are two upcoming possibilities for it including either a decline where activities are slow as most people visiting only come around for cheap breaks or a day trip. And rejuvenation which entails regrowth of the area meaning a private investor or the government rescuing the area by constructing new attractions or renovating the area to restore its original popularity. Rejuvenation in Ndawara¹⁷⁰ has taken place when the manager mentions renovation of the lake, buying of new scooter for weekend rides and renovation of accommodation. An understanding of TALC is also important because it complements the experience offered at the destination. Improving experience offered to customers will be a failure if the tourism area is not appealing. Thus, next part will discuss experience economy and its for realm.

Experience economy

Fundamental change in the modern economy¹⁷¹.

In the beginning were commodities (things you grow, raise and pull out of the grown. E.g. vegetables, animals) which can be extracted from the grown and sell at open markets. They were the basics of the agrarian economy that lasted for a millennium. Then the industrial revolution came when goods became the predominant economy offering when commodities

¹⁶⁹ Appendix 1

¹⁷⁰ Appendix 1

¹⁷¹Pine, B. J., & Gilmore, J. H. (1998). P. 97-99

where used as raw materials to manufacture goods. From the agrarian economy to an industrial economy. For the past 60 years, goods have become commoditised where people don't care who makes them, all they care is price.

However, the antidote to ¹⁷²commoditisation is customization. In this context customization means designing a product according to the customers taste/needs. Customizing a good automatically turns it into a service because it was done for a person and not an inventory for demand. Then we move from an industrial to a service-based economy. For the past 30years, services are being commoditise as well. For example, the internet doesn't only sell commoditise but also services as well.

Base on the above, it is obvious that the service industry is shifting into an era of experience economy where experience is becoming the predominant economic¹⁷³ offering. "No one wants to be a tourist – not even tourists". Meaning everybody even the tourists wants to be co-producers of the offerings.

The era of experience economy:

"Experiences¹⁷⁴ are the core product of the tourism industry and are made up of behavior, perception, cognition and emotions that are either expressed or implied" There is no one fixed definition for experience or a specific way of delivering an experience. This is because tourists experience is created during their¹⁷⁵ encounter with the product either through visiting, learning or having pleasurable moments away from home. The ¹⁷⁶expectation of a pleasurable and memorable experience is what motivates tourists/ guests/consumers towards acquiring a product. Precisely, these experiences are personal and internally produced as everyone creates his/her own experience depending on how they perceive the experience. The degree of perceiving an ¹⁷⁷experience will also depend on the individuals background, values, attitude and beliefs. Notwithstanding, the tourism¹⁷⁸ company /industry is responsible for the availability for the input for tourist's experience. Nevertheless, different theories endeavor to discuss, address and explain dimensions of experience.

¹⁷² Pine, B. J., & Gilmore, J. H. (1999).

¹⁷³ Pine, B. J., & Gilmore, J. H. (1999).

¹⁷⁴ Oh, et al (2007)

¹⁷⁵ Stramboulis & Skayannis, (2003)

¹⁷⁶ Tsaur, Chiu & Wang (20006)

¹⁷⁷ Knutson, et al, 2006

¹⁷⁸ Anderson (2007)

According to Joe pine,¹⁷⁹ experience is a forth economic offering. A product has three economic offerings which are: commodity, goods and service with three distinctive ranges of value offered to customers. When this product is served in a different environment with special ordering, creation and consumption which portrays a classic ambience, consumers are engaged in higher levels and willing to pay higher than normal because of its distinct experience. Therefore, a business that elevate to this forth level of value establishes a distinct experience which goes further to compensate/envelope extra added cost.

Notwithstanding, when a customer pays for a service, it is inclusive of a set of ¹⁸⁰intangible activities carried out for him. On the other hand, when a customer buys an experience he expects to enjoy several events which could be memorable offered by that company. The company might be staging a movie, concert, tv show or musical show which is intended to engage the customer in a personal way. A typical example of staging an experience is the Disney land ¹⁸¹show which is said to be the beginnings of experience founded by Walter Elias Disney in 1955. It was an amusement park involve in continuous creation of new stages of experiential effects onto cartoon by innovating synchronized sounds, color, three-dimensional back-grounds stereophonic sounds and more. The park could be described as a living immersive cartoon world while the main product offered is experience. Consequently, before the death of Disney in 1966, he has envisioned Walt Disney world which was opened in Florida 1971 being the first worlds theme park which also immerse guest in rides which entertain and engage them in subsequent fairy tales/stories. What is so phenomenal about the business of Disney land is how clients/customers are referred to as guests and employees as cast members qualifying them in a different connected level with the business. Disney also identifies a holistic experience given to employees as well. According to Joe Pine, if an employer gives employees a¹⁸² holistic experience by assisting with social well fare issues as in giving them good wages and good working conditions, they will render abundant service to customers. If employees do not have a time well spent at work, they will spend time watching the clock to check out from work thus limiting the level of passion included in the services they render to guest.

¹⁷⁹ Pine, B. J., & Gilmore, J. H. (1999). p.1-2

¹⁸⁰ Pine, B. J., & Gilmore, J. H. (1999) p.2

¹⁸¹ Pine, B. J., & Gilmore, J. H. (1999).p.3

¹⁸² <https://www.youtube.com/watch?v=TOjUxGqh7aA>

However, Joe Pine seek to explain that ¹⁸³when a tourism company stages an experience, they engage guests in a memorable way because they can transform even the most mundane activity into a memorable experience. Experience is enhanced by adding some ambience, customise music, free refreshment, exotic scenery or artistic attraction. All of these engage the guests by in a level which are connected to the four experience realms.

Four experiences realms

When discussing experience, we cannot avoid talking about staged experience and entertainment. Staged experience is when a ¹⁸⁴company intentionally uses service as a stage and goods as tools to engage customers to create a memorable event and distinct economic offering. For example, Ndawara will use tea production as a stage and the different type of tea flavours produced to engage customers. While ¹⁸⁵entertainment could be shows, films, television or other activities that occupies an individual's attention agreeably

According to Joe pine and Gilmore, ¹⁸⁶experience is about engaging customers or guests and an experience may engage guest on several numbers of dimensions. Pine and Gilmore continue by explaining that not every company that ¹⁸⁷ stages experience will be successful in short/long term. Those who stage experience in a way that engages the individual and leaves them with a memory by differentiating experience from entertainment are bound to succeed. Which implies that companies who adopt the four experience realms to enrich experience stand a greater chance to succeed.

According to Joe pine and Gilmore, ¹⁸⁸there are two important axis which determine the level of guest engagement. The horizontal axis indicates the level of guest participation where by at one end of the spectrum identify passive participation meaning guests do not directly influence the performance but experience the event as mere observers and listeners. Such events could be a large orchestra playing different instruments. At the other end of the spectrum is the active participation in where guests personally influence the performance or events that create the experience. Such events could be a night club or bicycle race where guest actively participate to create their own experience and it could also be a guided tour where the tourist just interact with the guide or with local people or workers. With such events, even onlookers participate

¹⁸³ Pine, B. J., & Gilmore, J. H. (1999).

¹⁸⁴ Pine, B. J., & Gilmore, J. H. (1998). p.3

¹⁸⁵ Oxford dictionary

¹⁸⁶ Pine, B. J., & Gilmore, J. H. (1999) p.30

¹⁸⁷ Pine, B. J., & Gilmore, J. H. (1999). P.29

¹⁸⁸Pine, B. J., & Gilmore, J. H. (1999).

by contributing visually to the events that others experience. For example, onlookers cheering up a bicycle race.

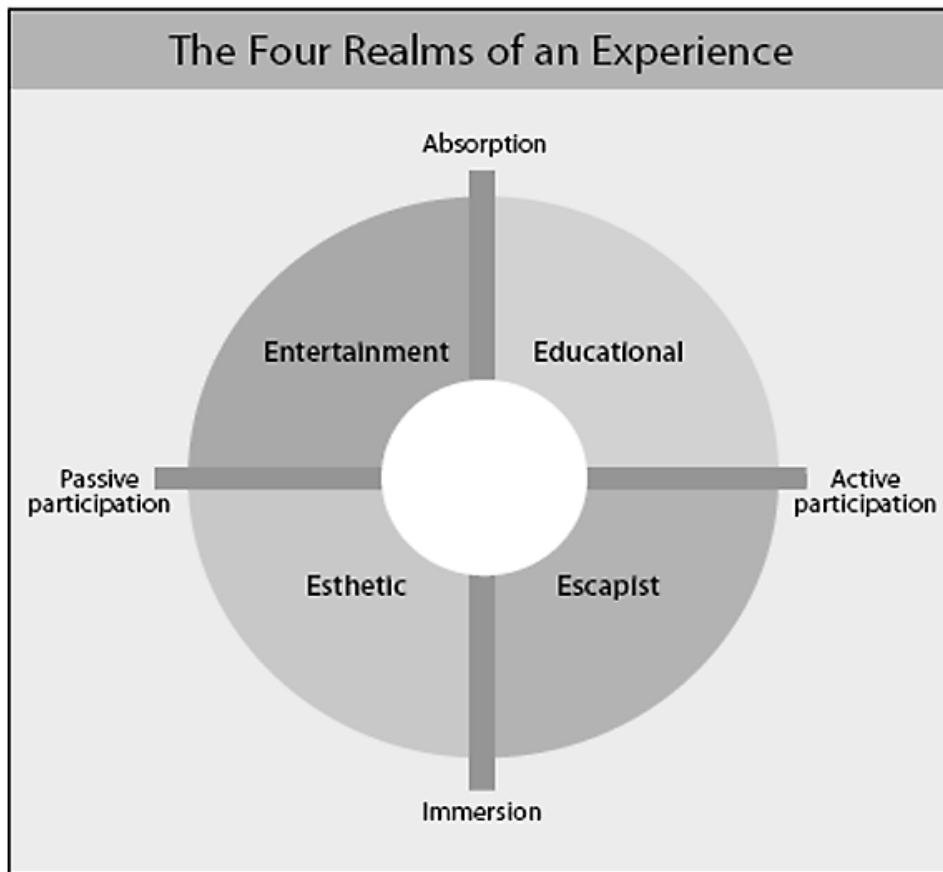
The second important axis which determine guests level of engagement in an experience is the ¹⁸⁹*vertical dimension* of experience which portray the level of connection or surrounding relationship that brings customers closer to events or performance. With the vertical axis, the lies the absorption at one end of the spectrum and immersion at the other end of the spectrum. Absorption means occupying the guest attention completely as in bringing the experience into the guest. An example could be watching a favourite artist perform and completely absorbed into the experience. Guest coming to Ndawara can equally be absorbed in an experience where they have an opportunity to take a tour in the tea factory and experience tea production in the subsequent stages as the machine produces tea from grinding the dampen tea leaves to packaging into tea bags. While on the other hand, immersion is when a guest goes into the experience for example playing a play station game. This type of experience can also be compared to a situation where guest can help as volunteers at the tea factory to package tea in tea bags or do other flexible but interesting jobs. Therefore, merging the ¹⁹⁰ vertical and horizontal dimension together will form the *four experience realms*.

Below is a diagram of the four¹⁹¹ realms conceived by PINE and GLIMORE (1999).

¹⁸⁹ Pine, B. J., & Gilmore, J. H. (1999). P.31.

¹⁹⁰ Pine, B. J., & Gilmore, J. H. (1999) p.31.

¹⁹¹ Pine, B. J., & Gilmore, J. H. (1999). P.30



The four realms otherwise four consumer experiences include:

Entertainment, Education, Escape and Estheticism. These four realms are compatible and when Combine will give distinct and unique personal encounters. As earlier explained above, according to these four realms, guests who passively participate do not directly affect or influence the offering while active participants directly affect the offering that yields the experience.

Entertainment:

Entertainment¹⁹² which is one of the oldest form of experience is when a guest passively absorbs an experience through his senses. It could be while listening to music or listening to a favourite presentation. For example, entertainment which gives an experience of laughter could equally incorporate the three other realms of escape, esthetic and educational. Using the Ndawara estate as a case study, guest can be entertained by the local traditional dance. Though they will passively absorb an experience, they can equally at some point get some educational

¹⁹² Pine, B. J., & Gilmore, J. H. (1999) p.31

experience by discussing issues about the performance and interacting with other guests at the event, might be moved by the redeem of the performance and want to join/escape into the entertainment or either get an esthetic experience by just being there and not being affected by the performance.

Educational:

Educational ¹⁹³experience falls in the active absorption dimension. Participants actively absorb the experience as a mental state. Guest taking part in an educational experience may want to learn and are active participators of the experience. For example, visiting wineries can give guests the opportunity to learn about wine. Another example site guests at the Ndawara estate taking a tour in the tea factory might learn more about tea and how to package tea/ the process of producing tea.

Escapist:

Escapist ¹⁹⁴experience requires the guests to actively participate in the events of a real or virtual environment. Thus, the guest contributes to shape the experience. An example of this can be describe as, when Ndawara estate offered a wide range of activities to his guests which makes them feel like ranchers by bottle feeding the cows at the ranch. It could also be guests escaping from their routine life by escaping into the beautiful and attractive landscape into the highlands of the surroundings.

Esthetic

Esthetic ¹⁹⁵is a passive absorption experience that appeal to the senses. Visitors passively appreciate the event but are not actively involved. Therefore, in this consumer experience, guests are passive and have little or no effect on the event though they immerse themselves in the event. Thus, guests just want to be there, but they leave the event or environment untouched. For example, visiting a car shop, gallery or museum. It could also be guests at the Ndawara estate who visit the ranch just to see the different

Examining the four realms of experience economy

Based on the above, Pine and Gilmore has contribute a great deal to understand and evaluate experiential consumption using their four experience realms frame work. However, there are

¹⁹³ Pine, B. J., & Gilmore, J. H. (1999) p.31

¹⁹⁴Pine, B. J., & Gilmore, J. H. (1999) p.31

¹⁹⁵ Pine, B. J., & Gilmore, J. H. (1999) p.31-32

other empirical evidence attesting that the four realms are valid while other studies contradict them.

By using the experience realm model, Pine and Gilmore seek to explain that esthetics which is a passive immersion experience, composes of different components than active immersion experiences escapism. Meaning that esthetics experience qualifies the guests to be there and not influence the activity while escapist gets the guests to do and influence the event. While education an active absorption experience is different from active immersion escapist. Meaning an education experience qualifies guest to learn while escapist warrants guest to do. However, Jurowski ¹⁹⁶ confirms the latter but maintains that the boundaries are blurred.

A more obvious difference is seen between escapism and entertainment because they are located on the opposite side of the model where escape is active and doing while entertainment is just being there and not doing/ influencing the activity. Same applies for education and esthetics because they are both located on the opposite side of the model where education experience warrants guest to learn something from the activity and esthetics implies that guest is present during activity but do not influence activity. However, the¹⁹⁷ theory of Hayes and Macleod reveals that entertainment and escapism incorporate elements of indulgent and real experience though they both have obvious differences.

Other frame works within the experience scope which are compatible to the four realms are the ¹⁹⁸five constituents of experiences conceive by Schmitt namely: Sense, Feel, Think, Act and Relate. Four of these constituents correspond to the four experience realms of Pine and Gilmore where Feel is alike to entertainment and Esthetic, while think which pertains to mental reasoning and creative is alike with education, Act constituent is alike to education and escapism. Relate, which is the last constituent of Schmitt's five experience constituents dose not correspond/ compatible with Pine and Gilmore four experience realms. Nevertheless, Jurowski ¹⁹⁹ seek to explain that a possible argument can prove that Schmitt's five experiential modules are combine in each of Pine and Gilmore's four realms.

Jurowski continue to analyse the Pine and Gilmore conceptualized four realms of tourism experience with results from a study on a bed and breakfast²⁰⁰ experience which affirms and attest that the four realms of experience has common ideas and principles which are compatible

¹⁹⁶ Jurowski, C. (2009, August) p. 3).

¹⁹⁷ Hayes and Macleod (2007)

¹⁹⁸ Schmitt (1999 in Tsaur et al, 2006)

¹⁹⁹ Jurowski. C (2009) p.3

²⁰⁰ Oh et al (2007) p.127

with each other. This validity is proven in the write up: “a conceptual fit and a practical measurement framework for the study of tourist experience”. Meanwhile Jurowski puts a question thus: can the concept of these four experience realms of Pine and Gilmore be identified in experiences in a tourist destination offering activities to guests? If the answer is yes, is there a possibility that guests taking part in the activities at this tourist destination participated in the different realms? Or swapped experiences? This question will be further discussed when analysing gathered data to make suggestion for improving experiences at the Ndawara ranch.

Chapter 5

Analysis:

Base on gathered data pertaining to research of Ndawara estate, theoretical prescriptions and other academic revelations as required above, Ndawara estate needs to go with the flow of the changes in modern economics to meet up with the progression of economic value. This can be done by moving to a new level of economic value, go beyond goods and services to offering rich experiences. The latter is important because if Ndawara starts customising their products or design their products appropriately for the different segments in their target group, they will offer a memorable event to guest and make the guests/customers go wild and crazy. Thus, by making their product grow into a memorable event, they can't help but turn it into an experience. This is what this project will sought to analyse in subsequent parts.

This part will analyse gathered data using theories. The important thing here is to use my materials/ empirical data to demonstrate how the estate offers (or not) experiences, how are the guides doing to co-create the experiences for instance to and with the customers/tourists. Analysis will start with TALC and PLC then proceed to four realms.

According to the manager of Ndawara, there is a reduced visitors numbers and he is concerned about the lack of tourists visiting where as, according to the TALC model the estate seems to be in the development face and still needs to consolidate. However, it is obvious that lack of knowledge and techniques needs to be improved so that the estate can be consolidated. Therefore, the success of incorporating the four experience realms in the experiences offered at the estate will increase visitor's numbers and consolidate the destination's position in the market. Before I proceed with the analysis, I will present a hypothetical progression of the economy of Ndawara estate adopted from the model illustrating the progression of economic value by Pine and Gilmore (1999).

Below is the model illustrating the progression of economic value after the agrarian economy by Pine and Gilmore (1999). The model is adopted to present a hypothetical progression of economic value in Ndawara.

The model illustrates how the Ndawara economy has improved from the area of agrarian economy were tea leaves where plugged as commodities. Followed by the industrial economy where commodities (tea leaves) were processed, produced into goods all the way to the area of service economy which is about delivering the service to customers which pertains to tea sold in tea shops and serving customers and finally to experience economy where "experience is the market" Pine and Gilmore

A model illustrating the progression of economic value analyzing a hypothetical progression of economic value in Ndawara

Adopted from Pine & ²⁰¹Gilmore (1999): *Experience economy*

²⁰¹ Pine, B. J., & Gilmore, J. H. (1999). p.22



A typical example to show that the estate is still in the development stage is seen in the questions and response with interview held with the manager: “Do you give any special offers to attract customer? Ans: We give free tea and allocate accommodation to guests depending on who they are. Ques: What measures do you apply to encourage repeat visits from guests? Ans: We give free breakfast to visitors coming for their second time”. The latter is contrary to the four experience realms of Pine and Gilmore (1999) which says that the moral experiences needs to incorporate the four realms to attract tourists. Free breakfast according to Ndawara manager is a moral experience. Therefore, it may not go a long way to improve experience. More so, based on my interview with Ndawara manager as shown below:

- Ques: What measures do you apply to encourage repeat visits from guests?
Ans: we give free breakfast to visitors coming for their second time.
- Ques: From start to now, have you experience any reduction in number of visitors to the destination?
Ans: Sometimes visitors numbers reduce and after a period it increases again.
- Ques: Do you understand why visitor’s numbers reduce and increase?
Ans: Mmmmm...., maybe because of economic crisis and bad weather but I can’t really tell.
- Ques: What do you think is the reason for visitor’s numbers increasing again?
Ans: Visitors come when they are free to come or when they have vacation.

Therefore, based on the above, it is obvious that the estate does not understand the TALC/TALC model or, neither do they incorporate knowledge and techniques associated with the TALC model in operations for the destination.

Consequently,²⁰² How can Ndawara meet up with complex expectations of well-informed consumers seeking memorable experiences? They must revisit their designs and reposition and improve their services. Thus, a detailed and comprehensive insight of their experience is necessary for successful redesigning. More so, in this era of high competition amongst tourism organizations, a preferred marketing strategy should endeavor to manage the consumer’s tourism experience through all three traditional stages of a tourism experience analyzed by Aho which include: Before, during and after ²⁰³. Though it’s beyond the scope of this project to discuss marketing strategy or analyze the three traditional stages of tourism, but, it’s worth

²⁰² Jurowski, C. (2009, August) p. 1).

²⁰³ Aho (2001)

mentioning because the latter are all pertaining to experience. This implies that if Ndawara estate must put up with the technological innovations and competitive pressure in the tourism industry they must do more than just incorporating the four-experience realms. They could reconsider not only been professional in their guided tours but also stimulate guest with activities to create a more engaging activity. Not writing out the fact that incorporating the four realms could serve as a tool for improvement, but more experience variables should be considered as well because according to Meyersohn, “the most elusive area in tourism as in other leisure activities is the experience itself”.

Thus, Ndawara need to flow with the shift away from a focus on ²⁰⁴facilities and service to a focus on providing customized experiences. Meaning, they must re-examine operational²⁰⁵ methods and marketing strategy for their destination, products, services and experiences. The latter is main stream in the tourism industry especially in Europe²⁰⁶ where several European cities have repackaged their tourists’ attractions as experiences conceiving a complete distinct product with potentials and higher economic value. This compliments Pine and Gilmore’s theory which seeks to explain that tourists experience is created during their encounter with the product either through visiting, learning or having pleasurable moments away from home. The expectation of a pleasurable and memorable experience is what motivates tourists/guests/consumers towards acquiring a product. Precisely, these experiences are personal and internally produced as everyone creates his/her own experience depending on how they perceive the experience. The degree of perceiving an experience will also depend on the individuals background, values, attitude and beliefs. Notwithstanding, the tourism company /industry is responsible for the availability for the input for tourist’s experience.

Additionally, Joe Pine, explains that experience is a forth economic offering and when this intangible product is served in a different environment with special ordering, creation and consumption which portrays a classic ambience, consumers are willing to pay higher than normal because of its distinct experience. Therefore, a business that elevate to this forth level of value, establishes a distinct experience which goes further to compensate/envelope extra added cost. This implies that Ndawara should modify its environment to look beautify and attractive to add some ambience to its offerings.

²⁰⁴ Knutson, Beck, Kim & Cha, (2006)

²⁰⁵ Erdly & Kesterson-Townes,(2003).

²⁰⁶ Oh, Fiore & Jeoung (2007); Richards, (2001); Tsaur, et al., (2006)

Additionally, in the TALC model, Butler (2006), seek to explain that tourist area by nature are dynamic because they evolve and change with time. Variety of reasons might be the cause for tourist's area evolution which includes: changes in tourist's choices and needs, the physical changes in the destinations which may cause a decline, deterioration or disappearance of the original natural and cultural attractions that initially attracted visitors or even the emergent of a new destination that offers better service and more engaging experiences with more attractive attractions. Thus, Ndawara must offer variety of services, apply strategies to understand the changes of tourist choice and needs by using surveys, questionnaires or even observe trends. Consequently, the estate profile doesn't say so much about cultural offerings which could be a lucrative activity for a destination with its specifications of location and it is for this reason that one of the innovative suggestions will be cultural activities. However, they should equally be observant, attentive and react to physical changes in their destination because consequences may be a decline in both influx and turnover. This again, is just an example to show that destinations need more than just experience but also branding. Though branding is beyond the scope of this report to discuss but it should be present to give a holistic/repackage to a destination

Improving the experience at Ndawara will equally provide a memorable and lasting experience for the tourist which will consequently bring self-change to the leisure tourists because according to David. B and Jackie. C tourists experience can influence²⁰⁷ day-to-day life in connection with leisure activities and vice versa. They continue by stating that it can also lead to self-change. Engaging experiences from leisure activities ²⁰⁸during tourism vacations can lead leisure tourists to that fateful moment both personally and biographically. For example, couples/parents/students can testify and recall how tourist's events and experience lead them to a path of life which under normal circumstances, they could not have chosen for them self. The latter is affirmed in the theory as Joe Pine explains that experience is a forth economic offering. A product has three economic offerings which are: commodity, goods and service with three distinctive ranges of value offered to customers. When this product is served in a different environment with special ordering, creation and consumption which portrays a classic ambience, consumers are more engaged in higher levels and willing to pay higher than normal because of its distinct experience. Thus engagement in higher level can change the life of the guest.

²⁰⁷ Bowen, D., & Clarke, J. (2009). P.45

²⁰⁸ Giddens, 1991

Therefore, for changes to take place in Ndawara destination, they need to include all missing realms to improve its experience because according to Pine and Gilmore, a holistic experience involves all four realms. Improvement can also be effective by providing customized experiences that engages consumers in activities and experiences because “experience is the marketing”. Customizing offerings will involve packaging activities according to consumers’ demography, values, backgrounds and interests to give an engaging and distinct experience pertaining to the experience theory according to Pine and Gilmore (1999) which says a holistic experience must include all four realms. This simply means that, Ndawara estate should package their tourist attractions as experiences conceiving a complete distinct product with potentials and higher economic value just like several European cities have repackaged their tourist attractions. This again, compliments Pine and Gilmore’s theory which seeks to explain that tourists’ experience is created during their encounter with the product either through visiting, learning or having pleasurable moments away from home.

Therefore, this project recommends Ndawara to use the experience realms as a tool amongst others, engage consumers during entertainment instead of just entertaining them without engaging them.

The project proceeds with analysing the four realms.

Before proceeding with the four realms, I will illustrate a structure of my analysis adopted and incorporated into the four realms model. Therefore, the model below will show how I will structure my analysis and what type of empirical materials I will incorporate into the different realms. The model is divided into the four realms of the experience economy. Basically, the diagram seeks to explain that my analysis is a combination of interview with the manager of Ndawara, pertaining to the estate’s activities incorporated into the four experience realms, complimented with my suggestion proposing a holistic experience.

A sketch explaining the structure for my analysis, incorporated in the four experience realms model of Pine and Gilmore (1999).

Absorption

Entertainment Incorporate: Managers perspectives Niagara profile/activities My suggestions	Education Incorporate: Manager’s perspectives Ndawara profile/activity My suggestions
Esthetic Incorporate: Manager’s perspectives Ndawara profile/activity My suggestions	Escapist Incorporate: Manager’s perspectives Ndawara profile/activity My suggestions

Immersion

According to the structure of my analysis as explained above, I will proceed with analysing attractions at the estate using the four realms. Four attractions will be analysed in this part because these four are the attractions with available information. The four attractions include: Factory tour, Nursery tour, Animal farm tour and accommodation. Subsequent part will analyse guided tours.

Analysing Guided tours:

In this part, A discussion of the guided tours will be analyse to see if the four realms are incorporated in them. Looking into the guided tour at the tea factory, I can see from website and bloggers information that the guide is a professional and according to the manager in his interview, the guide at this attraction is a professional and fact oriented about the attraction. The guide takes guests round the tea factory explain a step by step process of tea production and show guides all the machines and techniques. Thus, guests have some education about tea

production and same time enjoys the esthetics of the factory surroundings. According to Pine and Gilmore's (1995) four realms, the focus is on education and esthetic which means they are not highlighting the following realms: escapists and entertainment. Which means that the experience might not be holistic according to Pine and Gilmore. These applies same for the tea nursery tour.

In the tea nursery, the guide is a professional with nurseries and act orientated. He takes guests round the nursery and explain the process of nursing tea plants from seed to trees. Guests are educated with tea planting and seed reservation. The enjoy the nature and environment out in the nature. According to Pine and Gilmore's (1995) four realms, the focus is on education and esthetic which means they are not highlighting on the following realms: escapists and entertainment. Which means that the experience might not be holistic according to Pine and Gilmore. Meanwhile, the above process is similar for the animal farm tour.

While at the animal farm, a tour guide who has professional knowledge on animal's conservation takes guests round the animal farm introducing them to all the different animals. He takes round pointing to animals in a cage and guests are ask not to come to close. At one point occasional, the guide brings out a small chimp for guests to hold and play with. According to Pine and Gilmore (1999) four realms, the focus is on education and esthetics. Escapists and entertainment is seldom highlighted because sometimes, the guide brings a bottle of juice which the chimp opens and drink by himself, the guests can hold the little chimp. Therefore, all four realms are not completely highlighted in this attraction. The next part will analyse the accommodation.

Other guests choose to undertake home stay with locals and participate in the local cuisine and other house chores such as accompanying host to the farm, fetching of water, gathering firewood, craft making, traditional healing. However, guests taking a home stay option intend to acquire some skills in the local cuisine, craft making with intensions of haven contributed positively in the building of international cultural understanding and world peace. According to Pine and Gilmore (1999) four realms, the focus is on all four realms because guests are actively participating in local domestic activities while living with the locals. They do not only learn the local culture but also enjoy the local esthetics and are entertained by local performance at same time.

Based on Pine and Gilmore (1999) four realms, the four realms are not fully highlighted in the tour guides. Four realms should be present to give an engaging and memorable experience to

guests. The idea aimed at this project is to get Ndawara estate to incorporate all four realms in each offering. Therefore, the estate should endeavour to incorporate all four realms in their offerings. For example. Lectures offered by the tour guides in the plantation nursery and tea factory during tours is classified under educational experience according to Pine and Gilmore (1999), which means guest learn something about nursing tea plants and tea production. At the nursery and tea factory, guest do not engage in any activity, they only go around with the tour guide and listen to lectures about tea production which means the escapist and entertainment realm is missing just like in the other activities . Guests could plant some tea plants as part of the experience to engage them more. Reason for the latter could be lack of knowledge on the path of the estate about Pine and Gilmore four realms or other theories to enhance experience. Just like the manager acknowledged during his interview that “the estate does not use more of conventional innovation or alternatives stages to offer memorable experience to guests and neither dose the estate leaves up to the conventional/innovative experiences offerings through its customized services”. Thus, this could probably be the reason why all four experiences realms of Pine and Gilmore (1999) are not fully highlighted in the offerings offered at Ndawara estate. An example to show that the guides are not familiar with tools to enhance experience is seen in the animal farm during tour with guests, as a guests (peace corps volunteer in Cameroon) share her testimony describing her experience at the animal farm as thus: “The caretaker guy brought them (chimps) some bottles of juice, which the chimps opened and drank themselves, we were also allowed to hold and carry a small baby chimp (this was adorable)” . In this scenario, the guide stands by, watching the guest trying to contact the Chimp instead of participating and endeavour to co-create the experience and create value for the tourists.

Therefore, based on the above analysis, all four experience realms are not highlighted in the offerings offered at the Ndawara estate. In some activities, two or one of the four realms is present but completely absent in other activities. Besides, it seems the estate does not live up to the conventional/innovative experiences offerings through its customized services because according to the manager, they last renovated/ improve attractions in the estate in 2000. He also explained that the scooters are broken and out of order and for the past years and that they have been concentrating on tea production because it is the main source of income for the estate, Otherwise, they only offer the available tourism offerings present now.

Based on the above knowledge, the four realms are not evenly present or incorporated in all offerings offered at the estate. The aim of this project is to suggest innovative ideas to improve experiences at the offerings offered at the Ndawara estate. Meaning that all four experience

realms should be present in all offerings offered at the estate to give an engaging and memorable experience to guests. Next chapter opens with some innovative suggestions to improve experience.

Innovative suggestions

Based on the analysis this research recommends the following which could be develop as action plans. It is beyond the scope of this project to put in place a strategic plan for Ndawara estate, therefore it will only suggest a hypothetical action plan for suggested innovation offerings. The action plan for the innovative tourism offerings will not be detailly discussed as such but a plan of action outlining directions and preliminaries for the action plan will be discussed below.

Two innovative tourism offerings that will go a long way to improve the tourism experience of the Ndawara estate are: cultural activities and museum:

Action plan:

1. Cultural activities
2. Museum.

Cultural offerings/activities:

Ndawara should set a repertoire for cultural events which will include traditional dances and demonstration in the evenings to entertain guests. They should take advantage of the local environment which makes availability of local dancing groups. They can hire some dancing groups for activities from time to time which off course is less expensive at local level. This will serve for educational purposes, enhance an in-depth discovery of the local culture by bringing tourists closer to the local culture and familiarise them with the environment. This is important as the target group are leisure tourists who are interested in the environment and discovering the culture. Thus, this offering can be realised by doing a needs assessment of the cultural tourism potential of the estate and the surrounding environment. Besides, TACL model will be an important tool to facilitate this task because according to Butler, "TALC is arguably one of the most significant contributions to the studies of tourism development because of the way it provides a focal point for discussion of what leads to destination changes, how destination change, their market change and even what is a destination". TALC is necessary for a need assessment because an understanding of the dynamics of the estate will be necessary to make a need assessment. This again is affirmed by Butler (2006) who seek to explain that tourist areas by nature are dynamic because they evolve and change with time. Therefore changes/dynamics in tourist's choice and needs must be considered when assessing needs for their new offering.

Needs assessment:

TALC model will be an important tool to facilitate a need assessment because according to Butler, “TALC is arguably one of the most significant contributions to the studies of tourism development because of the way it provides a focal point for discussion of what leads to destination changes, how destination change, their market change and even what is a destination”. TALC is necessary for a need assessment because an understanding of the dynamics of the estate will be necessary to make a need assessment. This again is affirmed by Butler (2006) who seek to explain that tourist areas by nature are dynamic because they evolve and change with time. Therefore changes/dynamics in tourist’s choice and needs must be considered when assessing needs for their new offering.

The above is also affirmed by Kaufman,²⁰⁹ R. A., & English, F. W (1979) who states that “needs assessment is a formal process which determines the gaps between current outputs or outcomes and required or desired outcomes or outputs; places these gaps in priority order and selects the most important for resolution. Need is defined as a gap between current outcomes or outputs and desired (or required) outcomes or output”. Gaps between outcomes and outputs also pertains to the choice and needs of tourists or the dynamics of a tourist’s destination according to TALC. Thus, Kaufman, R. A., & English, F. W (1979) continues by stating that a needs assessment will serve as an identifying, harvesting, justifying, and selecting of gaps or needs to be closed. More so, the nature and importance of the gaps are critical because if an organisation choose trivial or incorrect needs to resolve, they will not achieve the intended result expected.

Based on the above definition, Ndawara administration should ensure that their needs assessment should be evident based and should be based on best available knowledge from different stake holders, local experts and local reports, publish information, local website and local stories. The needs assessment should include the best analysis of the different kinds of cultural activities available locally. However, this project does not have the capacity to discuss a detail need assessment as it is only suggesting a need assessment as a tool to facilitate development at the Ndawara estate.

Stakeholder and stakeholder analysis:

The second action aspect of the action plan will constitute of an identification of possible stakeholders and stake holder’s analysis. A stake²¹⁰ is an interest or a share in an undertaking

²⁰⁹ Kaufman, R. A., & English, F. W. (1979).

²¹⁰ Weiss, (2006)

while a stake holder is an individual with a stake. Fundamentally, stakeholders can affect/influence and can also be influenced/affected by activities of an organisation which can happen by stakeholders influencing the organisational constitution and operational rules. That is why Moloney (2006) argues that stakeholders are a group of people or individuals that benefit from an organisation and they are liable to harm or have their rights affected by an organisation. Nevertheless, stakeholders can on the other hand be beneficial and helpful to an organisation by helping them achieve their goals but can equally be antagonistic by opposing the mission of a company. Overall,²¹¹stakeholders have powers to pose as a threat or a benefit to an organisation.

The benefits of a stake holder come to play as explained by the TALC model of Butler (1979) in the six stages of a tourism area life cycle. According to Butler (1979) in the Decline or rejuvenation stage of a tourism area life cycle, a tourist's area experience stagnation and there are two upcoming possibilities for it including either a decline where activities are slow as most people visiting only come around for cheap breaks or a day trip. And rejuvenation which entails regrowth of the area meaning a private investor or the government rescuing the area by constructing new attractions or renovating the area to restore its original popularity. The private investor or government are major stake holders who have the capacity to rescue a destination. Therefore, Ndawara should be able to identify such stake holders and approach them accordingly.

The list of possible stake holders in cultural events who might be interested and want to be involve in a cultural offering for Ndawara estate could include: Estate workers, local traditional rulers, local business providers, local faith base organisations. For example,²¹²traditional rulers in the county where Ndawara estate is located are a major stake holder for the Ndawara estate and have influence on the locals and the environment. According to Cameroon constitutional rights²¹³pertaining to traditional rulers, in case of any developmental activities in the estate, the traditional rulers must be consulted, and their opinion must count. In Cameroon, the traditional rulers are the voice of the local people in their constituency. They can request the estate to carry out some developmental activities for the interest of the local community and equally can disrupt or obstruct projects set out by the estate. That is why Orndoff (2005) explains that stakeholders will trigger project schemes in other organisations and can²¹⁴support

²¹¹ Gibson (2000)

²¹² Fisij, C., & Goheen, M. (1998).

²¹³ Fisij, C., & Goheen, M. (1998)..

²¹⁴ Vogwell (2002)

or obstruct an ongoing project. Consequently, a stake holders influence can be a small or great impact and can be exerted either deliberately or incidentally. Again, this is the idea behind this action plan, to analyse the importance and influence of every stake holder involve in this destination. The estate should pay attention and not undermine the influence of its stakeholders if they intend to develop and execute this action plan.

Third state will be an input analysis.

Input-output impact analysis is now²¹⁵ widely used to examine the economic impact of tourism and the technique of input-output analysis can be employed to determine tourism's economic impact. Thus Input-output analysis can be used to develop a structure that enables the Ndawara estate's administration to construct a model for solution to suit the purpose/task at hand by guiding the administration with logical decisions pertaining to credibility, transferability, dependability and conformability.

In this part of the action plan, input-output will be a combination of useful data obtained with the help of the PLC model and the TALC model. Their importance for input-output ties to the fact that both models are tools for assessing and evaluating a tourism product and a tourism area life cycle. Input-output analysis with entails the dynamics of the products offered at Ndawara destination and the dynamics of the Ndawra destinations as a tourism area. TALC with facilitate input-out of the Ndawara destination changes and dynamics of tourists needs and choices while PLC will provide input-output about how products and markets work.

Therefore, input-output analysis for Ndawara estate will include an analysis of different inputs: material, financial, human and managerial. The administration of the estate must assess the funding potential for the proposed offering, assess the personnel both skilled and unskilled, locally sourced and expatriate who are capable of handling cultural events that can attract experience tourism. Most importantly, they should provide training of staff to maintain sustainability of the newly proposed offerings and main steady influx of tourists.

Monitoring and evaluation:

The fundamental principles for ²¹⁶monitoring include identifying the objectives, monitoring options, scale, cost and benefits. The monitoring and evaluation of management performance should: demonstrate the extent to which the objectives have been achieved, provide evidence-based feed-back about what's working and what's not working and reveal interactions between

²¹⁵ Fletcher, J. E. (1989). 16(4), 514-529.

²¹⁶ Stelzenmüller, V., Breen, P., Stamford, T., Thomsen, F., Badalamenti, F., Borja, Á., ... & Degraer, S. (2013). 37, 149-164.

ecological components, human pressures and management efforts. Therefore, for Ndawara estate to ensure sustainability and a smooth running of the cultural events, it will be necessary to undertake periodic monitoring and evaluation of the cultural activities. This could be done through periodic questionnaires of testimonies, guest book, financial turn over and guest attendance book. More so, monitoring and evaluation can be facilitated with a better understanding of the PLC model because the estate monitors and evaluate to maintain sustainability.

Base on my analysis, and according to models used in this project, there are gaps which entails the need for sustainability. Therefore, for an overall sustainability to be maintained in this context, Ndawara must apply the various steps of a PLC model which will help to reformulate their marketing strategy several times especially when there are changes in market and environmental conditions. More so, the PLC model can also serve as a frame work to earn enough profit to compensate for the efforts of risk and most importantly, the estate should use the PLC to tackle, understand, prevent, the effect of the market, both micro and macro constrains and how product reacts to various stimuli. Thus, Understanding the stages of the PLC model will complement, consolidate the monitoring and evaluation process and give more techniques to proper management of product through life cycle while giving it more resistance /long life.

Based on the above, Ndawara should endeavour to grab a good understanding of the PLC to help them understand the micro and macro environment of their product to predict, determine the duration of activeness of their product and further create a safe net for eventualities.

The second innovative offering/ activity, constructing a Museum:

Base on my analysis, the destination profile doesn't say much about cultural offerings. It will be a prosperous idea for the estate to open a mini museum. Another gap base on analysis reveals that according to Pine and Gilmore model, cultural experience is lacking. Therefore, the second offering will follow the same plan as first offering above but will have different elements of a museum. The idea here is suggesting to Ndawara administration to open a mini museum with cultural artefacts which will warrant guests to pay entry fees. Hypothetically, this can be realistic and feasible for the administration if the budget of the estate can afford which is beyond the capacity of this project to presume. Potentials are life pictures that depict the history of the area/ranch/estate, artefacts, history, local books, local paintings, guest book, and some creative work of arts such as stories behind every tea flavour produced in the estate. This second

innovative offering but will help to enhance the cultural potential of the estate by improving the experience derived from cultural offerings offered at the estate and will also contribute as income generation. This can be better explained how artefacts, life pictures, history, local paintings, tea blending and guest books will reveal the untold and genuine story behind the creation of the estate from conceive to present state. Therefore, according to the experience four realms of Pine and Gilmore (1999), guests will be engaged in all four realms provided diversity of activities are present in the museum as it should be in a conventional museum. According²¹⁷ to Rea, P.M (1930) a museum is an acquisition and preservation of objects, the advancement of knowledge by the study of objects and the diffusion of knowledge for the enrichment of life of the people. Logically, Rea, P. M's definition of a Museum contains some aspects of the four experience realms like knowledge (education) and enrichment of life (entertainment and esthetics). While Low (2004) also mention that the antidote to cunning²¹⁸ misinformation by emotions-rousing posters and enslaving prejudices is honest science, popular symbolic art, and the growth of independent judgment. Thus, museums are a powerful visual instrument to reveal true stories. This simply means that the museum is a reliable source for those seeking authentic stories behind cultures/ cultural monuments. Based on the latter definitions, museums are a powerful tool to engage and enhance guests experience. Therefore, if Ndawara estate consider the option of improving guests experience by creating a mini museum, they will be able to engage guests at all dimensions of the four experience realms of Pine and Gilmore as thus: The study of object advancing knowledge will engage guests in an educational dimension where they will be actively absorb as the take part in an educational experience from history and life pictures, guest will have an opportunity to contribute in shaping their own experience by blending different tea leaves to create their own unique flavours, thus actively absorbing and escaping into the experience, the esthetics of the museum and the paintings to entertain will passively absorp guests thereby presenting all four experience realms.

Consequently, this second innovative suggestion as a contributor to income generation, will boost economic activities for local population such as employment, but most of all, help to enhance the cultural potential of the estate which will over all improve the experience derived pertaining to cultural offerings.

²¹⁷ Rea, P.M, (1930)., pp265-271

²¹⁸ Low, T. (2004)., 30-43.

Chapter 6

Conclusion

Based on the problem statement, this project was intended to inquire how the Ndawara estate can incorporate the four experience realms in their offerings to provide a memorable experience while at same time, suggesting two innovative tourism offerings (cultural activities and opening a mini museum) that will go a long way to improve the tourism experience of the estate. Pertaining to the problem statement and based on my analysis, this project has taken a journey from a thorough research of the Ndawara destination's profile/ activities where ample data/information was retrieved. Retrieved data inspired theories for assessing the profile of Ndawara destination if offerings were properly packaged for guests. After which theoretical assessed profile data was analysed based on theoretical prescription. Lastly, two tourism innovative offerings were suggested namely cultural activities and creation of a mini museum for improving tourism experience at the destination. Therefore, problem has been solved by proposing a hypothetical action plan for two innovative suggestions.

Therefore, this project will conclude as such: The offerings at Ndawara estate are missing some of the four experience realms in their offerings/activities for example, when manager was asked how tours were guided, he explained that he used guides with professional knowledge about specific attractions meaning that the estate has concentrated mostly on offering educational experiences. Manager also mentioned that estate gives free tea, free breakfast and preferential treatment to encourage repeat guests which is contrary to the four realms according to Pine and Gilmore which does not identify moral experience as part of the four realms. Thus, this answers the research question 2 which addresses the issue of estate not making use of all four experience realms to offer memorable experience to guest? Interview also demonstrated that the estate does not use alternative stages or conventional innovation to offer memorable experiences to guests because manager endorsed that they only offer what they have at the estate which again answers another research question 3. There were also some concerns raised why manager cannot understand the reason for reduced influx and its consequences. The latter pertains to the PLC and the TALC model which seeks to explain how product life cycle and tourism area life cycle has an influence on tourist's influx which could be negative or positive depending on how the both product and tourism area is managed. This again emphasises that Ndawara destination should try to incorporate these theories in estates operations which will improve their destination in the long run. There interview equally revealed that there are no customized good as all goods are standard and are offered to all customers as such. According

to Pine and Gilmore (1999), customized goods are designed for specific guests which can't help but consider these offerings as a memorable experience. Thus, if the estate must leave up to the conventional/innovative experience offerings through its services, they should customize their goods and offer personalised services to guests who crave for special offerings and a memorable experience.

After using the PLC and TLC theory to analyse data from the estate, it was obvious that estate has made insignificant use of technics and knowledge from the PLC and TALC to consolidate the destination and its offerings. Problems were addressed by proposing to the destination administration to incorporate theory into estate operations to get a professional insight of the situation of their business but most of all for consolidation. Recommendations/ suggestions were also presented on how to improve experiences in the destinations offerings to give a memorable and lasting experience to visitors which will increase influx and revisits.

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Appendix

Interview with the manager of Ndawara tea estate.

- Ques: As a manager, what is your role at in the estate?
- Ans: My role is to manage the estate is all aspect, have a good mastery of the destinations profile/activities, make final decisions, coordinate and mastermind all activities/ attractions, instruct junior staffs, and have the final say besides the owner.
- Ques: Therefore, what you have here is more like a centralised system?
- Ans: Absolutely.
- Ques: Which are the most preferred attractions
- Ans: Tour in the tea factory, animal farm, tea nursery, living with the locals and horse riding,
- Ques: How do you manage the guided tours?
- Ans: I use guides who have professional knowledge about specific attractions
- Ques: Dose the estate use more of conventional innovation or alternatives stages to offer memorable experience to guests?
- Ans: No, we just offer what we have at the estate.
- Ques. Who are your international guests?
- Ans. We receive more than five hundred international guests a year coming from: Switzerland, Canada, Norway, America, France, Germany, Holland, Britain and Belgium. These foreign visitors/guests consist of researchers, adventurers, volunteers, families with small kids, empty nests and singles/ lovers.
- Ques: What kind of tourism activities do you offer?

- Ans: Both leisure, adventure and education tourism are common at this destination.
- Ques. Who are the local guests/tourists visiting your facility now and how far do they travel to get to your estate?
- Ans. Most of our local visitors are singles/lovers looking for an escape, “ upper and middle” class citizens/families who can afford to pay for our services and who have the luxury and possibility to arrive at our destination. Some of them travel about two, three, five or six hours by car to get to the estate.
- Ques. Do you give any special offers to attract customers?
- Ans: We give free tea and allocate accommodation to guests depending on who they are.
- Ques: What measures do you apply to encourage repeat visits from guests?
- Ans: We give free breakfast to visitors coming for their second time.
- Ques: Do you at some point experience any reduction in number of visitors to the destination?
- Ans: Sometimes visitors numbers reduce and after a period of time it increases again.
- Ques: Do you understand why visitor’s numbers reduce and increase?
- Ans: Mmmmmm maybe because of economic crisis and bad weather but I can’t really tell
- Ques: What do you think is the reason for visitor’s numbers increasing again?
- Ans: It is just the market procedure which has been observe in our destination. High season and low season.
- Ques: What new/recent attractions have you carried out in the destination?
- Ans: We have renovated the lake, bought scooters and improve the accommodation.
- Ques: When did you last did renovation and improvement at the estate?
- Ans: We last did renovation in the estate in 2000. As at now, the scooters are broken and out of order. For the past years, we have been concentrating on tea production because it is the main source of income for the estate. Otherwise, we only offer the available offerings present at the moment.
- Ques: Do you customize or design your products for segments?
- Ans: No, we don’t. All customers have access to all products provided they can afford.
- Ques: What is the objective/mission of the company

- Ans: The main objective is to²¹⁹ make profit then secondly, to improve the social conditions of its society and improve the country at large.
- Ques: Do you have an idea about the welfare of the local inhabitants?
- Ans: Majority of the locals work in the tea plantation while others are farmers who cultivate and plant crops for local consumption.
- Ques: What about housing condition for your staffs?
- Ans: The estate has its own private camp where workers reside. Majority of the plantation workers live in the camp together with their families. The estate is a small village with its own social activities making the environment very busy and lively.
- Ques: Do you have tour guides who are permanently stationed at the estate or you call tour guides in when there is need?
- Ans: We have stationed permanent tour guides and offers guided tours through the tea factory and the ranch amidst other activities.
- Ques: How do international guests get to the estate?
- Ans: Guests/tourists coming from abroad purposely to visit Ndawara estate will either land at the Douala or Yaoundé international airport in Cameroon. There are different public transportations driving directly from both airports to Ndawara estate. It could be approximately six and half hours by buss which could be less traveling time on private transport. For local tourists or short visits.
- Ques: Do you have any check points or security checks for arriving guests?
- Ans: On arrival at the Ndawara estate, guests go through security checks takes a couple of minutes. Security has been enhanced at the estate with updated technology and metal detector rods all used for screening to ensure maximum security. Once guests have been through security, they are accompanied to their accommodation facilities.
- Ques: How and what is the situation of the accommodation facility of the estate?
- Ans: The estate has its accommodation which is equivalent to an inn. It is not a luxurious accommodation because the intention is to keep it as simple but comfortable and close to country lifestyle. Accommodation in the estate is cheap and affordable. The rooms have two price range costing five thousand France CFA and eight thousand France CFA equivalent to fifty Danish crowns and eighty Danish crowns.
- Ques: How about food and drinks

²¹⁹ Appendix 1

- Ans: Food is served on command and equally cheap. A plat of food cost between 10 to 12 Danish crowns. The estate has a bar which operates on special request from guests
- Ques: Do you have other accommodation facilities apart from the estate's Inn?
- Ans: Other guests choose to undertake home stay and participate in the local cuisine and other house chores such as accompanying host to the farm, fetching of water, gathering firewood, craft making, traditional healing. However, guests taking a home stay option intend to acquire some skills in the local cuisine, craft making with intentions of haven contributed positively in the building of international cultural understanding and world peace.
- Ques: How do you arrange tours?
- Ans: Once guests are settled in their respective accommodations and ready for a tour, they are allocated a tour guide who takes them for a tour around the various attractions in the estate. Tour guides are English and French speaking though some only speak either languages. All attractions are free for guests logging in the estate.
- Ques: Do you have special starting point for tours to take-off?
- Ans: Tours usually starts with a walk around the factory or the animal farm depending on what guests prefer. Starting with the factory, the tour guide leads the guests to the tea factory and present them to a factory staff who is familiar with the production process. A step by step visit in the factory from picking tea leaves to drying then fermenting and packaging is then coordinated by the factory staff together with the tour guide.
- Ques: Is there any formal introduction of guests to workers at visited attractions during tour?
- Ans: When the tour guide gets to every attraction, he presents the guests to the staff working at the said department who is a professional and has more knowledge about the attraction/department.
- Ques: Is there any formal way to earn the tour
- Ans: After the factory visit, guests will receive free packets of tea and say goodbye to the factory staff. Next point of visit is continued by the tour guide who takes the guests to the next attraction, probably the animal farm/Ranch.
- Ques: What kind of animals do you have at the animal farm?
- Ans: The animal farm/ranch consists of different animals like: Chimpanzees, monkeys, horses, giraffe, cows, ostriches, peacocks, snakes, camels and other species of birds.

Some of these animals are caged including the Chimpanzees, snakes, ostriches and monkeys.

- Ques. Are guests allowed to interact with animals at the ranch?
- Ans: Guests can hold and play with some of the animals under supervision of staff.
- Ques: How do the guests react towards animals?
- Ans: It seems like a memorable experience. For example, some guests are so thrilled with this experience so much that they can't stop describing the succulence of the chimp's body. Another example is another guests (peace corps volunteer in Cameroon) who expressed her experience as such: "The caretaker guy brought them some bottles of juice, which they opened and drank themselves (this was adorable)"
- Ques: After the ranch, how does the tour continue`?
- Ans: From the ranch, tour always proceed to next stop which is usually the nursery where a large field of tea plant is displayed. At this location and as in all other locations, the worker in charge of the nursery further explains the planting process to the guests. He explains to guests how long it takes for a tea plant to mature before leaves are harvested. It usually takes fifteen years for a tea plant to mature before tea leaves are harvested every half a year" Jonas and Lynn narrate how the nursery coordinator explains.
- Ques: What other activities do you offer?
- Ans: We have the weekend horse riding and the scooter tour. There are ponies available to hire and go on a pleasure ride or visit a nearby crater lake. Traditional dance is performed by the locals on special request by the guest who pays an extra fee for it.
- Ques: What are the periods and duration of segments and spending capacity?
- Ans: Upper and middle-class families with young children usually visit during short breaks and weekends. Upper class families spend more money because they sometimes hire the facility for birthday parties and wedding ceremonies.
- Ques: What are the different seasons for your business?
- Ans: High season for international guests is between July to September. Adventures and families usually stay between two to three weeks while researchers and volunteers stay for months or years. There is a one day tour itinerary offered by the estate for local tourists or guests who are only interested in short visits,
- Ques: Which segments do you consider as high spenders?

- Ans: International guests/visitors are high spenders and are given special treatment with the intension to get a repeat visit from them.